

Report to Community and Protective Services Committee

To: Chair and Members, Community and Protective Services Committee Meeting
From: Kevin Dickins, Acting Managing Director, Housing, Social Services and Dearness Home
Subject: Housing Stability for All Plan 2020 Update and Priorities for 2021
Date: May 11, 2021

Recommendation

That, on the recommendation of the Acting Managing Director, Housing, Social Services and Dearness Home, that this report **Be Received** for information purposes and that the following actions **Be Taken** with respect to this report that;

- a) Civic Administration **Be Directed** to submit the Housing Stability for All Plan (HSAP) 2020 Update and Priorities for 2021 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);
- b) Civic Administration **Be Directed** to circulate this report to stakeholders, agencies, and community groups including, but not limited to, Middlesex County, London Housing Advisory Committee, and the London Homeless Coalition; and,
- c) Civic Administration **Be Directed** to circulate this report to the Strategic Priorities and Policy Committee to form part of the Housing Development Corporation, London's (HDC's) 2020 annual report to the Shareholder.

Executive Summary

This report on the Housing Stability for All Plan 2020 update and appendices provide the following:

- An overview of the current housing environment in London, attached as Appendix A;
- An update on the first full year of action under the Housing Stability for All Plan (HSAP) for the calendar year of 2020 attached as Appendix B, including metrics and the status of the initiatives and plans attached as Appendix C;
- Updates from HDC that will form part of the 2020 report to Council as Sole Shareholder of HDC including details related to project initiatives associated with the creation of new affordable housing stock.

This report will be submitted to the Ontario Ministry of Municipal Affairs and Housing (MMAH) as an annual update to the local homeless prevention and housing plan required

under the Housing Services Act (HSA), 2011 from the City of London, as the designated Service Manager.

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 Strategic Plans may vary.

Linkage to the Corporate Strategic Plan

Housing Stability for All: [Housing Stability Action Plan \(HSAP\)](#) for the City of London (2019) aligns with the strategic areas of focus in the 2019-2023 City of London Strategic Plan.

Strategies identified under the Strengthening Our Community strategic area of focus include:

- Establish and revitalize community housing through a Regeneration Plan;
- Increase supportive and specialized housing options for households experiencing chronic homelessness;
- Strengthen the support for individuals and families in need of affordable housing;
- Utilize innovative regulations and investment to facilitate affordable housing development;
- Create more purpose-built, sustainable, affordable housing stock in London;
- Implement coordinated access to mental health and addictions services and supports;
- Improve emergency shelter diversion and rapid re-housing practices; and
- Strengthen and support the mental health and addictions system.

Maintaining or increasing the number of shelter beds available to abused women and their children, and to homeless women and girls is a strategy identified to Create a Safe London for Women and Girls. This strategy notes that full implementation of a Housing First policy is to be contingent on availability of immediate access to safe, affordable housing.

Analysis

1.0 Background Information

Previous Reports Related to this Matter

- [Homeless Prevention - COVID-19 Response](#) (CPSC: March 30, 2021)
- [Letter of Mayor Holder to CPSC Re: 3000 Unit Challenge](#) (CPSC: March 30, 2021)
- [Transition Plan Progress Report – Housing Development Corporation, London HDC](#) (SPPC: March 9, 2020)
- [Governance Functional Review - Housing Development Corporation, London \(HDC\)](#) (Council: January 12, 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)
- [Homeless Prevention COVID-19 Response](#) (CPSC: October 6, 2020)
- [Housing Quarterly Report](#) (CPSC: October 6, 2020)
- [Housing Quarterly Report](#) (CPSC: July 15, 2020)
- [Housing Development Corporation, London Annual Shareholder Report](#) (SPPC: June 9, 2020)
- [Homeless Prevention COVID-19 Response and Funding Overview](#) (CPSC: April 28, 2020)
- [Canada's COVID-19 Economic Response Plan Funding Agreement](#) (CPSC: April 28, 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 HSAP¹ is a strategic framework guiding activities across the municipal housing system in support of housing stability within London and Middlesex from 2019-2024.

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

2.2 Housing Stability and Local Data

Prior to the onset of the COVID-19 pandemic, the HSAP report highlighted that London was experiencing a housing crisis related to the lack of affordable stock available to a growing population of persons living in “core housing need” (households who pay 50% or more of income on shelter costs), unstable housing conditions, or experiencing a housing/homelessness crisis.

The pandemic amplified the housing crisis in large urban centres across Canada. Over

¹ <https://www.london.ca/residents/Housing/Housing-Management/Documents/2020-01-24%20181029038-COL-Homeless-Prevention-And-Housing-Plan-Report-EMAIL-WEB.PDF>

the course of 2020, the London housing market has remained very active with increased sale, rental prices, demand, and housing construction. At the same time, the housing needs of Londoners in the low to medium earning range grew due to income loss during the pandemic and lack of available affordable housing options.

The attached Appendix A to this report provides an overview of the ongoing changes occurring within the London housing market and the impact of these on housing affordability, availability, and housing stability in London.

Civic Administration acknowledges the support of Anthony Passarelli, Senior Analyst at Canada Mortgage and Housing Corporation (CMHC) for information related to London's housing market, as provided in the attached Appendix A.

The information and data shared by CMHC along with local measures and experience will define the next steps in the HSAP priorities within the flexible framework of the strategy.

2.3 Implementation of the HSAP

In 2020, there was a significant 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.

In this period, approximately 70% 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:

- 55 actions are completed and ongoing
- 27 actions are in progress
- 36 actions have been identified with future targets

Details about the HSAP actions under the four strategic areas of focus and outcomes are included in the Appendix, including updates (Appendix B) and a list of actions underway attached as Appendix C.

3.0 Financial Impact/Considerations

There are no financial impacts at this time.

4.0 Key Issues and Considerations

4.1 Revised HSAP Priorities: Aligned Actions

The next steps of the HSAP priorities in 2021 and beyond have been heavily influenced by the housing needs that have been amplified throughout the pandemic and have become part of the local recovery plans.

The revised HSAP priorities will respond to the growing need for capital development related to the housing stock shortage. The ongoing modifications to HSAP initiatives,

based on changing local market trends and community needs, will help to:

- Reduce the loss of market based affordable housing to demand-driven housing prices;
- Identify and advance municipal tools and resources to attract and support affordable development;
- Prioritize access to new units, while retaining the essential elements of mixed housing in blended and whole communities; and
- Ensure that affordable housing actions continue to evolve and focus on the outcome of people retaining and attaining housing stability.

A focus of the next year of the HSAP will include the ongoing work related to homeless prevention and the aligning work within the City's urgent housing plans. This includes the development and rent-up of 122 Base Line Road West, 403 Thompson Road, 345 Sylvan Street, and 18 Elm Street.

The work of the HSAP requires the continuing effort of Civic Administration and community partners related to enterprise wide approaches (internally) and collaborative approaches across service providers and sectors (externally).

This work will require the continued support and aligned services of community partners, including through the London Homeless Coalition, London Housing Advisory Group, London Homeless Prevention Network, local community housing providers and advocacy agencies.

