

Report to Community and Protective Services Committee

To: Chair and Members,
Community and Protective Services Committee Meeting
From: Kevin Dickins, Deputy City Manager, Social and Health
Development
Subject: Housing Stability for All Plan 2022 Update
Date: May 24, 2023

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, and with the concurrence of the Deputy City Manager, Planning and Economic Development, that the Housing Stability for All Plan 2022 Update report, **BE RECEIVED** for information purposes and that the following actions **BE TAKEN** with respect to this report;

- a) Civic Administration **BE DIRECTED** to submit the Housing Stability for All Plan (HSAP) 2022 Update to the Ontario Ministry of Municipal Affairs and Housing as the annual update to the local homeless prevention and housing plan, in accordance with the Housing Services Act, 2011 (HSA); and,
- b) Civic Administration **BE DIRECTED** to circulate this report to community and affected partners, agencies, and community groups including, but not limited to, Middlesex County, the London Homeless Coalition and on the City of London website.

Executive Summary

This is the third annual report on the Housing Stability for All: The Housing Stability Action Plan for the City of London, 2019-2024 (HSAP). 2022 metrics and initiatives are outlined as attached in Appendix A, attached to this report.

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

Updates in this report are specific to the HSAP and align with the City of London's Multi-Year Strategy, noting that the metrics and reporting periods for City of London Strategic Plan may overlap or vary. The next HSAP update report will be provided in 2024 and the final report in 2025.

Linkage to the Corporate Strategic Plan

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

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

Housing and Homelessness

- Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.
- Decreased number of Londoners at risk of or experiencing homelessness
- Improved safety in London's shelters system

Wellbeing and Safety

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

Links to Community Recovery:

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

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- [Progress Update- Health & Homelessness](#) (SPPC: May 9, 2023)
- [People Centred and Housing Centric: Health & Homelessness in London, Ontario: A Whole of Community System Response](#) (February, 2023)
- [Update on the Roadmap to 3,000 Affordable Units \(CPSC: November 01, 2022\);](#)
- [Housing Stability for All Plan 2020 Update](#) (CPSC: May 31, 2022)
- [Housing Stability for All Plan - Mid-Year Update](#) (CPSC: September 21, 2021)
- [Housing Stability for All Plan 2020 Update](#) (CPSC: May 11, 2021)
- [Letter of Mayor Holder to CPSC Re: 3000 Unit Challenge](#) (CPSC: March 30, 2021)
- [Municipal Council Approval of the Housing Stability Plan 2019 to 2024](#) (CPSC: December 3, 2020)
- [Update on Urgent Transitional and Modular Supported Housing Development Report on July 15, 2020](#) (CPSC: December 15, 2020)
- [Housing Quarterly Report](#) (CPSC: October 6, 2020)
- [Housing Quarterly Report](#) (CPSC: July 15, 2020)
- [Municipal Council Approval of the Housing Stability Plan 2019 to 2024...](#) (CPSC: December 3, 2019)
- [City of London Housing Services Review: Proposed Action Plan](#) (SPPC: September 16th, 2019)
- [Homeless Prevention and Housing Plan 5 Year Review and Update](#) (CPSC: June 17, 2019)

2.0 Discussion and Considerations

2.1 Overview of Housing Stability Action Plan

The HSAP¹ is a strategic framework guiding activities across the municipal housing and homelessness system in support of housing stability within the City of London and Middlesex County from 2019-2024. The HSAP is a plan of action that calls on all services, sectors, governments and residents to address the rapidly changing and complex housing stability needs of individuals and families. The HSAP was developed in consultation with Londoners.

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

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

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

In 2022, there was continued movement on the actions in the HSAP. Civic administration worked closely across internal teams and with community partners to implement programs and projects aimed at housing stability.

Up to this reporting period, approximately 86% of the actions progressed or were completed. A breakdown of the status for the total 117 actions in the HSAP plan in this period are:

- 82 (or 70.1%) actions are completed and ongoing
- 30 (or 25.6%) actions are in progress
- 5 (or 4.3%) actions have been identified with future targets

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

2.2 Respond to the Homeless Crisis

London is experiencing a homelessness crisis. In 2022, 4923 individuals appeared on London's By-Name List of people experiencing homelessness and of those 790 individuals slept unsheltered². Efforts were taken to address the complex range of issues that contribute to homelessness and to support individuals and families to secure and maintain housing. A small sampling of work underway includes:

- Diverted 583 individuals from an experience of homelessness, including 367 diverted by Coordinated Access,
- Housed 359 individuals from the By-Name List of individuals and families experiencing homelessness and 430 households from the Housing Waitlist,³
- Adjusted the administrative encampment protocol tool based on feedback,
- Continued work on shelter transformation aimed at creating shelter services focused on lower barrier access and housing stability for individuals and families,
- Maintained functional zero for Veterans homelessness ensuring no greater than three Veterans experiencing homelessness at time.

In 2022, there was a recognition that no one group could solve homelessness alone. As in many other regions, the City of London is experiencing a health and homelessness crisis. The challenges in the collective ability across sectors to provide timely and appropriate supports for people experiencing the impacts of health and homelessness are growing. Throughout 2022, Londoners from all sectors and backgrounds said loud and clear that something needed to change, to save lives, to better deliver healthcare and housing for the most marginalized community members in London, and to address the whole of community impacts of this crisis.

This call for change led to London's Health and Homelessness Summits and the Whole of Community System Response. Throughout 2023 and into 2024, Civic Administration will work to align existing Municipal plans and resources to align with the work of the new Health and Homelessness System. The update of the Housing Stability Action Plan will focus on aligning strategies and resources with the community priorities identified through the health and homelessness summit and ongoing community consultation.

² Individuals may have been on the By-Name List for one or 365 days in 2022. In the period between February 1 and April 30, 2023 2757 people appeared on the By-Name List and 228 people slept unsheltered.

³ Some households may be included in the By-Name List number and the Housing Waitlist number.

2.3 Create More Housing Stock

London is experiencing low vacancy rates and increasing rental costs. A spectrum of housing options is required to meet the needs of Londoners, including units that are affordable. In 2022, significant work was completed to work towards increasing housing stock, including:

- \$2.7M was available and allocated to 13 different community housing providers to address capital repairs which improved approximately 611 household units. Investments included balcony & brick repairs, electrical upgrades, windows & doors, and upgrades to kitchens and bathrooms.
- A 4 storey, 44-unit affordable housing apartment building was completed at 403 Thompson Road, with occupancy granted in early 2023.
- A municipal land asset at 345 Sylvan Street was prepared to shovel-readiness for a 3 storey, 42-unit affordable housing apartment building;
- Pre-planning application activities and due diligence undertaken for municipal land assets located at 1364 Hyde Park Road and 1958 Duluth Street;
- A municipal land asset at 18 Elm Street was brought to shovel-readiness. Ontario Aboriginal Housing Services is pursuing the redevelopment of the municipally acquired surplus school site for a 4 storey, 42-unit, mixed-use apartment building;
- A \$13.8 Million investment in the Vision SOHO project was approved by Council to bring on affordable housing through a unique partnership with 6 non-profit housing developers. Site Plan applications were approved, and construction is anticipated in 2023.
- 13 Bonus Zones were negotiated and approved by Council, of which 11 are in force and effect collectively serving to provide for a total of 124 affordable housing units when the lands are developed in the future.
- Planning permissions to provide for the multi-phased regeneration of LMCH's Southdale Road Townhouse site were advanced.

2.4 Provide Housing Supports

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

- HSS in partnership with the housing support programs hosted a barbeque at 122 Baseline to welcome new tenants to their home and community. Housing support programs provide in-home support for the 61 units at Baseline aimed at housing stability and successful tenancy.
- Began the expansion of the Housing Identification Program (HIP). The expansion will take place over the next couple of years. The outcome of the expansion will be that the HIP will provide housing allowance administration and landlord support for housing support programs serving households with high support needs in addition to its current role supporting programs serving households with low and moderate acuity.
- Rolled out 4 mental health support training sessions to housing providers with approximately 63 attendees representing 16 housing providers.
- Community Housing Bridge Program continues to support households through portable housing allowances. In 2022, 54 households were assisted in providing a monthly housing supplement to improve their housing stability situation.

2.5 Transform the Service System

In the rapidly changing landscape, it is important to continue to adapt the way the City of London addresses housing and homelessness. In 2022, work was completed to continue aligning Housing Stability Services with Canadian best practices in solving homelessness.

