

Strategic Area of Focus 1: Respond to the Homeless Crisis

1.1 | Work collaboratively across systems to address the immediate needs of individuals and families at risk of/or experiencing homelessness.

Action 1.1a – Triage and prioritize people system-wide to support effective and efficient use of system resources.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of households matched to housing support programs.	573	372	223	218	254	Completed and Ongoing	The metric measure for this action is 600 households. The 5-year total is 1,640. There is a downward trend as the capacity in the programs has plateaued and the need for additional support agency resources has not been able to keep pace with demand.

Action 1.1b – Develop a coordinated access system that addresses the immediate needs of individuals and families.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of public consultations and engagements with diverse local communities, including those with lived and/or living experience	1	2	2	4	5	Completed and Ongoing	2024 ongoing consultation and engagement included community engagement sessions to set the Community Priorities.
# of programs participating in coordinated access practice	47	46	47	47	60	Completed and Ongoing	2024 list of programs updated to reflect ongoing collaborative work in coordinated access practice.
Average time in days between coordinated entry, assessment, referral, and placement	65.75	155.72	192.56	108.73	98.1	Completed and Ongoing	The metric measure for this action is 140 days. In 2024, with the increase of support and focus on inflow programs, the number of days decreased.

1.2 | Create an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness.

Action 1.2a – Increase integration with outreach agencies and City service areas.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of agencies and City service areas engaged	19	23	24	28	29	Completed and Ongoing	In 2024, one additional partnership (YOU -Youth Opportunities Unlimited). A new hub has opened. Continually growing the Coordinated Informed Response (CIR) partnership table to better serve London with an enterprise-wide approach.

Action 1.2b – Engage partners in the Coordinated Informed Response, including those with lived and/or living experience.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of partners engaged	2	4	9	11	12	Completed and Ongoing	One additional protocol was added. Community-driven and City supported Action and Accountability table continued with focus on unsheltered homelessness with procedures based on encampment safety. Continually seeking expertise in the field, based on lived experience. This allows CIR to engage with individuals with a compassionate and informed lens.

Action 1.2c – Move the Coordinated Informed Response from a pilot to a permanent program to rapidly house individuals and families experiencing unsheltered homelessness.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of individuals and families housed	29	258	243	110	100	In Progress	The metric measure for this action is a 25% increase year over year. It is becoming increasingly more difficult for unsheltered individuals and families to rapidly secure housing. Contributing factors include vacancy rates and the rising costs of rent.

1.3

Provide the right level of support at the right time to decrease the use of emergency services.

Action 1.3a – Increase system capacity and availability of services across sectors to meet the housing stability needs of individuals and families in crisis.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of support workers in the housing stability system	40	41	49.5	61	79	Completed and Ongoing	The City has surpassed its target of 50 for the number of housing stability workers in the system. The implementation and expansion of the Housing Identification Program (HIP) increased the housing finders, and the Housing liaison positions in the system.
# of agencies who provide supports	9	9	8	10	11	Completed and Ongoing	The City maintains its current level of housing supports through funded agencies.

Action 1.3b – Work with London Police Service and Emergency Medical Services to establish an engagement protocol to support individuals experiencing unsheltered homelessness.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of protocols established with London Police Service and Emergency Medical Services	2	4	5	7	8	Completed and Ongoing	One additional protocol was added. Community-driven and City supported Action and Accountability table continued with focus on unsheltered homelessness with procedures based on encampment safety.

Action 1.3c – Increase support located within other sectors to prevent discharge to shelter or homelessness.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of housing finder positions supporting health, education, and justice discharge processes	2	2	1	1	2	In Progress	There is a specialized position supporting participants being discharged to homelessness from EMDC and Parkwood through Coordinated Access Team. This includes exploring all avenues of resources such as prevention or diversion, as well as ensuring participants are eligible on the By-Name List for matching to housing resources.
# of schools participating in homelessness education programs	0	1	1	1	1	Completed and Ongoing	The metric measure for this action is 10 schools participating. The overall volume of inquiries to Coordinated Access has resulted in this response being slow to implement. In 2023, King’s University College of Social Work began working in line with Housing Stability Services and the shelter sector providing counseling through Social Work students, In 2024 this was an ongoing effort.
% of individuals diverted from being discharged into homelessness	46%	45%	36%	50%	28%	Completed and Ongoing	The metric measure for this action is 40% diversion. The 5-year average is 41%. Coordinated Access attempts to divert individuals from being discharged from the health and justice sectors. In 2024, 28% of people being discharged to homelessness were successfully diverted which represents a decrease in successful diversions since 2023. Contributing factors include fewer options to divert people to and the rising costs of housing.

1.4

Prevent individuals and families from entering homelessness.

Action 1.4a – Improve diversion practices to better assist individuals and families to secure housing.