4.2 Enhanced HSAP Reporting, Communications, Advocacy, and Engagement of all levels of Government and Sectors

In order to provide a more usable and public facing platform, the HSAP reporting process would be better aligned with a webpage provided to Council and in a format where Council and members of the public can access regular updates about the implementation of the HSAP actions.

The migration to a website approach will take time to align within the revised corporate structure, priorities, and initiatives, but is anticipated to provide better overall tracking of targets and measures related to the HSAP and housing stability related policy and program changes.

4.3 Middlesex County Update

The Middlesex county content is in progress and will be separately submitted to the Province as part of our Service Manager update along with local City of London information.

Conclusion

Municipal Council will continue to receive housing stability related reporting on initiatives over the coming year. Civic Administration will work to continuously improve reporting and communications related to the HSAP initiatives and outcomes.

Civic administration and agencies will continue to implement the actions of the HSAP with an aim to increase housing stability for individuals and families. The next steps of the HSAP will focus on modified priorities based on the urgent housing plans emerging from Covid-19 and post Covid economic and community recovery.

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Submitted by: **Dave Purdy, Manager, Housing Services**
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Stephen Giustizia, CEO, HDC

Recommended by: **Kevin Dickins, Acting Managing Director, Housing,**
Social Services and Dearness Home

Appendix A: Environmental Scan – Housing Stability in London

A.1 Analysis of the Local Housing Market

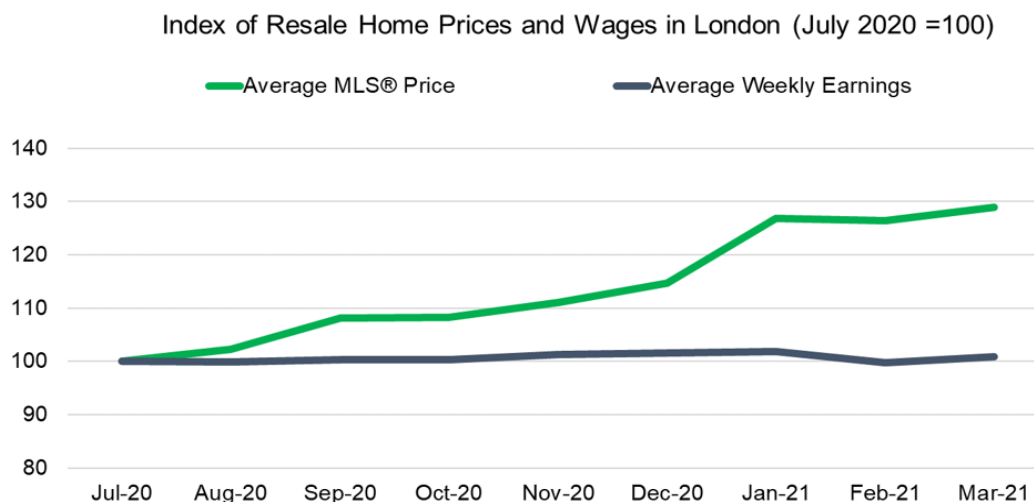
London’s housing market reflects two distinct segments:

1. An advancing market of new homes and apartments that are priced based on a housing demand for luxury or higher-end units. This market is driven in part by London’s “comparative affordability” to other Ontario centres – especially within the Greater Toronto Horseshoe Area (GTHA). These markets continue to be actively involved in London both through relocation as well as through purchase and investment within the housing commodity market; and
2. In a community with a large service sector, local incomes do not align and have not kept pace with changes in local housing ownership and rental rates. This means that a growing number of Londoners are experiencing the lack of “relative affordability” - where the cost of available housing in London far exceeds the incomes and needs of those in London who are experiencing housing needs.

A consistent message within local housing market remains around the increasing costs of housing in London in comparison to the local incomes.

The rapid and continued increase of prices in the housing resale market is considered to be indicative of the similar rental market rates, noting the rental market data is not monitored in the same manner.

Table 1: Rapid House Price Growth in London Despite Stagnant Wages



Sources: London-St. Thomas Association of Realtors, Statistics Canada, CMHC calculations
Information Assembled by CMHC

(Table 1: Rapid House Price Growth in London Despite Stagnant Wages)

What is not captured in the above data is the sales of newly constructed homes, which increases the average sale prices even beyond those reflected in Table 1 while the incomes of Londoners, as seen in the data has remained relatively flat. These same issues were already a factor in housing stability prior to the pandemic.

Shifting to the rental market, the information reflected in Table 2 portrays the incomes of renters in London and is distributed equally into 5 equal groups.

This graphic reflects that all but the highest income renters (20% of households) don't have an option of homeownership based on local housing costs.

Competing interest in rental housing means rental rates increase based on market demand with traditionally lower cost rental units rising to meet demand. This results in almost no available rental stock within these modest and lower income rental market groups that would allow tenants to maintain shelter costs under 30% of their gross income (affordability rate).

Table 2: Estimated Renter Household Income in Quintiles in London



Source: Statistics Canada, CMHC calculations

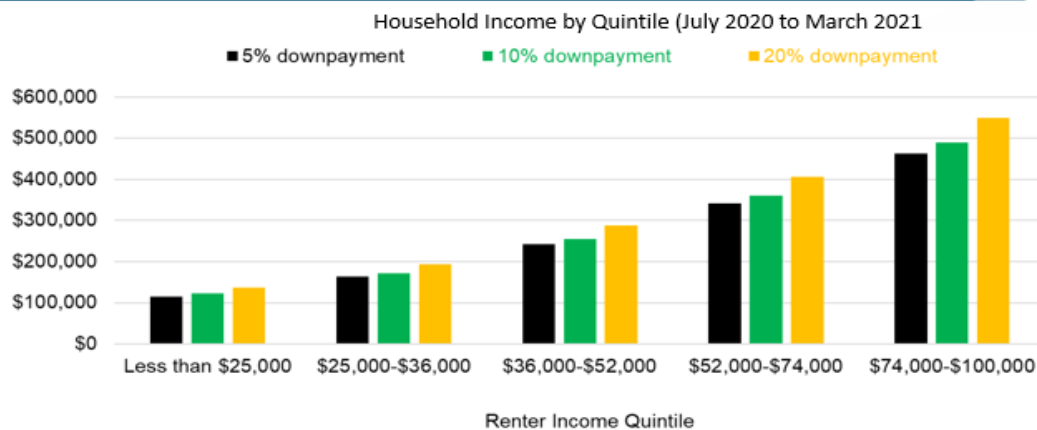
(Table 2: Estimated Renter Household Income in Quintiles in London)

“The income quintiles of renters in the primary market are assumed to mirror the overall rental market. We’re confident this is true for London, since nearly 2 of 3 renters live in the primary rental market.” Anthony Passarelli, CMHC

The current high local housing costs means that homeownership is no longer an option for most renters.

A \$500,000 home is not only hard to find, but the income required to purchase and carry the mortgage make it out of the income range of over 80% of London households based on the data available. These factors and market limitations negatively impact those in housing need, and thus the rental market as a whole.