- Municipal Housing Development and Housing Stability Services began a lean process to review service areas and identify areas where there were opportunities for improvement to better serve Londoners.
- Housing Stability Services participated in the Built for Zero, a national initiative focused on reducing Chronic and Veteran homelessness across Canada.
- Municipal Housing Development began work on aligning the former Housing Development Corporation procedures with the City of London's Council approved policies.
- Through the Health and Homelessness Summit, experts from across the various sectors started having meaningful conversations about how to change the local system.

3.0 Financial Impact/Considerations

There are no financial impacts.

4.0 Key Issues and Considerations

In late 2023, Civic Administration will begin the development of a five-year plan to guide the work of Housing Stability Services between 2025 and 2030. The development of an updated HSAP will include broad community consultation with a wide range of community members and affected groups. The updated plan will include alignment with strategies underway including the All of Community Response and the Roadmap to 3000.

4.1 Middlesex County Update

Middlesex County has made significant progress towards the County Housing and Homeless Plan in 2022. Middlesex County Housing and Homelessness Plan 2022 updates and achievements are included as attached in Appendix B of this report.

Conclusion

Municipal Council will continue to receive housing stability related reporting on initiatives over the coming year. Civic Administration, agencies and partners will continue to implement the actions of the HSAP aiming to increase housing stability and affordable housing stock for individuals and families in our community. The next HSAP update will be provided in 2024 and the final update will be provided in 2025.

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

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

Strategic Area of Focus 1: Respond to the Homeless Crisis						
Strategic Initiative	Actions	Metrics	2021	2022	Variance	Comments
1.1 Work collaboratively across systems to address the immediate needs of individuals and families at risk of or experiencing homelessness.	1.1.a. Triage and prioritize people system-wide to support effective and efficient use of system resources.	# of households matched to housing support programs.	372	223	(149)	The metric measure for this action is 600 households, The 3-year total is 1168. There is a downward trend as the capacity in the programs has plateaued and the need for additional support agency resources has not been able to keep pace with demand.
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	2	2	0	The metric measure for this action is 4. The 3-year total of 5. Coordinated Access continues to develop and present information about Coordinated Access to groups that include service providers (London Homeless Coalition, London Homeless Prevention Network), people with lived experience (London Homeless Coalition), other communities (Built for Zero) and Council.
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	46	47	1	The metric measure for this action is 30. The 3-year total is 47. The Coordinated Access System works with service providers representing a range of sectors. Coordinated Access continues to increase the number of service providers engaged in the practice through communication and engagement.

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<p>1.1 Work collaboratively across systems to address the immediate needs of individuals and families at risk of or experiencing homelessness.</p>	<p>1.1.b. Develop a coordinated access system that addresses the immediate needs of individuals and families.</p>	<p>Average time in days between coordinated entry, assessment, referral, and placement</p>	<p>155.72</p>	<p>192.56</p>	<p>36.84</p>	<p>The metric measure for this action is 140 days. It is becoming increasingly more difficult for individuals and families to rapidly secure housing. Contributing factors include vacancy rates and the rising costs of rent.</p> <p>These factors contribute to a longer time between when individuals and families contact Coordinated Access and are housed.</p>
<p>1.2 Create an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness.</p>	<p>1.2.a. Increase integration with outreach agencies and City service areas.</p>	<p># of agencies and City service areas engaged</p>	<p>23</p>	<p>24</p>	<p>1</p>	<p>The metric measure for this action is 10 formalized partnerships. The 3-year total is 24 formalized partnerships.</p> <p>Continually growing the Coordinated Informed Response partnership table to better serve London through an enterprise-wide approach.</p> <p>Partnerships increased due to the regular support of the Core Area Action Plan.</p>
<p>1.2 Create an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness.</p>	<p>1.2.b. Engage partners in the Coordinated Informed Response, including those with lived and/or living experience.</p>	<p># of partners engaged</p>	<p>4</p>	<p>9</p>	<p>5</p>	<p>The metric measure for this action is 10. The 3-year total is 9.</p> <p>Continually seeking expertise in the field, based on lived experience supports the Coordinated Informed Response teams to engage with individuals with a compassionate and informed lens.</p> <p>The 2022 Winter Response was supported by 5 additional partners.</p>

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<p>1.2 Create an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness.</p>	<p>1.2.c. Move the Coordinated Informed Response from a pilot to a permanent program to rapidly house individuals and families experiencing unsheltered homelessness.</p>	<p># of individuals and families housed</p>	<p>258</p>	<p>243</p>	<p>(15)</p>	<p>The metric measure for this action is a 25% increase from year over year.</p> <p>It is becoming increasingly more difficult for individuals and families to rapidly secure housing. Contributing factors include vacancy rates and the rising costs of rent.</p> <p>Coordinated Informed Response continues to support individuals sleeping unsheltered to emergency shelter or housing whenever possible.</p>
<p>1.3 Provide the right level of support at the right time to decrease the use of emergency services.</p>	<p>1.3.a. Increase system capacity and availability of services across sectors to meet the housing stability needs of individuals and families in crisis.</p>	<p># of support workers in the housing stability system</p>	<p>41</p>	<p>49.5</p>	<p>8.5</p>	<p>The metric measure for this action is 50 FTE Housing Support workers in the system. The 3-year total is 49.5 FTE.</p> <p>Housing Support Workers support individuals and families to secure and maintain housing. Housing Support Programs assist individuals and families to secure and maintain housing. Caseload size is based on the support needs of the household served.</p>
<p>1.3 Provide the right level of support at the right time to decrease the use of emergency services.</p>	<p>1.3.a. Increase system capacity and availability of services across sectors to meet the housing stability needs of individuals and families in crisis.</p>	<p># of agencies who provide supports</p>	<p>9</p>	<p>8</p>	<p>1</p>	<p>The metric measure for this action is 9. The 3-year total is 8. The City working to maintain its current level of housing support through funded agencies.</p> <p>Agencies providing housing support programs in 2022 include London Cares, Unity Project, Canadian Mental Health Association, St. Leonard's Community Services (Project Home), Youth Opportunities Unlimited, Atlohsa, Street Level Women at Risk and Rotholme.</p>

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						Anova ended their housing support program in 2022.
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.	Q3 2020	4	5	1	<p>The metric measure for this action is 1 established protocols. The 3-year total is 5 established protocols.</p> <p>Community-driven and city supported Action and Accountability table was created to focus on unsheltered homelessness.</p> <p>An encampment safety protocol was established through this group in addition to other protocols previously established with LPS, EMS, London Fire Department, LHSC, etc.</p>
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	1	(1)	<p>The metric measure for this action is 3. The 3 year total is 1 as 2 of the positions roles are currently being provided by the City's Coordinated access team.</p> <p>There is a specialized position supporting youth being discharged to homelessness through the Youth Opportunities Unlimited No Fixed Address program. The Health and Justice sectors are currently being supported by the City's Coordinated Access team.</p>
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	# of schools participating in homelessness education programs	1	1	0	The metric measure for this action is 10 schools participating. The 3-year total is 2. City teams are working to increase this engagement in year 4 of the plan.

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	discharge to shelter or homelessness.					<p>Housing Stability Services provided guest lectures for social work students at Kings College in 2021.</p> <p>Kings University College School of Social Work participated in the Health and Homelessness Summit in 2022 and has begun planning ways that students can support the Whole of Community Plan.</p>
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	55 of 121 representing 45%	63 of 175 represents a 36% diversion rate.	(9%)	<p>The metric measure for this action is 40% diversion. The 3-year average is 42.3%.</p> <p>Coordinated Access attempts to divert individuals from being discharged from the health and justice sectors.</p> <p>In 2022, 36% (63) of people being discharged to homelessness were successfully diverted which represents a decrease in successful diversions. This may be attributed to fewer options for diverting people to and the rising costs of housing.</p>
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	343 of 873 individuals diverted for a diversion rate of 39.3%	374 of 1155 individuals diverted for a diversion rate of 32.4%	(6.9%)	<p>The metric measure for this action is 25%. The 3-year average is 39%.</p> <p>Coordinated Access attempts to divert new households from an experience of homelessness. This may include family reunification, seeking transitional housing options or continuing to stay where they are with supports.</p> <p>In 2022, households who had a diversion conversation with Coordinated Access were successfully diverted which</p>