Metrics	2020	2021	2022	2023	2024	Status	Comments
% of individuals and families diverted from homelessness	45.23%	39.3%	32.4%	59.23%	51.20%	Completed and Ongoing	The metric measure for this action is 25%. The 5-year average is 45.49%. Coordinated Access attempts to divert households from an experience of homelessness. This may include family reunification, seeking transitional housing options or continuing to stay where they are with support. In 2024, 51.20% of households who had a diversion conversation with Coordinated Access were successfully diverted.
% of individuals and families rapidly rehoused within 60 days	53%	17.63%	16.56%	15%	14.50%	Completed and Ongoing	The metric measure for this action is 25%. The 5-year average is 23.38%. Navigating challenges with the housing market, including rent increases, has led to a reduction of the program’s ability to rapidly secure housing.

Action 1.4b – Implement eviction and prevention programs to support individuals and families from entering homelessness.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of evictions prevented	447	653	723	1506	1661	Completed and Ongoing	The 5-year total for evictions prevented is 4,990. The Housing Stability Table works to prevent evictions for households residing in Rent Geared to Income (RGI) Housing. The program has reported that 1,661 evictions were prevented in 2024.
# of households connected to the Housing Stability Table	11	86	43	39	3	Completed and Ongoing	Funding was not renewed for this initiative, and it ended in January 2024.
# of individuals and families who remain housed	880	198	214	203	243	Completed and Ongoing	For the 5-year period the average was 347.60. There were 243 people housed during 2024 who remained housed at the end of 2024.
# of individuals and families rapidly rehoused	325	147	149	214	138	Completed and Ongoing	Over the last five years there were 973 individuals or families rapidly housed within 60 days of first experiencing homelessness.

Action 1.4c – Establish a mobile diversion and prevention team that supports individuals and families throughout the City.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of housing finder positions supporting health, education, and justice discharge processes	2	2	1	1	1	Completed and Ongoing	<p>There is a specialized position supporting youth being discharged to homelessness through the Youth Opportunities Unlimited No Fixed Address program. In the previous year there was also a No Fixed Address program operating through the Canadian Mental Health Association.</p> <p>Housing Finders are integrated across housing support programs. All housing support programs assist individuals with their caseloads involved in the health, education, and justice sectors.</p>
# of schools participating in homelessness education programs	0	1	1	1	1	Completed and Ongoing	<p>Housing Stability Services provided guest lectures for social work students at King’s College in 2021.</p> <p>King’s University College of Social Work participated in the Health and Homelessness Summit in 2022 and has begun planning ways that students can support health and homelessness in the community.</p>
% of individuals and families diverted from being discharged into homelessness	46%	45%	36%	50%	28%	Completed and Ongoing	<p>The metric measure for this action is 40% diversion. The 5-year average is 41%. Coordinated Access attempts to divert individuals being discharged from the health and justice sectors.</p>

1.5

House and re-house individuals and families experiencing homelessness rapidly.

Action 1.5a – Implement unique opportunities to support rapid rehousing options.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of opportunities available (e.g. headleases, long-term motel stays, etc.)	1	18	14	2	1	Completed and Ongoing	<p>The metric measure for this action is 10 units. The pilot Head Lease took place over 2021 – 2022. 18 units were secured in 2021 and 14 of these were still occupied in 2022.</p>
# of individuals and families housed	0	20	14	12	9	Completed and Ongoing	<p>The metric measure for this action is 10 households housed. The pilot Head Lease took place over 2021 – 2022. 20 households were originally housed through this program, and 9 of these were still housed.</p>

Action 1.5b – Strengthen the current housing finder role.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of housing finder positions	13	13	20	17	16	Completed and Ongoing	<p>The metric measure for this action is 10 housing finder positions. The 5-year average is 15.80 positions.</p> <p>Housing Finders provide individuals and families support to secure housing. Housing Liaisons provide supports for landlords.</p> <p>The Housing Identification Program works to build and maintain relationships with landlords.</p>
# of individuals and families housed by housing programs	290	7	177	111	111	Completed and Ongoing	<p>The metric measure for this action is 300 households housed. The 5-year total is 696. Housing Programs support households to secure and maintain units. In 2024, 111 households were housed while supported by a housing support program. While the programs are successful in keeping participants housed, average market rent and available units continue being challenging.</p>

Action 1.5c – Engage landlords to increase rental opportunities for rapid rehousing.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of landlords engaged	5	7	7	9	9	Completed and Ongoing	<p>There was no metric measure identified for this action. Continued affordable housing negotiations with Municipal Housing and Industrial Development (MHID) and Coordinated Access teams. Presentation to developers to provide increased rental opportunities in multiple support models have resulted in increase.</p>
# of rental opportunities available	77	16	35	88	155	Completed and Ongoing	<p>There was no metric measure identified for this action. Onboarding with Indwell Community Homes affordable housing builds to provide additional units towards the Roadmap to 3000 Units in the City of London. Builds included Embassy Commons and Woodfield Gate and Thompson Rd, Sylvan St. and House of Hope.</p>

