

Board Members:

Phil Squire- Chair

Shellie Chowns

Gary Bezaire

John Corboy

Shawn Lewis

Hadleigh McAlister

Mayor Grantham

Cara Awcock

LMCH Leadership

Paul Chisholm,
CEO

Andrea Mackenzie,
Director of Tenant
Services

Trevor
Whittingham,
Senior Manager,
Asset Management

Christine Poirier,
Senior Manager,
Property Services

Dirk Volschen,
Manager of Human
Resources

PUBLIC AGENDA

**LONDON & MIDDLESEX COMMUNITY HOUSING
(LMCH)**

Board of Directors Meeting

**Corporate Boardroom
1299 Oxford Street East, Unit 5C5
London, Ontario, N5Y 4W5**

Thursday, August 17, 2023

5:30 PM – 7:30 PM

Item	Lead	Time
1. Call to Order	P. Squire	5:30
2. Recognition of Indigenous Peoples and Lands Statement	P. Squire	
3. Completion and Acceptance of Agenda	P. Squire	
4. Disclosure of Interest	P. Squire	5:35
5. Approval of Minutes of Previous Meetings a. June 15, 2023, Public Minutes	P. Squire	
6. Communications City of London Council Resolution	P. Chisholm	
7. Delegations None		
8. Presentations None		
9. In-Camera None		
10. Consent Agenda Items: a) Staff Report 2023- 43 CEO Report b) Staff Report 2023- 44 Vacancy Management Update Report	P. Chisholm A. MacKenzie	5:50
11. Reports and Business <u>Finance Committee Reports for Information:</u> <i>Reports overview provided by Committee Chair, S. Chowns</i> <ul style="list-style-type: none"> FC- 23- 35 Director of Finance & Corporate Services Update FC- 23-40 Senior Manager of Capital Projects FC- 23-41 Reimagine Prequalification Update <u>Finance Committee Reports for Approval</u> Staff Report 2023- 45 2024-2027 Multi-Year Operating and Capital Budget	P. Chisholm	

LMCH Board of Directors Meeting
August 17, 2023

Staff Report 2023- 46 Multi-Year Budget Request	P. Chisholm	
Staff Report 2023- 47 2023 Rent Increase Guideline Update	A. Mackenzie	
Staff Report 2023- 48 Change Order report Limberlost Paving	T. Whittingham	
<p><u>Tenant Services Committee Reports for Information:</u> <i>Reports overview provided by Committee Chair, J. Corboy</i></p> <ul style="list-style-type: none"> • TSC-23-10 Community Safety Unit Status Report and KPI Review • TSC-23-11 Update Community Development and Tenant Engagement Strategy • TSC-23-12 Re-Imagine Southdale Tenant Engagement and Support Plan • TSC-23-13 TAC Update • TSC-23-14 Work order and service report Q1 2023 – Property Services • TSC-23-15 Upcoming Policies for LMCH Update • Vacancy Management Report 2022- 23 		
11. New Business / Enquiries	P. Squire	
12. Meeting Adjournment	P. Squire	7:30pm

Recognition of Indigenous Peoples and Lands Statement

We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty known as the London Township Treaty of 1796. Throughout time, this region has also become the current home to the Haudenosaunee and Lenni-Lenape Nations.



BOARD OF DIRECTORS MEETING MINUTES

May 18, 2023 at 5:30 p.m.
London & Middlesex Community Housing
Boardroom, 1299 Oxford Street East, Unit 5C5, London, Ontario, Canada

Board Members in Attendance:

Phillip Squire, Chair*

Shellie Chowns*

Shawn Lewis*

John Corboy*

Mayor Grantham*

Cara Awcock *

Hadleigh McAlister*

Senior Leadership in Attendance:

Paul Chisholm, CEO

Andrea Mackenzie, Director of Tenant Services

Christine Poirier, Senior Manager Property Services

Ryan Winter, Business Planner

Trevor Whittingham, Senior Manager Asset Management

Not in Attendance

Gary Bezaire*

* Virtual Attendance via Zoom

1. Call to Order	S. Chowns called the meeting to order at 5:33 p.m.
2. Recognition of Indigenous Peoples and Lands	<p>S. Chowns provided the recognition address at 5:33 p.m.</p> <p><i>We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty know as the London Township Treaty of 1796. Throughout time, this region has also become the current home to the Haudenosaunee and Lenni-Lenape Nations.</i></p>

<p>3. Completion and Acceptance of the Agenda</p>	<p>Regarding the completion and acceptance of the agenda, MOVED by Mayor Grantham, seconded by C. Awcock, ALL Members AGREED that the agenda BE ACCEPTED and APPROVED as presented. PASSED at 5:34 p.m.</p>
<p>4. Disclosures of Interest</p>	<p>S. Chowns called for conflict-of-interest declarations with respect to the agenda. No conflicts - of- interest was declared at 5:34 p.m.</p>
<p>5. Approval of Board Meeting Minutes</p>	<p>Regarding the Board Meeting Minutes of May 18, 2023, MOVED by S. Lewis seconded by Cara, that the Minutes BE ACCEPTED and APPROVED, item CARRIED at 5:35 p.m. ALL In Favour.</p>
<p>6. Communications</p>	<p>Council Resolution City of London, the overview provided by P. Chisholm. The resignation was accepted by City Council.</p>
<p>7. Delegations</p>	<p>None</p>
<p>8. Presentations</p>	<p>None</p>
<p>9. In Camera</p>	<p>None</p>
<p>10. Consent Items a) Staff Report 2023- 37 CEO Report</p>	<p>MOTION to RECEIVE Consent reports 2023- 37 & 38 for information, MOVED by C. Awcock seconded by J. Corboy, PASSED at 5:49pm.</p> <p>P. Chisholm provided an overview of the report.</p> <p>-Tenant supports conversation reviewed between LHC. Review</p> <p>-Prequalification for vendors process is underway, and 100% building plan submission is anticipated to send to the city by the end of June.</p> <ul style="list-style-type: none"> - Asset management plan integration with the City of London’s plan alignment is being reviewed, and a letter of agreement will be put in place to ensure LMCH is in alignment with the COL in the coming years. - Do county assets fall under the City of London, P. Chisholm will confirm, all assets transferred to the Service Manager.