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						represents a decrease in successful diversions. This may be attributed to fewer options for diverting people to and the rising costs of housing.
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	16.6% or 249	17.3% or 205	(44)	<p>The metric measure for this action is 25%. The 3-year average is 29%.</p> <p>Of all individuals booked into shelter in 2022, 205 were housed within 60 days.</p> <p>The decrease in numbers may be attributed to increased challenges with rapidly securing housing.</p>
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	653	723	70	<p>The 3-year total for evictions prevented is 1376 as there was no year 1 data available and no metric measure identified.</p> <p>The Housing Stability Table works to prevent evictions for households residing in RGI Housing. The program has identified a data error that will be corrected for the 2023 reporting year. The program has reported that 43 evictions were prevented creating a variance of -15 from the previous year.</p> <p>The Housing Stability Bank approved 714 applications for rental arrears loans or grants in 2022.</p>
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	86	43	(43)	<p>The metric measure for this action is 50 referrals. The 3-year total is 140.</p> <p>In 2022 Housing Stability Table program guidelines were developed and program reporting requirements were expanded.</p>

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						They received 43 referrals in 2022 and report that eviction was prevented in all cases. CMHA reports that staffing challenges contributed to lower outcomes than in 2021.
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	198	214	16	<p>There were 214 people housed during 2022 who remained housed at the end of 2022. There was no metric measure identified for this action.</p> <p>There were 807 people housed during and prior to 2022 (including those housed prior to 2022) 807 remained housed at the end of 2022.</p>
1.4 Prevent individuals and families from entering homelessness.	1.4.b. Implement eviction and prevention programs to support individuals and families from entering homelessness.	# of individuals and families rapidly rehoused	147	149	2	There were 149 people rapidly housed in 2022 within 60 days of first experiencing homelessness. There was no metric measure identified for this action.
1.4 Prevent individuals and families from entering homelessness.	1.4.c. Establish a mobile diversion and prevention team that supports individuals and families throughout the City.	# of housing finder positions supporting health, education, and justice discharge processes	2	1	1	<p>There is a specialized position supporting youth being discharged to homelessness through the Youth Opportunities Unlimited No Fixed Address program. In the previous year there was also a No Fixed Address program operating through the Canadian Mental Health Association.</p> <p>Housing Finders are integrated across housing support programs. All housing support programs assist individuals on their caseloads involved in the health, education, and justice sectors.</p>

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<p>1.4 Prevent individuals and families from entering homelessness.</p>	<p>1.4.c. Establish a mobile diversion and prevention team that supports individuals and families throughout the City.</p>	<p># of schools participating in homelessness education programs</p>	<p>1</p>	<p>1</p>	<p>0</p>	<p>Housing Stability Services provided guest lectures for social work students at Kings College in 2021.</p> <p>Kings University College School of Social Work participated in the Health and Homelessness Summit in 2022 and has begun planning ways that students can support health and homelessness in the community.</p>
<p>1.4 Prevent individuals and families from entering homelessness.</p>	<p>1.4.c. Establish a mobile diversion and prevention team that supports individuals and families throughout the City.</p>	<p># of individuals and families diverted from being discharged into homelessness</p>	<p>55 of 121 representing 45%</p>	<p>63 of 175 represents a 36% diversion rate.</p>	<p>(9%)</p>	<p>Coordinated Access attempts to divert individuals from being discharged from the health and justice sectors.</p> <p>In 2022, 36% (63) of people being discharged to homelessness were successfully diverted which represents a decrease in successful diversions. This may be attributed to fewer options for diverting people to and the rising costs of housing.</p>
<p>1.5 House and re-house individuals and families experiencing homelessness rapidly.</p>	<p>1.5.a. Implement unique opportunities to support rapid rehousing options.</p>	<p># of opportunities available (e.g. headleases, long-term motel stays, etc.)</p>	<p>18</p>	<p>14</p>	<p>4</p>	<p>The metric measure for this action is 10 units. The 3-year total is 18 units.</p> <p>The pilot Head Lease took place over 2021 – 2022. 18 units were secured in 2021 and 14 of these were still occupied in 2022.</p> <p>In 2022, Council approved a second Head Lease pilot testing the same model operated through a third-party service provider. This pilot will be implemented in 2023.</p>

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<p>1.5 House and re-house individuals and families experiencing homelessness rapidly.</p>	<p>1.5.a. Implement unique opportunities to support rapid rehousing options.</p>	<p># of individuals and families housed</p>	<p>20</p>	<p>14</p>	<p>6</p>	<p>The metric measure for this action is 10 households housed. The 3-year total was 20 households housed.</p> <p>The pilot Head Lease took place over 2021 – 2022. 20 individuals were housed through this program, and 14 of these were still housed in a head lease unit in 2022.</p> <p>The outcomes for the 20 individuals who participated were:</p> <ul style="list-style-type: none"> • 11 secured permanent housing. <ul style="list-style-type: none"> ○ 5 secured permanent housing in the same unit they resided in while participating in the program. ○ 6 secured permanent housing unit in another location. • 5 secured transitional housing. • 2 moved out of the city • 2 returned to homelessness. <p>In 2022, Council approved a second Head Lease pilot testing the same model operated through a third-party service provider. This pilot will be implemented in 2023.</p>
<p>1.5 House and re-house individuals and families experiencing homelessness rapidly.</p>	<p>1.5.b. Strengthen the current housing finder role.</p>	<p># of housing finder positions</p>	<p>13</p>	<p>20</p>	<p>7</p>	<p>The metric measure for this action is 10 housing finder positions. The 3-year total is 20 positions.</p> <p>Housing Finders provide individuals and families support to secure housing.</p>

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						<p>Housing Liaisons provide supports for landlords.</p> <p>In 2022, Council approved the expansion of the Housing Identification Program over the next two years. The Housing Identification Program works to build and maintain relationships with landlords.</p>
<p>1.5 House and re-house individuals and families experiencing homelessness rapidly.</p>	<p>1.5.b. Strengthen the current housing finder role.</p>	<p># of individuals and families housed by housing programs</p>	<p>124</p>	<p>177</p>	<p>53</p>	<p>The metric measure for this action is 300 households housed. The 3-year total is 591.</p> <p>Housing Programs support households to secure and maintain units. In 2022, 177 were housed while supported by a housing support program.</p> <p>Factors that contribute to this increase may include increased program capacity and affordable units (example: 61 units at 122 Baseline).</p>
<p>1.5 House and re-house individuals and families experiencing homelessness rapidly.</p>	<p>1.5.c. Engage landlords to increase rental opportunities for rapid rehousing.</p>	<p># of landlords engaged</p>	<p>7</p>	<p>7</p>	<p>0</p>	<p>The metric measure for this action is 5 landlords engage. The 3-year total is 7 landlords engaged.</p> <p>Coordinated Access continues to engage landlords for rapid rehousing.</p> <p>In 2022, Coordinated Access engaged with 6 landlords including 4 landlords participating in the pilot head lease program.</p>
<p>1.5 House and re-house individuals and families experiencing homelessness rapidly.</p>	<p>1.5.c. Engage landlords to increase rental opportunities for rapid rehousing.</p>	<p># of rental opportunities available</p>	<p>16</p>	<p>35</p>	<p>19</p>	<p>The metric measure for this action is 30 units. The 3-year total is 128 units.</p>

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						In 2022, one landlord provided 35 units with supports for matching through Coordinated Access.
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	432	387	(45)	<p>The metric measure for this action is 150 allowances per year. The 3-year average is 344 allowances.</p> <p>Housing Allowances pay the difference between the cost of rent and the household ability to pay. Housing Allowances are available to eligible households working with housing support programs.</p> <p>Housing Allowances are separate to the supplements documented in 3.1.b. Housing Allowances are administered through the housing support programs.</p> <p>Housing support programs are seeing an increase in rental rates which impacts the effectiveness of the program.</p>
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	1466	2012	546	<p>The metric measure for this action is 1700 households per year. The 3-year average is 1764.</p> <p>The Housing Stability Bank provides eligible low-income Londoners assistance with rental arrears, first/last month rent and utility arrears through loans or grants.</p>
Strategic Area of Focus 2: Create More Housing Stock						
Strategic Initiative	Actions	Metrics	2021	2022	Variance	Comments

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2.1 Retain existing and create new affordable housing stock.	2.1.a. Work with private market to retain existing affordability in rental market units.*	# of policies amended or strategies established (e.g. Condoization, demolition, and short-term rental policies)	0	1	1	Community led initiatives
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	0	1	1	Continued effort to acquire surplus municipal lands
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	0	0	0	
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	551	116	116	Two affordable housing only projects-initiated occupancy granting 116 affordable units
2.1 Retain existing and create new affordable housing stock.	2.1.b. Develop publicly owned and available lands for affordable housing.	# of other publicly owned lands acquired	0	0	0	Continued effort to acquire other publicly owned lands
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	8	13	4	Continued efforts to harness bonusing opportunities

