



2024 to 2027 Business Plan

Service: Housing Stability Services

\$0.13

Cost per day for the average rate payer (2024 to 2027)

1.25%

Of the 2024 to 2027 City of London Net Property Tax Supported Budget

Who we are:

- City is the lead agency for the implementation of the 10 Year Housing Stability Action Plan. In implementing the strategies and action, the city forms partnerships with, and provides funding to, organizations that contribute to ending homelessness.
- City is the lead agency in hosting and maintaining the shared Homeless Management Information System.
- Funding is received from the Government of Canada, Province of Ontario and the City of London to implement a range of services and support aimed at addressing, reducing and preventing homelessness in London.

What we do:

- Housing Stability Services seeks to achieve a coordinated and integrated outcome focused approach to solve the experience of homelessness for individuals and families.
- In implementing a variety of flexible, local approaches to the delivery of services and supports aligned with three key goals: Prevent homelessness, address homelessness and reduce chronic homelessness.

Why we do it:

- **Mandatory** – The City is designated under the Housing Services Act and Ontario Regulation 367/11 as the Consolidated Municipal Service Manager for housing and homelessness services for the City of London and County of Middlesex and as such, is the delivery agent for the provincial Homeless Prevention Program and the federal Reaching Home program.


The following table provides an overview of the budget for this service:

Budget Summary (\$000's)	2024	2025	2026	2027	2024 to 2027 TOTAL
Gross Operating Expenditures	\$34,121	\$33,347	\$33,535	\$33,663	\$134,666
Other Revenues	-\$23,935	-\$23,026	-\$23,026	-\$23,026	-\$93,013
Net Tax Levy Supported Operating Budget	\$10,186	\$10,321	\$10,509	\$10,637	\$41,653
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Full-Time Equivalents (FTE's)	40.83	36.83	36.83	36.83	N/A

Reflects Draft 2024 to 2027 Multi-Year Budget – December 12, 2023

Linkage to the 2023 to 2027 Strategic Plan

This service supports the following Strategic Areas of Focus in the 2023 to 2027 Strategic Plan:

- ✓  **Reconciliation, Equity, Accessibility, and Inclusion**
- ✓  **Housing and Homelessness**
- ✓  **Wellbeing and Safety**
-  **Safe London for Women, Girls, and Gender-Diverse and Trans People**
-  **Economic Growth, Culture, and Prosperity**
-  **Mobility and Transportation**
-  **Climate Action and Sustainable Growth**
-  **Well-Run City**

Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this service:



Environmental:

- To support service, affordability and needs for low-income/homeless Londoners to access appropriate services of choice, the ongoing work Housing Stability Service undertakes support Londoners to find, maintain and retain housing that meets their needs, to provide emergency shelter to individuals experiencing homelessness and this work supports the council approved net-zero greenhouse gas emissions objective. Specifically, this work will
 - Support low-income/homeless Londoners ability to live in housing that is or has been updated to meet reduced greenhouse gas emission standards. Ie. Reduced reliance on inefficient sources of heating and cooling.
 - Support low-income/homeless Londoners in their ability to live in housing that is close to public transit thereby reducing reliance on other less greenhouse gas efficient means of transportation.
 - Support low-income/homeless Londoners in their ability to live in housing that is less impacted by the extreme weather impacts of climate change. (ie. Existing rental housing in floodplains or other extreme weather prone areas)

Socio-economic Equity:

- This business plan supports a commitment to eliminating systemic racism and oppression through many current practices of the housing stability system, including a commitment to supporting indigenous led housing responses and other equity-deserving groups. Use of the Anti-Racism and Anti Oppression Framework and Equity Tool is being implemented in the decision-making processes and is being integrated into the community leadership decision making groups supported by the housing stability services team.

Governance:

- The risk of not supporting this business plan is as current programs are at capacity, there is an inability for the housing stability system to prevent, divert or end homelessness for multiple populations of people at risk of or experiencing homelessness in a timely manner. This increases the pressure and demand on the existing emergency shelter system that is already over-capacity and unable to fully meet the specific needs of a variety of populations.
- The City of London is required through the Housing Services Act to have a housing and homelessness plan. This plan in London is known as the Housing Stability Action Plan. The various metrics and monitoring of this plan is provided through an annual update to council. The most recent update can be found here: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=99362>
- Housing Stability Service teams meet regularly with funded and non-funded agencies in our community. Regular London Homeless Prevention Network and London Homeless Coalition are monthly opportunities for engagement with community and partners. Updating the Housing Stability Action plan in 2024 will also provide a number of opportunities for the community and interested parties to participate in.

The following section provides an overview of the key activities the service plans to undertake from 2024 to 2027 to implement the Corporation's 2023 to 2027 Strategic Plan, as well as an overview of the risks and challenges the service is anticipated to experience during this period:

Service Highlights 2024 to 2027

- Work collaboratively across sectors to identify and prevent individuals and families at risk of homelessness from experiencing homelessness.
- Complete the actions in the existing Housing Stability Action Plan and begin to develop and implement the next one as per the Ontario Housing Services Act.
- Implement a program of continuous review of policies, procedures, and by-laws to create accountability and opportunities for balanced and compassionate solutions to homelessness.
- Establish and implement a set of community standards of care and system values to create safe spaces for people to shelter in.
- Continue to support women, gender-diverse and trans people, and survivors to access a continuum of safe and quality housing and homeless prevention options.
- Implement the whole-of-community system response to the health and homelessness crisis that creates pathways to housing.

Risks and Challenges Anticipated in 2024 to 2027

- Housing Stability Services relies heavily on federal and provincial funding. A risk could be any changes over the next 4 years to current funding levels. We have been provided allocations from the provincial and federal governments. However, this could change from year to year depending on the government's commitment to this work.
- Most of the funding utilized by the Housing Stability Services team is through third party/vendor contracts. A risk is an agencies in ability to meet the requirements of the contract and not achieving the outcomes identified in those contracts.

Other reference information and links:

- [Housing Stability Plan \(london.ca\)](#)

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