<p>e. Staff Report 2023- 41 2024 Capital Budget</p> <p>g. Staff Report 2023- 42 Approval of CMHC Unit Retrofit Budget & Approval of CMHC Unit Retrofit Tender</p> <p>h. Staff Report 2023- 43 Selection Process for Tenant Director</p>	<p>Report overview provided by T. Whittingham.</p> <ul style="list-style-type: none"> - Review of the Tenant Directed fund, objective to engage with the tenants to develop projects that are impactful for them. <p>Report overview provided by T. Whittingham</p> <ul style="list-style-type: none"> - 416 units earmarked for accessibility updates to be completed in the next 5 years. In 2023 119 units will be completed. <p>Discussion: Clarifications on units that are selected, units selected across the entire portfolio, this is an obligation under the requirements.</p> <p>Overview of the process reviewed by the Board and C. Awcock provided feedback on the process from the tenant director’s perspective.</p> <p>MOTION to APPROVE the Selection Process for the Tenant Director. MOVED by S. Lewis seconded by John, ALL in Favour PASSED at 6:10pm.</p> <p><u>Volunteers to sit on Sub- Committee</u> Mayor Grantham H. McAlister John Corboy Phil Squire – Chair Subcommittee Appointment of alternate -</p> <p><i>J. Corboy left the meeting at 6:13 pm.</i></p> <ul style="list-style-type: none"> - Final nomination will be sent to the City in September.
<p>New Business</p>	<p>None</p>
<p>13. MEETING ADJOURNMENT</p>	<p>ADJOURNED, MOVED by C. Awcock, seconded by S. Lewis ALL in Favour, PASSED at 6:15 pm.</p>

Phil Squire, Chair

Paul Chisholm, CEO



P.O. Box 5035
300 Dufferin Avenue
London, ON
N6A 4L9

June 28, 2023

L. Livingstone
City Manager

I hereby certify that the Municipal Council, at its meeting held on June 27, 2023 resolved:

That the following actions be taken with respect to the London & Middlesex Community Housing (LMCH):

- a) on the recommendation of the City Manager, the proposed by-law as appended to the staff report dated June 2023 as Appendix "A" entitled "A by-law to ratify and confirm the Annual Resolutions of the Shareholder of London & Middlesex Community Housing", BE INTRODUCED at the Municipal Council meeting to be held on June 27, 2023;
- b) the presentation by P. Squire, Chair and P. Chisholm, CEO, London & Middlesex Community Housing BE RECEIVED;
- c) the 2022 Financial Statements BE RECEIVED;
- d) the 2022 Annual Report - Building for the Future BE RECEIVED; and,
- e) the London and Middlesex Community Housing Board of Directors BE REQUESTED to bring forward a tenant's name for consideration to the Strategic Priorities and Policy Committee meeting on September 19, 2023;

it being noted that for the current tenant vacancy on the LMCH Board the City Clerk will circulate to all members of Council all of the applications received at the same time that these are provided to the LMCH Board in accordance with the current Recruitment Process for Director Appointments. (3.2/18/SPPC) (2023-S11)

M. Schulthess
City Clerk
/hw

cc: P. Chisholm, CEO, London & Middlesex Community Housing
B. Westlake-Power, Deputy City Clerk
S. Corman, Deputy City Clerk
Documentation Services Representative

STAFF REPORT 2023-43

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: CEO Update

DATE: August 11, 2023

PURPOSE:

The purpose of the report is to provide updates to the Board on the status of key initiatives previously approved, introduce items that may come before the Board in future meetings, and provide updates on meetings, events, or operational activities that may be of interest to the Board.

RECOMMENDATION:

That the CEO Update report **BE RECEIVED** for information.

UPDATES:

Rookie Ball Season Update

The 30th Anniversary Season of Rookie Ball wound down with a championship game on Wednesday, August 9, 2023. The initiative is led by the London Police Service which provides structured programming for children in our communities over the course of the summer. Our winning team was the SouthPaws which represent our Southdale and Pond Mills Community. In addition to a fun game and a pizza lunch, the children heard a few words of inspiration from London's own Damian Warner.

Tenant Director Recruitment Update

The application process for new tenant Director for the LMCH Board closed on Friday, August 11. LMCH supported tenant outreach through various channels, including social media posts, website posts, e-mail blasts, posters in the building, and connections with community partners. LMCH also hosted a Virtual Townhall on Tuesday, August 1 to share information on the roles/responsibilities of the position and respond to questions

from potential applicants. LCH has been advised that there are 16 applications received for this role. These applications will be shared with all members of City Council and the LMCH Sub-Committee in the coming days for review.

Request to Assume Property Management Services

LMCH has been asked by the City of London to provide Property Management Services for a small Non-Profit Community Housing Provider. As the service manager, the City of London is working with the Board of the non-profit to manage a transition of the property to the City of London (please see the attached report prepared by the City of London Staff for a complete assessment).

LMCH is being asked to transition to Property Manager for this location, assuming responsibility for cleaning, maintenance, and tenancy management. Property ownership will not transfer to LMCH and this is meant as a short terms solution as the City determines a longer-term plan to support this housing development. LMCH has indicated that this transition must be cost neutral to LMCH and LMCH will need to review staffing needs to ensure this project does not take resources away for LMCH priorities.

Update on Strategic Plan

LMCH is finalizing the Strategic Plan for Board Approval. This plan will be presented for approval at the September Board Meeting. At a Board workshop in 2022, the Board requested that the Mission Vision and values be reviewed to focus the language on the work of the organization. Attached to this report is the proposed revised Mission, Vision and Values for Director’s review and feedback.