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<p>2.1 Retain existing and create new affordable housing stock.</p>	<p>2.1.c. Implement tools, policies, and programs (the municipal housing toolbox) to create new affordable housing through a Community Improvement Plan (CIP), zoning bylaw update, inclusionary zoning (IZ), bonusing, secondary units, etc.</p>	<p># of private market units advanced for affordable housing through new municipal tools</p>	<p>94</p>	<p>124</p>	<p>17</p>	<p>Continued efforts to harness bonusing opportunities</p>
<p>2.1 Retain existing and create new affordable housing stock.</p>	<p>2.1.c. Implement tools, policies, and programs (the municipal housing toolbox) to create new affordable housing through a Community Improvement Plan (CIP), zoning bylaw update, inclusionary zoning (IZ), bonusing, secondary units, etc.</p>	<p># of units supported through the affordable housing CIP</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>Continued efforts to harness CIP affordable Housing opportunities</p>
<p>2.1 Retain existing and create new affordable housing stock.</p>	<p>2.1.c. Implement tools, policies, and programs (the municipal housing toolbox) to create new affordable housing through a Community Improvement Plan (CIP), zoning bylaw update, inclusionary zoning (IZ), bonusing, secondary units, etc.</p>	<p># of affordable secondary units created</p>	<p>0</p>	<p>1</p>	<p>1</p>	<p>Secondary Units program is being re-designed in order to grant more affordable secondary units</p>
<p>2.1 Retain existing and create new affordable housing stock.</p>	<p>2.1.c. Implement tools, policies, and programs (the municipal housing toolbox) to create new</p>	<p># of new affordable housing units advanced through City incentive</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>In the process of redesigning some of the CIP programs</p>

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	affordable housing through a Community Improvement Plan (CIP), zoning bylaw update, inclusionary zoning (IZ), bonusing, secondary units, etc.	programs and regulations				
2.1 Retain existing and create new affordable housing stock.	2.1.d. Invest in affordable housing through development charges (growth paying for growth) through the creation of a community benefits charge and municipal assessment growth policy.	\$ amount invested through growth charges into affordable housing	0	0	0	Bill 23 makes this initiative not applicable
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	44	116	116	Two affordable housing projects-initiated occupancy granting 116 affordable units
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	0	1	1	Re-imagine regeneration project secured funding sources

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<p>2.2 Revitalize and modernize community housing.</p>	<p>2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options. *</p>	<p># of site plans advanced for regeneration</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>Re-imagine regeneration project expected to start construction in 2023</p>
<p>2.2 Revitalize and modernize community housing.</p>	<p>2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options. *</p>	<p># of social housing providers engaged in and advancing regeneration plans</p>	<p>0</p>	<p>4</p>	<p>4</p>	<p>Regeneration discussions have started with 4 providers who have identified interest in advancing regeneration plans</p>
<p>2.2 Revitalize and modernize community housing.</p>	<p>2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options. *</p>	<p># of new community housing units developed</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>Efforts being undertaken</p>
<p>2.2 Revitalize and modernize community housing.</p>	<p>2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring</p>	<p># of affordable housing units created through regeneration</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>Efforts being undertaken</p>

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	long-term stability, and including more housing options. *					
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	0	1	1	We did not need to make plan amendments, only zone by-law amendment - approve 2022
2.2 Revitalize and modernize community housing.	2.2.b. Leverage funding available from all levels of government to maximize the number and affordability of new community housing units. *	\$ from other sources of funding	\$11.1M	2.5M	10.4	Leveraged provincial OPHI year 4 & HDC contribution as possible
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	69%	72.7%	72.70%	% of depth of affordability below the minimum required of 80%
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	100% of capital funding allocated	100% of capital funding allocated	0	In 2022, \$2.7M was available and allocated to 13 different community housing providers. Investments included balcony & brick repairs, electrical upgrades, windows & doors, and upgrades to kitchens and bathrooms

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2.2 Revitalize and modernize community housing.	2.2.c. Support long-term capital planning for social housing providers to address renovation needs	# of units supported	403 units supported	611 units supports	208	Ilderton 20, Forest Quarter 62, Inter Faith 64, London Multi-Cultural 55, Gilzean's Creek 40, Tanglewood 72, Windy Woods 90
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	0	0	0	Difficult to assess the annual % decrease in the Facility Condition Index across the social housing provider portfolio
2.2 Revitalize and modernize community housing.	2.2.d. Help housing providers find ways of reducing operating costs through improved energy efficiency. *	# of housing providers engaged	64	64	0	continue to delivery capital program to all housing providers and in 2022 completed multiple info sessions to provide an overview of the capital funding program, building an effective capital plan, how to use various capital planning templates.
2.2 Revitalize and modernize community housing.	2.2.e. Build governance capacity and enhance support to housing provider Boards of Directors. *	# of training sessions	0	3	1	Attended 3 Board meetings to discuss Board Governance and Capital Planning
2.2 Revitalize and modernize community housing.	2.2.e. Build governance capacity and enhance support to housing provider Boards of Directors. *	# of annual meetings held with agency Boards of Directors yearly to support their continued governance	4 meetings	5 meetings	1	5 SHOAC meetings and 11 EOA/EOM discussions intended for Board members strategic planning.

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<p>2.2 Revitalize and modernize community housing.</p>	<p>2.2.e. Build governance capacity and enhance support to housing provider Boards of Directors. *</p>	<p># of social housing providers maintaining their participation in the social housing system</p>	<p>100%</p>	<p>100%</p>	<p>0</p>	<p>During 2022 London did not have any provider removed from the HSA as a community housing provider. However, with the new HSA rules, providers have the ability to exit the HSA.</p>
<p>2.2 Revitalize and modernize community housing.</p>	<p>2.2.f. Create the tools to retain affordable rental rates and stability of social housing beyond current operating agreements. *</p>	<p># of units retained post end of mortgage / end of operating agreements</p>	<p>0</p>	<p>100%</p>	<p>1</p>	<p>During 2022 London did not have any provider removed from the HSA as a community housing provider. However, with the new HSA rules as of July 1, 2022, providers have the ability to exit the HSA.</p>
<p>2.2 Revitalize and modernize community housing.</p>	<p>2.2.f. Create the tools to retain affordable rental rates and stability of social housing beyond current operating agreements. *</p>	<p># of providers retained in the social housing system post end of mortgage / end of operating agreements</p>	<p>0</p>	<p>100%</p>	<p>1</p>	<p>During 2022 London did not have any provider removed from the HSA as a community housing provider. However, with the new HSA rules, providers have the ability to exit the HSA.</p>
<p>2.3 Increase supportive and specialized housing options.</p>	<p>2.3.a. Develop a supportive and specialized housing model based on unique needs and local priorities.</p>	<p># of strategic partnerships established</p>	<p>3</p>	<p>8</p>	<p>5</p>	<p>Continued effort to develop strategic partnerships</p>
<p>2.3 Increase supportive and specialized housing options.</p>	<p>2.3.a. Develop a supportive and specialized housing model based on unique needs and local priorities.</p>	<p># of projects advanced</p>	<p>1</p>	<p>2</p>	<p>1</p>	<p>Two projects have been brought to completion after the challenges posed by the COVI19 pandemic</p>

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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	44	0	0	Efforts being undertaken
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	2	1	1	Starting new age of innovative methods of affordable housing construction
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	26	0	26	Efforts being undertaken
2.4 Attract new and engage current partners towards affordable housing solutions.	2.4.b. Combine government programs and funding to create new affordable housing supply. *	# of government programs leveraged	4	4	0	Continued efforts to leverage different levels of government funding
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	9	2	1	Continued efforts to leverage different levels of government funding
2.4 Attract new and engage current partners towards affordable housing solutions.	2.4.c. Use foundations, land trusts, and other means to attract investment and resources into affordable housing.	\$ amount attracted into affordable housing	0	0	0	Efforts being undertaken
2.4 Attract new and engage current partners towards	2.4.c. Use foundations, land trusts, and other	# of land transactions	0	1	0	Efforts being undertaken

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affordable housing solutions.	means to attract investment and resources into affordable housing.					
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	8	8	0	Continued efforts to engage different affordable housing actors in the community
2.4 Attract new and engage current partners towards affordable housing solutions.	2.4.d. Support the non-profit sector in the creation of new affordable housing. *	# of new supplement programs		0	0	Continued efforts to engage different new supplement programs in the community

Strategic Area of Focus 3: Provide Housing Supports

Strategic Initiative	Actions	Metrics	2021	2022	Variance	Comments
3.1 Help individuals and families access housing stability services and solutions that best meet their needs.	3.1.a. Implement a centralized access system to assist individuals and families to meet their housing stability needs. *	# of tools and resources available to support individuals and families	0	6	6	<p>The metric measure for this action is 1 new tool developed and implemented. The 3-year total is 6.</p> <p>The Coordinated Access System assists individuals and families to meet their housing stability needs by matching to services and supports, including housing support programs and units.</p> <p>Coordinated Access has tools available that include VI-SPDAT assessment, CHAI model (artificial intelligence), Helping Yourself through Hard Times, Food Resource Guide, Mission Services Housing List and the full SPDAT assessment tool.</p>
3.1 Help individuals and families access housing stability services and	3.1.b. Implement a rapid housing program	# of housing supplements provided	531	844	(313)	There is no metric measure identified for this action. The yearly average for supplements is 631.