Action 1.5d – Provide financial support to assist individuals to secure housing.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of housing allowances provided	215	432	387	406	418	Completed and Ongoing	<p>The metric measure for this action is 150 allowances per year. The 5-year average is 371.6 allowances. Housing Allowances pay the difference between the cost of rent and the household ability to pay. Housing Allowances are available to eligible households working with housing support programs. This only includes housing allowances through the HIP program</p> <p>Housing support programs are seeing an increase in rental rates which impacts on the effectiveness of the program.</p>
# of individuals and families assisted through the Housing Stability Bank	1815	1466	2012	2249	2906	Completed and Ongoing	<p>The metric measure for this action is 1,700 households per year. The 5-year average is 2,089. The Housing Stability Bank provides eligible low-income Londoners assistance with rental arrears, first/last month rent and utility arrears through loans or grants.</p>

Strategic Area of Focus 2: Create More Housing Stock

2.1

Retain existing and create new affordable housing stock.

Action 2.1a – Work with private market to retain existing affordability in rental market units.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of policies amended or strategies established (e.g. Condo conversion, demolition, and short-term rental policies)	0	0	1	1	1	Completed and Ongoing	<p>Community led initiatives. Amendment to the Sale and Other Disposition of Land Policy. The By-law amendment came into force and effect July 25, 2023, which speaks of the five key policies. 2024 - hired consultant to look at Land Disposition Policy.</p>

Action 2.1b – Develop publicly owned and available land for affordable housing.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of surplus municipal lands acquired	0	0	1	0	0	Completed and Ongoing	Continued effort to acquire surplus municipal lands.
# of surplus school sites acquired	2	0	0	0	1	Completed and Ongoing	Fairmont School was acquired in 2024.
# of affordable housing and modest market units	61	551	116	42	716	Completed and Ongoing	716 units of affordable and modest market units approved through various procurement initiatives.

# of other publicly owned lands acquired	0	0	0	0	0	Completed and Ongoing	MHID is actively engaged in efforts to continuously seek new and innovative opportunities to leverage other publicly owned lands.
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Action 2.1c – Implement tools, policies, and programs (the municipal housing toolbox) to create new affordable housing through a Community Improvement Plan (CIP), zoning bylaw update, inclusionary zoning (IZ), bonusing, secondary units, etc.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of agreements established for affordable housing using municipal policies and permissions	3	8	13	0	0	Completed and Ongoing	As bonusing has been discontinued, no more agreements are recorded. New mechanisms could harness opportunities in this area.
# of private market units advanced for affordable housing through new municipal tools	32	94	124	0	0	Completed and Ongoing	As bonusing has been discontinued, no more units are recorded. New mechanisms could harness opportunities in this area.
# of units supported through the affordable housing CIP	0	0	0	0	0	Completed and Ongoing	Community Improvement Programs (CIP) have prompted a re-design of the programs in order to make them more relevant and attractive, harnessing the social and affordable housing opportunities. Five new programs in 2025.
# of affordable secondary units created	0	0	1	1	0	In Progress	The CIP Secondary Units program under the Roadmap strategic plan has undertaken an intense program evaluation process which a re-design of the program has opened up in 2022 in order to unleash the potential of secondary units as affordable housing through forgivable loans and grants.
# of new affordable housing units advanced through City incentive programs and regulations	32	0	0	0	361	Completed and Ongoing	The opportunities to tap into City incentive programs through Roadmap dollars.

Action 2.1d – Invest in affordable housing through development charges (growth paying for growth) through the creation of a community benefits charge and municipal assessment growth policy.

Metrics	2020	2021	2022	2023	2024	Status	Comments
\$ amount invested through growth charges into affordable housing	0	0	0	0	0	Completed and Ongoing	Bill 23 makes this initiative not applicable as Development Charges have been withdrawn from new developments.

Action 2.1e – Explore opportunities to stimulate new affordable housing through government legislation.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of new affordable units created	133	44	116	44	42	Completed and Ongoing	A fully affordable housing project-initiated occupancy granting 42 new affordable units.

2.2

Revitalize and modernize community housing.

Action 2.2a – Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of plans approved for regeneration	0	0	1	0	1	Completed and Ongoing	Reimagine Regeneration project secured and approved funding sources. When they were built more than 50 years ago, the 172 townhome units at Southdale Rd. and Millbank Dr. were designed to provide safe and affordable housing for low- to moderate-income households. Today, that purpose still stands, but we also find ourselves facing unprecedented demand for housing that surpasses current capacity; aging units that require extensive improvements; and a significantly more diverse tenant population. Reimagine Southdale will revitalize the property at Southdale and Millbank. This community is home to over 500 tenants. Over the course of the three-phase project, the site will be upgraded to a total of 265 units, including 98 townhouses and 167 apartments. Existing townhouses will also be upgraded with new siding, roofing and outdoor improvements.
# of site plans advanced for regeneration	0	0	0	0	1	Completed and Ongoing	Reimagine Southdale will help to cultivate community through a focus on family units, community space and accessible programming for all.
# of social housing providers engaged in and advancing regeneration plans	0	0	4	4	4	In Progress	Regeneration discussions have started with four providers who have identified interest in advancing regeneration plans.
# of new community housing units developed	0	0	0	0	0	In Progress	Efforts have commenced to harness all possible opportunities for regeneration.
# of affordable housing units created through regeneration	0	0	0	0	0	Completed and Ongoing	The Reimagine Southdale project will upgrade 265 units, including 98 townhouses and 167 apartments. Occupancy to start in 2025.
# of official plan and zoning amendments to allow for appropriate intensification of housing regeneration sites	0	0	1	0	0	Completed and Ongoing	There was not a need to make plan amendments, only Zoning by-law amendment - approved in 2022.