Table 3 Estimated Housing Price By Renter Income



Sources: London-St. Thomas Association of Realtors, Bank of Canada, CMHC calculations

(Table 3: Estimated Housing Price By Renter Income)

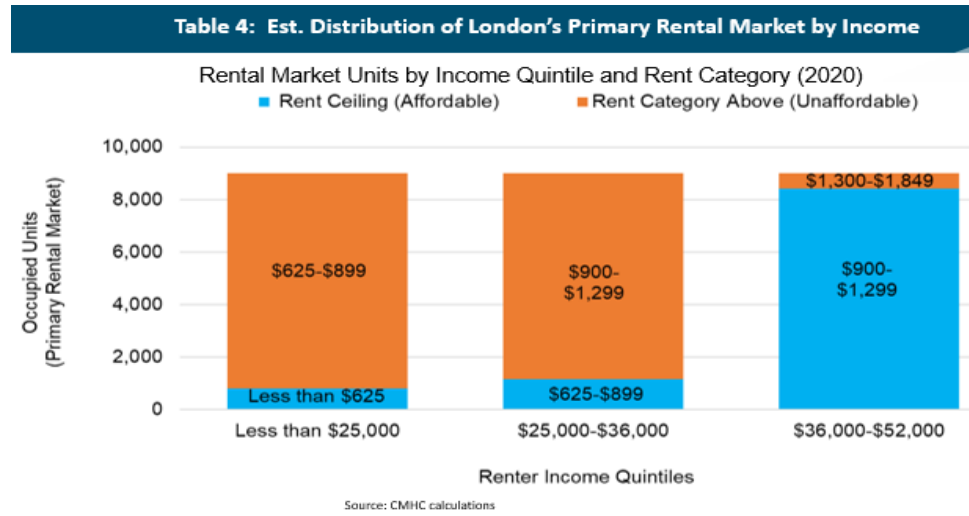
Rental market demands continue to be driven by existing homeowners moving to rental and by those coming from outside of London. This results in less movement within the rental market as a result of escalating housing prices.

“Too many higher income renters shifting down the rental ladder is a problem, since the renters with high incomes can easily outbid the renters with lower incomes. This puts strong upward pressure on rents for the mid-priced units, which then can drag up rents for units lower on the rent spectrum.” Anthony Passarelli, CMHC

The inactivity related to tenant movement at the lower end of the market and the competition for units at the upper end of the rental market reflects a housing gap. It also means that “Average Market Rent” figures, commonly used to measure the market, are more reflective of existing tenancies and not reflective of available units. Those that remain in their units are also not necessarily able to afford them.

Households with incomes of less than \$25,000 per year, require shelter costs to be less than \$625/m for housing to remain affordable (at 30% of gross income). Two out of every five renter households in London have incomes below \$36,000 (as reflected in the above

pie chart). For the thousands of Londoners in this situation, their existing housing is most often not affordable.



(Table 4 Estimate Distribution of London’s Primary Rental Market by Income)

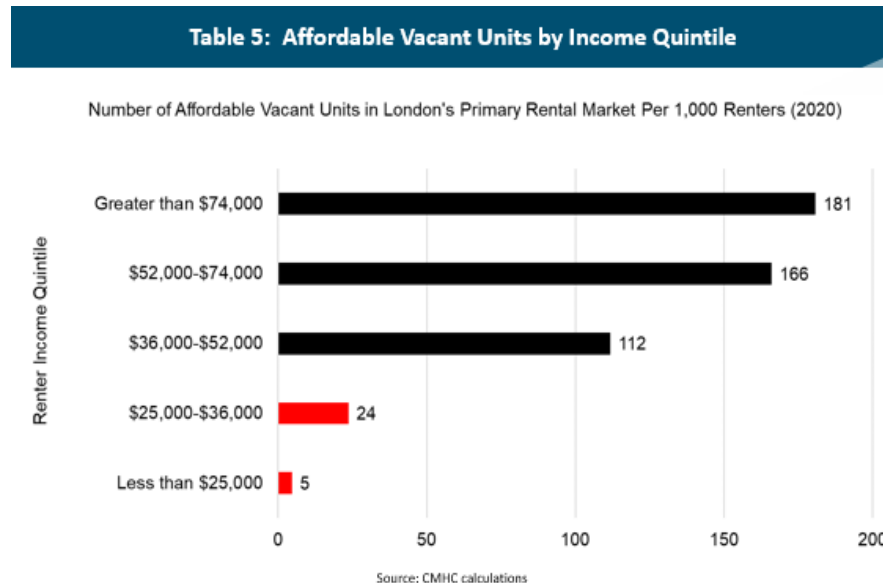
Lower income categories include persons living on fixed government incomes, seniors, youth, persons with disabilities, and populations that disproportionately experience co-occurring social, health, and employment barriers.

Those who are within these income groups and are currently seeking rental housing units, must seek either higher cost units, increasing the number of people in core housing need, or seek shared housing arrangements.

A.2 Housing Market Stock and Vacancy Challenges

The Housing Stability Action Plan (2019) reflected an estimated 3,000 unit gap in local affordable housing at the middle and lower range of the rental market. The intent was to focus new stock to the market segments and populations most in need of housing stability.

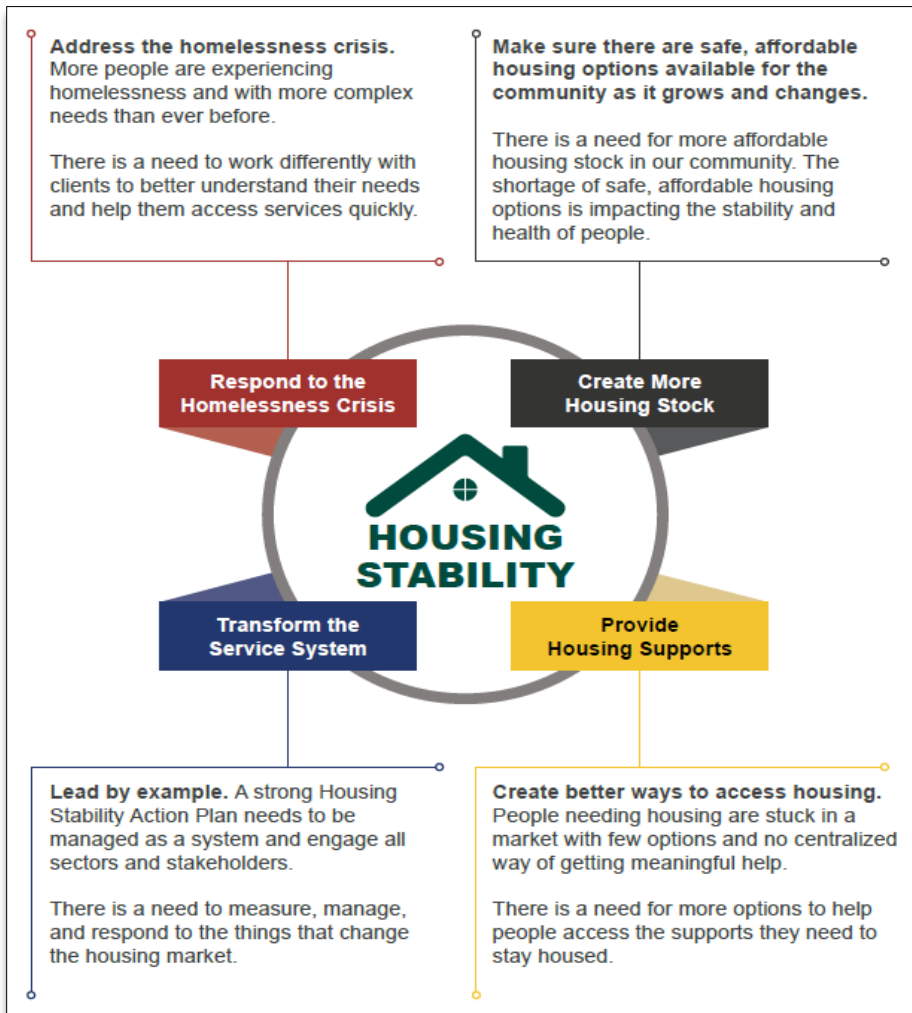
The identified need in the HSAP for 3000 units of affordable housing aligns with the market vacancies and housing needs of renters with gross earnings of up to \$52,000 per year.