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solutions that best meet their needs.	to support local priority populations.					There were 457 housing supplements provided in 2022 under the Community Housing Bridging Program - Municipal Housing (54), Canada Ontario Housing Benefit (369) and Anti-Human Trafficking (34) programs and 387 Housing Allowances administered through housing support programs.
3.1 Help individuals and families access housing stability services and solutions that best meet their needs.	3.1.c. Implement a person-centered housing stability needs assessment to quickly and effectively serve individuals and families. *	Develop a new housing assessment a readiness tool	0	0	0	The metric measure for this action is 1 needs assessment tool. This review will occur in 2023
3.1 Help individuals and families access housing stability services and solutions that best meet their needs.	3.1.d. Revise the current locally driven eligibility rules and priority systems for social and affordable housing to better reflect need. *	# of local social housing priorities under review, based on need	0	0	0	The metric measure for this action is 1 review of the social housing priorities. This revision will be undertaken in late 2023
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	0	3	3	There was no metric measure identified for this action. Coordinated Access continues to support programs with institutional discharges which allows for continued connections to the mental health, physical health and addiction service providers,
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	# of people diverted from discharge to homelessness	45%	36%	-9%	There was no metric measure identified for this action, but the 3-year average diversion rate is 42.3%.

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	health, mental health, addictions, and trauma.					<p>Coordinated Access attempts to divert individuals from being discharged from the health and justice sectors.</p> <p>In 2022, 36% (63) of people being discharged to homelessness were successfully diverted which represents a decrease in successful diversions. This may be attributed to fewer options for diverting people to and the rising costs of housing.</p>
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	8	9	1	<p>There was no metric measure identified for this action, but the 3-year total is 9.</p> <p>Partnerships with support providers for continuity of discharge for Londoners who identify with no fixed address in hospital and community medical support. Linking work to provide nursing, OT, PT and ongoing medical support with housing first intake supports completed prior to discharge.</p>
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	3	4	1	<p>There was no metric measure identified for this action, but the 3-year total is 4.</p> <p>Continued collaborative matching and linking for Mental Health and Addiction supports from the By-Name List prioritized referrals to programs with supportive housing model.</p>
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.a. Work with individuals and families to determine their support needs and expand programs that assist them in moving	# of supplements provided	531	844	(313)	<p>The metric measure for this action is 300 supplements per year. The 3-year average for supplements is 671.</p> <p>There were 457 housing supplements provided in 2022 under the Community Housing Bridging Program - Municipal</p>

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	towards their housing goals. *					Housing (54), Canada Ontario Housing Benefit (369) and Anti-Human Trafficking (34) programs and 387 Housing Allowances administered through housing support programs.
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	13	11	(2)	<p>The metric measure for this action is 9 agencies. The 3-year average is 11 agencies.</p> <p>Agencies support a range of households including individuals and families experiencing chronic homelessness, youth, Indigenous people, Veterans, women involved in sex work, families, etc.</p> <p>In 2022, there were 36 programs offered across 11 agencies.</p>
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.a. Work with individuals and families to determine their support needs and expand programs that assist them in moving towards their housing goals. *	# of facilitated housing transitions with a completed assessment	69.9% or 239	54.3% or 159	(80)	<p>The metric measure for this action is 50% of housed individuals have a completed assessment. The 3-year average is 58%.</p> <p>Service Prioritization Decision Assistance Tools (VI-SPDAT and SPDAT) support case management work with households being matched to or participating in housing support programs.</p> <p>In 2022, 54% (159) of individuals had a VI-SPDAT or a full SPDAT completed prior to move-in.</p>
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.a. Work with individuals and families to determine their support needs and expand programs that assist them in moving	# of subsidized units	432	387	(45)	There was no metric measure for this action. No data was available for year 1, but the average for the last 2 years is 409 units.

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	towards their housing goals. *					<p>Housing Allowances pay the difference between the cost of rent and the households ability to pay. Housing Allowances are available to eligible households working with housing support programs.</p> <p>Housing Allowances are separate to the supplements documented in 3.1.b. Housing Allowances are administered through the housing support programs.</p> <p>Housing support programs are seeing an increase in rental rates which impacts the effectiveness of the program.</p>
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.b. Support housing providers to help tenants reach their community of choice. *	# of policies and practices implemented	1	3	3	<p>The metric measure for this action is 1. The 3-year total is 3.</p> <p>Three Housing Division Notices (HDN) were created in 2022. HDNs fall under the Housing Services Act and are used to communicate to the public and to housing providers the policies and practices of the Service Manager in relation to the RGI/Community Housing System. The three HDNs in 2022 were titled:</p> <ul style="list-style-type: none"> • Revenue and Cost Indices • 2023 Rent Increase Guidelines • Ceasing to Meet Occupancy Standards <p>New program guidelines were implemented in 2022 for the Housing Stability Table which supports housing providers and tenants in RGI Community Housing with housing stability.</p>

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<p>3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.</p>	<p>3.3.b. Support housing providers to help tenants reach their community of choice. *</p>	<p># of supports available to housing providers</p>	<p>0</p>	<p>4</p>	<p>4</p>	<p>The metric measure for this action is 1. The 3-year total is 4.</p> <p>Provided HP mental health training, RGI training refresher session and EOA/EOM support sessions.</p>
<p>3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.</p>	<p>3.3.b. Support housing providers to help tenants reach their community of choice. *</p>	<p># of housing providers supported</p>	<p>20</p>	<p>60</p>	<p>40</p>	<p>The metric measure for this action is 80%. The 3-year total is 60%. Work will continue in 2023 on achieving this target.</p> <p>16 mental health training, 33 HP from RGI training, and 11 EOA/EOM support</p>
<p>3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.</p>	<p>3.3.b. Support housing providers to help tenants reach their community of choice. *</p>	<p># of housing providers offering subsidized units</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>The metric measure for this action is 15%. Work will continue in 2023 on achieving this target.</p> <p>Continue efforts to identify opportunities and partnerships.</p> <p>London-Middlesex has 42 unique housing providers, offering a variety of subsidized housing sizes and types.</p> <p>WLK Seniors Assistance Association added 2 rent supplement units to the system's rent supplement portfolio.</p>
<p>3.4 Strengthen and enhance the delivery of housing stability services.</p>	<p>3.4.a. Provide education and supports for landlords and tenants to improve housing stability. *</p>	<p># of tenancy skills courses delivered to the community</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>The metric measure for this action is 1 course delivered. The 3-year total is 1.</p> <p>Continued efforts to identify opportunities and partnerships will occur in 2023.</p>

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<p>3.4 Strengthen and enhance the delivery of housing stability services.</p>	<p>3.4.a. Provide education and supports for landlords and tenants to improve housing stability.</p>	<p># of development opportunities offered to the housing provider community</p>	<p>2</p>	<p>7</p>	<p>5</p>	<p>The metric measure for this action is 2 annually. The 3-year average is 3.6 annually.</p> <p>4 Mental Health + 3 RGI Refresher Training sessions.</p>
<p>3.4 Strengthen and enhance the delivery of housing stability services.</p>	<p>3.4.b. Develop and implement an eviction prevention strategy to support housing stability. *</p>	<p># of evictions prevented</p>	<p>653</p>	<p>723</p>	<p>70</p>	<p>There is no metric measure for this action.</p> <p>The Housing Stability Table works to prevent evictions for households residing in RGI Housing. The program has identified a data error that will be corrected for the 2023 reporting year. The program has reported that 43 evictions were prevented creating a variance of -15 from the previous year.</p> <p>The Housing Stability Bank approved 714 applications for rental arrears loans or grants in 2022.</p>
<p>3.4 Strengthen and enhance the delivery of housing stability services.</p>	<p>3.4.c. Implement additional housing stability programs that meet the needs of individuals and families. *</p>	<p># of programs across the housing stability system</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>The metric measure for this action is 2 new programs annually. The 3-year average is 0.6 per year. Work will continue on achieving this target in 2023.</p> <p>There were not any new programs implemented in 2022.</p>
<p>3.4 Strengthen and enhance the delivery of housing stability services.</p>	<p>3.4.c. Implement additional housing stability programs that meet the needs of individuals and families. *</p>	<p># of new units made available for rapid rehousing purposes</p>	<p>0</p>	<p>35</p>	<p>35</p>	<p>The metric measure for this action is 50 units. The 3-year total is 185 units.</p> <p>Continued onboarding of units with Private landlords to deliver supportive housing, and affordable housing programs aligned with the roadmap to 3000 units in the City of London</p>

