

# **HOMELESS PREVENTION & HOUSING PLAN 2010 - 2024**

**Completed in accordance with the  
Ontario Housing Services Act, 2011.**



**London**  
CANADA

**November, 18, 2013**

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# I. Introduction

Ontario's Housing Services Act, 2011 (HSA) requires all Municipal Service Managers to develop and submit a council-approved 10-year plan to address housing and homelessness. The plan must cover a 10-year period, reviewed for its effectiveness every five years, and must address the matters of provincial interest under HSA Part II 4. (1) Including:

- Plan is focused on achieving positive outcomes for individuals and families; and includes a goal of ending homelessness;
- Addresses the housing needs of individuals and families in order to help address other challenges they face;
- Has a role for non-profit corporations and non-profit housing cooperatives;
- Has a role for the private market in meeting housing needs;
- Provides for partnerships among governments and others in the community;
- Treats individuals and families with respect and dignity;
- Is coordinated with other community services;
- Is relevant to local circumstances;
- Allows for a range of housing options to meet a broad range of needs;
- Ensures appropriate accountability for public funding;
- Supports economic prosperity; and
- Is delivered in a manner that promotes environmental sustainability and energy conservation.

London's Homeless Prevention and Housing planning document incorporates a 14-year period and provides an integrated summary of the homelessness and housing strategies, goals and tactics already developed and taking hold in London. This Plan is built from the experiences and considerations of our community stakeholders - policymakers, service providers, individuals and families with lived experience, funders, advocates, residents and experts – and encapsulates our successes to date and our plans for the next decade, while adhering to the requirements of the Ontario Housing Policy Statement and the *Housing Services Act, 2011*.

After lengthy community and stakeholder engagement and consultations, Municipal Council approved the London Community Housing Strategy in June 2010 (Appendix One) and the Community Plan on Homelessness in November 2010 (Appendix Two). Both plans were bold and innovative and built on the foundation of a 'Housing First' approach. The plans are embedded in the philosophy that the solution to preventing and ending homelessness is housing with supports. This 'housing with support' approach assists individuals and families by

seeking and supporting the right housing, at the right time, in the right place, with the right level of support to develop long-term housing stability. Our approach is rooted in the concept that individuals and families in a housing crisis, at risk of homelessness or who are experiencing homelessness will secure housing and that other issues including addictions, mental illness and trauma can be better addressed once housing is obtained.

In 2013, London City Council approved a 3-Year Implementation Plan entitled, A Homeless Prevention System for London Ontario (Appendix Three). This document builds on the 2010 homelessness plan and outlines a coordinated and integrated individual and family centred housing stability approach that is outcome focused and designed to address, reduce and prevent homelessness in London.

In 2012 London also began a comprehensive approach to revising its Official Plan (in accordance with the Ontario Planning Act). The ReThink London process has engaged Londoners on a variety of discussions related to the future growth, development and livability of our communities. The revised Official Plan (anticipated in 2014) will similarly include many strategies and policies related to housing and homelessness. Please see summary of Rethink process in Appendix Four.

London also plays an important role as Service Manager for both the City of London and County of Middlesex. Responsibility for social housing access, eligibility, and waitlist management, the administration of social housing mortgage subsidies, supplements, and program compliance, and the administration of new affordable housing program responsibilities resides with the City. The public housing stock within the City and County is owned and delivered by the London and Middlesex Housing Corporation (LMHC), as a corporate entity of the City of London. County representation on committees, housing boards, and within service management activities such as requests for proposals for new affordable housing initiatives, ensures County service needs are understood and addressed within this approach.

The responsibilities related to homelessness service management, historically addressed through social service legislation and funding arrangements with the Province (e.g., emergency shelters, domiciliary hostels, Consolidated Homelessness Prevention, etc.) are delivered in the County through contracted service agreements with Middlesex (along with other such social services such as Ontario Works). This arrangement continues within the current homeless strategies with contract responsibilities and relationships being managed through the City.

These distinct approaches to housing and homelessness service management and delivery will continue within the context of this plan. In addition to these roles, the County of Middlesex

and their lower tier communities maintain responsibilities related to planning, land management, and community engagement that also support and inform related programs and services.

## II. Our Planning Approach

A large-scale community engagement process, including consultations, community submissions, open houses and key informant interviews, guided the development of the 2010 Community Housing Strategy and Community Plan on Homelessness. The consultations and input sessions were designed to engage individuals and families and organizations involved in the housing continuum from homelessness to affordable home ownership. We also undertook an environmental scan, which included a review of all community-based data, reports, policies, position statements and presentations, as they related to our focus on housing and homeless prevention.

Additionally, between August 2012 and January 2013 during the development of the Homeless Prevention System for London, 3-Year Implementation Plan a thorough consultation process was followed which included five community forums. Forums welcomed agencies, individuals and families with lived experience and community members. Furthermore, other consultative /review tasks included:

- A Community Advisory Group
- Regular meetings with Shelter Operators, which continue today
- A review of Housing First trends and practices
- Meeting with a number of groups, coalitions and funders to discuss and test emerging directions
- Providing monthly reports and updates to the London Homeless Coalition and other community forums and groups.

As a result of our extensive consultative and diagnostic process and in line with the 2010 Community Housing Strategy and Community Plan on Homelessness, we identified the **strengths** of our existing housing and homeless prevention system and several critical **forces of change** and **limitations** that reinforce the importance of developing a holistic and focused strategic framework. Following is a review of these strengths, strategic influences and limitations and a snapshot of the people we serve.

## III. Strengths of Our Community

### **Team of Employees, Partners and Volunteers**

Our community based approach relies on hundreds of committed staff, providers and volunteers working across the city including advocates and systems-level professionals, all striving to change lives for the better and to reduce and prevent homelessness. Whether on the front-line or working behind the scenes, we cannot underestimate the passion, knowledge and expertise of the individuals that are working to improve outcomes for the people we serve.

### **Depth & Breadth of Partnerships**

We are proud to partner with an extraordinary network of community partners to carry out our work and achieve our goals. Collaborative and actionable partnerships exist between the City of London and organizations, such as:

- Non-Profit, Co-operative, and Private Housing Providers
- Emergency Shelters
- Violence Against Women Agencies and Shelters
- Neighbourhood Organizations and Business Improvement Areas
- Addiction and Mental Health Service Providers
- Funders, Policy Makers and Financial Institutions
- Aboriginal Agencies
- Cross-sectoral partners, such as Justice, Health and the Education & Training Sector
- Advocacy Associations and Developers
- Ontario Works / Ontario Disability Support Program
- London CARES (Community Addiction Response Strategy)
- All orders of Government

As identified above, the City of London is also the legislated Service Manager for Ontario Works, Children's Services, Homelessness Prevention and Housing in the City of London and Middlesex County.

### **People-Centred System**

We are focused on meeting the needs of the diversity of our community. Over the past few years, we have developed strategies needed for families with children, youth, abused women,

the Aboriginal population, people with disabilities, seniors and immigrants. Following are some examples of this focused attention.

We continue to actively seek to meet the needs of the Aboriginal community within London. In December 2007, an Aboriginal Housing Forum was held which informed our practices and plans. There are three housing initiatives in development in partnership with the Ontario Aboriginal Housing Services Corporation. We also participate on the London Homeless Coalition that is working towards a Cultural Competence model, to support our urban Aboriginal population.

London's Violence Against Women (VAW) sector is active in its efforts to support safe housing solutions for abused women and their children. The VAW sector provides emergency shelter, transitional housing and community based supports aimed at reducing and preventing violence and abuse against women and their children including the support of safe housing retention. Agencies have also stepped forward to provide training to City staff and partners on best practices related to identifying and supporting an effective response to violence against women and their children. In addition, London hosted the first international conference "All Our Sisters."

Individuals and families living with disabilities are included in our planning and community efforts. We have a target of 300 units of supportive or alternative housing, with consideration of the needs of persons with disabilities, to be developed by the Province.

Finally, we are also launching two focused consultations in 2013 to develop community plans regarding youth experiencing homelessness and street involved sex work.

## **Community Engagement**

The City of London is committed to encouraging Londoners to actively participate in clear and transparent public engagement processes in timely, meaningful and appropriate ways. Over the years, we have learned that decisions are markedly improved by truly engaging citizens and key stakeholders. A summary of the engagement processes that have occurred between 2010 and 2013 related to Homeless Prevention and Housing and is included in Appendix Five.

## **Track-record of Innovation**

The City of London has demonstrated a strong track-record of implementing innovations in service delivery, deploying resources to focus on priorities, increasing public and private



investments and achieving a high level of cross-sectoral and system-wide collaboration, to address the prevention of homelessness and the continuum of housing needs. The majority of the 38 recommendations from the 2005 Affordable Housing Strategy were acted on and significant work has been accomplished on the 2010 Community Housing Strategy and London Community Plan on Homelessness. For example:

- A mix of low-income and moderate-income rents in new affordable housing developments
- Concentrated work with the Aboriginal community to achieve better outcomes
- Successful creation of new supportive housing in London & Middlesex
- Hosted the National Forum on Housing and Safe Communities for Women in Canada Conference in May 2011
- Implemented the Pilot Hostel to Home Program
- Developing the Neighbourhood Housing Support Centre and Furniture Bank to be implemented in 2014
- Developing peer support and mentoring programs
- Enhancing coordinated case management processes
- Developing the Jail to Homes / Court Diversion program
- Creating dedicated community plans regarding youth experiencing homelessness, street involved sex work and the aboriginal community

London CAREs, a significant innovative strategy, represents a municipal investment for a five-year period starting in 2008. It is aimed at improving the health outcomes and housing stability of individuals experiencing homelessness and often living with addictions, mental illness and trauma and also aimed at reducing homelessness in London’s downtown and core areas.