Action 2.2b – Leverage funding available from all levels of government to maximize the number and affordability of new community housing units.

Metrics	2020	2021	2022	2023	2024	Status	Comments
\$ from other sources of funding	28.5M	\$11.1M	2.5M	2.5M	2.3M	Completed and Ongoing	MHID leveraged provincial OPHI year 6 contribution for 50 units for Cross Culture Learner Centre on Dundas Street.
% of depth of affordability	65%	69%	72.7%	80.0%	80%	Completed and Ongoing	The % of depth of affordability being 80% is at the required minimum of 80% to be considered as affordable housing.

Action 2.2c – Support long-term capital planning for social housing providers to address renovation needs

Metrics	2020	2021	2022	2023	2024	Status	Comments
% allocated to fund capital planning	80%	100%	100%	100%	100%	Completed and Ongoing	\$4.2M was available and allocated to different community housing providers. Investments included kitchen and bathroom renovations, exterior upgrades, and infrastructure repairs.
# of units supported	500	403	611	753	1030	Completed and Ongoing	2024 saw the highest number of housing providers receiving Canada Ontario Community Housing Initiative funding - 19 sites total.
% decrease in the Facility Condition Index	0	0	0	0	0	Future Target	Difficult to assess the annual % decrease in the Facility Condition Index across the social housing provider portfolio.

Action 2.2d – Help housing providers find ways of reducing operating costs through improved energy efficiency.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of housing providers engaged	64	64	64	64	64	Completed and Ongoing	Continue to deliver capital program to all housing providers and in 2024 completed multiple information sessions on how to understand BCAs and build Capital Plans.

Action 2.2e – Build governance capacity and enhance support to housing provider Boards of Directors.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of training sessions	0	0	3	3	5	Completed and Ongoing	5 Capital Training Sessions offered in 2024.
# of annual meetings held with agency Boards of Directors yearly to support their continued governance	10	4	5	5	5	Completed and Ongoing	5 SHOAC meetings.
% of social housing providers maintaining their participation in the social housing system	0	100%	100%	100%	100%	Completed and Ongoing	During 2024, London did not have any provider removed from the HSA as a community housing provider.

Action 2.2f – Create the tools to retain affordable rental rates and stability of social housing beyond current operating agreements.

Metrics	2020	2021	2022	2023	2024	Status	Comments
% of units retained post end of mortgage / end of operating agreements	0	0	100%	100%	100%	Completed and Ongoing	Odell Jalna signed an agreement to maintain subsidies post end of mortgage.
% of providers retained in the social housing system post end of mortgage / end of operating agreements	0	0	100%	100%	100%	Completed and Ongoing	Although the Odell Jalna agreement is called an "Exit Agreement", they continue to receive subsidies and pull from the waitlist. On a practical level, they are still in the system.

2.3 | Increase supportive and specialized housing options.

Action 2.3a – Develop a supportive and specialized housing model based on unique needs and local priorities.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of strategic partnerships established	2	3	8	2	4	Completed and Ongoing	Development for Change group which compromises of Auburn Developments, Drewlo Holdings, Sifton Properties Ltd., and Tricar Properties.
# of projects advanced	2	1	2	1	1	Completed and Ongoing	46 Elmwood.
# of new supportive and specialized housing units created	72	44	0	69	0	Completed and Ongoing	Units brought online as part of the City’s Whole of the Community System Response for highly supportive housing. Funding has been committed but non-created in 2024.

Action 2.3b – Work across sectors and systems to create supportive housing solutions for individuals and families at risk of or experiencing homelessness.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of housing solutions implemented	1	2	1	2	1	Completed and Ongoing	Housing Solutions: Elmwood model, purchased by Development for Change Holding company to redevelop old long term care home into highly supportive housing with Indwell.

2.4 | Attract new and engage current partners towards affordable housing solutions.

Action 2.4a – Establish a network of sector leaders to develop new models of affordable housing.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of sector and/or industry leaders engaged	24	26	0	56	12	Completed and Ongoing	New partners have been engaged through the implementation of RFPQ Year 2 which resulted in 12 new partners being fully qualified to partner and collaborate in affordable housing new initiatives.