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<p>3.4 Strengthen and enhance the delivery of housing stability services.</p>	<p>3.4.d. Work with community housing providers to support housing stability.</p>	<p># of new community housing units developed</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>The metric measure for this action is 50 new units. LMCH is currently in the process of redeveloping their Southdale site to achieve this target.</p>
<p>3.4 Strengthen and enhance the delivery of housing stability services.</p>	<p>3.4.d. Work with community housing providers to support housing stability.</p>	<p># of women and children supported through the Housing First portfolio in the Violence Against Women sector</p>	<p>74</p>	<p>74</p>	<p>0</p>	<p>The metric measure for this action is 100. The 3-year total is 198.</p> <p>There were 49 women referred through the Violence Against Women sector who received a Canada Ontario Housing Benefit.</p>
<p>3.4 Strengthen and enhance the delivery of housing stability services.</p>	<p>3.4.e. Invest in and expand Housing First programs into other sectors.</p>	<p># of individuals supported through Housing First in the developmental services sector</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>There are no metric measures for this action.</p> <p>In 2022, there were not any Housing First programs created in the developmental services sector.</p> <p>Work will continue in support of this action in 2023.</p>
<p>3.4 Strengthen and enhance the delivery of housing stability services.</p>	<p>3.4.e. Invest in and expand Housing First programs into other sectors.</p>	<p># of youth supported through Housing First in collaboration with the Children's Aid Society</p>	<p>0</p>	<p>16</p>	<p>16</p>	<p>There are no metric measures for this action. The 3-year total is 16.</p> <p>Coordinated Access Continues to engage with Children's Aid Society with weekly intake support meetings for wrap around supports for prevention and diversion prior to experiences of housing crisis. Designated Access Coordinator supports for intake matching, and case conferencing. Intake support referrals to Housing support workers at Rotholme family shelter if required.</p>

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<p>3.4 Strengthen and enhance the delivery of housing stability services.</p>	<p>3.4.e. Invest in and expand Housing First programs into other sectors.</p>	<p># of individuals and families being discharged from hospital or jail supported through Housing First in collaboration with the health and justice sectors</p>	<p>0</p>	<p>7</p>	<p>7</p>	<p>There are no metric measures for this action. The 3-year total is 7.</p> <p>Coordinated Access continues to support institutional discharge to no fixed address in Elgin Middlesex Detention Centre, Federal Penitentiary, London Health Science Centre, Parkwood Institute and Urgent Care.</p>
<p>3.5 Assist individuals and families to move towards community integration and belonging.</p>	<p>3.5.a. Work with landlords to connect residents to supports, services, and resources in their community.</p>	<p># of education activities to connect individuals and families with their community</p>	<p>9</p>	<p>2</p>	<p>(7)</p>	<p>The metric measure for this action is 2 annual events. The 3-year average is 3.6.</p>
<p>3.5 Assist individuals and families to move towards community integration and belonging.</p>	<p>3.5.b. Work with individuals and families to determine the supports they need to move towards community belonging.</p>	<p># of consultations with individuals and families</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>There are no metric measures for this action.</p> <p>Consultations planned for 2023</p>
		<p># of individuals and families consulted</p>	<p>0</p>	<p>0</p>	<p>0</p>	<p>There are no metric measures for this action.</p> <p>Consultations planned for 2023</p>
<p>3.5 Assist individuals and families to move towards community integration and belonging.</p>	<p>3.5.b. Work with individuals and families to determine the supports they need to move towards community belonging.</p>	<p># of practices, services, and programs implemented to meets needs identified</p>	<p>1</p>	<p>1</p>	<p>0</p>	<p>There are no metric measures for this action. The 3-year total is 2.</p> <p>Housing support programs work with individuals and families to move towards community belonging. This includes support to anchor into their homes and community. A transfer practice is in place to provide opportunity for households to move to programs providing a lower level of support as they achieve increased housing stability.</p>

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<p>3.5 Assist individuals and families to move towards community integration and belonging.</p>	<p>3.5.c. Work to increase income and provide employment opportunities for individuals and families.</p>	<p># of employment related support services made available to individuals and families</p>	<p>0</p>	<p>1</p>	<p>1</p>	<p>There are no metric measures for this action.</p> <p>LPS identified a list of 15 high recidivism individuals for this program. Initiated by LPS, this program collaborated teams from Coordinated Informed Response, Life Stabilization, and outreach. Through this work an additional 10 individuals were identified in the core meeting similar criteria. Through offers of support and engagement, there was a significant decrease of crime in the Core Area.</p>
<p>3.5 Assist individuals and families to move towards community integration and belonging.</p>	<p>3.5.c. Work to increase income and provide employment opportunities for individuals and families.</p>	<p># of income related support services made available to individuals and families</p>	<p>0</p>	<p>1</p>	<p>1</p>	<p>There are no metric measures for this action.</p> <p>LPS identified high recidivism individuals for this program and through connections to such supports as OW saw a decrease in their crime involvement.</p> <p>LPS initiated program partnering with Coordinated Informed Response, Ontario Works, and outreach.</p>

Strategic Area of Focus 4: Transform the Service System

Strategic Initiative	Actions	Metrics	2021	2022	Variance	Comments
<p>4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.</p>	<p>4.1.a. Articulate a clear vision for the delivery of housing stability for all. *</p>	<p># of communication materials developed that articulate the housing stability system</p>	<p>22</p>	<p>15</p>	<p>7</p>	<p>There are no metric measures for this action.</p> <p>Municipal Housing (previously Housing Division) and Housing Stability Services (previously Homeless Prevention) brought 15 reports to Council in 2022.</p>

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<p>4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.</p>	<p>4.1.b. Create a community-based housing stability leadership working group to help guide the implementation of system change.</p>	<p># of shared services integrated through a single access point</p>	<p>0</p>	<p>1</p>	<p>1</p>	<p>There are no metric measures for this action.</p> <p>Coordinated access Integrated supports provided by Housing access center and Homeless Prevention including front counter, phone and email supports further aligning prevention and diversion supports for new individuals and families experiencing homelessness</p>
<p>4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.</p>	<p>4.1.c. Develop shared standards of practice within municipal housing services and homeless prevention and across the housing stability system. *</p>	<p># of shared standards of practice implemented</p>	<p>0</p>	<p>2</p>	<p>2</p>	<p>There are no metric measures for this action.</p> <p>In 2022, Municipal Housing Development completed a mapping exercise.</p> <p>Ontario Works and Coordinated Access completed a core area pilot in 2022. Ontario Works supported clients to have income and identification in place for Coordinated Access.</p>
<p>4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.</p>	<p>4.1.d. Align existing priority lists and services within the housing stability system. *</p>	<p># of priority lists aligned (to local priorities)</p>	<p>1</p>	<p>1</p>	<p>0</p>	<p>There are no metric measures for this action.</p> <p>Coordinated Access aligned the By-Name List and Community housing waitlist when matching resources through the housing stability system.</p>
<p>4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.</p>	<p>4.1.e. Maximize provincial and federal funding to meet agreement requirements and to enhance housing stability.</p>	<p>provincial and federal funding secured</p>	<p>100%</p>	<p>100%</p>	<p>0</p>	<p>There are no metric measures for this action.</p> <p>Municipal Housing Development and Housing Stability Services did not return any funding to the federal or provincial government.</p>