(Table 5: Affordable Vacant Units by Income Quintile)

CMHC’s data reflects that, for every 1,000 renters seeking housing in the lowest income ranges (below \$36,000 gross household income), there are less than 30 units available within their affordability range. It also highlights the significant local population in core housing need due to limitations on available rental housing units that are affordable to lower income earners.

Appendix B: Housing Stability Action Plan and 2020 Update



(Reference Graphic: HSAP Strategic Action Areas)

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 areas of focus are interconnected and must be advanced in unison to meet the objectives of the Plan.

B.1 HSAP and the COVID-19 Pandemic

Throughout the COVID-19 pandemic, the municipal housing system has and continues to provide homeless prevention, housing, and housing development services as safely as possible.

The pandemic highlighted the importance of housing stability for all Londoners given that the greatest impact of COVID-19 has been on populations that were already vulnerable, in housing crisis, in lower income employment, or within specific labour sectors. The full impact of the pandemic on the housing sector will take time to fully realize and address. The continued reporting on the HSAP will include ongoing local analysis of the housing market as these impacts are able to be better defined and addressed.

The associated recovery plans related to housing will transition from emergency level services and supports toward longer term permanent housing solutions. These will further align with other community and economic recovery plans that begin to emerge from the ongoing pandemic.

B.2 2020 Update on Strategic Area of Focus 1: Responding to Homelessness and Housing Crisis

We need to address the homelessness crisis. In London, more people are experiencing homelessness with more complex needs than ever before.

Indigenous Homelessness

In 2020, London made strides towards addressing Indigenous homelessness. In October 2020, the *Giwetashkad* Indigenous Homelessness Strategic Plan (2020-2023) was launched. The word *Giwetashkad* is an Anishnaabemowin word meaning “the circle” and describes the collaborative community-based approach through which the strategy was developed.

Since 2017, the *Giwetashkad* Advisory Committee (“the Circle”) began coming together to bring Indigenous and non-Indigenous world views together to inform London’s first Indigenous homelessness strategy.

With representation from homeless serving organizations, City of London Homeless Prevention, and Indigenous partners in the community, the Circle supported the development of the *Giwetashkad* Indigenous Homelessness Strategic Plan.

The *Giwetashkad* plan supports access to culturally appropriate housing and homelessness services for Indigenous peoples. The *Giwetashkad* Indigenous Homelessness Strategic Plan was recently endorsed in principle by Municipal Council and Civic Administration continues to work through the process of properly resourcing the plan.

Veteran Homelessness

2020 was a considerable year of achievement for London in addressing Veteran Homelessness. Since 2016, the Veteran Homelessness Advisory Committee has been gathering to better understand veteran homelessness, and more effectively utilize resources to support those experiencing homelessness.

In the Winter of 2020, Homeless Prevention adopted a data-driven and housing-focused approach to addressing veteran homelessness. In July 2020, London became the first community in Canada to achieve a Quality By Name List for Veterans, under the Built for Zero Canada program. By October 2020, London became the first community outside of the U.S. to reach Functional Zero for veterans and continues to maintain this benchmark as of April 2021.

Housing Stability Bank

The Housing Stability Bank is guided by the HSAP and the Guiding Principles of the Housing Stability Bank and operates with a responsive client-centred focus. A client-centred service approach includes fairness, respect, meeting clients’ needs and providing consistent services. The Housing Stability Bank provides financial supports to assist eligible Londoners to secure and maintain housing.

The Housing Stability Bank offers a range of services to low-income earners that include interest free loans for first and last months rental assistance, rental arrears funding, and emergency utility assistance in the form of grant, or interest free loan. An Exceptional Circumstances process is in place to assess eligibility for Londoners with income levels above the low-income threshold who demonstrate a need for the services.

In 2020/2021, \$685,000 was allocated to the Housing Stability Bank through Ontario Social Services Relief Funding to provide COVID-19 related grants. As a result of moratoriums on rental evictions the true need of this funding has not been realized at this time.

In 2020, 1,815 individuals and families were supported by the range of services that the Housing Stability Bank offers. This includes interest free loans to low-income Londoner’s to assist with housing stability during the COVID-19 Crisis.

Youth Opportunities Unlimited (YOU) Youth Shelter

Aligning with London’s Housing Stability Action Plan, the YOU Housing First shelter for youth has provided specialized interventions including: diversion from entering shelter; family reconnection; short-term emergency shelter; a priority focus on rapidly securing permanent housing with intensive in home support; and, access to service.

The 30 bed Housing First Youth Shelter opened in the summer of 2020. The shelter provides youth between the ages of 16 and 24 a safe place to sleep, eat, and shower. The Shelter supports youth by meeting their immediate needs and providing a safe and supportive environment to access housing, education, health care, employment and more. The YOU Youth Shelter allows pets which reduces barriers to accessing shelter for youth.

Coordinated Access

Coordinated Access was launched in January 2020. Coordinated Access provides supports to individuals and families experiencing, or at risk of homelessness. The team works to connect households with tailored housing supports based on their needs. The aim of Coordinated Access is to divert households from an experience of homelessness or to ensure that homelessness is resolved as quickly as possible.

Coordinated Access is a first step to ensuring that Londoners are getting connected to the right type of housing with the right type of support. Coordinated Access has engaged in community prioritization meetings, working with the community to set prioritization criteria. Prioritization criteria and matching through the Coordinated Access List ensures that we are systematically supporting priority populations and ending chronic homelessness one priority population at a time.

In 2020, Coordinated Access grew to 3 full time staff members, 2 front facing clerks and one manager overseeing the day to day operations of the program. Coordinated Access assumes 50% of the front counter space to provide in-person supports at the social service office located in the downtown core.

During its first year, Coordinated Access supported 400 new intakes of individuals and families at risk of, or experiencing, homelessness. Individuals and families were referred to Coordinated Access through various sources, including social service organizations, hospitals and corrections facilities.

Throughout the COVID 19 pandemic in 2020, Coordinated Access connected at risk and susceptible populations to the appropriate COVID 19 response sites in combination with public health guidelines and has supported discharge planning for facilities in active outbreaks including London Health Science Centre and emergency shelter operations.