APPENDIX A: City of London Staff Report – Interfaith Homes Transition

APPENDIX B: LMCH Proposed Mission, Vision, and Values

PREPARED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

Report to Community and Protective Services Committee

To: Chair and Members
Community and Protective Services Committee

From: Scott Mathers MPA, P.Eng.
Deputy City Manager, Planning and Economic
Development

Subject: Inter Faith Homes (London) Transition Strategy: Appointment
of London-Middlesex Community Housing

Date: August 15, 2023

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development:

- a. the attached proposed by-law (Appendix "A") BE INTRODUCED at the Municipal Council meeting on August 29, 2023 to:
 - i. Delegate to the Deputy City Manager, Planning and Economic Development, or their written designate, the authority to perform all of the duties and exercise all of the powers of the City as service manager under the Act with respect to designated housing projects and transferred housing programs in accordance with the *Housing Services Act, 2011*, S.O 2001, c. 6. Sched. 1 ("Act") and policies and directives issued by the Minister of Municipal Affairs and Housing applicable to service managers under the Act.
 - ii. Delegate to the Deputy City Manager, Planning and Economic Development, or their written designate, the authority to approve and execute agreements necessary to carry out the authority to perform all of the duties and exercise all of the powers of the City as service manager under the Act, excepting exit agreements and service agreements under the Act.
- b. The following information on Civic Administration's approach for the Inter Faith Homes (London) Transition Strategy BE RECEIVED;
- c. That Council, in its capacity as Service Manager under the *Housing Services Act, 2011*, AUTHORIZE the Deputy City Manager, Planning and Economic Development, or their written designate, to:
 - i. exercise any of the remedies available to the service manager under the *Housing Services Act, 2011* in connection with the resignation of the board of directors for Inter Faith Homes (London) or a triggering event under the *Housing Services Act, 2011*;
 - ii. authorize the Deputy City Manager, Planning and Economic Development, or their written designate, to approve and execute any agreements required to exercise any of the remedies available to the service manager under the *Housing Services Act, 2011* in connection with the resignation of the board of directors for Inter Faith Homes (London) or a triggering event under the *Housing Services Act, 2011*.
- d. That Council, in its capacity as Service Manager under the *Housing Services Act, 2011* authorize the Deputy City Manager, Planning and Economic Development to authorize the appointment of City staff to act as an interim Board of Directors for Inter Faith Homes (London);
- e. That, the Deputy City Manager, Planning and Economic Development, or their written designate, BE AUTHORIZED to undertake all the administrative acts that

are required under the *Housing Services Act, 2011* in connection with the Inter Faith Homes (London) Transition Strategy.

Executive Summary

Inter Faith Homes (London) is a 64-unit townhouse development in the City of London. The home were built in 1964 and was acquired in the late 1980's by Inter Faith Homes Group and incorporated as Inter Faith Homes (London) corporation. The project was transferred to the City of London in 2001/2002 as part of the social housing provincial download to the municipality. Currently governed under the *Housing Services Act, 2011* (the 'Act'), Inter Faith Homes (London) is identified as a designated Part VII housing project and more specifically as a Program (6) Housing Project in Ontario Reg. 368/11.

Inter Faith Homes (London) receives subsidy from the City of London in accordance with the Act which is a benchmark funding formula which helps to offset operating costs (including mortgage costs and property tax costs) and provides RGI subsidy for households eligible for RGI assistance.

In May 2023, Board of Directors of Inter Faith Homes (London) resolved that they could no longer provide governance oversight and issued communication to the City of London that they will be stepping down effective immediately. Through conversations with the Board of Directors of Inter Faith Homes (London), they agreed to continue their duties until August 31, 2023, at which time the Board expects to transfer governance through the appointment of new board members.

In June the City issued a Triggering Event notice to Inter Faith Homes (London) and a Project in Difficulty (PID) notice to the Ministry of Municipal Affairs and Housing outlining these events and concerns. Both these notices indicated that the above situation met the definition of a 'project-in-difficulty' under the Act and that the City, in its capacity as Service Manager under the Act, would exercise remedies to help restore stability to the organization and preserve the housing asset while developing a long-term plan for Ladybrook.

Civic Administration is working with London-Middlesex Community Housing to address the short-term needs of the Ladybrook site until a new local Board can be established.

Linkage to the Corporate Strategic Plan

Council and staff continue to recognize the importance of actions to support housing, as reflected in the 2023-2027 - Strategic Plan for the City of London. Specifically, the efforts described in this report address the following Areas of Focus, including:

- Housing and Homelessness
- Well-Run City

Housing and Homelessness Strategic Area of Focus:

The following strategies are intended to "Increase access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners":

- Align policies and programs recognizing the broad range of factors that contribute to accessing and maintaining transitional, supportive, community, affordable and market housing.

The following strategies are intended to Decrease the number of Londoners at risk of or experiencing homelessness:

- Implement a program of continuous review of policies, procedures, and by-laws to create accountability and opportunities for balanced and compassionate solutions to homelessness.

Well-Run City Strategic Area of Focus:

The following strategies are intended for Londoners to have trust and confidence in their municipal government:

- Increase transparency and accountability in decision making, financial expenditures, and the delivery of municipal programs and services.

Analysis

1.0 Discussion and Considerations

1.1 Previous Report Related to this Matter

- [CPSC - February 1, 2022, Agenda Item #2.3 – End of Mortgage \(EOM\) and End of Operating Agreement \(EOA\) Impacts and Analysis](#)

1.2 Background

In June 2020, Inter Faith Homes (London) submitted a business case to the City outlining several financial concerns and that the Ladybrook housing project is not financially sustainable under the current funding formula. The business case requested an increase to subsidy of approximately \$100,000 per year over the next 10 years. Inter Faith Homes (London) continued to advocate that they want to help the City meet its goals including protecting affordable housing stock, helping ensure the long-term sustainability of community housing (social housing) providers and ensuring the availability of subsidized housing for London residents. Since June 2020, the Municipal Housing team has continued to work with Inter Faith Homes' (London) administration to address the various components of the business case.

In an effort to support Inter Faith Homes' (London) long-term sustainability, the Municipal Housing Development team committed to conducting a full operational review of their operations with the goal of highlighting strengths, opportunities, and areas of risk to provide useful information to assist the Board in making future decisions towards financial viability (Appendix "B"). The operational review was also intended to highlight areas for potential future support from the Service Manager. The operational review was completed in April 2022. Unfortunately, a number of significant issues remain outstanding or have since occurred since the operational review.