## Housing Stock

In general, the social housing stock remains in good condition. We continue to ensure that appropriate investments are made and that routine maintenance and capital repairs are completed on schedule.

The following table provides an overview of the social housing sector stock.

Type	Ownership	# Of Groups	# Of Projects	# Of Units
Public Housing	London Middlesex Housing Corporation	1	31	3,282
Private Non-Profit	Owned by Sponsor Organizations	27	37	1,815
Co-op Non-Profit		16	16	1,122

Type	Ownership	# Of Groups	# Of Projects	# Of Units
Federal Non-Profit	Owned by Sponsor Organizations	20	27	1,357
Rent Supplement Program	Private Market	25		484

## **Energy and the Environment**

The City and our housing partners have also made considerable commitments to ensuring that existing social housing properties and new affordable housing projects are energy efficient and environmentally friendly. For example, we have updated some properties with solar solutions, energy efficient windows and doors and other features. Additionally, Local Utilities provided our Social Housing Providers with training on inexpensive repair strategies to increase energy efficiency and how to access available Ontario Energy Board programs for social housing providers. In 2012, in collaboration with Canadian Mortgage & Housing Corporation (CMHC), we brought together developers, architects, builders and others to explore cost efficient strategies for environmental / green energy and to create solutions for affordable housing.

All Requests for Proposals for new affordable housing now include requirements related to LED (Light Emitting Diode) lighting solutions, energy efficient heating, windows, doors and Energy Star appliances that exceed code. Four affordable housing rental properties under development are seeking LEED (Leadership in Energy and Environmental Design) certification.

## **New Affordable Housing**

Over the past 10 years, the City of London has been actively engaged with builders, developers, financial organizations, social organizations, and not-for-profit, private, and co-operatives in the creation of new affordable housing in the City of London and in Middlesex County. New housing projects address priority populations identified both within the housing strategy and within the needs of the respective communities. Appendix Six provides a summary of all new affordable housing in the City of London and Middlesex County.

## IV. Strategic Influences & Limitations

### Demographics

The population is a reflection of the changes occurring in London. There are increases in Aboriginal people and newcomers, both of which are over-represented in the low-income populations of the city.<sup>1</sup> The population is aging and more baby boomers are entering retirement. The composition of households indicates increases in people never married, childless couples, female-led, lone-parent families and in the number of widowed people. These changes place additional pressures on the rental market and drive demand for housing based on individual, couple and family choice.<sup>2</sup>

### Income and Unemployment

Too many Londoners are living in poverty. This reality impacts the number of individuals or families at risk of or experiencing homelessness. In 2010, the overall poverty rate in the London Census Metropolitan Area (CMA) was 12.3% compared to 8.8% in Ontario and 9.0% in Canada. Furthermore, very concerning is that 17% of London CMA families live below the low-income cut-off with 46% of single parents and 20% of children living in poverty. As well, 1 in 2 London CMA immigrants live below the poverty line.<sup>3</sup>

The unemployment rate for London CMA was 9.2% in June 2013, the second highest rate in Canada.<sup>4</sup> Furthermore, nearly 11,000 households equivalent to about 24,000 people received Ontario Works Assistance each month the first half of 2011, of which 36% were children under 18.<sup>5</sup>

Since 2009, the usage of London food banks has widened. A far greater diversity of people visit a food bank, including working people, two-parent families, seniors, and homeowners, as they

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<sup>1</sup> Community Services Department, City of London, City of London Social Policy Framework, Income Security Policy Paper, August 2006

<sup>2</sup> London Community Housing Strategy, June 2010

<sup>3</sup> London Community Foundation, 2012 Vital Signs Report

<sup>4</sup> Statistics Canada, July 2013

<sup>5</sup> Profile Of London's Ontario Works Participants, 2011 September 27, 2011

experience a higher risk of needing help than in the past. According to the London Food Bank, “There are several distinct groups that experience particularly high levels of need. Children and youth, though only 21% of the population, make up 38% of those helped by food banks. People receiving social assistance, single parent families, and those who identify as First Nations, Métis, or Inuit are all at higher risk of needing help.”

Clearly, all of these factors contribute to the number of individuals and families who need access to affordable housing or who are at risk of, or experiencing homelessness in London.

## **Housing Affordability**

Compared to other regional and national large urban centres, London’s housing and rental market remains more affordable, however there are still significant challenges associated with housing access and affordability for certain populations. Accordingly, access to adequate and affordable housing is a critical solution for a cross-section of the population and for the prevention of homelessness.

Like other cities across Canada, London has a shortage of affordable rental housing. There are 8,085 units of social housing within London of which 5,939 offer rent-geared-to-income. The other 2,146 affordable housing units are at or below average market rent.<sup>6</sup> According to the 2013 Ontario Rental Market Report, London has a relatively reasonable vacancy rate of 3.1%, which should curtail increases in the average market rent in the private sector. However, a bachelor apartment average rent is \$582, which is equal to 96% of an Ontario Works cheque for a single adult and therefore, out of their reach.

Housing needs can be illustrated on a spectrum from those individuals and families experiencing absolute homelessness and requiring intensive supports to the opposite end, where individuals and families are able to meet their housing needs without assistance. In the centre of the continuum is a range of low and modest-income households who are vulnerable or at risk of losing their homes.

## **Emergency Shelters**

There are three emergency shelter locations in London operated by non-profit providers. They are Mission Services of London operating Men’s Mission and Rotholme Family shelter, The Salvation Army Centre of Hope, operating both men and women shelter beds and the Unity

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<sup>6</sup> London Community Housing Strategy, 2011 Report

Project for the Relief of Homelessness. In addition, three violence against women focused services, Women's Community House, Zhaawanong Shelter and Women's Rural Resource Centre in Strathroy, provide emergency shelter and support for abused women and their children.

Our review and work with our London Emergency Shelter Operators reveal some of the gaps and challenges of our existing shelter system and include:

- Lack of centralized intake
- Individuals moving from shelter to shelter without a consistent support approach
- Limited diversion to support individuals and families from entering shelter
- Limited support and warm transfer to more appropriate services upon discharge
- No integrated information management system
- Limited rapid housing options are available once someone is in shelter
- Limited support options are available, once housed
- Lack of a homeless prevention system has allowed shelters to be the first response to a situation.

### **Community Capacity and Competency**

Many parts of our service delivery networks are working well beyond capacity. There is not enough staff, volunteers or resources to respond as effectively or efficiently as we would hope to. For example, persistent wait lists exist for people to access affordable housing, mental health services, addiction treatment and services and even primary health services.

We need to build our clinical and service capacity for all service providers, municipal staff, agencies and partners. We will develop this expertise through effective system redesign, strategic thinking, collaborative partnerships, training, program monitoring and integrated case management. Appreciating housing providers often directly impact tenancy outcomes, we will also advocate for necessary changes from the Province to improve management of rental properties through accreditation and training.

Building capacity and ensuring the strength, resiliency and creativity of this system is a priority in order to achieve our goals.

## V. The Individuals and Families We Serve

The individuals and families at the centre of our plan are distinctive, often with multiple and complex needs. Many touch various points of the multi-sectoral service system within London.

The people we serve may be families living from pay cheque to pay cheque, individuals, workers, homeless, crown wards, persons in low paying occupations and job seekers. They could be well, facing health issues, or in treatment or recovery or they may be taking the first step forward after incarceration. Those experiencing homelessness, or at risk of homelessness include men, women, youth, seniors, couples, Aboriginal, newcomers, street-involved sex workers, and single mothers and fathers. There are many reasons that lead individuals toward homelessness including: addiction, mental illness, trauma, domestic violence, the shortage of affordable and adequate housing, generational poverty, transitioning from foster care, family conflict or fragmentation, lack of supportive relationships or resources and a lack of education. In addition, those in housing crisis may be dealing with issues such as the accessibility of their unit, building condition, or simply income versus market rent.

Currently, there is limited reliable data regarding the number of individuals and families experiencing homelessness in London at any given point in time. Although there is no reliable figure for the number of homeless individuals and families throughout the entire year across all service sectors, there is an understanding that many services and sectors support the same individuals. In the coming year, it is a priority to obtain a homeless count of individuals and families. We will also seek to understand the breakdown between families and individuals, as well as gender and age.

## VI. Moving Forward

Against this complex backdrop, homeless prevention and affordable housing are pressing community needs that require our full attention. The integrated plan for Homeless Prevention and Housing sets forth a vision and strategic priorities, supported by our Guiding Principles. Our plan is intended to be a living document with ongoing planning, dialogue and collaboration to ensure successful implementation and to optimize outcomes. Our commitment to implementing the plan in the most transparent and inclusive manner possible is steadfast. We

encourage all stakeholders to join us in working together to achieve our vision, priorities and objectives.

## **Our Twin Visions**

1. A coordinated and integrated individual and family centred housing stability approach that is outcome focused and designed to address, reduce and prevent homelessness in London.<sup>7</sup>
2. All members of our community have access to housing that is safe, secure and suitable to their needs and ability to pay.<sup>8</sup>

## **Our Twin Priorities**

Our twin Strategic Priorities, emerging from the London Community Housing Strategy and London Community Plan on Homelessness, support our Vision.