Housing Support Programs

In the fall of 2020, Homeless Prevention implemented three new housing support programs aimed at supporting people with low or moderate support needs to secure and maintain housing. These programs compliment the seven existing Housing First programs which provide housing supports for people with high support needs.

The programs are offered through four organizations and are structured to ensure that there is support in place for both the program participant and the landlord.

- Rent Stability – A program aimed at providing supports for households with low support needs.
- Rapid Rehousing – A program aimed at providing supports for households with moderate support needs.
- Housing Identification Program – A housing program that supports participants of the Rent Stability and Rapid Rehousing programs to secure housing and provides ongoing landlord supports.

Head Lease Program

The Head Lease Program is a new and innovative approach that provides participants with a supportive transitional housing opportunity with supports aimed at life skills development and housing stability. In 2020, Council approved a Standard Form Occupancy Agreement and a Standard for Lease Agreement for a pilot program of up to 25 units.

This approach creates a supportive transitional housing opportunity for those who have immediate barriers to accessing permanent housing. The City enters into lease agreements with landlords. Individuals and families who are matched with housing support programs through Coordinated Access may be matched to these units based on their housing and support plans. Housing support programs will work with program

participants residing in head lease units to move towards housing stability, including attaining permanent housing.

Coordinated Informed Response (CIR)

The Coordinated Informed Response reflects the work of a coordinated cross-functional team providing a caring and compassionate response to the unpredictable and disruptive behaviours of unsheltered individuals related to experiencing in the moment crisis.

The knowledge gained through the Coordinated Informed Response will be applied so to adapt the strategies and actions to strengthen the community with a focus on building a better London for all.

The Response partners include: Atlohsa, Corporate Security, Homeless Prevention, London Cares, London Police Services, Municipal Law Enforcement, Parks, Roads and Service London.

This collaborative Response links to the City of London's Strategic Plan, the London Plan, the Homeless Prevention and Housing Plan, and the Mental Health and Addiction Strategy. Links to community plans and initiatives include the Community Drug and Alcohol Strategy, London for All initiative and other related activities such as the proposed Core Area Action Plan initiative.

During the pandemic, many traditional supports for unsheltered homeless individuals were no longer accessible. CIR supported the community with providing basic needs including adding 26 Comfort Stations to identified high need areas throughout the Core Area.

With the need to socially distant, shelters needed to relocate large portions of their occupancy, businesses needed to close their doors to sit-in services and moved to take out only, benches were removed from public spaces; creating very few places for unsheltered individuals to come in out of the cold.

In response to there being fewer options for unsheltered individuals to get out of the cold during the winter months, Civic Administration moved to create a City of London Winter Response. It was a two-pronged approach with two coffee house day spaces and two over night pop up shelters.

The Coordinated Informed Response Outreach teams were able to direct refer individuals to the Resting Spaces for day and overnight supports. This project had the capacity to shelter 62 individuals overnight and an additional 60 individuals at day spaces. A total of 75 individuals accessed overnight spaces in 2020/2021.

2020 Key Accomplishments

The following are a list of achievements in 2020 related to this initiative:

- In August, the Royal Canadian Legion partnered with the Italian Seniors Project at 1090 Hamilton Road, offering 12 affordable housing units specific to veterans. By October 2020, London became the first community outside of the U.S. to reach Functional Zero for veterans and continues to maintain this benchmark as of April 2021.
- With representation from homeless serving organizations, City of London Homeless Prevention, and Indigenous partners in the community, the Circle supported the development of the Giwetashkad Indigenous Homelessness Strategic Plan. The Giwetashkad Indigenous Homelessness Strategic Plan is currently in the process of being endorsed by City Council, with resource supports from the City of London Homeless Prevention.
- In January, London's Coordinated Access system launched, creating a single front-door for any individuals experiencing homelessness, including homeless veterans, allowing for the quick same-day identification and confirmation of possible veterans.
- In February, Homeless Prevention and London's homeless serving programs established London's homelessness Prioritization Criteria, which prioritized veterans and Indigenous individuals among others.

- In 2020 alone, the YOU Youth Shelter was able to support 119 unique individuals. Of those individuals, 21 were able to move from shelter to housing.
- One unit was secured for the Head Lease program with other units in progress to be secured in 2021.
- In July, London became the first community in Canada to achieve a Quality By Name List for Veterans, under the Built for Zero Canada program. This milestone represented a level of data quality in London on its Indigenous vets and served as the working document with which Homeless Prevention and its partners began decreasing veteran homelessness.
- The new housing support programs successfully housed 46 people.
- 15 day and 15 night additional Resting Spaces were introduced in community in 2020 through London Cares.
- Coordinated Access has a 46% successful diversion and prevention rate. This means that households were able to avoid an emergency shelter stay through connection to alternate supports and services.

Total number of Actions within this Strategic Area of Focus = 30
14 completed and ongoing, 12 In Progress, 4 Future Target

B.3 2020 Update on Strategic Area of Focus 2: Creating More Housing Stock

We need far more affordable housing stock in our community. The shortage of safe, affordable housing options is impacting the stability and health of people across our community.

This section primarily focuses on the alignment of initiatives related to the development of new affordable housing stock and is highlighted to inform Council as the sole shareholder of the Housing Development Corporation, London (HDC) of the activities and actions of HDC to advance and deliver these initiatives.

In 2020, Council approved restructuring plans, including the insertion of HDC into Civic Administration within the broader interest to better align work and resources dedicated to the HSAP and the various business areas that touch municipal housing services.

Throughout 2020, HDC continued to actively work with community partners, all governments, and the City's "SWOT team" (see App. B.4.2) to prioritize urgent housing initiatives.

Through an HDC Request for Proposal procurement process, the following two affordable housing developments were completed by not-for-profit HDC Rostered Partners which resulted in a total of 95 new affordable rental housing units being brought into stock in 2020:

- 1045 Dundas Street, London Affordable Housing Foundation (LAHF) for 41 units; and
- 1090 Hamilton Road, Italian Seniors Project (ISP) for 54 units

HDC continues to work on prioritized urgent housing sites at 122 Base Line Road West, 403 Thompson Road, 18 Elm Street, and 1958 Duluth Crescent and proposed development on City-owned lands at 345 Sylvan Street.

The following are updates to these affordable housing developments:

122 Base Line Road West

This 4-storey development will consist of 61 units, including 41 one-bedrooms, 16 two-bedrooms, and 4 three-bedroom units. The building will be built using prefabricated modular panelized construction methods led by EllisDon.

Design of the development site and building incorporate universal accessibility features and 100% of the residential units will be built to Ontario Building Code (OBC) accessibility standards for multi-residential housing.

The building features offices for a building manager and support services staff; an accessible tenant-use laundry room, a multi-purpose amenity room and an accessible

washroom. There will be secured bicycle storage that includes charging stations for personal mobility equipment.

Site amenities include outdoor leisure seating areas, a pavilion, and active recreation areas for tenant-use.