Action 2.4b – Combine government programs and funding to create new affordable housing supply.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of government programs leveraged	4	4	4	2	2	Completed and Ongoing	The Municipal Housing and Industrial Development division took advantage of all possible government leveraged funding programs available from OPHI year 5, and the accelerator funding initiative.
# of developments advanced through stacking funding	2	9	2	1	1	Completed and Ongoing	1958 Duluth.

Action 2.4c – Use foundations, land trusts, and other means to attract investment and resources into affordable housing.

Metrics	2020	2021	2022	2023	2024	Status	Comments
\$ amount attracted into affordable housing	0	0	0	0	0	Future Target	Efforts are being considered to leverage potential opportunities for donations into affordable housing.
# of land transactions	0	0	1	0	0	In Progress	Continued effort to acquire surplus municipal lands.

Action 2.4d – Support the non-profit sector in the creation of new affordable housing.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of non-profit housing corporations and co-operatives engaged	3	8	8	6	7	Completed and Ongoing	Renewed efforts to develop new affordable housing in liaison with different non-profit housing corporations dedicated to providing affordable housing in the community.
# of new supplement programs	0	0	0	0	0	Future Target	Persistent efforts to engage different new supplement programs in the community.

Strategic Area of Focus 3: Provide Housing Supports

3.1 Help individuals and families access housing stability services and solutions that best meet their needs.

Action 3.1a – Implement a centralized access system to assist individuals and families to meet their housing stability needs.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of tools and resources available to support individuals and families	1	0	6	6	6	Completed and Ongoing	<p>The Coordinated Access system assists individuals and families to meet their housing stability needs by matching services and supports, including housing support programs and units.</p> <p>Tools available include</p> <ul style="list-style-type: none">• VI-SPDAT assessment,• Chronic Homeless Artificial Intelligence (CHAI) model• Helping Yourself through Hard Times• London Food Resource Guide• Mission Services Housing List• Full SPDAT assessment tool.

Action 3.1b – Implement a rapid housing program to support local priority populations.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of housing supplements provided	0	531	844	1006	776	Completed and Ongoing	<p>The breakdown for 2024 of supplements included:</p> <p>Canada Ontario Housing Benefit (COHB) approved – 190</p> <p>SLWAR- Street Level Women at Risk - 57</p> <p>Housing Identification Program (HIP) - 418</p> <p>Thompson Road - 44</p> <p>Sylvan St. - 35</p> <p>Municipal Rent Assistance Program (MRAP) - 9</p> <p>Anti Human Trafficking (AHT) - 4</p> <p>Community Housing Bridging Program (CHBP) - 19</p>

Action 3.1c – Implement a person-centered housing stability needs assessment to quickly and effectively serve individuals and families.

Metrics	2020	2021	2022	2023	2024	Status	Comments
Develop a new housing assessment and readiness tool	1	0	0	0	0	Future Target	<p>The metric measure for this action is one needs assessment tool. Best practice research is underway and will continue in 2025.</p>

Action 3.1d – Revise the current locally driven eligibility rules and priority systems for social and affordable housing to better reflect need.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of local social housing priorities under review, based on need	0	0	0	4	4	Completed and Ongoing	Locally driven RGI eligibility rules were changed in September 2024.

3.2

Implement coordinated access to mental health and addictions services and supports.

Action 3.2a – Re-engage relevant sectors to assist individuals who present with physical health, mental health, addictions, and trauma.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of agreements established with mental health, physical health, and addictions service providers	1	0	3	4	7	Completed and Ongoing	<p>There was no metric measure identified for this action.</p> <p>Coordinated Access continues to support programs with institutional discharges which allows for continued connections to the mental health, physical health and addiction service providers,</p> <p>There were four providers in 2023:</p> <ul style="list-style-type: none">• Simcoe Gardens• NFA Program• Indwell (Embassy Commons and Thompson Road)• King's College Social Work students. <p>In 2024, 3 more agreements added:</p> <ul style="list-style-type: none">• Youth Opportunities Unlimited HUB• Youth Opportunities Unlimited Diversion Team• VHA
% of people diverted from discharge to homelessness	46%	45%	36%	50%	28%	Completed and Ongoing	The metric measure for this action is 40% diversion. The 5-year average is 41%. Coordinated Access attempts to divert individuals being discharged from the health and justice sectors.

