



2020 to 2023 Business Plan

Service: Housing Services

\$0.14

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

1.66%

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

Who we are:

- Housing Services is responsible for the funding and administration of social housing programs, oversight of affordable housing through the Housing Development Corporation, the maintenance of the coordinated access/centralized wait list system, and legislative and local policy compliance.
- Housing Services monitors provider and program compliance with legislation, develops housing policies, administers subsidies and provides assistance and advice to stakeholders.

What we do:

- Housing Services promotes “caring and compassionate services” through specialized housing programs that supports those in need with the ability to live with dignity in appropriate and affordable accommodations.
- Housing Services serves low to moderate income households, senior citizens and households with or without dependents. Subgroups include persons with disabilities, victims of domestic violence, youth, immigrants, indigenous and homeless.

Why we do it:

- **Mandatory** – The City of London is designated under the *Housing Services Act* as the Consolidated Municipal Service Manager for Housing for the City of London and the County of Middlesex.

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	\$23,418	\$23,392	\$23,346	\$23,496	\$93,652
Other Revenues	\$-12,309	\$-12,124	\$-11,900	\$-11,871	\$-48,204
Net Tax Levy Supported Operating Budget	\$11,109	\$11,268	\$11,446	\$11,625	\$45,448
Total Capital Expenditures	\$1,250	\$1,500	\$2,750	\$3,500	\$9,000
Full-Time Equivalents (FTE's)	20.3	20.3	20.3	20.3	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

- As Identified through the 2019-2023 City's Strategic Plan, the Housing Division will focus on Strengthening the Support for Individuals and Families in need of affordable housing by delivering on the Housing Stability Plan.
- With the investments from the Federal & Provincial governments, the Housing Division will focus on supporting social housing providers with expiring operation agreements.
- Work continues, with further progress required, to develop, populate, test and install a new social housing administration system in collaboration with other participating municipalities (Housing Collaborative Initiative – HCI).
- Supporting Housing Providers to develop Capital Asset Management strategies with the expected completion of the building condition assessments for social housing stock in 2019.
- Continue to collaborate with London & Middlesex Housing Corporation (LMCH) and Housing Development Corporation (HDC) with public housing regeneration activities.
- Continue to align Housing activities with key internal stakeholder's initiatives such as: Social Services, Homeless Prevention, Planning, Neighbourhood Development and Support, etc.

Risks and Challenges Anticipated in 2020 to 2023

- The continued challenge of ensuring adequate affordable and appropriate housing options for individuals and families in our community continues to be a concern. Challenges of homelessness and the need for additional support services to maintain housing, especially for the most vulnerable in the community, continues to persist. Housing Division will continue to work with internal (Homeless Prevention, Planning, Social Services, Neighbourhood Development and Support, etc.) and external (HDC, LMCH and other community stakeholders) to explore additional housing options and supports to assist individuals and families towards housing stability.
- The end of operating agreements for some housing providers could result in affordable housing units being lost within the community if current providers decide not to continue to offer affordable housing. The Housing Division, as Service Manager, will work with housing providers to support retaining access to affordable housing units.
- The implementation of new initiatives from the Federal and Provincial governments through the National Housing Strategy and Ontario's Community Housing Renewal Strategy will provide opportunities for the City to create new and additional opportunities for individuals and families within our community. The municipality has received approved allocations of funding under the Canada Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI) from 2019/20 to 2021/22. Funding for subsequent years is unknown. It will be important for the Housing Division to ensure the timely and prudent use of these funds.
- Provincially funded Strong Communities Rent Supplement program (\$924K) is scheduled to expire in March 2023 without provincial commitment to continue this program or funding.
- Federal funding through the historical Gazette Funding continues to decrease although the COCHI program funding is intended to be a re-investment of federal funding, however, the flexibility of the use of COCHI funding to fully offset the declining Gazette Funding is not fully known at this time.

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:

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

Metric	2019	2020	2021	2022	2023
80% Percentage of Housing Stability Plan Recommendations Implemented	N/A	20%	20%	20%	20%

Creating a Safe Place for Women and Girls

London has enhanced the potential for women and girls to live safe lives.

Expected Result: Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.

Strategy:

- Work together with City of London Housing Services, Housing Development Corporation, London- Middlesex Housing Corporation to build more accessible and safer housing options for women and girls. (SLWG-07)

Metric	2019	2020	2021	2022	2023
Metrics to be developed based on action plan	TBD	TBD	TBD	TBD	TBD

Expected Result: Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.

Strategy:

- Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing. (SLWG-09)

Metric	2019	2020	2021	2022	2023
Metrics to be developed based on action plan	TBD	TBD	TBD	TBD	TBD

Leading in Public Service

Londoners experience exceptional and valued customer service.

Expected Result: Reduce barriers to access city services and information.

Strategy:

- Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports. (LPS-14)

Metric	2019	2020	2021	2022	2023
5 staff training sessions related to mental health and addictions, cultural competency, and community resources	1	1	1	1	1

Other reference information and links:

- [National Housing Strategy, Government of Canada](http://www.placetocallhome.ca): www.placetocallhome.ca
- [Community Housing Renewal Strategy, Province of Ontario](http://www.ontario.ca/page/community-housing-renewal-strategy): www.ontario.ca/page/community-housing-renewal-strategy
- Housing Stability Plan 2019-2024: [CPSC Dec 3](#)
- Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI) [CPSC June 17, 2019](#)

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