1. Individuals and families experiencing homelessness obtain and retain housing and individuals and families at risk of homelessness remain housed.
2. We provide an integrated mixture of affordable and adequate housing options for the greatest number of people in need.

## **Our Guiding Principles**

The foundation of how we perform is our guiding principles. These principles inform the actions to be taken and inspire us to accomplish our goals. Our Guiding Principles, which align with our Homeless Prevention System, the London Community Housing Strategy and the Ontario Housing Policy Statement, are as follows:

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<sup>7</sup> London Homeless Prevention Strategy, 2013

<sup>8</sup> London Community Housing Strategy, 2010

- Our approach is rooted in a ‘Housing First’ or Housing with Support philosophy.
- We believe homelessness is a solvable problem.
- Our work is centred around the needs of the diverse individuals and families we serve.
- We work in partnership with the community, service providers and government to achieve our strategic goals and objectives.
- We ensure affordable housing options are safe, adequate and accessible.
- Our plan and work is shaped by local demographics, circumstances, challenges and opportunities.
- We are neighbourhood based and provide housing and deliver services within neighbourhoods.
- We provide inclusive and respectful services and support to the people we serve.
- We are fiscally responsible.
- We are focused on measuring results and achieving positive outcomes.

## VII. Critical Success Factors

To be successful in the implementation of our Plan, there are several critical activities that we must perform with excellence. If we do not pay special attention to these factors we will dilute the impact of our work. We have identified the following five Critical Success Factors.

### **Addressing the Unique Needs of Individuals and Families**

A key facet of our plan is that we must reach out to diverse groups to ensure the multiple and often complex needs of each person are recognized and addressed in a holistic way. Unique populations include but are not limited to:

- Aboriginal people
- Youth
- Women and their children who experience domestic violence
- Street involved sex workers
- Individuals with disabilities or special accessibility or health needs
- Chronic and episodically homeless individuals



- Seniors

## **Working with London Middlesex Housing Corporation, Non-Profit and Co-operative Housing Providers and Private Housing Providers**

We engage, support and collaborate with our housing and community partners in order to ensure our housing and homeless prevention targets are achieved. Key activities include:

- Training of housing provider and community agency staff (i.e. Housing first approaches, cultural competency training, addiction and mental health training, professional development conferences)
- Proactive planning and interventions to respond to emerging issues
- Provision of tools to assist Housing Providers in providing effective affordable housing
- Continued support from London CAREs
- Housing providers directly participate in helping the establishment of local rules, training plans and to address service issues.
- Housing providers have representation at our Social Housing Operational Advisory Committee

In cooperation with our housing partners, we apply a range of Housing Solutions, including:

- Renovations
- New builds
- Conversions
- Housing supplements
- Rent-geared to income (RGI)
- Affordable home ownership

## **Collaborating With and Engaging our Community and Stakeholders**

Homeless prevention and affordable housing are community issues, requiring a collective, community-wide system response. Community and stakeholder engagement recognizes the full extent of our combined experiences, expertise, and knowledge and will ensure that our plans and actions are in alignment with the greatest needs. It is critical that we facilitate deliberate public dialogue and participation related to our plans, progress, challenges and issues of public or stakeholder concern.

### **Demonstrating Accountability**

It is critical to establish measureable goals and demonstrate positive outcomes for the individuals and families we serve. Additionally, we must set targets for each of our priorities and hold ourselves accountable for the achievement of those outcomes in a cost-effective manner. We must also continually report our progress and results within the City of London, Middlesex County, and to our stakeholder groups.




### **Aligning and Integrating Our Work**

Nothing stands on its own or operates independently. It is critical that we continue to align our housing and homeless prevention strategies to the City's strategic plan, specifically Community Vitality and Economic Prosperity, in order to realize optimum results. Furthermore, we must continue to work hand-in-hand with all orders of government including Ontario Ministries, such as health, corrections and community services; the Federal Government and with municipal social services and initiatives, such as the Child & Youth Network, the ReThink London Official Planning process, the London Homeless Coalition, and many more.

## **VIII. Our Plan**

The foundation of our plan is our Guiding Principles, which guide how we perform our work. Building from this foundation and the existing London Community Housing Strategy, the Community Plan on Homelessness and London's Homeless Prevention System, we have created an integrated strategic model that will guide us in the coming years. Within our plan, we will focus on four strategic themes that drive our housing priorities and five strategic themes that drive our homelessness priorities. When we achieve excellence in the strategic themes, we will be able to achieve our twin strategic priorities and visions. Our plan is outlined in the following diagram and subsequent tables.

## Homeless Prevention and Housing Strategy Map

Thus, achieving our TWIN VISIONS. 	<b>OUR TWIN VISIONS</b>	
	All members of our community have access to housing that is safe, secure and suitable to their needs and ability to pay.	A coordinated and integrated individual and family centred housing stability approach that is outcome focused and designed to address, reduce and prevent homelessness in London.
To meet the needs of the people we serve,	<b>OUR TWIN STRATEGIC PRIORITIES</b>	
	Provide an integrated mixture of affordable and adequate housing options for the greatest number of people in need.	Individuals and families experiencing homelessness obtain and retain housing and individuals and families at risk of homelessness remain housed.
 And, we will build a strong homeless prevention and housing system,	<b>OUR TWIN STRATEGIC THEMES</b>	
	<ol style="list-style-type: none"> <li>1. Focused, Measurable and Targeted Deliverables</li> <li>2. Strong System Design</li> <li>3. Responsive Governments</li> <li>4. Strong and Responsive Administration</li> </ol>	<ol style="list-style-type: none"> <li>1. Securing Housing</li> <li>2. Housing with Support</li> <li>3. Housing Stability</li> <li>4. Shelter Diversion</li> <li>5. Strategy, Capacity and Competency</li> </ol>
 We will adhere to our Guiding Principles,	<b>OUR GUIDING PRINCIPLES</b>	
	<ul style="list-style-type: none"> <li>• Our approach is rooted in a ‘Housing First’ or housing with support philosophy.</li> <li>• We believe homelessness is a solvable problem.</li> <li>• Our work is centred around the needs of the diverse individuals and families we serve.</li> <li>• We work in partnership with the community, service providers and government to achieve our strategic goals and objectives.</li> <li>• We ensure housing options are affordable, safe, adequate and accessible.</li> <li>• Our plan and work is shaped by local demographics, circumstances, challenges and opportunities.</li> <li>• We are neighbourhood based and provide housing and deliver services within neighbourhoods.</li> <li>• We provide inclusive, respectful services to support the individuals and families we serve.</li> <li>• We are fiscally responsible.</li> <li>• We are focused on measuring results and achieving positive outcomes.</li> </ul>	

## STRATEGIC PRIORITIES

### Strategic Priority #1

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

<b>Strategic Themes &amp; Objectives</b>	<b>Securing Housing</b>	<ul style="list-style-type: none"> <li>• Introduce Neighbourhood Housing Support Centres as Hubs of Service</li> <li>• Initiate a “Jail to Home” and Court Diversion program</li> <li>• Initiate a “Hospital to Home” program</li> <li>• Establish a last month’s rent program</li> <li>• Establish a moving service</li> <li>• Establish a new furniture bank</li> <li>• Strengthen outreach efforts to focus on Housing First with street involved individuals</li> </ul>
	<b>Housing with Support</b>	<ul style="list-style-type: none"> <li>• Introduce an integrated homeless information and case management system</li> <li>• Strengthen the housing with support programs through collaboration</li> <li>• Strengthen crisis response once housed</li> </ul>
	<b>Housing Stability</b>	<ul style="list-style-type: none"> <li>• Link the emergency utility program and rent bank program to Neighbourhood Housing Support Centres</li> <li>• Introduce peer support and mentoring programs</li> <li>• Introduce collaborative leisure and recreation programs</li> </ul>
	<b>Shelter Diversion</b>	<ul style="list-style-type: none"> <li>• Focus on reducing pressures on emergency shelter use</li> <li>• Establish a coordinated intake for individuals and families</li> <li>• Explore shelter specialization in London</li> </ul>
	<b>Strategy, Capacity and Competency</b>	<ul style="list-style-type: none"> <li>• Establish an Implementation Group</li> <li>• Anchor a consistent ‘Housing First’ response</li> <li>• Enhance system capacity</li> <li>• Undertake a community plan for youth, London Aboriginal individuals / families and street involved sex workers</li> <li>• Introduced standards of services and measures</li> <li>• Work with other funders to align strategies, leverage opportunities, performance monitoring and reporting</li> <li>• Strengthen the response to persistent and chronic homelessness</li> </ul>

**Achievements  
to Date**

- In 2013, we developed the 3-year Homeless Prevention System Implementation Plan is underway.
- The 2011 National Housing Day focused on innovative solutions to homelessness, with a focus on the complex needs and solutions for the youth, men and women experiencing homelessness in London.
- All Service Agreements with Homeless Serving Agencies now include performance measurements to ensure they are achieving the identified outcomes in a cost-effective manner.
- Acting as Project Manager for a National Project to consider Housing with Support for Veterans experiencing homelessness
- Engaging in research and evaluation initiatives focused on youth, veterans, social inclusion, and improving health outcomes
- Approval of emergency shelter service standards, revised purchase of service contracts and revisions to funding and expectations with emergency shelters.
- Maintained working relationships with:
  - London Homeless Coalition
  - Emergency Department Diversion Working Group
  - SW LHIN Addiction and Mental Health Network
  - Housing Support Services Advisory Group
  - OW / ODSP Services Advisory Group
- Introduced the Housing Stability Fund for low income Londoners
- In 2011, the London CARES model was reshaped with a strengthened focus on integrated services and housing with support. The London CARES Team works in close collaboration with the police, hospitals, and service providers, Housing Providers, Tenants and Landlords to promote housing stability. For example, a 24-hour diversion program is providing effective results with the London Police Service. The Housing Selection Worker on the team is the primary point of contact for landlords and provides 24 hour emergency / crisis support to landlords. In addition, the worker:
  - Follows up with the landlord the first week of every month to ensure rent is paid in full.
  - Is available to mediate any landlord, tenant or neighbour conflict.
  - Encourages potential tenants to set up direct payment to landlords.
- A partnership was developed between LMHC, London CARES and the Housing Access Centre to provide rapid housing with support for individuals and families in shelter.