In May 2023, Inter Faith Homes (London) was forecasting a minor net income of approximately \$11,000, cashflow deficit of approximately \$36,000 (largely due to uncollectable rental revenue and past subsidy recoveries due to the Service Manager), informed Municipal Housing that they have depleted their capital reserve, and provided notice of the Board's decision to resign as Directors of Inter Faith Homes (London).

1.3 Operating Challenges

The Ladybrook housing project is not financially sustainable under the current financial situation. The following table highlights the financial activities of Ladybrook over the last few years. The amounts below are based on the audited financial statements and the City's Annual Reconciliation review (AIR):

Table 1: Ladybrook Financial Activities

	2018/19 (AIR)	2019/20 (AIR)	2020-21 (AIR)	2021-22 (financial statement)
Revenues				
Rental Income	\$316,313	\$340,409	\$405,871	\$442,663
Subsidy Entitlement	365,937	\$352,603	324,700	\$327,614
Other	\$3,017	\$1,697	62,272	2,665
Total Revenues	\$685,267	\$694,709	\$792,843	\$772,942
Expenses				
Operating	\$324,799	\$398,312	\$407,616	\$409,716
Property Taxes	136,300	137,283	141,506	145,028
Mortgage (Principal & Interest)	227,257	227,041	227,041	232,195
Total Expenses	\$688,356	\$762,636	\$839,163	786,939
Net Income (loss)	(\$3,089)	(\$67,927)	(\$46,320)	(\$13,997)
Accumulated Operating Income (loss)	\$24,720	(\$43,207)	(\$89,527)	(\$105,254)
Capital Reserve	\$427,210	\$398,652	\$370,201	\$350,458

To assist with the ongoing operational challenges, through its delegated authority as Service Manager, supported by community housing programs funded by the Provincial government, the City has:

- Provided a two-month advance on subsidy payments.
- Deferred three years of subsidy recoveries.
- Provided additional operating subsidy payments of \$60,000 in 2021 and another \$40,000 in 2023.
- Granted capital funding to support building repairs.
 - \$195,000 in 2016 for Replacement of Patio/Balcony Doors, Front Landings, Electrical Upgrades
 - \$219,000 in 2020 for Additional Patio Doors, Tree Pruning & Removal, Concrete Landings and Stair Repairs
 - \$192,000 in 2021 for Roof Replacement

1.4 Purpose

The purpose of this report is to formally designate the Deputy City Manager, Planning and Economic Development, or their written designate, to act in the capacity of Service Manager as it pertains to the *Housing Services Act, 2011* administrative responsibilities, to inform council on the recent events regarding a housing project in difficulty and provide an update on Civic Administration's strategic transitional management plan for this housing project.

The proposed delegation will:

- Grant authority to the Deputy City Manager, or designate, to
 - Act as the Service Manager for the purposes of administering the City's responsibilities under the Housing Services Act,
 - Improve the administrative effort and efficiency in the administration of the City's Housing Services Act responsibilities.

2.0 Key Issues and Considerations

2.1 Preferred Approach

In review of the options below, the preferred approach is to work with the directors of London-Middlesex Community Housing to assume interim board of director responsibilities and maintain operations of Inter Faith Homes (London) while Civic Administration continues to identify local community board members.

To support the preferred approach, Civic Administration has identified an action plan that will be implemented to address Short-term, Medium-term, and Long-term objectives. As necessary and throughout the process, the plan may be revised to reflect changing needs and/or other considerations.

2.2 Rationale for Preferred Approach

In reviewing the available options, Civic Administration has considered the following items:

Community Housing Experience

It was important to Civic Administration that the short-term plan included board members who have been on a board of an organization that had experience with the administration of the ACT, community housing tenant management, property management and financial management. Working with the directors of the board of LMCH provides the opportunity to work with individuals experienced in managing the necessary requirements with a community housing project which focuses on providing a seamless transition for the residents of the property.

Resident Engagement

As part of Civic Administration's transition plan, a resident communication strategy was developed with Corporate Communications which includes information handouts for residents, building posters, drop-in info sessions, and contact information. Ongoing information/communication updates will be provided to residents throughout the transition process.

This transition plan will not impact any current resident's housing situation (either market or RGI households). Tenants will still be required to adhere to their existing lease agreements and RGI eligibility requirements.

Financial Obligations

Municipal Housing division, acting as the Service Manager, will continue to review the financial requirements of the project and will continue to provide operational financial support and capital funding from the provincial Canada-Ontario Community Housing Initiative program funding and the City's Social Housing Reserve fund (which is intended for major capital repairs and upgrades to maintain existing social housing units) as available.

Immediate Action

The decision by the Inter Faith Board was made official through resolution in May 2023. Civic Administration has limited options with which to proceed prior to the pending August 31, 2023 date when the existing Board officially resigns. Immediate action is required to support the tenants and the organization through this period and ensure that housing is maintained.

3.0 Financial Considerations

Civic Administration, acting as the Service Manager, will continue to review the financial requirements of the project and provide operational financial support within existing base

budget funding levels. Capital funding opportunities will be explored and funded through the provincial Canada-Ontario Community Housing Initiative program funding (100% provincial funding) and the City's Social Housing Reserve fund (which is intended for major capital repairs and upgrades to maintain existing social housing units).

If the interim receiver and manager option is implemented, it is expected to cost approximately \$30,000/month. And although, as per the *Housing Services Act*, the interim receiver costs are the responsibility of the community housing provider, given the depleted financial position, the funding would initially need to be provided by the City as the Service Manager.

4.0 Next Steps

4.1 Short-term Plan

Civic Administration will work with LMCH board of directors on their appointment to the board of Inter Faith (London).

Civic Administration will continue to seek out community board members for consideration for the permanent replacement of the interim board members of Inter Faith Homes (London).

Municipal Housing Development, acting as the Service Manager, will continue to review the financial requirements of the project and continue to provide operational financial support and capital funding. Through the Canada-Ontario Community Housing Initiative program funding and the City's Social Housing Reserve fund (which is intended for major capital repairs and upgrades to maintain existing social housing units), these needs can be met.

4.2 Medium-term Plan

Civic Administration will continue to seek out community board members for consideration for the permanent replacement of the interim LMCH board members of Inter Faith Homes (London).