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<p>4.2 Use data to drive decision-making to respond in real-time to the housing stability needs of individuals and families.</p>	<p>4.2.a. Develop a data culture to ensure decisions are informed by local intelligence.</p>	<p># of existing databases integrated for service delivery support</p>	<p>3</p>	<p>3</p>	<p>0</p>	<p>There are no metric measures for this action. The 3-year total is 3.</p> <p>The City of London uses Rent Café, Client Relations Management (CRM) and the Homeless Individuals and Families Information System (HIFIS).</p> <p>The Housing Access Centre began using Client Relationship Management software to track new applications in 2022.</p>
<p>4.2 Use data to drive decision-making to respond in real-time to the housing stability needs of individuals and families.</p>	<p>4.2.b. Investigate evidence-based models and practices and determine their suitability to London.</p>	<p># of evidence-based models and practices implemented</p>	<p>0</p>	<p>5</p>	<p>5</p>	<p>There are no metric measures for this action. The 3-year total is 5.</p> <p>Housing stability service teams continue to apply evidence-based models and practices to their day-to-day work to support Londoners. This includes reviewing, analyzing and revising practices to support real time decision making that supports the housing stability of individuals and families.</p>
<p>4.2 Use data to drive decision-making to respond in real-time to the housing stability needs of individuals and families.</p>	<p>4.2.c. Evaluate progress and report annually on housing stability efforts and metrics. *</p>	<p># of Housing Stability Action Plan actions completed</p>	<p>71 actions or 60%</p>	<p>82 actions or 69.5%</p>	<p>11 actions or 9%</p>	<p>In 2022 82 actions were completed and 30 in progress.</p>
<p>4.2 Use data to drive decision-making to respond in real-time to the housing stability needs of individuals and families.</p>	<p>4.2.d. Establish cross-functional teams that monitor changes to the housing market and determine the needs of priority populations. *</p>	<p># of enterprise-wide support services</p>	<p>6</p>	<p>8</p>	<p>2</p>	<p>There are no metric measures for this action.</p> <p>In 2022 there were 8 cross-functional teams including SWOT, MHST, Housing Stability Action Plan, Housing Leadership Team, Coordinated Informed Response and the Core Area Action Team</p>

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<p>4.3 Be a local and national leader in housing stability.</p>	<p>4.3.a. Ensure municipal council has strong information from committees and community networks and other mechanisms to support housing stability.</p>	<p># of committees and community networks were engaged with providing housing stability related information to Council</p>	<p>7</p>	<p>6</p>	<p>1</p>	<p>There are no metric measures for this action.</p> <p>The following groups provided housing stability related information to Council: SWOT, MHST, Housing Stability Action Plan, Housing Leadership Team, Coordinated Informed Response, Core Area Action Team.</p> <p>In 2022, the SWOT and MHST groups merged to form HEAT.</p>
<p>4.3 Be a local and national leader in housing stability.</p>	<p>4.3.b. Participate in provincial and national initiatives to solve homelessness.</p>	<p># of provincial initiatives participated in</p>	<p>4</p>	<p>4</p>	<p>0</p>	<p>There are no metric measures for this action.</p> <p>Participation in provincial initiatives included Community Homelessness Prevention Initiative (CHPI) which ended in 2022, Homeless Prevention Program (HPP) which replaced CHPI, ONPA, COVID Emergency Meetings and the London Service Manager Advisory Group</p>
<p>4.3 Be a local and national leader in housing stability.</p>	<p>4.3.b. Participate in provincial and national initiatives to solve homelessness.</p>	<p># of national initiatives participated in</p>	<p>3</p>	<p>3</p>	<p>0</p>	<p>There are no metric measures for this action.</p> <p>Participation in federal initiatives included Reaching Home, Canadian Alliance to End Homelessness and Built for Zero.</p> <p>Housing Stability Services presented in Built for Zero meetings and webinars throughout 2022 sharing information about London's response to homelessness.</p>
<p>4.3 Be a local and national leader in housing stability.</p>	<p>4.3.c. Share results through reports, community engagement,</p>	<p># of communication materials developed that articulate the</p>	<p>2</p>	<p>10</p>	<p>8</p>	<p>There are no metric measures for this action.</p>

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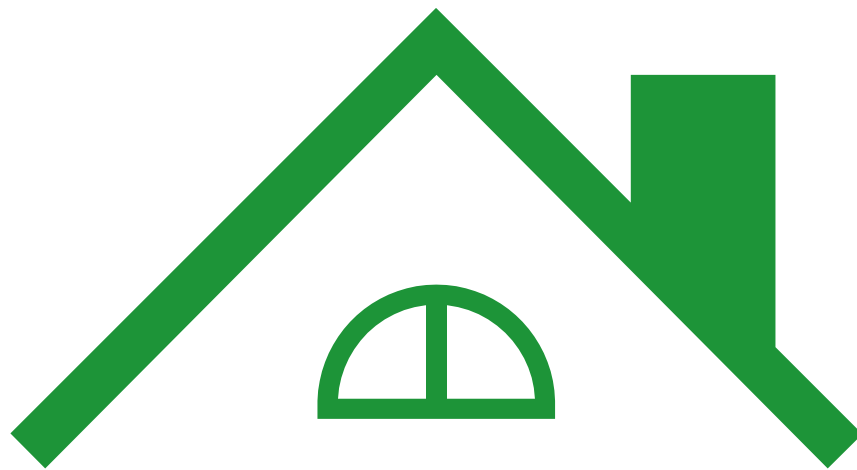
	education, and training opportunities*	housing stability system				<p>Coordinated Access created communications in 2022 that included a Council and Public Update about Coordinated Access, and a Booklet for Community Engagement under Built For Zero. Coordinated Access also received Quality CA accreditation 2022 Built for Zero</p> <p>In 2022 the Housing Access Centre began a review of all processes. This review resulted in changes to the way applications are processed. A community webinar was held and posted to the City of London website. An application checklist and reference documents were distributed widely to community and also added to the website.</p> <p>A review of London’s rent supplement system was undertaken with assistance of a consultant,</p> <p>The materials used to communicate information about the Canada Ontario Housing Benefit were reviewed, updated, and distributed to applicants and community partners supporting applicants.</p>
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	0	2	2	<p>There are no metric measures for this action.</p> <p>People with lived experience were engaged through participation in the London Homeless Coalition and the Health and Homeless Summit.</p>

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						Five organizations were contacted to provide a connection to people with lived experience of homelessness, rent supplement and community housing to participate in a review of the rent supplement system. Two people with lived experience were engaged for the Rent Supplement Review.
4.3 Be a local and national leader in housing stability.	4.3.d. Engage individuals with lived experience and foster opportunities for peer support in the community. *	# of opportunities for individuals with lived experience to participate in the system	3	3	0	There are no metric measures for this action. Individuals with lived experience have opportunities to engage in the system through employment, groups (example: London Homeless Coalition, Health and Homelessness Summit) and through peer engagement opportunities (example: Street Level Women at Risk Women Advisory Group).
4.3 Be a local and national leader in housing stability.	4.3.e. Raise awareness of housing stability initiatives and efforts in the community. *	# of outreach and awareness events held	2	2	0	There are no metric measures for this action. London Homeless Coalition and online community education sessions



Homeless Prevention and Housing Plan: 2019 - 2024



CHANGE
BEGINS WITH
CHOICE

2022 Update

Middlesex County Housing and Homelessness Plan – Update for 2022

HOUSING

Vision

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

Strategic Priorities

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

These are:

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

Strategic Priority 1: Affordability

- **Social Service Relief Funds (SSRF)**
The County of Middlesex Social Services worked with external community partners on preparing the business case for operational funding. SSRF funding priorities were to help a diverse range of vulnerable people, create longer-term housing solutions for people in need, and ensure that the housing and homelessness sector has the tools and support that they need to safely and successfully transition to recovery. 35 households were directly supported with SSRF funding in 2022, and a number of community partners were supported as well; CMHA – Thames Valley Addiction and Mental Health Services received funds to provide wrap-around services for those in need of mental health, addiction, and life stabilization supports.
- The County of Middlesex Social Services department has prepared reports and presentations to engage with the local municipalities and inform about the need of affordable housing and the struggles our residents face on a daily basis, principally among them the Affordable Housing Review, which was completed in 2022. The goal of the Review was to better understand the current supply and demand of housing across the County and develop strategies aimed at ensuring a broad array of housing options are available to meet the full spectrum of needs of residents in Middlesex.

