



2020 to 2023 Business Plan

Service: Homeless Prevention

\$0.07

Cost per day for the average rate payer (2020 to 2023)

0.84%

Of the 2020 to 2023 City of London Net Property Tax Supported Budget

Who we are:

- The City is the lead agency for the implementation of 10 Year Homeless Prevention and Housing Plan. In implementing the strategies and actions, the City forms partnerships with, and provides funding to, organizations that contribute to solving homelessness.
- The City is the lead agency in the hosting and maintaining of a 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 supports aimed at addressing, reducing and preventing homelessness in London.

What we do:

- Homeless Prevention seeks to achieve a coordinated and integrated outcome focused approach to solve the experience of homelessness for individuals and families.
- Two primary outcomes guide the efforts: individuals and families experiencing homelessness obtain and retain housing; and, individuals and families at risk of homelessness remain housed.
- Strategies focus on reducing chronic homelessness through emergency shelter diversion, rapid housing and housing stability.

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 services for the City and the County of Middlesex and as such, is the delivery agent for the Community Homelessness Prevention Initiative. The City is the delivery agent for the Government of Canada’s Homelessness Partnering Strategy.

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

Budget Summary (\$000’s)	2020	2021	2022	2023	2020 to 2023 TOTAL
Gross Operating Expenditures	\$18,203	\$17,951	\$18,019	\$18,097	\$72,270
Other Revenues	-\$12,186	-\$12,376	-\$12,369	-\$12,369	-\$49,300
Net Tax Levy Supported Operating Budget	\$6,017	\$5,575	\$5,650	\$5,728	\$22,970
Total Capital Expenditures	\$24,535	\$75	\$0	\$0	\$24,610
Full-Time Equivalents (FTE’s)	18.1	18.1	18.1	18.1	N/A

Reflects 2020 to 2023 Council Approved Budget – January 12, 2021.

The following section provides an overview of the key activities the service plans to undertake from 2020 to 2023 to implement the Corporation’s 2019 to 2023 Strategic Plan, as well as an overview of the risks and challenges the service is anticipated to experience during this period:

Service Highlights 2020 to 2023

- City of London funds a homeless prevention system. As part of this service, the City implements third party contracts to agencies to deliver services that includes an Emergency Shelter system, Rapid Housing Programs, Housing First Programs, Homeless prevention programs and diversion programs.
- Each of these noted programs provide a vital part of the Homeless Prevention System in London. The components of each program operate to support individuals who are currently experiencing homelessness or who are at risk of becoming homeless.
- As part of the evolution and integration of the Homeless Prevention Division into Housing, Social Services and Dearness Home, a centralized access point is being established to clarify the available supports for people in the community who are currently experiencing homelessness or who are at risk of becoming homeless.

Service Highlights 2020 to 2023

- In order to operationalize the strategic plan, the following activities will be implemented.
 - Increasing supportive and specialized housing options for those currently experiencing homelessness or who are at risk of becoming homeless.
 - Increasing support options for individuals and families who are receiving housing both in the private housing market and the social housing market.
 - Implement a coordinated access system that includes integration with Mental Health and Addiction services and supports.
 - Establishing a rapid housing program that will house individuals who have lost their housing and who are currently utilizing the emergency shelter system.
 - Improve diversion efforts by establishing partnerships with other organizations in the community who are already doing this work.
 - Through Coordinated Informed Response program, formalize opportunities and relationships with Health and Mental Health providers to support those currently experiencing homelessness or who are at risk of becoming homeless.
 - Through London Homeless Coalition, engage in opportunities to support collaborative approaches to end poverty.
 - Engage ANOVA as the lead VAW shelter in the community to provide opportunities and access to the various Homeless Prevention programs such as Rapid Housing and Housing First.

Risks and Challenges Anticipated in 2020 to 2023

- Homeless Prevention Division relies heavily on Federal and provincial funding. A risk could be any changes over the next 3 years to that funding. We have been provided allocations from the Provincial and Federal governments. However, this can change from year to year and depending on our ability to spend the funding and the outcomes from these expenses supporting the Provincial and Federal priorities.
- Much of the program funding through Homeless Prevention is provided through third party contracts. An agency not meeting the outcomes and expensing the funding allocations is a risk that could present itself throughout the next three years. Homeless Prevention has checks and balances worked into these contracts for underperformance by our funded agencies and the ability to reallocate funds as necessary.

Risks and Challenges Anticipated in 2020 to 2023

- Funded agencies leadership, local priorities and ability to perform day to day operations can be impacted through events or changes to their external organizations. As a result, an agency’s ability to meet contractual obligations may be impacted. Homeless Prevention has processes in place to understand agency capacity and impacts that changes beyond the Service Manager control may have in the short and long term.

The service directly supports the following components of the Corporation’s 2019 to 2023 Strategic Plan:

Strengthening Our Community

Londoners have access to the supports they need to be successful.

Expected Result: Increase affordable and quality housing options.

Strategy:

- Increase supportive and specialized housing options for households experiencing chronic homelessness. (SOC-02)

Metric	2019	2020	2021	2022	2023
1,200 of chronic homeless supported through Housing First	400	400	400	400	400
500 of individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing	200	250	150	150	150
100 supportive housing units constructed and occupied	15	50	0	50	0
# supportive housing units established through partnerships to support individuals and families experience chronic homelessness	0	50	50	50	50

Strengthening Our Community

Londoners have access to the supports they need to be successful.

Expected Result: Increase affordable and quality housing options.

Strategy:

- Strengthen the support for individuals and families in need of affordable housing. (SOC-03)

Metric	2019	2020	2021	2022	2023
100 of individuals and families supported through new supplement programs	0	200	TBD	TBD	TBD
100% of Homeless Prevention and Housing Plan Recommendations implemented	0%	25%	25%	25%	25%

Expected Result: Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless.

Strategy:

- Implement coordinated access to mental health and addictions services and supports. (SOC-06)

Metric	2019	2020	2021	2022	2023
1,200 of chronically homeless individuals and families that achieve housing stability (housed for 6 months)	100	TBD	TBD	TBD	TBD
125 individuals and families that become chronically homeless	200	TBD	TBD	TBD	TBD
15 programs participating in coordinated access practice	13	14	15	15	15

Strengthening Our Community

Londoners have access to the supports they need to be successful.

Expected Result: Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless.

Strategy:

- Improve emergency shelter diversion and rapid re- housing practices. (SOC-07)

Metric	2019	2020	2021	2022	2023
500 unique chronic residents in shelter	200	TBD	TBD	TBD	TBD
25% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed	20%	5%	25%	25%	25%

Expected Result: Support improved access to mental health and addictions services.

Strategy:

- Strengthen and support the mental health and addictions system. (SOC-08)

Metric	2019	2020	2021	2022	2023
15 formalized partnerships in the Coordinated Informed Response	10	12	15	15	15
75% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response	25%	50%	75%	75%	75%

Expected Result: Decrease the number of London residents experiencing poverty.

Strategy:

- Continue to support and develop collaborative approaches to end poverty. Continue to support and develop collaborative approaches to end poverty. (SOC-09)

Metric	2019	2020	2021	2022	2023
\$3.26M invested to support poverty reduction initiatives	\$653,160	\$653,160	\$653,160	\$653,160	\$653,160

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