**Strategic Priority #2 Provide an integrated mixture of affordable and adequate housing options for the greatest number of people in need.**

Strategic Themes	Objectives & Achievements to Date
<p><b>Focused, Measureable and Targeted Deliverables</b></p>	<ul style="list-style-type: none"> <li>• Develop 1,200 new affordable housing units throughout London and Middlesex County to begin filling priority gaps within the housing spectrum. Housing options will include a mix of supplements, existing stock, built form, new units and specialized units.</li> <li>• Facilitate the construction and acquisition of affordable rental properties, affordable homeownership dwellings and rent supplements / subsidies to meet the needs of 900 households.</li> <li>• Work with the Province to provide capital and operating funding for 300 units of supportive or alternative housing.</li> <li>• Create a range of housing options to meet the range of client needs in identified priority populations, such as Women, Seniors, Youth, Aboriginal Persons, Clients with Accessibility Needs, etc.</li> <li>• Create mix within larger scale redevelopments; align new affordable housing development with neighbourhood planning and ensure affordable housing is distributed throughout the city and county.</li> <li>• Create mixed income neighbourhoods, including second units, garden suites, etc.</li> <li>• Maintain, retrofit and redevelop where appropriate existing stock, public and private housing stock.</li> <li>• Ensure the ongoing sustainability of existing social housing by:             <ul style="list-style-type: none"> <li>• Developing a process and exit strategy for those projects with expiring operating agreement; and</li> <li>• Monitoring aging infrastructure and shortfalls in housing provider capital reserves and facilitating access to funding for repairs</li> </ul> </li> <li>• Improve the waiting list system for subsidized housing.</li> <li>• Examine economic development opportunities.</li> <li>• Embrace environmental stewardship opportunities through such means as energy efficiency.</li> <li>• Examine arterial economic development opportunities</li> <li>• Provide a Mayor’s Update on the London Community Housing Strategy (LCHS) every 18 to 24 months.</li> </ul>

<p><i>Achievements to Date</i></p>	<ul style="list-style-type: none"> <li>• An organizational assessment of LMHC was undertaken to establish strategic priorities and opportunities for the future, in direct alignment with the shareholder agreement.</li> <li>• A new Residential Rental Units Licensing By-Law was developed to address housing stability, safety and affordability.</li> <li>• New affordable housing developments with the private market include municipal contributions that extend the length of the service agreement to 25 years of affordable housing.</li> <li>• Exploration is underway for the creation of a proposed Housing Development Corporation to advance new private market contributions and involvement in construction, conversions, infill's and general intensification of mixed housing in all communities, inclusive of affordable housing.</li> <li>• ReThink London, a community engagement strategy informing the official plan that will shape London's future, has engaged more than 10,000 Londoners. As part of this process key insights have arisen which inform our housing and homelessness plan such as: Londoners place a high value on affordable housing; building a mixed-use, compact city includes affordable housing; and the desire to help vulnerable populations remain housed.</li> <li>• The 'Housing First' philosophy is beginning to take hold and there is greater understanding of the framework and goals.</li> <li>• A toolbox approach to developing 1,200 units of affordable housing has been developed.</li> <li>• Piloting new technologies to allow for improved access to service.</li> </ul>
<p><b>Strong System Design</b></p>	<ul style="list-style-type: none"> <li>• Focus on housing and homelessness together.</li> <li>• Optimize central administration within the City for housing and homelessness change initiatives.</li> <li>• Decentralize the Ontario Works office.</li> <li>• Enhance Regional Identity.</li> </ul>
<p><i>Achievements to Date</i></p>	<ul style="list-style-type: none"> <li>• The two service areas, homeless prevention and housing work together and have collaborated on a number of initiatives including London CAREs, LMHC, National Housing Day and OMSSA,</li> <li>• A plan is being developed by Ontario Works to decentralize into four locations within London. Two satellite locations have already been established.</li> </ul>
<p><b>Responsive Governments</b></p>	<ul style="list-style-type: none"> <li>• Establish London as an equal partner with other orders of government.</li> </ul>

	<ul style="list-style-type: none"> <li>• Continue to advocate for public funding or rent supports, targeting priority groups, such as Aboriginal, Youth and others.</li> <li>• Provide clearer policy direction on related planning matters i.e. continue to support inclusionary zoning; local priority rules in social housing</li> <li>• Support an increase to income supports.</li> <li>• Increase investment in settlement services and culturally appropriate assistance to newcomers.</li> <li>• Expand responses to meet the needs of Aboriginal People</li> <li>• A petition for adjustments in shelter allowance and rent/utility scales</li> <li>• Continue Federal investment in social housing</li> <li>• Permit borrowing against equity of existing social housing</li> <li>• Provide new grants to maintain stock stock</li> <li>• Continue the Canada-Ontario Affordable Housing Program</li> <li>• Provide additional rent subsidies and supplements</li> <li>• Acquire appropriate surplus buildings and property from all orders of government</li> <li>• Ensure Housing and Social and Neighbourhood, Children and Fire Service areas working to achieve mutual objectives.</li> </ul>
<p><b>Achievements to Date</b></p>	<ul style="list-style-type: none"> <li>• Continued local leadership related to housing through advocacy to other orders of government, related to:             <ul style="list-style-type: none"> <li>• Mental health and related supportive housing needs at MPP meetings</li> <li>• Housing strategy and sustainable funding meetings with MP and MPPs</li> <li>• Discussion with the health sector regarding cooperative initiatives and pilots</li> </ul> </li> <li>• Child and Youth Network developed Policy Position Brief: A Housing Benefit for Families with Low Income.</li> <li>• Provided local responses to Commission for the Review of Social Assistance in Ontario</li> <li>• Undertook dialogue within the grassroots community groups reflecting interest in safe and affordable housing</li> <li>• Started Housing Collaborative Initiative: Cross municipal team (co-led by London) to develop a single technology system to support housing administration across Ontario.</li> </ul>



<p>Strong and Responsive Administration</p>	<ul style="list-style-type: none"> <li>• Align research, community engagement, programs and service innovations to create a housing continuum that builds Community Vitality and Economic Prosperity in London.</li> <li>• Introduce standards of service and measures on a system-wide basis to ensure quality.</li> <li>• Update policies and procedures, where applicable.</li> <li>• Build system capacity, including service providers, community partners, and staff.             <ul style="list-style-type: none"> <li>• Training and professional development</li> <li>• Case management</li> <li>• Program monitoring</li> <li>• Clinical and service expertise</li> <li>• Information management system</li> </ul> </li> <li>• Strengthen capacity of housing providers (London Middlesex Housing Corporation and non-profit, co-operative and private providers) through training, professional development and provision of support and collaboration.</li> <li>• Build an integrated inter-dependent team of City staff, service providers, and community partners and housing providers to optimize outcomes.</li> <li>• Build integrated technology solutions and toolkit of resources, tools, and applications. For example, develop a shared client information system</li> </ul>
<p>Achievements to Date</p>	<ul style="list-style-type: none"> <li>• Working in close collaboration with London Middlesex Housing Corporation to ensure alignment between strategies and priorities.</li> <li>• Established strong linkages to:             <ul style="list-style-type: none"> <li>• Anti-Poverty Action Group</li> <li>• London Age-Friendly Strategy</li> <li>• Neighbourhood Family Centres</li> <li>• Ontario Works</li> <li>• Ministry of Community and Social Services and Service Canada</li> </ul> </li> </ul>

## IX. Implementation Phases

We have made critical choices regarding our vision, priorities, themes and objectives. The plan is being implemented in four phases, as follows.



The above graphic reflects London’s ongoing and continued commitment to work within a housing and homeless prevention strategic approach. This model supports the flexibility needed to react to changing local conditions, ensure full community engagement and direct involvement in evidence based solutions, with continued work toward meaningful and measurable service outcomes. Although these strategies preceded HSA requirements, they will help to ensure ongoing compliance and alignment to both local and provincial interests.

We are confident that together we will build significant momentum throughout the coming years and anticipate by Phase Four, we will have successfully addressed many of the barriers we currently face and the positive changes that have been implemented will be entrenched and working.

### Measuring Outcomes and Results

The progress and accomplishments of our Plan will be measured by the experiences of the individuals and families we serve. Their stories will tell us if we are meeting their needs and achieving our goals.

We will also measure our progress and success by listening to our community partners, service providers and the broader community.

Finally, we will establish and track quantifiable performance indicators, in direct alignment to each of our strategic priorities. These indicators will help us measure our performance. We will celebrate and learn from wins, gauge negative gaps and implement solutions to close the gaps. Performance Measurements are outlined in the following table.