Action 3.2b – Strengthen partnerships with the health sector to provide opportunities for continuity of care in community.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of partnerships with the health sector	5	8	9	10	20	Completed and Ongoing	<p>There was no metric measure identified for this action, but the 5-year total is 21 partnerships with support providers for continuity of discharge for Londoners who identify with no fixed address in hospital and community medical support.</p> <p>Partnerships include:</p> <ul style="list-style-type: none"> • London Health Science Centre • St Joseph’s Health Care • London Inter Community Health Centre • Indwell • Southwestern Ontario Aboriginal Health Access Network • Cheshire London • Home and Community Care Support Services • VHA Home HealthCare • Middlesex London Ontario Health Team • Lawson Health Research Institute • CMHATV • Community Service Coordination Network • Developmental Service Ontario • Dale Brain Injury • VON • Maple View Assisted Living • London Middlesex Paramedic Service • London Middlesex Health unit • Red Cross • Alzheimer Society
# of providers engaged in the housing with supports model of care	2	3	4	7	9	Completed and Ongoing	<p>There was no metric measure identified for this action, but the 5-year total is 9.</p> <ul style="list-style-type: none"> -Indwell -Canadian Mental Health Association -Youth Opportunities Unlimited -Atlohsa Family Healing Services -London Cares Homeless Response Services -St Leonard’s Community Services -Mission Services of London -London Inter Community Health Centre -London and Middlesex Community Housing

3.3

Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.

Action 3.3a – Work with individuals and families to determine their support needs and expand programs that assist them in moving towards their housing goals.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of supplements provided	638	531	844	1006	776	Completed and Ongoing	The breakdown for 2024 of supplements included: Canada Ontario Housing Benefit (COHB) approved – 190 SLWAR - 57 HIP - 418 Thompson Road - 44 Sylvan St. - 35 Municipal Rent Assistance Program (MRAP) - 9 Anti Human Trafficking (AHT) - 4 Community Housing Bridging Program (CHBP) - 19
# of agencies who provide supports	9	13	7	10	10	Completed and Ongoing	Agencies providing supports: • London Cares Homelessness Response • Atlohsa Family Healing Services • St. Leonard’s Community Services • Canadian Mental Health Association • Mission Services London • Ark Aid Street Mission • 519Pursuit • Salvation Army Centre of Hope • Unity Project • Youth Opportunities Unlimited
% of facilitated housing transitions with a completed assessment	50%	69.90%	54.30%	42.39%	51.03%	Completed and Ongoing	The metric measure for this action is that 50% of housed individuals have a completed assessment. The 5-year average is 53.52%. Service Prioritization Decision Assistance Tools (VI-SPDAT and SPDAT) support case management work with households being matched to or participating in housing support programs. In 2024, 51.03% (174) of individuals had a VI-SPDAT or a full SPDAT completed prior to move-in.

# of subsidized units	0	432	387	406	418	Completed and Ongoing	<p>There was no metric measure for this action. No data was available for year one, but the average for the last four years is 410.75 units.</p> <p>Housing Allowances pay the difference between the cost of rent and the households ability to pay. Housing Allowances are available to eligible households working with housing support programs.</p> <p>Housing support programs are seeing an increase in rental rates which impacts on the effectiveness of the program.</p>
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Action 3.3b – Support housing providers to help tenants reach their community of choice.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of policies and practices implemented	2	1	3	0	0	Completed and Ongoing	No new practices or policies were implemented in 2024.
# of supports available to housing providers	1	0	4	3	5	Completed and Ongoing	Five Capital training sessions were provided to housing boards and property managers.
# of housing providers supported	0	20	60	40	30	Completed and Ongoing	50+ participants across 5 sessions for Capital Training.
# of housing providers offering subsidized units	0	0	0	3	3	Completed and Ongoing	<p>Within London-Middlesex catchment there are 42 unique housing providers, offering a variety of subsidized housing sizes and types.</p> <p>Three additional Housing providers can be considered to be providing subsidized housing: 122 Baseline; 403 Thompson, 446 King St.</p>

3.4

Strengthen and enhance the delivery of housing stability services.

Action 3.4a – Provide education and supports for landlords and tenants to improve housing stability.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of tenancy skills courses delivered to the community	1	0	0	0	0	Completed and Ongoing	<p>The metric measure for this action is one course delivered. The 5-year total is one.</p> <p>No new advancement in this strategy in 2024.</p>
# of development opportunities offered to the housing provider community	2	2	7	3	5	Completed and Ongoing	<p>The metric measure for this action is two annually.</p> <p>Five Capital training sessions were provided to housing boards and property managers.</p>

Action 3.4b – Develop and implement an eviction prevention strategy to support housing stability.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of evictions prevented	8	653	723	1506	1661	Completed and Ongoing	<p>There is no metric measure for this action.</p> <p>The Housing Stability Table works to prevent evictions for households residing in RGI Housing. In 2024, 1,661 evictions were prevented.</p>

Action 3.4c – Implement additional housing stability programs that meet the needs of individuals and families.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of programs across the housing stability system	2	0	0	0	0	Completed and Ongoing	The recent multi-budget business case was not approved. No further action on this metric will be taken.
# of new units made available for rapid rehousing purposes	150	0	35	88	155	Completed and Ongoing	<p>The metric measure for this action is 50 units. The 5-year total is 428 units.</p> <p>Continued onboarding of units with private landlords to deliver supportive housing, and affordable housing programs aligned with the Roadmap to 3000 Units in the City of London.</p>