In 2020, HDC successfully rezoned the lands to provide for higher density in order to deliver more affordable units. The City of London received \$7.5M in federal grant funding under the CMHC Rapid Housing Initiative (RHI) as part of an allocation to major urban cities, which is currently supporting the development of this site. Additional investments include provincial and municipal capital funding allocations to create a fully sustainable project. The City is aligning units to future tenants using the coordinated access list to house individuals and families in urgent housing need. Targeted occupancy is December 31, 2021.



(Picture of rendering for 122 Base Line Road West)

403 Thompson Road

The assessment and due diligence activities in 2020 related to land use planning resulted in HDC receiving zoning approval to advance a 4-storey multi-residential affordable housing development, including 44 bachelor-style units. The modular building plan will be designed to incorporate universal accessibility features and 100% of units to accessibility standards for multi-residential housing.

Pre-development activities at 403 Thompson Rd., and the recent successful rezoning of the site allow for ongoing work to prepare for construction of the proposed new affordable rental apartment building.

The development will retain mature trees where possible and offer similar features and amenities to those provided at 122 Baseline. Work continues both on the building plans and the plans to match units and services to individuals with urgent housing needs.



(Picture of rendering for 403 Thompson Road)

345 Sylvan Street

The City of London purchased the property at 345 Sylvan Street, a former group home for youth. The initial intention was to use the site to provide a stabilization space for Londoners in need. While such spaces remain needed, the City and HDC staff have realigned the use of these lands to provide more urgent affordable multi-residential rental housing. 2020 planning work has resulted in a zoning application advanced for the site to support a three-storey apartment building consisting of 42 new one-bedroom affordable units.



(Picture of rendering for 345 Sylvan)

18 Elm Street

With City of London acknowledgement, HDC purchased the surplus school property (former the Holy Cross Elementary School) in 2020 and began work to prepare the site for two municipal interests: affordable housing and parkland. Collaborative work continues related to land use and site planning to deliver on these municipal interests.

1958 Duluth

HDC purchased the former St. Robert Elementary School in 2020 and began work to prepare the site for municipal interests related to affordable housing and parkland. The former school building was demolished in December 2020 and staff work continues on concept plans, potential partnerships, and other considerations that will be brought forward for further consideration in 2021.

London Middlesex Community Housing (LMCH) Regeneration

In 2020, HDC supported LMCH's assessment of townhouse sites to establish the readiness, suitability, and priority of each related to their corporate regeneration/re-imagining plans. HDC's site-by-site analysis of the portfolio was based on newly established metrics for regeneration that are adaptable to other municipal regeneration activities and aligned with local plans. These included reviews of the site's consistency (with surrounding community and local plans), capacity (to accommodate regeneration activities), compatibility (between visioning potential and related neighbourhood place types and vision), connectivity (to municipal and community infrastructure and services), complexity (of development) and cooperation (related to coordinated and collaborative efforts that may be needed to advance plans).

In 2020, these planning metrics were accepted by the LMCH Board and in combination with other site selection criteria developed by LMCH, identified three preliminary sites (Allan Rush, Limberlost and Southdale) for further consideration.

On December 17th, 2020, the Board of Directors of LMCH identified Southdale as the most viable location to start regeneration activities which now are continuing through LMCH directly and with the City as shareholder, Service Manager, and holder of the related capital budget.

Additional Activities:

In addition to the above, Civic Administration's Housing Services area established a Capital Repair and Improvement Program to provide social housing providers the opportunity to access capital funding through a centralized application process to address:

- Life safety, structural integrity, or legislative requirements;
- Long-term financial sustainability;
- Accessibility; and
- Energy savings and long-term resiliency.

Each year, Housing Services engages social housing providers to submit Capital Repair and Improvement Program applications for review and evaluation. Housing Services supported 5 social housing providers in accessing approximately \$1.9 million towards capital repairs.

2020 Key Accomplishments

The following is a list of achievements in 2020 related to this strategic area of focus. This section also constitutes part of the HDC 2020 update to Council as sole shareholder.

In 2020, accomplishments related to new development:

- Approved 165 new affordable units for development
- Achieved the first ever “in perpetuity” Bonusing Agreement for 12 units (securing there affordable units for a period of 50 years).
- Advanced development of a 61-unit Rapid Housing Initiative (RHI) prefabricated panelized modular housing project at 122 Base Line Road West, with \$7.5 million in grant funding received from CMHC through their RHI funding. Target completion date is Dec. 31, 2021.
- Supported 72 new affordable units by Indwell Community Developments at 744 Dundas through a specialized housing model – focused on housing designed and operated to support housing and related health, wellness, belonging, and stability needs of tenants.
- Purchased 2 surplus school sites, advanced demolition of the former school buildings and initiated planning to provide for the future development of new affordable housing stock.
- Supported HDC Rostered Partners in their affordable housing development funding applications which resulted in receiving \$24.3 million of government funding and additional affordable housing stock being developed in our community.
- Navigated and stacked four government funding programs to support new affordable housing developments.
- Established eight new HDC Rostered Partner agreements that may result in future affordable developments.
- Retained 24 sector/industry leader Agreements with engaged HDC Rostered Partners.
- Advanced plans for municipal investment of \$7,841,746 - leveraging an additional \$16,388,353 million in other government funding.
- Submitted planning applications related to three urgent housing sites for a total of 128 new units on municipal lands.
- HDC and City staff worked as a new enterprise-wide (SWOT) team to advance priority housing developments.

2020 Affordable Housing Development Updates:

Address	Affordable Units	Market Units	Total Units	Year Approved	Status
516 Albert St., Strathroy 1822039 Ontario Ltd.	27	4	31	2016	Completed and renting in 2018
27 Centre St. Escalade Property Corp.	46	15	61	2016	Completed and renting in 2018
356 Dundas St Indwell Community Homes	50	19	69	2016	Completed and renting in 2019
770 Whetter Ave. Homes Unlimited Inc.	50	4	54	2017	Completed and renting in 2019
45 Centre St. Escalade Property Corp.	45	37	82	2017	Projected completion in 2021
1045 Dundas St. London Affordable Housing Foundation	41	0	41	2018	Completed and renting in 2020
1090 Hamilton Rd. Italian Seniors Project	54	6	60	2018	Completed and renting in 2020
440 Clarke Rd. Zerin Development Corp.	33	32	65	2019	Projected completion in 2021
329-331 Richmond St. Youth Opportunities Unlimited	35	0	35	2019	Projected completion in 2021
744 Dundas Street Indwell Community Homes	72	0	72	2020	Projected completion in 2022

122 Base Line Road West HDC	61	0	61	2020	Projected completion December 31, 2021
403 Thompson Road HDC	44	0	44	Pending	Zoning approved April 2021; advancing plans to Site Plan Approval Q2-2021
345 Sylvan Street City of London,	42	0	42	Pending	Zoning appealed April 2021; continuing to advance plans to Site Plan Approval Q2-2021
18 Elm Street HDC	TBD			Pending	Projected completion December 31, 2021
1958 Duluth Crescent HDC	TBD			Pending	Zoning approved April 2021; advancing plans to Site Plan Approval Q2-2021
Total	550*	117**	717		

* In addition, HDC had inherited 226-230 Dundas St., 193 Clarke Road and 534 Albert St., Strathroy.

** Market units are rented at or slightly above the average rent. They maintain a relative affordability and help fund lower rents within the associated project.