## Performance Measurements

Priority Area	Measurement
<p>Individuals and families experiencing homelessness obtain and retain housing and individuals and families at risk of homelessness remain housed.</p>	<ul style="list-style-type: none"> <li>• Reduce number of individuals and families becoming homeless</li> <li>• Increase stability of housing</li> <li>• Individuals and families experience improvements in their health, nutrition, and levels of stress, sleep, quality of life, personal safety, and / or mental health and addictions recovery.</li> <li>• Reduce the pressure on emergency shelter use</li> <li>• Improve the centralized intake</li> <li>• Improve the integrated information system and case management</li> <li>• Reduce use of shelters by youth</li> <li>• Reduce chronic use of shelters</li> <li>• Increase the focus to housing with support programs</li> <li>• Improve the coordination of homeless related services</li> <li>• Reduce the economic costs of homelessness</li> <li>• Improve the housing stability of individuals and families experiencing persistent and chronic homelessness each year</li> <li>• Increase access to services and supports</li> <li>• Reduce hospital emergency department visits, police involvement and emergency shelter admissions</li> </ul>
<p><i>Focused, Measureable and Targeted Housing Deliverables:</i> Provide integrated mixture of affordable and adequate housing options</p>	<ul style="list-style-type: none"> <li>• Increase and develop efficient, attainable, scattered and diverse housing stock based on set targets</li> <li>• Integrate early, accessible housing with social and health care supports</li> <li>• Reduce ‘length’ of wait to access social housing</li> <li>• Reduce eviction applications for rental arrears</li> <li>• Reduce eviction orders issued</li> <li>• Improve average rents compared to average wages</li> <li>• Improve tenant satisfaction rating in social and affordable housing units</li> </ul>
<p>Strong System Design</p>	<ul style="list-style-type: none"> <li>• Decentralize the Ontario Works office</li> <li>• # Mayor and community updates</li> </ul>

Priority Area	Measurement
Responsive Governments	<ul style="list-style-type: none"> <li>• Increase efficiencies with coordinated and optimized resources</li> <li>• Increase and stabilize funding from all orders of government</li> <li>• Demonstrate improvements in policy and programming, based on advocacy efforts</li> <li>• Improve social assistance shelter allowance and rent/utility scales</li> </ul>
Strong and Responsive Administration	<ul style="list-style-type: none"> <li>• Employee and Service Partner satisfaction rates</li> <li>• Increase effectiveness of actionable partnerships that are creating positive outcomes</li> <li>• Increased capacity of staff to respond to participant needs</li> <li>• Improve competency and skill level of ‘whole team’</li> <li>• Increase technology solutions and utilization of automated processes</li> <li>• Increase the capacity of staff and providers</li> <li>• Improve profile of the City of London as Service Manager</li> </ul>

## X. Closing Words

When we first started the planning process, we committed to reflection, learning and analysis. We challenged old models of services, ways of doing things and deep-rooted legacies. We asked how we could build on our strengths and overcome our limitations to make an even greater impact and difference in the lives of the people we serve.

London’s Homeless Prevention and Housing planning document incorporates a 14-year period and provides an integrated summary of the homelessness and housing strategies, goals and tactics already developed and taking hold in London. We are confident that this 2010-2024 Plan for the City of London reflects what we heard and learned. We are inspired by our bold and determined plans and believe that we can achieve transformational outcomes and accomplish our:

### Twin Visions:

1. *A coordinated and integrated individual and family centred housing stability approach that is outcome focused and designed to address, reduce and prevent homelessness in London.*
2. *All members of our community have access to housing that is safe, secure and suitable to their needs and ability to pay.*

### **Twin Priorities:**

1. *Individuals and families experiencing homelessness obtain and retain housing and individuals and families at risk of homelessness remain housed.*
2. *To provide an integrated mixture of affordable and adequate housing options for the greatest number of people in need.*

## **XI. APPENDICES**

Appendix One:	London Community Housing Strategy, June 2010
Appendix Two:	London Community Plan on Homelessness, November 2010
Appendix Three:	A Homeless Prevention Plan for London, 2013
Appendix Four:	Rethink London Consultations, The New Official Plan, And Housing And Homelessness
Appendix Five:	Summary of Engagement Processes
Appendix Six:	New Affordable Housing in the City of London and Middlesex County

## **APPENDIX ONE**

### **London Community Housing Strategy**

An electronic copy of the London Community Housing Strategy can be found on the City of London website.

<http://www.housing.london.ca/SocialHousingPoliciesReports/Attachments/LComHsngStrategy/June2010LCHSReport.pdf>

An executive summary and annual reports can also be accessed on this site.

A hard copy will be submitted with this plan.

## **APPENDIX TWO**

### **Community Plan on Homelessness**

An electronic copy of the Community Plan on Homelessness can be found on the City of London website.

<http://www.housing.london.ca/SocialHousingPoliciesReports/Attachments/LComHsngStrategy/Nov2010LondonCommunityPlanonHomelessness.pdf>

A hard copy will be submitted with this plan.

## **APPENDIX THREE**

### **A Homeless Prevention System for London**

An electronic copy of A Homeless Prevention System for London can be found on the City of London website.

<http://sire.london.ca/cache/2/monrjb55aaiyd55dgsuvorz/9249108272013125902112.PDF>

A hard copy will be submitted with this plan.



## **APPENDIX FOUR**

### **RETHINK LONDON CONSULTATIONS, THE NEW OFFICIAL PLAN, AND HOUSING AND HOMELESSNESS**

#### ***Overview of ReThink London: Shaping London's Official Plan.***

ReThink London is a community engagement strategy informing the plans that will shape London's future through the creation of a new Official Plan and through other aligned local strategies and plans.

To date, ReThink has benefited from the direct participation of more than 10,000 Londoners through more than 63 events to inform the future of roads, neighbourhoods, workplaces, community facilities, parks, housing, and transportation planning and decision making across London. Thousands more have contributed through online and other input forums. London's consultants have indicated, "No other official planning process in Canada has had as much exposure as ReThink London."

The ReThink process is based on the values of leadership, inclusiveness, collaboration, resiliency, accountability, and innovation. "Our Future: Exciting, Exceptional and Connected London" and eight key directions represents what Londoners have expressed through ReThink London. The eight key directions that will be the basis for the policies in the new Official Plan are:

- Fostering a Prosperous City;
- Connecting the Region;
- Building a Mixed-Use, Compact City;
- Providing Transportation Choices;
- Building a Greener City;
- Supporting a Culturally Rich and Diverse City;
- Building Strong and Attractive Neighbourhoods; and
- Making Wise Planning Decisions, Careful Management

Discussion papers have been prepared for each key direction and help inform the identified key priorities and interests. These will be further refined toward the creation of a new Official Plan.

#### ***ReThink and Housing and Homelessness Plans:***

As part of the engagement process, the London Housing Advisory Committee and the London Homeless Coalition worked to ensure the needs of those experiencing homelessness or living in vulnerable conditions were included within the ReThink process.

Each of the eight key directions contains issues, ideas, interests, and directions directly and indirectly related to housing. All are consistent with the Housing Strategy and Homelessness Plan, and help to update and inform the ongoing work in these areas.

Within *Fostering a Prosperous City*, these interests are sometimes broad, such as “building the city that people want to live in”, to more specific directions such as, “a city that is affordable with access to quality housing and health care” or “the provision of quality affordable housing regardless of age, ability, ethnicity, or socio-economic status”.

“*Building a Mixed-Use, Compact City*” will help inform policies related to housing intensification and density through a variety of housing types and land uses and incorporates the importance of affordable housing and a toolbox of housing solutions. This section will assist London in expanding upon current housing development policies, but will still rely upon Provincial regulations to encourage new standards for urban housing development. This report also notes:

“We’ve seen affordable housing play an important role in doing things differently as well. While meeting an important need in the community, affordable housing has also led the way for green technologies, quality design, and revitalization.”

The revised Official Plan will guide all housing development in London and will maintain guidelines and references related to affordability, vulnerable populations, density, mixed use, and other elements of establishing and maintaining strong communities – including the supports needed to staying housed.

SEE: [www.rethinklondon.ca](http://www.rethinklondon.ca)

## **APPENDIX FIVE**

### **Public Consultation including the London Community Engagement Policy**

#### **Overview and Context:**

The development of the London Community Housing Strategy and Community Plan on Homelessness followed practices established within London's community and neighbourhood engagement strategies to ensure not only community input but also direct community engagement and participation in both planning and implementation.

The Housing Strategy was established under a project governance model that included a community reference group consisting of representatives from the homelessness sector (London Homeless Coalition), community, business, and neighbourhoods (London Urban League), housing development (London Development Institute), and private market rentals (London Property Management Association). In addition, strategic priorities, best practices, and needs were informed and developed through continuous community engagement.

