



2024 to 2027 Business Plan

Service: Housing Services (Municipal Housing Development)

\$0.19

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

1.73%

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

Who we are:

- The City is focused on becoming a proactive and adaptive housing provider that puts the needs of the Londoner first.
- Municipal Housing Development delivers on the business plan for housing development and services and is responsible for the administration, compliance and development of social, community and affordable housing in London.
- In partnership with Social and Health Development, Planning and Economic Development staff act as the Service Manager under the Housing Services Act and provide housing and homelessness services to the city of London and Middlesex County.
- Through the Whole of Community Response, these services and supports are focused on finding housing for London's unhoused individuals and those most vulnerable through 3rd party partnerships.

- The City has a plan build and partner with non-profits and the development industry to bring new affordable and supportive units to market and meeting Council’s 3,000 Affordable Unit target.
- The City, through Planning and Economic Development supports the success of the local housing sector including their long-term capital and operating needs.

What we do:

- Manage various social and community housing programs that support non-profits that provide rent-geared-to-income housing or affordable housing.
- Work with local developers, contractors and consultants to procure, design and build new housing that meets the needs across the housing spectrum.
- Guide the existing rent-geared-to-income projects reaching the end of useful life through new and innovative ways to develop operational and capital programs.
- Municipal Housing Development is an operational partner to Housing Stability Services and their programs that support individuals by providing them places to stabilize and succeed.
- Municipal Housing Development is a lead partner in the delivery of the Housing Accelerator Fund initiatives and supporting Planning and Development and the Building department in meeting their goals of 47,0000 units by 2032.

Why we do it:

- **MANDATORY** – Municipal Housing Development acts on behalf of the City and Middlesex County under the Housing Services Act as Service Manager supporting affordable housing and non-profit corporations along with social and community housing providers. All the activities are identified under the Housing Stability Action Plan which is a legislative requirement under the Act.

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	\$29,489	\$30,160	\$30,455	\$30,707	\$120,811
Other Revenues	-\$15,299	-\$14,640	-\$14,209	-\$13,796	-\$57,944
Net Tax Levy Supported Operating Budget	\$14,190	\$15,520	\$16,246	\$16,911	\$62,867
Total Capital Expenditures	\$21,939	\$10,900	\$9,200	\$900	\$42,939
Full-Time Equivalents (FTE’s)	22	30	32	34	N/A

Reflects 2024 to 2027 approved City budget as of March 1, 2024

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:

Although there is not a direct impact on climate change through the in housing, there are significant secondary and tertiary benefits. Through capital improvements to existing providers and construction of new housing, new more environmentally responsible code requirements are updated in the buildings, which also save tenants and providers money.

Socio-economic Equity:

Housing is a major contributor to economic growth, social stability, and household wealth. Complete and inclusive communities with a range of housing options, including affordable and community housing, support community wellbeing and prosperity. Households who live in housing that is affordable are more likely to be in better health, have more personal wealth (including non-housing wealth) and children and youth perform better in school. It reduces reliance on social and health services, thereby lowering the cost of these downstream services.

Partnering with the local non-profit and development community in the construction and management of housing that people with low and moderate incomes can afford improves the capacity of all local businesses to recruit and retain employees and attracts new businesses into the city.

Governance:

The City acts as Service Manager under the Housing Services Act and through this delegated authority can help shape the response to local housing providers and support their operating and capital needs. With an interest in being more proactive and adaptive to the changing needs of the sector, the City's housing staff work with tenants, providers and other 3rd party non-profits to deliver a service that can help Londoner's thrive.

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

- Increase the supply, range, and depth of affordability of quality housing options where people feel safe.
- Deliver on and plan for the future using the Roadmap for 3,000 Units.
- Complete comprehensive review of existing municipal housing inventory and services.
- Engage with LMCH on Regeneration Plan.
- Prioritize affordable housing projects through the work of the Housing Enterprise Action Team (HEAT).

Risks and Challenges Anticipated in 2024 to 2027

- Reduced Federal government programs that support capital investments in new affordable and/or supportive housing.
- Reduced Provincial government programs that support operational costs in new affordable and/or supportive housing.
- Interest rate changes and their affect on new housing construction costs.
- Local market capacity to respond to housing projects in planning, design and/or construction.
- Social and Community provider capacity.

Other reference information and links:

- [Proposed Implementation of the "Roadmap to 3,000 Affordable Units" \(Roadmap\) Action Plan - CPSC - November 23, 2021 – Agenda Item 2.7](#)
- [London's Housing Pledge: A Path to 47,000 Units by 2031 – SPPC – October 31, 2023 – Agenda Item 2.1](#)

Contact:

- Matt Feldberg
- Director, Municipal Housing Development
- (519) 661-CITY (2489), Extension. 4724
- mfeldber@london.ca