Inter Faith Homes' (London) current mortgage is set to expire November 1, 2024, at which time, the organization is required to enter into a new service or exit agreement with the Service Manager as per current Act requirements.

When the project reaches their End of Mortgage, the legislative framework provides opportunities for the organization to enter into a New Services Agreement with the Service Manager and renegotiate within a new regulatory funding model. This provides the opportunity to advance redevelopment plans which could lead to a more financially sustainable project.

The MHD team is committed to supporting this project in redevelopment activities and preliminary design concepts based on the neighbourhood context and planning framework.

The intent is that a new permanent board of directors for Inter Faith Homes (London) is established to advance the organization through the redevelopment and service agreement process.

4.3 Long-term Plan

The long-term plan involves having a permanent locally populated community board established with a focus of redevelopment and a new housing service agreement in place to promote future financial stability, and a property that is well managed for the residents that call this community home.

Conclusion

In May 2023, Inter Faith Homes (London) board provided notice to the Service Manager of their resignation from the community housing project and have subsequently agreed to continue operations until August 31, 2023.

As a result, Civic Administration is recommending that the directors of the board of the London-Middlesex Community Housing be appointed to the board.

Civic administration will continue to work with the new temporary directors of the board of Inter Faith (London) in the medium-term and long-term needs to address continued daily operations, current financial pressures, organizational governance, tenant's housing stability, and future financial stability.

Prepared by:	Dave Purdy, Manager of Municipal Housing
Submitted by	Matt Feldberg, MPA, CET Director, Municipal Housing Development
Recommended by:	Scott Mathers, MPA, P.Eng. Deputy City Manager, Planning and Economic Development

Attached:

Appendix 'A' – Bylaw
Appendix 'B' – Operational Review

Appendix “A” – Bylaw

Bill No.

By-Law No.

A by-law to delegate the Deputy City Manager, Planning and Economic Development, or their written designate, the authority to perform all of the duties and exercise all of the powers of the City as service manager under the *Housing Services Act, 2011*

WHEREAS pursuant to Ontario Regulation 367/11, The Corporation of the City of London is a designated service manager under the *Housing Services Act, 2011*, S.O. 2011, c. 6, Sched. 1 (*Housing Services Act, 2011*);

AND WHEREAS pursuant to section 17 of the *Housing Services Act, 2011*, a service manager may, in writing, delegate all or some of its powers and duties under the Act to all or part of its service area;

AND WHEREAS subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;

AND WHEREAS Municipal Council of The Corporation of the City of London deems it appropriate to delegate its powers and duties under the *Housing Services Act, 2011* to the Deputy City Manager, Planning and Economic Development or their written designate;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. The Deputy City Manager, Planning and Economic Development, or their written designate, is delegated the authority to perform all of the duties and exercise all of the powers of The Corporation of the City of London as service manager under the *Housing Services Act, 2011* with respect to designated housing projects and transferred housing programs in accordance with the *Housing Services Act, 2011* and policies and directives issued by the Minister of Municipal Affairs and Housing applicable to service managers under the *Housing Services Act, 2011*.
2. The Deputy City Manager, Planning and Economic Development, or their written designate, is delegated the authority to approve and execute agreements necessary to carry out the authority to perform all of the duties and exercise all of the powers of the City as service manager under the Act with respect to designated housing projects and transferred housing programs. This delegation of authority does not include the authority to approve exit agreements and service agreements under the *Housing Services Act, 2011*.
3. This by-law comes into effect on the day it is passed subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

Passed in Open Council on [insert date] subject to the provisions of Part VI.1 of the *Municipal Act, 2001*.

Josh Morgan
Mayor

Michael Schulthess
City Clerk

First reading -
Second reading -
Third reading -

Appendix “B”

Operational Review Committee Report – Inter Faith Homes (London)

Executive Summary

Date: April 29, 2022

Overview

Inter Faith Homes (London) submitted a business case to the City of London as the Service Manager back in June 2020, which identified several areas for review. Since that time, the Municipal Housing team has continued to work with Birch Housing’s administration to address the various components of the business case.

As a result of the Municipal Housing team’s review of the operational needs highlighted within the business case, a one-time subsidy supplement of \$60,000 was approved in May 2021 as an immediate relief to alleviate the urgent operational financial pressures.

In an effort to support Inter Faith Homes’ (London) long-term sustainability, the Municipal Housing team committed to conducting a full operational review of Inter Faith Homes’ (London) operations with the goal of highlighting strengths, opportunities, and areas of risk to highlight useful information to assist the Board in making future decisions towards financial viability. The operational review is also intended to highlight areas for potential future support from the Service Manager.

The operational review started in June 2021 and took several months to review the documentation received, ask follow-up questions, receive supplementary documentation, document our findings and review internally.

During the time of our review, Birch Housing administration reached out to the Municipal Housing team in November 2021 to provide an update on Inter Faith Homes’ (London) cash flow situation which projected a May 2022 deficit of approximately \$30,000. As an immediate relief, the Municipal Housing team temporarily paused the projected subsidy claw-backs from the two outstanding Annual Information Returns (AIR’s) for 2019 and 2020 which essentially offsets the projected May 2022 deficit.

Although Inter Faith Homes (London) has continued to struggle financially, while working with the administration of Birch Housing, there have been many positive activities worth highlighting:

1. Inter Faith Homes London has been extremely engaged in the Municipal Housing team’s capital investment program and has been successful in securing significant capital investment for necessary capital repairs;
2. Inter Faith Homes London has explored other funding options like the Green Municipal Fund initiative;
3. Has engaged the Service Manager with financial challenges; and
4. More recently, adjusting rental rates to address revenue challenges.

While this report completes the last stage of our operational review, it does not complete the journey.

The following provides an overview of specific aspects of the operational review.

Operational Review

1. Review Purpose & Scope

The purpose of the Operational Review is to assist Inter Faith Homes (London), in meeting the requirements of the *Housing Services Act, 2011*, Local Rules and Service Agreement. The operational review is intended to identify areas in which Inter Faith Homes (London) is successfully meeting the requirements of the legislation as well as areas which present opportunities for improvement. Inter Faith Homes (London) is responsible for implementing and ensuring compliance with any governmental legislative requirements.