This level of public consultation and direct engagement was based on collaboration and engagement approaches that have continued in the ongoing implementation of housing development and homeless prevention initiatives. Program and policy design, project development, and ongoing business regularly engage the public, who include (but are not limited to):

- Peer Organizations
- Key Community Stakeholders
- Experts and Representatives from other sectors
- Other orders of Government
- Agencies and providers directly involved in the sector
- Researchers, academics, and consultants interested in new developments, innovations, or service measures
- Consumers, customers, those with lived experience of related needs
- Broad / General Public – open public sessions

The strategies and actions related to public engagement within the London Community Housing Strategy and Community Plan on Homelessness are well described within these documents and continue to be referenced by the public as defining the needs and initiatives that are underway and planned in London. Since that time, the City has further advanced its

approaches to public engagement and consultation to include the **London Community Engagement Policy**. See:

[http://www.london.ca/Committees\\_and\\_Task\\_Forces/Engagement/Policy\\_Final\\_Dec13.pdf](http://www.london.ca/Committees_and_Task_Forces/Engagement/Policy_Final_Dec13.pdf)

Ongoing consultation with the public has continued in the implementation of both housing and homeless initiatives, with careful effort to avoid repeatedly engaging in similar discussions, but rather to be directed toward focused and meaningful actions. The following is a list of community engagements that have occurred since the approval of the London Community Housing Strategy and Community Plan on Homelessness in 2010 that are directly associated with them.

This list does not include ongoing local forums (such as the London Housing Advisory Committee, London Homeless Coalition, etc.) or other open community meetings focused on housing and homelessness issues. It also does not include local, provincial, or national conferences and learning engagements where local housing and homelessness plans have been repeatedly recognized and highlighted as models for other jurisdictions or service sectors.

**Community Consultation and Engagement Sessions:**

Session	Date	General Topic	# Attend	Linkage to Housing Strategy & Homelessness Plan
National Housing Day 2010	Nov-10	“Celebrating All Things Housing”	135	Annual National Housing Day is recognized with a regional free and open session focusing on housing and homelessness. The 2010 day recognized the Housing Strategy and Homelessness Plan
National Housing Day 2011	Nov-11	Share how partnerships for people make our communities better place to live work and grow	116	As above, with a strong focus on understanding community engagement in the local strategies.
Sustainable Housing	Oct-12	Industry professionals share experiences on environmentally advanced/energy efficient sustained housing designs and projects. Reviewed housing strategy, priorities, and recent housing projects	64	Attendees included architects, developers, builders, as well as local politicians and administrators from London and Middlesex
Homelessness Prevention and CHPI: CSUMB Benefit	Nov-12	CSUMB Benefit- CHPI Working Forum with Community	157	Review of housing and homelessness plans and strategies and review of priorities and needs in the community. Engagement of partners and public.
Homelessness Prevention and CHPI: STEP Home: A Collaborative Approach	Nov-12	Securing Housing- CHPI Working Forum with Community	66	Testing of system practices and programs related to securing housing.
Homelessness Prevention & CHPI: Supporting a Vision of Change Through Enterprising Actions	Nov-12	Housing with Support- CHPI Working Forum with Community	52	Testing of system, practices and programs related to housing with support
National Housing Day 2012	Nov-12	The economics of the housing continuum Focus on new affordable housing	101	Review of housing initiatives and celebrating local champions of housing development

## Homeless Prevention and Housing Plan

Session	Date	General Topic	# Attend	Linkage to Housing Strategy & Homelessness Plan
		development and economic impacts to communities.		
Homelessness Prevention and CHPI: The Real Cost of Homelessness	Dec-12	Housing stability- CHPI Working Forum with Community	68	Testing of system, practices and programs related to achieving housing stability.
CYN – Engage in Change	Mar-12	Review of housing strategy and actions and alignment with other network activities	30	Ongoing participation in local ending poverty initiatives have included regular updates on housing and homelessness plans and actions
London Community Foundation	May-12	Discussion of Housing Strategy and Priority areas.	10	Discussion of priority needs to support increased new affordable housing development
London Seniors Geriatric Co-operative	Jun-12	Review of housing strategy and needs of seniors aging in place in social housing	20	Audience of primary care agencies, hospital discharge. Focus on not discharging to housing crisis or homelessness through appropriate supports
LHC Community Forum on Housing and Homelessness	Oct-12 to Mar -13	Community agencies and organized networks/meeting groups reconciling terms of reference in direct response to LCHS and CPH	20	Various agencies working with a facilitator to reconcile community forums.
Homelessness Prevention and CHPI: Moving Forward - Overview of Actions and Directions	Jan-13	Overview of Actions and Directions	84	Testing the three-year homeless Prevention Implementation Plan including directions.
Social Financing Forum	Jan-13	Review of housing strategy and discussion of linkages with social enterprise (employment) and financial investments	30	Financial institutions, not-for profit employment agencies, social agencies, and foundations considering social financing opportunities
UWO Leadership Program	Jan-13	Review of housing strategy, community priorities, and addressing issues related	70	Build awareness and engage emerging leaders in housing and homelessness related activities

## Homeless Prevention and Housing Plan

Session	Date	General Topic	# Attend	Linkage to Housing Strategy & Homelessness Plan
		to post secondary student housing		
Large Faith Community Meeting	Jan-13	Overview of the Housing Strategy to help inform and engaging a faith community interested in supporting affordable housing in London	20	Investing in community Investing in affordable housing Understanding priority needs of the community
UWO – MSW In-Class Training and Engagement	Feb-13	Annual class discussion. LCHS, Homelessness, social services and key strategies.	30	Discussion of projects, placements, student interests in community engagement in priority need areas
Hydro/Union Gas at S/SWMSM	Mar-13	Union Gas presentation to Service Managers on programs and targets for energy savings	30	OMSSA present. Discussion of linkage to capital and sustaining value of social housing
Social Housing Provider Training	Mar-13	Energy Conservation and Environmental Impact	40	Worked with Union Gas on setting up a special training and info session for social housing providers to reduce energy costs and extend building conditions
ReThink London – Special Community engagement of those with lived experience of housing crisis, homelessness, or other related needs	Apr-13	Tailored questions linking housing strategy with planning and official policy strategies including livable and affordable neighbourhoods	60	Special meeting to have persons with lived experience of housing crisis and homelessness inform the City’s official plan with attention on housing related needs and issues.
UWO- Geography/Urban Planning	Apr-13	Review of Housing Strategy and engagement of students in broader community planning.	20	Discussion of projects, placements, student interests in community engagement in priority need areas
ReThink London – Community Engagement related to new official plan	2012/2013	One of the largest community engagements of its type to inform the new 20-year official plan.	10,000	Mixed affordable livable communities, green community. Focus on housing, affordability, livability and alignment of multiple local strategies, including LCHS

## APPENDIX SIX

### NEW AFFORDABLE HOUSING PROGRAM PROJECT SUMMARY

The City of London’s Affordable Housing Strategy is designed to meet a wide range of needs:

- Housing With Supports/Support Services For A Variety Of Residents,
- Rental Housing Affordable To The Working Poor And Those On Fixed Incomes,
- Appropriately Designed Family Housing And
- Affordable Home Ownership Initiatives For Moderate-Income Households.

Under its 2005 Affordable Housing Strategy, the City set a goal of creating 1,200 new affordable housing units (or rental units made newly affordable) through to 2010. The objective of the 2005 Affordable Housing Strategy was to achieve the greatest number of affordable housing units possible within available resources. These units under a variety of programs (Rent Supplement, Conversion, Rehabilitation, New Build Rental, New Build Supportive Rental and Affordable Home Ownership) were funded using a variety of sources such as:

- City Convert-to-Rent (CTR) + RRAP (federal)
- Various Federal/Provincial programs + City
- Private or not-for-profit partners + City

Under the 2010 London Community Housing Strategy, the City of London will facilitate the creation of 1,200 new affordable units through an efficient use of municipal, provincial and federal funds and through the involvement of the private sector.

Number of new affordable rental units completed or underway as at July 31, 2013 under a government funded housing program.

• Transitional Housing (AHP Pilot & DOOR \$)	3 projects	140 units
• AHP Pilot	4 projects	135 units
• AHP Rental & Supportive	7 projects	197 units
• AHP Extension	7 projects	258 units
• Aboriginal Hsg + Municipal \$	4 projects	57 units
• Convert-to-Rent/Rehab (Municipal \$)	9 projects	37 units
• Housing Partnership (Municipal \$) incl Habitat for Humanity		14 units
• IAH year 2 new build	6 projects	81 units
• Affordable Homeownership		254 units
• Renovation for adaptability (IAH year 2)		36 units
• IAH year 3 new build	4 projects	46 units
• IAH year 4 new build	1 project	33 units

Total 1288 units (was 1366, but 70 HARS \$ ended units and 8 transitional unit apts. closed)

Total 45 projects



## OVERVIEW OF AFFORDABLE HOUSING CREATED SINCE 2004

### Transitional Housing:

Transitional Housing has rents set at the Ontario Works and Ontario Disability Support Program maximum shelter allowance. Allocation from the City is up to \$15,000 per unit.

1. Salvation Army – Centre of Hope
  - Salvation Army, Centre of Hope has a capacity of 267 beds and units
  - The building has 93 units that were funded by the City of London (grant), the federal government and the Province of Ontario
  - It was fully occupied by January 2005
  
2. Salvation Army – Bethesda Centre
  - Salvation Army, Bethesda Centre has 8 apartments that were funded by the City of London (grant) and the federal government
  - It is second stage housing for teen mothers and their babies until the age of 2 years
  - It was fully occupied by May 1, 2004
  - *The Bethesda Centre closed in 2012, along with the 8 apartments*
  
3. Mission Services of London – Men’s Mission
  - Men’s Mission has a capacity of 83 beds and units
  - The building has 19 units that were funded by the City of London (grant), the federal government and the Province of Ontario
  - It was fully occupied by April 1, 2005
  
4. Youth Opportunities Unlimited
  - Youth Opportunities Unlimited has 14 bachelors, 12 one bedroom and 2 two bedroom apartments for a total of 28 units
  - The property is situated at the corner of York and Richmond Street
  - Youth Opportunities Unlimited purchased the building outright with City funds therefore a mortgage was not necessary. As a result, they were initially able to keep their rents at the Ontario Works rate
  - Youth Opportunities Unlimited received a small amount of project development funding from the Canada Mortgage & Housing Corporation and subsequently considerable funding from the federal & provincial governments for other renovations
  - The main floor will provide: Youth Action Centre Industrial Kitchen and Café, and Education Training Programs to name a few.