Action 3.4d – Work with community housing providers to support housing stability.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of new community housing units developed	0	0	0	0	0	In Progress	Community Housing units developed - currently only LMCH Regeneration has identified one site. Permits obtained in 2023. Development ongoing for 2024.
# of women and children supported through the Housing First portfolio in the Violence Against Women sector	50	74	74	58	60	Completed and Ongoing	<p>The metric measure for this action is 100. The 5-year total is 316.</p> <p>In 2024, there were 60 individuals supported through Violence Against Women Network.</p>

Action 3.4e – Invest in and expand Housing First programs into other sectors.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of individuals supported through Housing First in the developmental services sector	0	0	0	1	69	Completed and Ongoing	There are no metric measures for this action. In 2024, 69 individuals were supported through Housing First in the developmental services sector through Family Services Team Valley.
# of youth supported through Housing First in collaboration with the Children’s Aid Society	0	0	16	25	23	Completed and Ongoing	There are no metric measures for this action. The 5-year total is 64. Coordinated Access continues to engage with Children's Aid Society with weekly intake support meetings for wrap-around supports for prevention and diversion prior to experiences of housing crisis. Designated Access Coordinator supports intake matching and case conferencing. Intake support referrals to Housing Support workers at Rotholme family shelter if required.
# of individuals and families being discharged from hospital or jail supported through Housing First in collaboration with the health and justice sectors	0	0	7	134	100	Completed and Ongoing	There are no metric measures for this action. The 5-year total is 241. Coordinated Access continues to support institutional discharge to no fixed address in Elgin Middlesex Detention Centre, Federal Penitentiary, London Health Science Centre, Parkwood Institute and Urgent Care.

3.5

Assist individuals and families to move towards community integration and belonging.

Action 3.5a – Work with landlords to connect residents to supports, services, and resources in their community.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of education activities to connect individuals and families with their community	0	9	2	1	4	Completed and Ongoing	The metric measure for this action is two annual events. In 2024, four events were held.

Action 3.5b – Work with individuals and families to determine the support they need to move towards community belonging.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of consultations with individuals and families	0	0	0	0	0	Future Target	There are no metric measures for this action. Consultations planned for 2025.

# of individuals and families consulted	0	0	0	0	0	Future Target	There are no metric measures for this action. Consultations planned for 2025.
# of practices, services, and programs implemented to meet needs identified	0	1	1	1	0	Completed and Ongoing	There are no metric measures for this action. Programs include: <ul style="list-style-type: none">• Housing Implementation Program• Hoarding Support Program• Whole of Community System Response

Action 3.5c – Work to increase income and provide employment opportunities for individuals and families.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of employment related support services made available to individuals and families	0	0	1	1	0	Completed and Ongoing	The Pilot ended in 2023.
# of income related support services made available to individuals and families	0	0	1	1	0	Completed and Ongoing	The Pilot ended in 2023.

Strategic Area of Focus 4: Transform the Service System

4.1

Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.

Action 4.1a – Articulate a clear vision for the delivery of housing stability for all.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of communication materials developed that articulate the housing stability system	4	22	15	33	28	Completed and Ongoing	There are no metric measures for this action. Municipal Housing and Industrial Development and Housing Stability Services brought 28 reports to Council in 2024, in addition to other communications presented.

Action 4.1b – Create a community-based housing stability leadership working group to help guide the implementation of system change.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of shared services integrated through a single access point	0	0	1	1	3	Completed and Ongoing	There are no metric measures for this action. Coordinated Access integrated supports provided by Housing Access Centre and Homeless Prevention including front counter, phone and email supports further aligning prevention and diversion supports for new individuals and families experiencing homelessness.

Action 4.1c – Develop shared standards of practice within municipal housing services and homeless prevention and across the housing stability system.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of shared standards of practice implemented	0	0	2	3	7	Completed and Ongoing	There are no metric measures for this action. In 2024, seven shared practices implemented: new arrears policy (HDN 269), selection for RGI households for vacant units (HDN 271); developed plan regarding waitlist software, Shelter Guidelines, Community Priorities Process, HIFIS data needed for matching and 2024 PiT Count.

Action 4.1d – Align existing priority lists and services within the housing stability system.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of priority lists aligned (to local priorities)	1	1	1	1	1	Completed and Ongoing	There are no metric measures for this action. Coordinated Access aligned the By-Name List and Community Housing Waitlist when matching resources through the housing stability system.

Action 4.1e – Maximize provincial and federal funding to meet agreement requirements and to enhance housing stability.

Metrics	2020	2021	2022	2023	2024	Status	Comments
% provincial and federal funding secured	100%	100%	100%	100%	100%	Completed and Ongoing	There are no metric measures for this action. MHID and Housing Stability Services did not return any funding to the federal or provincial government.

4.2

Use data to drive decision-making to respond in real-time to the housing stability needs of individuals and families.

Action 4.2a – Develop a data culture to ensure decisions are informed by local intelligence.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of existing databases integrated for service delivery support	0	3	3	3	5	Completed and Ongoing	There are no metric measures for this action. The City of London uses Rent Café, Client Relations Management (CRM) and the Homeless Individuals and Families Information System (HIFIS), Power BI, and BFZ database.