The scope of the report summarizes findings and recommendations in relation to:

- Administration & Governance
- Maintenance & Capital Planning
- Financial Management & Controls

The summary below is only a subset of findings and recommendations that are deemed a priority to be addressed in the short term. Please review the comprehensive Operational Review Report for a complete summary of all other findings and recommendations.

2. Key Findings & Recommendations

a. Governance

Our review has found that Inter Faith Homes (London) has a functioning board with appropriate training and sound succession planning in place. For the Board to effectively meet its fiduciary duties, they must be able to provide effective oversight of the management and administration of the organization's day-to-day operations. As Inter Faith Home (London) is a complex organization with multiple projects, it's important that the information provided and reviewed by the board is relevant and specific to each operating location.

Finding	Recommendation	Priority Level (H/M/L)
<p>Reports to Board of Directors There was no evidence that certain monthly reports such as monthly financial reports, rental arrears, vacancy, capital & maintenance reports contain details specific to each operating region i.e., Inter Faith (London). This can result in important regional information not being identified timely and actioned on.</p> <p>It was noted that certain reports are going to sub-committees, however there was no evidence that these reports are being received by the board.</p>	<p>1. The board needs to receive key reports specific to Inter Faith (London). Key issues and opportunities should be identified and proactively managed.</p>	Medium
<p>Managing & Filling Vacancies Loss in revenue resulting from vacant units can have a material impact on the organization's ability to fund day-to-day operational needs. For the 12 months ending May 31, 2021,</p>	<p>1. Ensure that vacancy reports are reviewed monthly, and actions are identified to remediate the issue.</p>	High

<p>Inter Faith (London) experienced 23 vacancy months resulting in a loss revenue of approximately \$18,000.</p> <p>It is also important for Inter Faith (London) to take reasonable efforts to meet their service level obligations for RGI targets. As of May 31, 2021, Inter Faith (London) was 6 units below the mandated RGI target of 47.</p>	<ol style="list-style-type: none"> 2. Engage with the Municipal Housing Division to discuss solutions and options to address any challenges that cannot be adequately addressed (i.e., contractor sourcing, restoration costs, etc.). 3. Fill vacant units according to Inter Faith's (London) RGI and Market targets. 	
---	--	--

b. Capital Management

Based on review of documents and physical inspection, Inter Faith (London) is generally compliant in most areas due to maintenance and repair work that started in 2020. Although some of these repairs & maintenance should have been addressed in prior years, the initiative is commended. The Service Manager also recognizes the time and effort that staff have put into securing additional capital funding in both 2020/21 and 2021/2022 for various capital repairs.

Finding	Recommendation	Priority Level (H/M/L)
<p>Protect Capital Assets Based on our review, certain routine repairs, and maintenance (i.e., electrical and fire alarm replacements) may not have been carried out annually. However, the Service Manager recognizes that Inter Faith (London) has made commendable efforts and progress in catching up on overdue projects.</p> <p>Our review suggests that past irregular maintenance and repair schedules contributed to a small increase in operating costs for 2021. Costs aside, the Service Manager wants to emphasize that attention given to scheduling regular repairs and maintenance will help ensure the long-term sustainability of buildings and structures.</p>	<ol style="list-style-type: none"> 1. Continued attention to routine repairs and maintenance by assessing the current state of capital and identifying scope of work needed, related costs, and timing of repairs. 2. Engage with the Municipal Housing Division to highlight areas of concern and explore options. 	High
<p>Legislated Safety Requirements The board of directors has an obligation to ensure that the organization is in compliance with government mandates and regulations. As it relates to buildings and structures, many policies are in place to protect workers and tenants. As such, it is imperative that Inter Faith</p>	<ol style="list-style-type: none"> 1. Provide supporting documentation that the Asbestos Management plan is implemented and maintained in accordance with the Occupational Health & Safety Act. 2. Provide evidence or verification that Material 	High

<p>(London) takes action to ensure that standards are being met.</p> <p>Based on our review, there was no evidence of an Asbestos Management Plan or available Material Safety Data Sheets.</p>	<p>Safety Data Sheets are available on-site for staff.</p>	
---	--	--

c. Financial Management

Our review identified certain aspects of financial management that are causes for concern. As a non-profit organization, it becomes increasingly important to understand drivers behind monthly and annual variances in Revenues and Expenses. Identifying the causes behind these variances will enable management (i.e., the Board of Directors) to make decisions that may alleviate the financial impact and challenges.

Finding	Recommendation	Priority Level (H/M/L)
<p>Financial Reporting to Board of Directors Based on a sampling of Board meeting minutes, there is no clear evidence that the Board is receiving monthly financial reports for review and decision making.</p>	<ol style="list-style-type: none"> 1. Monthly financial reports, identifying key revenue and expense variances, trending analysis, and identification of risks & opportunities should be analyzed monthly and provided to the board for review. 2. Corrective actions should be identified and implemented proactively. 	<p>Medium</p>
<p>Property Administration Overhead For the purposes of this analysis, administration overhead includes: Asset Management Fee, Property Management fee, and On-Site Building Attendant costs.</p> <p>For year ending 2021, total Property Administration Overhead represent approximately 20% of revenues or \$140,000.</p> <p>Based on our review of other properties, with comparable market/RGI mix, the Asset Management component is unique to this property and represents approximately 8% of revenues or \$56,000.</p> <p>From our review, it is unclear if the Board developed plans to</p>	<ol style="list-style-type: none"> 1. Property Administration Overhead costs should be reviewed to ensure this cost can be managed within the operational budget. 2. Any new expenses should be evaluated against the operational budget to ensure that it is funded. 	<p>High</p>

<p>absorb or offset this additional cost.</p>		
<p>HST Rebate Submissions Service Manager capital investments have significantly increased over the last few years creating the recovery of larger than normal HST rebates.</p>	<ol style="list-style-type: none"> 1. Submitting semi-annual HST rebate submissions will have a direct positive impact on cashflow. 2. Engage the Service Manager to identify solutions to minimize the cashflow impact caused by the timing of the HST rebate. 	<p>High</p>
<p>Bad Debts The bad debts expense has increased significantly and remained high in the last few years.</p> <p>This represents an important source of revenue stream and managing this to reasonable levels should be prioritized.</p> <p>Recognizing that our review covered the period of the pandemic, this has been identified for ongoing monitoring.</p> <p>From our review, it is unclear if the Board receives monthly Bad Debts reports.</p>	<ol style="list-style-type: none"> 1. Board needs to receive monthly Bad Debts reports to review and identify any risks & opportunities. 2. Management should action and regularly review the arrears data and implement corrective actions allowed under existing policies. 3. Referral to Housing Stability Table for RGI tenants at risk of eviction especially due to rental arrears. 4. Engaging the Service Manager for RGI tenant issues for support. 	<p>Medium</p>

Mission Vision Values

Current

Mission: To provide and maintain homes in a safe and supported environment to meet the needs of the people we serve in our communities.