Total number of Actions within this Strategic Area of Focus = 40
19 completed and ongoing, 8 In Progress, 13 Future Target

B.4 2020 Update on Strategic Area of Focus 3: Provide Housing Supports

Londoners need supports to find housing and stay housed.

Housing with supports is key to recovery for many marginalized populations. Having a place to call home means a better quality of life and success in life stabilization. Housing with appropriate supports improves the success outcomes of individuals.

Housing Stability Table

The Housing Stability Table is a new partnership-based approach with the Canadian Mental Health Association, Elgin-Middlesex (CMHA) which provides a case management venue for community agencies, housing providers and residents to come together to save high-risk tenancies within the social housing community in London-Middlesex. The Housing Stability Table focuses on combining each local agency's strengths and resources to better serve the social housing community, minimize harm and disruption and prevent evictions.

The Housing Stability Table is established with the following framework:

- Vision: Innovative, compassionate and community-based connections for the safety and well-being of the social housing community;
- Mission: Proactive intervention by community leaders in the pursuit of timely access to support services in an effort to save vulnerable tenancies;
- Values: Connection, compassion, community, respect, dignity, stability and housing as a basic human right

This partnership provides housing providers an opportunity to refer tenants that are at a high risk of eviction to additional support services in an effort to stabilize their tenancy which may include:

- Housing Advocacy – To provide services to improve and stabilize housing situations and prevent evictions;
- Additional Supports and Referrals – Mental Health and Addiction services, counselling, personal care support, hoarding concerns, etc.;
- Guest Management Concerns – Unwanted guests or guests that are contributing to putting a tenancy at risk; and
- Landlord Consultation – Providing support directly to landlord's with high risk tenancies.

Through this partnership with CMHA, the Housing Stability Table will be a focused discussion where participants collaboratively identify situations where a household currently living in social housing is at high-risk for losing their tenancy due to complex mental health challenges.

Once a situation is identified, CMHA will coordinate a joint-response among all participating agencies and community members to connect individuals and households to the appropriate and effective supports in a timely manner.

Canada-Ontario Housing Benefit (COHB)

The COHB is a jointly funded federal-provincial housing benefit program that was launched in April 2020 and locally administered and delivered by Housing Services. The purpose of the COHB program is to increase the affordability of rental housing by providing an income-tested, portable housing benefit payment directly to eligible households in housing need.

The COHB is a portable monthly housing subsidy provided directly to low-income households to assist with housing costs and allowing the monthly housing subsidy to move with households within Ontario. As a result, recipients have more flexibility to choose where they live to be closer to family, social support networks, schools, and employment opportunities.

Community Housing Bridge Program

The Community Housing Bridge Program (CHBP) is a new initiative to support households' housing stability who would otherwise face affordability challenges while they wait for an offer of social housing.

The CHBP is a portable housing subsidy that is available to households that are currently on the social housing waitlist. The portable housing subsidy is provided directly to recipients which allows the household a greater choice in where they live, while they remain eligible on the waitlist for social housing.

Housing with Supports London Middlesex Community Housing (LMCH) Pilot

A LMCH partnership lead initiative which involved Housing Services, Homeless Prevention, and Community Housing Stability Agencies to provide coordinated housing, mental health, employment, and social supports to residents of LMCH. The pilot focused on supporting the most vulnerable tenants with housing as a foundation where tenants and community partners are empowered to create a home that promotes healthy and safe communities. The pilot includes coordinated community supports such as designated housing stability works, on-site community programs with a focus on mental health, medical supports, community engagement, and basic needs.

2020 Key Accomplishments

The following are a list of achievements in 2020 related to this initiative:

- The Housing Stability Table was formalized in Q4 of 2020 which resulted in 11 household referrals and 8 households participating in receiving support services
- 377 households approved for COHB with an average monthly subsidy of \$515
- 47 households approved with an average monthly subsidy of \$176
- 20 households supported through the LMCH pilot

Total number of Actions within this Strategic Area of Focus = 32
16 completed, 4 In Progress, 12 Future Target

B.5 2020 Update on Strategic Area of Focus 4: Transform the Service System

The system needs to be easier to navigate

The Housing System needs to be a coordinated and integrated system that is easy for individuals and families to access the services and supports they need.

Over the course of 2020, new internal structures were implemented to align work related to housing services across municipal service offices and business units. These informal

structures both informed the needs related to structural and business change and supported the urgent work noted within other sections of this report.

Internally there were two tables that will continue to evolve over 2021 as additional structural changes are finalized:

1. Municipal Housing Strategy Team (MHST)

The MHST is a City/HDC/LMCH cross-functional table that ensures a common understanding of housing related strategy, policy, and business priorities. It also provides a mechanism for coordination and collaboration related to priority business within the Housing Stability for All Plan as well as other aligned municipal plans.

The MHST provides a regular mechanism related to the planning and delivery of housing services, both as Service Manager as well as within City specific services. The MHST provides key stakeholders an opportunity to connect, share and discuss housing-related initiatives and challenges and to structure working groups related to specific initiatives.

2. Strengths Weaknesses/Needs Opportunities and Threats/Risks (SWOT) Team

The SWOT team was established as a table of technical leads and experts related to the broad range of municipal services that are involved in advancing housing developments. The work is within the existing authorities and permissions of various areas of the City's Civic Administration related to building, planning, parks, finance, legal, and environmental services. The function of the team is to advance urgent housing, including the projects related to the CMHC Rapid Housing Initiative (RHI).

Under this structure and with the support of senior City staff, the SWOT Team prioritized the municipal development interests at 122 Baseline Road for expedited services. In addition, the planning and readiness of 345 Sylvan St and 403 Thompson Rd, and consideration for future developments at 18 Elm Street and 1958 Duluth are within the initial priorities of the Team.

These internal teams will continue to evolve and formalize to support community-based development plans aligned directly in support of the City's urgent housing needs.

In addition to these, community engagement continued through 2020 with other local networks. This included:

Social Housing Operational Advisory Committee (SHOAC)

SHOAC is an on-going housing provider stakeholder committee that meets regularly throughout the year to discuss and provide input on social housing operational and policy-related issues, as well as share any concerns of their residents and housing sector networks. SHOAC was a particularly valuable resource this year as the housing sector managed the many impacts of COVID-19, Housing Services Act regulatory changes, and resident's confusion related to: 1 offer of Housing Rule, Rent-Geared to Income Minimum Rent calculation, Annual Eligibility Reviews, Rent Freeze, Moratorium on Evictions, and COVID-19 related government payments.

Shared Consent

Moving towards building an integrated Human Service delivery model, many City Human Service areas have explored the opportunity to utilize a shared consent for individuals and families that access multiple human services. As a result, Social Services, Housing Services and Homeless Prevention have developed shared consent tools to better support individual and families access the support services needed and produce greater efficiency and a more streamlined client path to accessing supports.

Established a Housing Quarterly Report

A regular Housing Quarterly report was established to provide Council and the community with regular proactive updates on all housing activities across the various City service areas (including Housing Development Corporation and London Middlesex Community Housing). These quarterly reports to Council and the community focused on building a greater understanding of issues, complexities of current service 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.