**Affordable Housing Pilot Program:**

Under the Affordable Housing Pilot Program rents were set at the Canada Mortgage & Housing Corporation (CMHC) average market rent including heat and water. City of London allocation from the Affordable Housing Reserve Fund up to \$15,000 per unit to offset costs such as development charges, etc. An additional \$5,000 per unit is allocated for new wheelchair accessible units.

1. Homes Unlimited – Ormah Gibson Tower

- Homes Unlimited is a charitable non-profit corporation formed in 1972
- Homes Unlimited is composed of a community based Board of Directors and is one of the most experienced and larger non-profit organizations in London
- Ormah Gibson Tower, at 390 Burwell Street has 28 one bedroom, 50 two bedroom and 2 three bedroom apartments for a total of 90 units
- It includes 20 rent supplement units and 12 wheelchair accessible units each with roll in shower and lower counter tops
- 13 storeys; non-profit business office on the ground floor
- The building was fully occupied by February 2006
- Homes Unlimited received an additional \$5000 per unit and approval for an extra 100sq feet per accessible unit

2. 129 Dundas Developments Inc., 34 Covent Market Place

- 129 Dundas Developments Inc. is a for-profit corporation owned by Yossi Lavie and this project, at 34 Covent Market Place, is the first of three projects that Yossi has built under the Affordable Housing Program
- This project includes 6 bachelor units and 19 one bedroom units for a total of 25 units
- The building includes an atrium in the centre of the building in order to let outside light into the interior units
- This is typical of conversion projects that are on long and narrow lots; this building fronts on Dundas Street as well as Covent Market Place
- This project took advantage of the City of London Façade Program which is part of the downtown incentive for improving the exterior of the building
- It was fully occupied October 2006

2. Chai -El Holdings, 211 Dundas Street

- Chai-El Holdings is a for-profit corporation and the second project developed by Yossi Lavie
- This project was a conversion for vacant second and third floor commercial space
- The building was built in the 1880s
- Additional funds were provided under the City's Incentives for Downtown Development to restore the stucco façade

- The ceilings in all apartments are 10 feet tall
  - Four of the units look over Dundas Street and have large windows and balconies
  - The building has 6 bachelors units
  - It was fully occupied February 2007
3. London Affordable Housing Foundation – 1471 Savannah Drive
- London Affordable Housing Foundation is a non-profit charitable group of faith partners. This is the first project undertaken by the organization
  - It includes 8 two bedroom and 6 three bedroom townhouses for a total of 14 units
  - There are 12 rent-geared-to-income units and 2 units rented at market
  - This project is at the entrance to a new subdivision at the north end of the city
  - The town homes were fully occupied by December 2005

**Rental and Supportive Component:**

The Rental and Supportive Component has rents set at 80% of the CMHC average market rent and include heat and water. Mental health and dual diagnosis unit rents are set at the ODSP rate and include utilities. The City of London allocation from the Affordable Housing Reserve Fund up to \$15,000 per unit to offset costs such as development charges, etc. An additional \$5,000 per unit is allocated for new wheelchair accessible units.

1. Nelms Group
- 1554 and 1555 Allen Place is a partnership between the Nelms Group and the Alice Saddy Association
  - This agency provides support services for adults with developmental disabilities who may also have a physical disability or a dual diagnosis
  - David Nelms designed the units with the family of each tenant in mind to include special features such as faucets without knobs and stoves that shut off at certain times of the day for a tenant with an obsessive compulsive disorder
  - There are two buildings, each with 6 units for a total of 12 units, which are monitored through the internet by the support agency headquarters
  - Each building has 4 one bedroom units and 2 two bedroom units that are fully accessible
  - The accessible units include features such as a track system with a hoist for lifting people with a physical disability, roll in shower, automatic front door opener, washer and dryer, and 24 hour staffing
  - City of London provided additional funding for the supportive units in this project
  - The building was fully occupied by July 2008
2. Homes Unlimited – 570 Nelson Street
- This is the second project for Homes Unlimited under affordable housing program
  - Building has 36 one bedroom and 16 two bedroom apartments for = 52 units

- This was a former industrial site that required brownfield remediation funding through the City's Community Improvement Program Funding
  - The building includes 3 supportive units
  - Homes Unlimited has an agreement with Dale Brain Injury Services to modify one floor (12 units) for their clients that have mobility issues
  - This project was fully occupied of August 2009
3. Council of LIFT Non-Profit Housing Corporation - 446 King Street
- The London Inner-city Faith Team, known as LIFT, is a coalition of 11 core area churches that have sponsored and successfully operate two existing non-profit housing projects in the City of London
  - LIFT has established a charitable non-profit corporation known as The Council of LIFT Non-Profit Housing Corporation to sponsor this project
  - The LIFT board purchased the land adjacent to 390 Burwell Street from Homes Unlimited at a discount
  - The project has 4 bachelors and 26 one bedroom apartments for a total of 30 units and includes 20 units supported by ACT that rent at the ODSP rate
  - There is also a fully accessible unit located at the front of the building
  - The building was fully occupied January 2009
4. Adelaide North Developments Inc.
- This is Yossi Lavie's third project under the affordable housing program
  - Adelaide North Developments Inc. project is a 52 unit residential infill development in old North London on Adelaide between St. James and Grosvenor Streets
  - It has 2 one bedroom apartments, 4 two bedroom apartments, 30 three bedroom apartments and 5 two bedroom townhouses for a total of 41 affordable units which includes 5 VAW supportive units
  - It has an additional 11 market units
  - This property was fully occupied September 2009.
5. Huron Pines Housing Cooperative - 1453 Huron Street
- Huron Pines Housing Cooperative is one of only two co-ops being built under the R&S affordable housing program in Ontario
  - The project includes 4 one bedroom apartments, 4 one bedroom accessible townhouses and 18 two bedroom townhouses for a total of 26 units
  - The London Affordable Housing Foundation provided a \$100,000 grant and tenant referral for the accessible units
  - The co-op will also include 2 VAW supportive units
  - The project was fully occupied April 2009

6. Liora Fine Arts – 753 Dundas Street East
  - Liora Fine Arts at 753 Dundas Street East is located in the Old East Village on Dundas between Elizabeth and English Street
  - The project will consist of 4 one bedroom units that will be built on the existing two storey building and 12 two bedroom units in a new additional building for a total of 16 units
  - This project will include 3 supportive units
  - *The project started construction in July 2010 but is experiencing on-going issues & is not currently occupied*
  
7. Lobo Township Non-Profit Apartment Corporation, - Komoka Seniors' Apartments – 113 Hamilton Road, Komoka
  - Built in the Municipality of Middlesex Centre
  - The project consists of 9 one bedroom units and 11 two bedroom units for a total of 20 units
  - The local municipality is required to tax the property at the residential rate
  - This project was fully occupied on April 15, 2009

**AHP 2009 Extension, New Rental Housing Component:**

The Rental Component has one-third of the units with rents set at 70% of the CMHC average market rent and the remaining units in each project with rents set at 80% of the CMHC average market rent and include heat and water. Supportive units have rents set at the ODSP maximum shelter allowance rate. City of London allocation from the Affordable Housing Reserve Fund up to \$15,000 per unit to offset costs such as development charges, etc. An additional \$5,000 per unit is allocated for new wheelchair accessible units.

1. Southdale Apartments Inc. - 333/337 Southdale Road East
  - This is the first project in London for Chris McNabb of King Street Holdings
  - This project includes 33 one bedroom, 5 one bedroom accessible and 6 two bedroom apartments for a total of 44 units
  - 5 of the above are supportive VAW units
  - The project was fully occupied May 2010
  
2. Glencoe Seniors Apartment Complex, 173 Main Street, Glencoe
  - To be built in the Municipality of Southwest Middlesex
  - The project consists of 6 one bedroom apartments & 2 market units
  - The project was fully occupied May 2010
  
3. SDI Builders, 164 Albert Street
  - This project is a partnership between SDI Builders and Dale Brain Injury Services
  - The building consists of 20 fully accessible one bedroom apartments

- The target tenant population is individuals with acquired brain injuries and/or other physical or cognitive disabilities.
  - Rents for all units is set at the Ontario Disability Support Program maximum shelter allowance rate
  - The project was fully occupied April 2010.
4. Woodfield Apartments, 390 Princess Avenue
- This project consists of 52 affordable housing units for seniors: 39 one-bedroom apartments; 10 bachelor units and 3 two-bedroom apartments plus 1 market rent unit.
  - The project was fully occupied May 2010.
5. Residenza Italia, 1109 Hamilton Road
- This project consists of 52 affordable housing units for seniors: 48 one-bedroom apartments and 4 one bedroom accessible apartments.
  - The project was fully occupied March 2010.
6. Centretown, 637 Dundas Street
- This project consists of 72 affordable one bedroom housing units for low-income seniors
  - The plan incorporates a 3 storey walk-up building fronting Dundas Street and a 9 storey tower in behind
  - The project was fully occupied October 2012.
7. Riverstone Developments Inc., 590 Grosvenor Street
- This project consists of 12 supportive housing units for individuals with developmental disabilities: 1 bachelor; 7 one bedroom and 4 two bedroom apartments. All units are wheelchair accessible
  - The project involves the renovation of the former Church of the Redeemer building located in North London at Grosvenor and Adelaide Street.
  - All units will receive support provided by the Alice Saddy Association.
  - Rents are at the ODSP maximum shelter allowance
  - The project was fully occupied February 2011.