Vision: We envision healthy homes and communities in London & Middlesex. Leading by example, LMCH will help make a difference and positively impact lives using housing as the foundation.

Values:

- To Collaborate and be Committed to our mission
- To be Accountable and Accessible
- To foster Respect and be Responsive
- To promote Equity and pursue Excellence

Tagline: Housing Matters. People Matter More.

Refreshed

Mission: To provide clean, safe and well-maintained homes, to meet the needs of the people we serve in our communities.

Vision: To build inclusive communities where safe, affordable, and accessible housing is the foundation for positive change.

Values:

- To Collaborate
- To be Accountable
- To be Responsive
- To promote Equity

Tagline: A Place to call Home.

STAFF REPORT 2023- 44

TO: LMCH Board of Directors

FROM: Christine Poirier, Senior Manager - Property Services
Andrea Mackenzie, Director of Tenant Services

SUBJECT: Vacancy Management Report

DATE: August 11, 2023

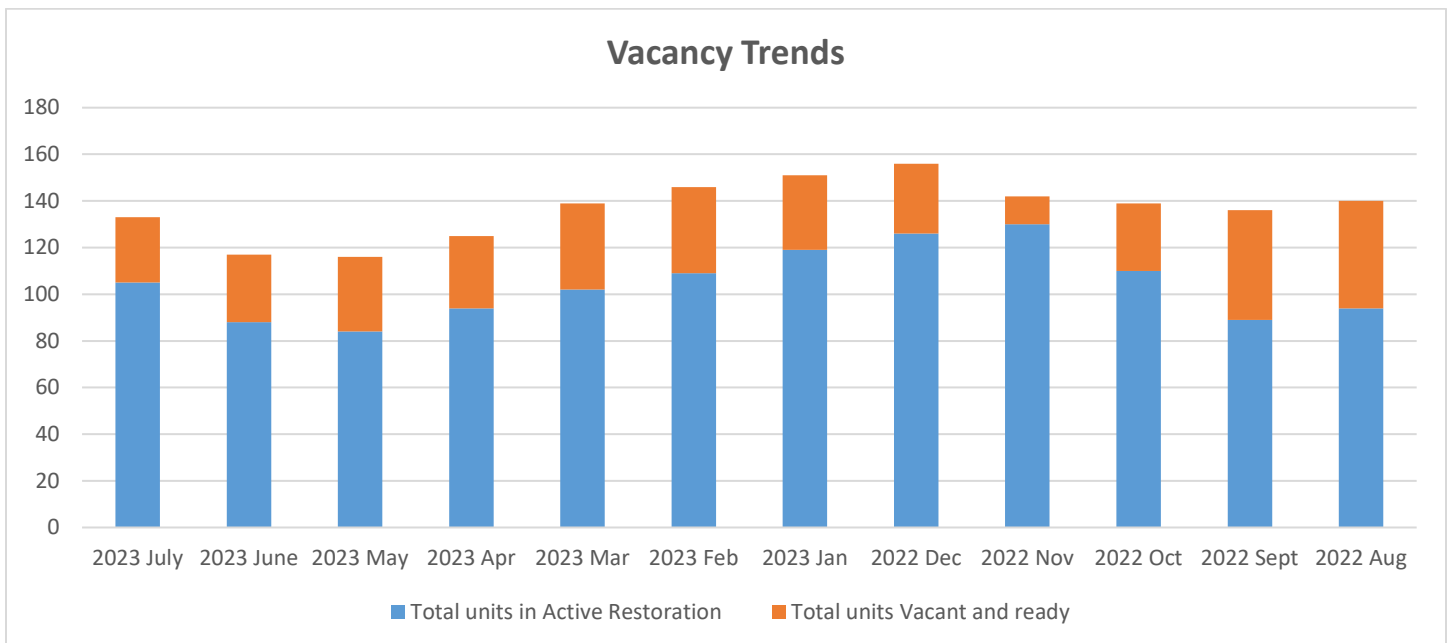
Purpose:

To update the Board of Directors regarding the status of LMCH’s Vacancy Management progress with the objective of achieving a three percent (3%) total vacancy.

RECOMMENDATION:

That the Vacancy Management Update report **BE RECEIVED** for information.

OVERVIEW:



Monthly Vacancy Progress (Reported as of July 31st, 2023)

- Total Vacancy:** This includes all units within the LMCH portfolio that are not occupied. It is inclusive of units that are Non-Rentable or in Active Restoration and Rent Ready Stock.
(Target: 3%)

Count (Units)	2023 July	2023 June	2023 May	2023 Apr	2023 Mar	2023 Feb	2023 Jan	2022 Dec	2022 Nov	2022 Oct	2022 Sept	2022 Aug
Total units in Active Restoration	105	88	84	94	102	109	119	126	130	110	89	94
Total units Vacant and ready	28	29	32	31	37	37	32	30	12	29	47	46
Total Vacancy (Units Available)	133	117	116	125	139	146	151	156	142	139	136	140

Vacancy Rate	2023 July	2023 June	2023 May	2023 Apr	2023 Mar	2023 Feb	2023 Jan	2022 Dec	2022 Nov	2022 Oct	2022 Sept	2022 Aug
Total units in Active Restoration	3.2%	2.7%	2.6%	2.9%	3.1%	3.3%	3.6%	3.8%	4.0%	3.4%	2.7%	2.9%
Total units Vacant and ready	0.9%	0.9%	1.0%	0.9%	1.1%	1.1%	1.0%	0.9%	0.4%	0.9%	1.4%	1.4%
Total Vacancy (Units Available)	4.1%	3.6%	3.5%	3.8%	4.2%	4.4%	4.6%	4.8%	4.3%	4.2%	4.1%	4.3%

2. Non-Rentable Units:

The non-rentable category includes units that do not have a predictable rent ready projection date due to an insurance claim or a major construction project (e.g., units that are being used for broader portfolio improvements).