Action 4.2b – Investigate evidence-based models and practices and determine their suitability to London.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of evidence-based models and practices implemented	0	0	5	8	1	Completed and Ongoing	<p>There are no metric measures for this action. The 5-year average is 4.40.</p> <p>Housing Stability Services team continues to apply evidence-based models and practices to their day-to-day work to support Londoners. This includes reviewing, analyzing and revising practices to support real time decision making that supports the housing stability of individuals and families. In 2024, Action-oriented Case Conferencing implemented</p>

Action 4.2c – Evaluate progress and report annually on housing stability efforts and metrics.

Metrics	2020	2021	2022	2023	2024	Status	Comments
% of Housing Stability Action Plan actions completed and ongoing	47%	60%	69.5%	86.40%	88.98%	Completed and Ongoing	In 2024, 105 actions were completed and ongoing, seven are in progress, and six are future targets. Some actions that are identified as future targets are generally items that have become outdated as a result of system shifts and policy changes.

Action 4.2d – Establish cross-functional teams that monitor changes to the housing market and determine the needs of priority populations.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of enterprise-wide support services	6	6	6	7	14	Completed and Ongoing	<p>There are no metric measures for this action.</p> <p>In 2024, there were seven cross-functional teams including the Youth Advisory Group and increased connection with data services. Worked more closely with Information Technology Services on software review, Fire Inspectors for outreach support, Life Stabilization/CA collaboration for intakes, Emergency Services for fire response, Municipal Housing and Industrial Development collaboration for housing and highly supportive housing, and Communications Team.</p>

4.3

Be a local and national leader in housing stability.

Action 4.3a – Ensure municipal council has strong information from committees and community networks and other mechanisms to support housing stability.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of committees and community networks were engaged with providing housing stability related information to Council	7	7	6	7	7	Completed and Ongoing	<p>The following groups provided housing stability related information to the Council: SWOT, MHST, Housing Stability Action Plan, Housing Leadership Team, Coordinated Informed Response, Core Area Action Team.</p> <p>In 2022, the SWOT and MHST groups merged to form HEAT 2023 Adding Health and Homelessness; Whole of Community System Response. No changes in 2024.</p>

Action 4.3b – Participate in provincial and national initiatives to solve homelessness.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of provincial initiatives participated in	4	4	4	3	6	Completed and Ongoing	<p>There are no metric measures for this action.</p> <p>Participation in provincial initiatives in 2024 included: MMAH Emergency Shelter Monthly Survey Report, Asylum Seekers meetings and COHB.</p>

# of national initiatives participated in	3	3	3	3	6	Completed and Ongoing	<p>There are no metric measures for this action.</p> <p>In 2024, participation in federal initiatives included 2024 PiT Count Training, HIP (Housing Indicator Project) meetings and monthly report to Housing and Communities Infrastructure Canada, BFZ-C, Action-Oriented Case Conference Training, Infrastructure Canada, Reaching Home Directive Update.</p>
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Action 4.3c – Share results through reports, community engagement, education, and training opportunities

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of communication materials developed that articulate the housing stability system	4	2	10	6	40	Completed and Ongoing	Eight videos created to support RGI applicants, and housing providers. Five videos added to the Community Housing webpage, two of those are in French. Brochure for NFA H2I, Community Priorities communication, Shelter Guidelines update, PiT Count training to service providers, 28 reports to council, totaling 40 communications issued in 2024.

Action 4.3d – Engage individuals with lived experience and foster opportunities for peer support in the community.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of individuals with lived experience engaged	0	0	2	55	501	Completed and Ongoing	<p>There are no metric measures for this action.</p> <p>People with lived experience were engaged through participation in the London Homeless Coalition, the Whole of Community System Response, the Women's Advisory group with SWLAR, PiT Count, Emergency Shelter Guidelines, and CAB steering Committee.</p>
# of opportunities for individuals with lived experience to participate in the system	3	3	3	3	13	Completed and Ongoing	<p>There are no metric measures for this action.</p> <p>Individuals with lived experience have opportunities to engage in the system through employment, groups (example: London Homeless Coalition, WoCSR and through peer engagement opportunities (example: Street Level Women at Risk Women Advisory Group).</p>

Action 4.3e – Raise awareness of housing stability initiatives and efforts in the community.

Metrics	2020	2021	2022	2023	2024	Status	Comments
# of outreach and awareness events held	0	2	2	2	17	Completed and Ongoing	<p>There are no metric measures for this action.</p> <p>In 2024, the following event were held: five Life Stabilization outreach presentations, LHSC Social Workers, SOAHAC Jordan's Principle, Glen Cairn CC, LUSO, Zhaawanong shelter, Atlohsa ARCH, SLNRC, London Advocates Network, Community Priorities system engagement, King's College, HUBS Table (WoCSR), CSCN Community Services Coordination Network.</p>