Strategic Priority 2: Range of Housing Options

- The County undertook the Middlesex 2046 Public Engagement related to the update of the County's Official Plan policy document. Housing options and attainability is a major consultation subject area. This work was completed in 2022.
- Several local municipalities within the County undertook similar local planning policy projects and re-examined the provision of alternative housing forms and options.
- The County utilized Provincial funding to undertake an 'Attainable Housing Review, which has been completed. The review examined the housing continuum and identified gaps in the provision of housing and corresponding strategies for attainable housing with an emphasis on the factors that can be locally influenced. The review will help in the future planning of housing and homelessness needs within the County.
- The Municipality of Strathroy-Caradoc, through its Non-Profit Housing Corporation, is poised to develop new affordable housing units. They have begun construction of the affordable apartment building in Mt. Brydges, with expectations of opening in the fall of 2023. Building will have 37 units, and more than half will be designated as affordable at 80% of Market Rent.
- In the Municipality of Middlesex Centre the land has been cleared and real estate signs are up, the building of the innovative development called 'Design for Happiness' is well underway.
- The County has invested in a new real-time market inventory on our Invest in Middlesex site of all residential properties for sale across the County.
www.investinmiddlesex.ca/properties/residential
- Throughout 2022, local communities such as Middlesex Centre and Lucan Biddulph have been approving several new higher-density housing developments (i.e. apartments in Lucan; townhomes in Kilworth)
- Lower tiers municipalities were encouraged to have Attainable Housing supported through their Community Improvement Plans. Adelaide-Metcalf was supported in their development of their first even CIP in 2022 (it is now the 6th municipality in Middlesex County launch as CIP). Their CIP includes an Attainable Housing program as identified as one of its potential incentives. www.adelaidemetcalf.on.ca/sites/default/files/2023-03/AM%20CIP%20-%20Final%20Community%20Improvement%20Plan.pdf

Strategic Priority 3: Housing Supports

- The community Navigator, who is trained in the Rent Smart program, has been instrumental in supporting residents with applications to housing program, Canada-Ontario Housing Benefits (COHB) and various other supports for housing and general life stabilization. The Community Navigator was able to submit for 66 COHB applications for residents in the County. The approval rate of these applications was 90.9%. 60 applications were successful, and receive an average of \$437.68 per month to increase the affordability of their housing. Of these 60 approvals, 40 applicants were able to use the COHB funding to alleviate their immediate risk of homelessness.
- The County of Middlesex, the Municipality of Thames Centre and regional partners, are active participants in the Middlesex County Connect community transportation system pilot project to provide transportation supports for residents. In early 2023, a proposal will be brought to County Council outlining a plan for future service, which aims to increase ridership of and accessibility to Middlesex County Connect along key corridors.
- County Council and Senior Administration continue to attend delegations with Provincial Ministries and MPPs to highlight the housing and homelessness needs and gaps in the County, identify the significant growth occurring in the County and advocate for additional funding to address the strategic priorities identified in the County of Middlesex Homeless Prevention and Housing Plan.
- The Community Navigator, along with other Community Partners operating in Middlesex County, sent Letters of Advocacy to YOU for additional youth housing in Middlesex County. The result is 2 new youth housing units will be opening up later in 2023, and will be operated by YOU's Next Wave Youth Centre.

Strategic Priority 4: Service Coordination

- The county has ongoing meetings with community agencies and stakeholders to understand the pressure the community is facing when supporting individuals that are unsheltered or at risk of being unsheltered.
- Middlesex Homeless Action Committee (MHAC) – this committee was reformed in 2021, and regular meetings continued in the later half of 2022. The member of the committee are from various sectors; housing supports, police services, Community Navigator, County representative, community agencies and members of the community. This committee was created to advocate for more subsidized and affordable housing, as well as to increase public awareness of the homelessness situation in Middlesex County. MHAC was able to support

local fundraising events regarding homelessness, and have advocated for more services in Middlesex County.

- The County implemented the use of the Homeless Individuals and Family Information System (HIFIS) in 2022. Currently the manager of Social services and the Community Navigator have access to the system. Future collaborations with community partners will be explored in 2023.
- Middlesex County is represented at the Middlesex Situation Table (MST) by the Community Navigator and the Manager of Social Services. MST is a diverse spectrum of service providers that collaborate weekly and mobilize appropriate short-term interventions to address situations of Acutely Elevated Risk (AER). Many of the situations presented involve either homelessness, or risk of homelessness.
- Community Navigator was invited to attend a planning session regarding options for settlement services delivery in London and Middlesex, which was hosted by the London & Middlesex Local Immigration Partnership (LMLIP). The purpose of this session was to discuss possible funding and service models for future settlement programs in Middlesex County.

2022 Key Achievements:

- Successful application and implementation of SSRF Phase 4 and 5.
- The continued success of the Community Navigator
- Advancements in the understanding of the need of housing and supports in the county

HOMELESS PREVENTION

Vision

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

Strategic Priorities

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

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

Strategic Priority 1: Temporary Housing Options

- In 2022, the Provincial Social Services Relief Fund (SSRF) helped support our most vulnerable in the community. The County was able to provide temporary housing supports through two of the local motels in the County. With the Covid-19 Pandemic still in full swing in 2022 the number of visible individuals experiencing homelessness increased. Through work with the Community Navigator and partnership with CMHA TVAMHS the number of individuals and/or families experiencing homeless was mitigated. The Middlesex Transitional Housing Program, supported 102 individuals from 65 families with overnight stays in local motels for an average duration of 1.6 months. Working with other local agencies; WRRRC, YOU-Next Wave best practices and supports were shared amongst the group. SSRF funding ended on December 31st, 2022.
- The partnership between Middlesex London Paramedic Services (MLPS), and the Middlesex Transitional Housing Program showed there is an increased need in the county. The Middlesex Paramedic Outreach Program was created to support individuals staying at the local motel program. The paramedics were have 41 patient engagements. These included such services as health assessments, medications checks, educational session and referrals to other medical supports in the County.

Strategic Priority 2: Housing Retention

- The Community Navigator was able to submit for 66 COHB applications for residents in the County. The approval rate of these applications was 90.9%. 60 applications were successful, and receive an average of \$437.68 per month to

increase the affordability of their housing. Of these 60 approvals, 40 applicants were able to use the COHB funding to alleviate their immediate risk of homelessness.

- Through HPP and the SSRF funding allocations the County was able to provide rent, utility cost relief, last months rent, food security programs to many individuals in need.

Strategic Priority 3: Supports

- Through the Middlesex County Social Services and Community Partners network the sharing of information about resources for housing and support for individuals experiencing homelessness has continued to be successful in diverting and supporting people from being homeless. Twenty three unique agencies attend the meetings or are updated via the minutes.
- Since the inception of the community Navigator in September 2020 they have built strong relationships with each community in the County. Providing resources, supports and helping to complete housing related applications.
- The Middlesex County Homelessness Action Committee continued meeting and advocating throughout 2022. The intent of the committee is to advocate and share information about the need for subsidized and affordable housing in the County. Middlesex County Homelessness Action Committee was able to support local fundraising events regarding homelessness by providing open mic information sessions and helped organize FrankFest, which was a community event in support of Coldest Night of the Year 2022.
- Working with the City of London, the County continues to advocate for more funding through the Homeless Prevention Plan. The County's Social Services department applies for any and all funding that is available through provincial, federal and or other sources.

Strategic Priority 4: Service Coordination

- The County continues to use innovative and strategic ideas and initiatives on how best to use funds of the Homeless Prevention Program yearly. The Social Services Department continuously checks in with Ontario Works caseworkers, community partners and individuals they support to ensure the right services and supports are made available.
- The County continues to raise awareness of the increased homeless and at risk of homelessness populations through council reports, presentations and community conversations.
- In 2023 the County will complete a Point in Time count of individuals who identify as homeless or unsheltered. This will be completed collaboratively with the Community Navigator, WRRC, CMHA, YOU-Next Wave and other community

partners. These numbers will help determine what supports are required in the communities.

- The County implemented using the Homeless Individuals and Family Information System (HIFIS) in 2022. Currently the manager of Social services and the Community Navigator have access to the system. Future collaborations with community partners will be explored.
- In 2022, to increase awareness of homelessness in the community, break down the stigma of homelessness, and inspire prosocial action, the Community Navigator conducted a storytelling campaign. Individuals currently experiencing homelessness were asked to share their stories, and these stories (with conditions ensuring anonymity) were made publicly available on the Middlesex Library website at library.middlesex.ca/community-storytelling. In addition to the online displays, physical displays of the Storyteller Project were on display at 3 Middlesex County Libraries: Strathroy, Glencoe and Lucan for a month in October-November 2022. Future plans include outdoor displays through Middlesex County on established community trails.

2022 Key Achievements:

- Middlesex Transitional housing program - 102 individuals from 65 families
- 60 county residents were approved for the COHB program
- 41 patient engagements through the Middlesex Paramedic Outreach Program. Health assessments, medication checks, wound care and educational sessions were all completed during this time.