Housing Consortium Initiative (HCI)

The City of London, along with 7 other Housing Service Managers, continue to be active member of a joint venture in the development of a housing administration technology platform. This new system will provide Housing Services with the necessary technology to administer housing activities more effectively and efficiently, including streamlining program delivery, improving data collection and report capabilities, and facilitating a more proactive approach to program administration.

Homeless Individuals and Families Information System (HIFIS)

The Homeless Management Information System used by the City of London and participating organizations is Government of Canada's Homeless Individuals and Families Information System.

HIFIS aims to provide immediate information regarding individuals and families experiencing homelessness and engaged in services provided by homeless serving programs in London, including the City of London. Information is only shared through the informed consent of the participant. By working together and sharing information, organizations can better understand homelessness, improve services, and reduce and prevent homelessness in London.

Coordinated Access

In 2020, the shift to a Coordinated Access model created a single point of access at the City for individuals and families at risk of, or experiencing, homelessness in London. Coordinated Access supports individuals and families to access the services and supports based on their needs. Individuals and families are supported through Coordinated Access to access services and supports based on their needs, including matching to available housing support programs through London's Coordinated Access List.

In 2020, Coordinated Access formed partnerships with the health and justice sectors, including hospitals, jail and probation. An example collaboration is the No Fixed Address program (NFA), a partnership between the City of London's Coordinated Access system, Youth Opportunities Unlimited and the Canadian Mental Health Association.

NFA provides support for youth and adults accessing inpatient mental health support at the Victoria and Parkwood campuses of London Health Sciences Centre. The purpose of both programs is to stop the cycle between hospital admissions and homelessness by providing financial and housing support to patients who would otherwise be discharged into homelessness.

COVID-19 Response

A community response was activated quickly to respond to COVID-19 through provincial and federal funding. Hotel rooms were secured to provide additional spaces in the system. This allowed for distancing in emergency shelters and to have space to support individuals who would be at an elevated risk if they were to contract COVID-19. Spaces were also used to support a system response that included monitoring and isolation spaces for individuals experiencing homelessness who screened positive or received a positive COVID-19 test. There were no COVID-19 outbreaks in London's emergency shelters in 2020.

2020 Key Accomplishments

The following are a list of achievements in 2020 related to this initiative:

- The Municipal Housing Strategy Team meets monthly
- The SWOT Team meets monthly on prioritized affordable housing sites
- SHOAC generally meets bi-monthly however this frequency was increased to weekly at the beginning of the pandemic. Through the leadership of SHOAC members, Housing Services issuing 8 COVID-19 specific Housing Sector communications
- 4 Housing Quarterly Reports have been presented to Community and Protective Services Committee and Council
- 55 actions were completed with work still ongoing in 2020
- 100% of all federal and provincial funding was secured for programs and initiatives

Total number of Actions within this Strategic Area of Focus = 16
8 Completed, 3 In Progress, 5 Future Target

Appendix C: Housing Stability Action Plan Implementation Tracker Update 2019-2021

Strategic Area of Focus 1: Respond to the Homelessness Crisis.

Strategic Initiative	Actions	Key Measures	2020 YTD	Status
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	In progress
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	In progress
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	Completed and ongoing
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 between coordinated entry, assessment, referral, and placement	65.75	Completed and ongoing
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	Completed and ongoing
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	In progress
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	In progress
1.3 Provide the right level of support at the right time to decrease the use of	1.3.a. Increase system capacity and availability of services across sectors to meet the housing stability	# of support workers in the housing stability system	40	In progress

Strategic Initiative		Actions	Key Measures	2020 YTD	Status
emergency services.		needs of individuals and families in crisis.			
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	Completed and ongoing
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	Completed and ongoing
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	In progress
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%	Completed and ongoing
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	45.23%	Completed and ongoing
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%	Completed and ongoing
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	In Progress
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	In Progress
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 (529 adults and 351 children)	In Progress
1.4	Prevent individuals and families from entering homelessness.	1.4.b. Implement eviction and prevention programs to support individuals and families from entering	# of individuals and families rapidly rehoused	325	In Progress

Strategic Initiative		Actions	Key Measures	2020 YTD	Status
		homelessness.			
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	In Progress
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%	Completed and ongoing
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	In progress
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	Completed and ongoing
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	In progress
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	Completed and ongoing
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	Completed and ongoing
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	Completed and ongoing
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	1815	Completed and ongoing

Strategic Area of Focus 2: Create More Housing Stock

Strategic Initiative		Actions	Key Measures	2020 YTD	Status
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		In Progress
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	Completed and Ongoing
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	Completed and Ongoing
2.1	Retain existing and create new affordable housing stock.	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.	# of agreements established for affordable housing using municipal policies and permissions	3	Completed and Ongoing
2.1	Retain existing and create new affordable housing stock.	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.	# of private market units advanced for affordable housing through new municipal tools	32	Completed and Ongoing
2.1	Retain existing and create new affordable housing stock.	2.1.e. Explore opportunities to stimulate new affordable housing through government legislation.*	# of new affordable units created	133	Completed and Ongoing
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 plans approved for regeneration		In Progress
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 site plans advanced for regeneration		In Progress
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		In Progress

Strategic Initiative		Actions	Key Measures	2020 YTD	Status
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		In Progress
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		In Progress
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		In Progress
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	Completed and Ongoing
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%	Completed and Ongoing
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	In Progress
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 supported	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing
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 Meetings	Completed and Ongoing

Strategic Initiative		Actions	Key Measures	2020 YTD	Status
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	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing

Strategic Area of Focus 3: Provide Housing Supports

Strategic Initiative	Actions	Metrics	2020 YTD	Status
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	Completed and Ongoing
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	1	Completed and Ongoing
3.1 Help individuals and families access housing stability services and solutions that best meet their needs.	3.1.c. Implement a person-centred housing stability needs assessment to quickly and effectively serve individuals and families.*	Develop a new housing assessment and readiness tool	1	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing
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	In progress
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	Completed and Ongoing
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	Completed and ongoing
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	50%	In progress

Strategic Initiative	Actions	Metrics	2020 YTD	Status
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	50%	In progress
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	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing
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	In Progress

Strategic Area of Focus 4: Transform the Service System

Strategic Initiative	Actions	Metrics	2020 YTD	Status
4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.	4.1.a. Articulate a clear vision for the delivery of housing stability for all.*	# of communication materials developed that articulate the housing stability system	4	Completed and Ongoing
4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.	4.1.d. Align existing priority lists and services within the housing stability system.*	# of priority lists aligned	1	In Progress
4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.	4.1.e. Maximize provincial and federal funding to meet agreement requirements and to enhance housing stability.	provincial and federal funding secured	100%	Completed and Ongoing
4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.	4.2.b. Investigate evidence-based models and practices and determine their suitability to London.	# of evidence-based models and practices implemented		In Progress
4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.	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%	In Progress
4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.	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	Completed and Ongoing
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	Completed and Ongoing
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	Completed and Ongoing

Strategic Initiative	Actions	Key Measures	2020 YTD	Status
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	Completed and Ongoing
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	Completed and Ongoing
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		Future Target
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	Completed and Ongoing
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		Future Target