### **Aboriginal Housing Trust**

The First Nation, Métis, Inuit and Urban and Rural (FIMUR) Housing program is administered by the Ontario Aboriginal Housing Support Services Corporation, which provides program funding for rental housing, including new construction, acquisition/rehabilitation and supportive, as well as assisted homeownership. City of London allocation from the Affordable Housing Reserve Fund up to \$15,000 per unit to offset costs such as development charges, etc. An additional \$5,000 per unit is allocated for new wheelchair accessible units.

1. At^lohsa Family Native Healing Services Inc., 219 St. George Street
  - This project consists of 8 affordable housing units: 1 one bedroom apartment and 7 two bedroom apartments
  - The building is fully occupied
  
2. At^lohsa, 343 Richmond Street
  - Funding for 16 units for First Nations Families
  - Funding under the Convert-to-Rent/Rehabilitation Program, made the units habitable as well as adding an elevator and wheelchair ramp.
  - The units are fully occupied
  
3. Four Feathers Housing Co-operative, 205 Commissioners Road West
  - This project consists of 25 affordable housing units for aboriginal low-income seniors.
  - A second 8-unit phase was approved in 2012.
  - The building is fully occupied

**Convert-to-Rent Program:** (now ended see below)

The Convert-to-Rent Program has rents set at 80% of CMHC average market rent. The City of London Convert-To-Rent/ Rehabilitation Assistance Program provides assistance to convert non-residential properties into affordable self-contained rental housing units or substantial rehabilitation of rental buildings that are vacant and uninhabitable.

Renovations and conversions are done in partnership between the proponent, the City of London and CMHC Residential Rehabilitation Assistance Program (RRAP). The program is delivered in partnership with Old East Village Business Improvement Area and MainStreet London. These projects can also take advantage of other city incentives such as the Façade Program and Upgrade to Building Code Program. City of London allocation from the Affordable Housing Reserve Fund is up to \$24,000 per unit. CMHC provides up to \$24,000 per unit as well.

1. Rivas Majano Corporation
  - Rivas Majano Corporation is located at 225 Dundas Street
  - The building includes 5 one bedroom apartments
  - It has a Latin-American restaurant in the commercial space
  - The building is currently under construction with a projected occupancy of July 2009
  
2. 572 Dundas Street
  - Griffin Katrina Investments Inc. is located at 572 Dundas Street
  - Building has 7 one bedroom and 3 two bedroom apartments for a total of 10 units
  - It was fully occupied by September 2008

3. 610 Dundas Street
  - 610 Dundas includes a one bedroom apartment located behind commercial front
  - It was fully occupied by October 2008
4. 614 Dundas Street
  - 614 Dundas includes three units: 1 bachelor, 1 one bedroom and 1 two bedroom apartment
  - It was fully occupied November 2004
5. 658 Dundas Street
  - Includes 2 one bedroom units
  - The City of London and CMHC cost shared with the owner to improve the interior and exterior of the building
  - It was fully occupied April 1, 2005
  -
6. 773 Dundas Street
  - 773 Dundas includes a 1 bedroom apartment
  - The City of London and CMHC cost shared with the owner to improve the interior and exterior of the building
  - It was fully occupied June 2007
7. 262 Clarence Street
  - 262 Clarence Street includes 6 one bedroom apartments
  - The City of London and CMHC cost shared with the owner to improve the interior and exterior of the building; fully occupied fall 2011.
8. 392 Richmond Street
  - 392 Richmond Street includes 7 one bedroom apartments
  - The City of London and CMHC cost shared with the owner to improve the interior and exterior of the building; underway, fully occupied..

#### **New Convert-to-Rent/Rehabilitation Assistance Program**

The new Convert-to-Rent Program has rents set at 80% of CMHC average market rent. The program is delivered in partnership with Old East Village Business Improvement Area and Main Street London. These projects can also take advantage of other city incentives such as the Façade Program and Upgrade to Building Code Program.

In 2012 the City of London allocation from the Affordable Housing Reserve Fund was increased up to \$48,000 per unit to compensate for the RRAP program no longer being delivered by CMHC



1. 390 Burwell Street
  - Former office space converted into 1 affordable housing unit
  
2. 1048 Dundas Street
  - Vacant commercial space converted into 2 affordable housing units, 1 of which is accessible
  
3. 660 Dundas Street
  - Vacant commercial space converted into 4 affordable housing units

**Affordable Homeownership Program:**

- The City delivers the Affordable Homeownership Program on behalf of the federal and provincial governments.
- 2008-2009 Federal/Provincial 120
- 2010 Federal/Provincial 48
- 2010 Municipal 48
- 2012 IAH Federal/Provincial 30
- 2013 IAH Federal/Provincial 8
- Total 254 Households received down payment assistance

**Housing Partnership Policy**

Under its Housing Partnership Policy, the City has provided grants to housing related not-for-profit groups for up to \$24,000 per unit.

Housing Partnership Policy, funding was allocated to:

1. Habitat for Humanity built 12 detached homes  
Habitat provides mortgage-gear-to-income to qualifying households who must perform a minimum of 500 volunteer hours for the organization
  
2. Home At Last, which is a partnership between the London St. Thomas Association of Realtors, the London Home Builders Association and Canada Mortgage & Housing Corporation, for 2 detached homes.

## **Investment in Affordable Housing Program (IAH)**

### **IAH Year 1**

Homeownership only (see above)

### **New Rental Component**

The Investment in Affordable Housing Program Rental Component has one-third of the units, in the city of London, with rents set at 70% of the CMHC average market rent (AMR) and the remaining units in each project with rents set at 80% of the CMHC AMR and include heat and water. In Middlesex County (where no municipal funding is utilized) the rents must be at 80% AMR.. Supportive units have rents set at the ODSP maximum shelter allowance rate. City of London increased its allocation from the Affordable Housing Reserve Fund up to \$55,000 per unit to offset costs such as development charges, etc. for IAH Rental Component only. An additional \$5,000 per unit is allocated for new wheelchair accessible units.

### **IAH Year 2 Allocations**

1. London Affordable Housing Foundation
  - This project consists of 25 affordable housing units for seniors: 21 one-bedroom apartments and 4 one bedroom accessible apartments, at 1461 Huron Street, London.
  - The project is under development with construction beginning in spring 2013.
2. Skinner Association Group
  - This project consists of 27 affordable housing units for seniors: 22 one-bedroom apartments and 5 one bedroom accessible apartments, at 129 Riverside Drive, London.
  - The project is under development with construction beginning in spring 2013.
3. DeafBlind Ontario Services
  - This project consists of 4 one bedroom accessible apartments, at 1166 Sandbar Street, London.
  - The project is under development with construction beginning in spring 2013.
4. 1822039 Ontario Ltd.
  - This project consists of 6 one-bedroom apartments, at 159 Main Street, Glencoe.
  - The project is under development with construction beginning in spring 2013.
5. Station Manor Affordable Housing
  - This project consists of 8 one-bedroom apartments, at 115 Craig Street, Ailsa Craig.
  - The project is under development with construction beginning in spring 2013.

6. 170 Dundas Developments Inc.
  - This project consists of 11 one-bedroom apartments at 189 Dundas Street, London.
  - The project is under development with construction beginning in spring 2013.

### **Ontario Renovates**

Ontario Renovates fosters independent living of seniors and persons with disabilities by providing up to \$3,500 per-unit in financial assistance towards modifications and adaptations to increase accessibility of affordable rental and ownership properties. Funding for accessibility repairs is in the form of a grant and does not require repayment.

In 2012, 36 households received financial assistance under ON Renovates.

### **IAH Year 3 Allocations**

1. Homes Unlimited (London) Inc.
  - This project consists of 22 one-bedroom apartments, including 3 accessible units, at 77 Tecumseh Ave, London.
  - The project is under development with construction beginning in spring 2014.
2. Tricar Group
  - This project consists of 35 one-bedroom apartments, including 3 accessible units, at 27 Centre Street, London.
  - This project will have an additional 24 units under the Housing Supplement program with market rents reduced by \$200 for 5 years
  - The project is under development with construction beginning in spring 2014.
3. 1718794 Ontario Limited
  - This project consists of 6 one-bedroom apartments at 173 Main Street, Glencoe.
  - The project is under construction with occupancy planned for summer 2014.
4. 18220394 Ontario Ltd.
  - This project consists of 12 one-bedroom apartments at 602 Albert Street, Strathroy.
  - The project is under construction with occupancy planned for summer 2014.
5. Namje Cho & Jinsun Kim
  - This project consists of 4 one-bedroom apartments at 668 Dundas Street, London.
  - The project is under construction with occupancy planned for summer 2014.

#### **IAH Year 4 Allocations**

##### Woodfield Developments

- This project consists of 33 one-bedroom apartments, including 4 accessible units, at 390 Princess Ave, London.
- The project is under development with construction beginning in spring 2014.

## XII. References

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