- 29 units are on hold as part of CMHC Accessible Unit Project.
- 10 units are vacant and undergoing restoration for fire or as part of insurance claims.
- 18 units at our Southdale Project are vacant awaiting demolition as part of the Reimagine Southdale project.

3. Active Restoration:

The active restoration category includes all remaining units that are slated for restoration and rental. The target for units in active restoration is 2% of the portfolio or 66 units. At the end of June there were 105 units in active restoration which was 2.7 % of the portfolio.

There were 23 units restored in June that took an average of 109 days to return to rent ready.

Age of Units Restored in Period (Count)	2023 July	2023 June	2023 May	2023 Apr	2023 Mar	2023 Feb	2023 Jan	2022 Dec	2022 Nov	2022 Oct	2022 Sept	2022 Aug
0-15 days	0	1	0	0	1	1	0	0	0	0	1	0
16-30 days	1	4	4	1	2	2	2	1	0	1	4	1
31-60 days	8	9	13	3	6	1	4	4	1	5	7	1
61-90 days	6	5	5	7	10	2	8	4	3	6	7	6
91+ days	8	10	16	18	20	29	24	23	6	8	14	7
Total units restored	23	29	38	29	39	35	38	32	10	20	33	15
Average # of days in restoration	109	80	95	137	103	156	122	116	124	95	84	84

At the end of July 2023 there were 105 units in active restoration up from 88 at the end of June 2023. Units in active restoration at the end of July had been vacant for an average of 80 days as of 31st July 2023.

Age of Units in active Restoration (Count)	2023 July	2023 June	2023 May	2023 Apr	2023 Mar	2023 Feb	2023 Jan	2022 Dec	2022 Nov	2022 Oct	2022 Sept	2022 Aug
0-15 days	28	18	17	16	16	15	9	10	15	18	9	15
16-30 days	15	14	16	9	11	11	18	18	15	14	18	15
31-60 days	25	23	10	19	20	22	22	24	29	20	20	31
61-90 days	15	4	11	13	12	24	20	26	17	17	23	12
91+ days	23	29	30	37	43	37	50	48	54	41	19	21
Total units in Active Restoration	105	88	84	94	102	109	119	126	130	110	89	94
Average # of days in restoration at month end	80	100	100	101	100	92	101	97	90	82	71	63

4. Active Rental Stock: These are the units that are rent ready and available to offer. Units leave this category when they are future leased or leased (when the actual lease is signed, and keys are handed to the new tenant). The target for Active Rental Stock is 1% of the portfolio or 33 units.

In the month of July, 24 units were leased that had been rent ready for an average of almost 21 days. In addition to units leased an additional 22 units were accepted by tenants to be leased in August and future periods.

Age of Units Leased in the Period (Count)	2023 July	2023 June	2023 May	2023 Apr	2023 Mar	2023 Feb	2023 Jan	2022 Dec	2022 Nov	2022 Oct	2022 Sept	2022 Aug
0-15 days	11	23	16	20	20	22	11	8	6	11	3	5
16-30 days	7	10	10	8	8	5	5	6	9	8	8	5
31-60 days	4	3	4	9	6	3	2	4	4	5	11	9
61-90 days	2	1	3	1	0	1	0	1	4	1	4	2
91+ days	0	1	0	0	1	0	0	3	4	9	9	2
Total units Leased	24	38	33	38	35	31	18	22	27	34	35	23
Average # of days to commit the unit	21	20	21	19	21	17	14	54	48	56	64	42

At the end of July, the active rental stock was 28 units or 0.9 % of the portfolio. The average days units were in Active Rental at the end of July was 22 days.

Age of Units Vacant and Available (Count)	2023 July	2023 June	2023 May	2023 Apr	2023 Mar	2023 Feb	2023 Jan	2022 Dec	2022 Nov	2022 Oct	2022 Sept	2022 Aug
0-15 days	16	16	26	20	24	31	29	23	7	17	25	18
16-30 days	2	8	1	5	4	3	2	3	2	6	9	0
31-60 days	6	4	2	2	9	3	0	2	0	2	1	9
61-90 days	3	0	1	4	0	0	0	1	3	2	4	4
91+ days	1	1	2	0	0	0	1	1	1	2	8	15
Total units Vacant and ready	28	29	32	31	37	37	32	30	12	29	47	46
Average # of days vacant and ready	22	17	13	16	14	13	13	13	24	32	41	63

Period Summaries:

LMCH had a total of 44 new units confirmed vacant in the month of July (excluding the 8 fire units vacated due to the Simcoe Fire) which have been added to the active restoration stock. There are additional 8 units which are fire units and need to go through the insurance process.

LMCH restored a total of 23 units during this same period.

LMCH leased 24 units and future leased an additional 22 during this reporting period.

Conclusion

Corporate target for vacant units is 100 units. The sub targets set are 66 units in Active Restoration and 33 units are in Active Rental stock.

There are 105 units listed in active restoration which is well above target:

- LMCH is seeing a rise in Units Confirmed Vacant in the past few months.
- Focus remains addressing aged units which typically require a vendor to complete the work. These have been reduced from 50 units at this status to 22 units at the end of July.
- Property services experienced some delays in the unit turnover process as staff were focussed on two major fires at LMCH in June and July.
- Staff absences during the summer and vendor capacity/availability are being managed but are impacting completion of units.

PREPARED and RECOMMENDED BY:	PREPARED and RECOMMENDED BY:
Christine Poirier, Senior Manager, Property Services	ANDREA MACKENZIE, Director, Tenant Services

Finance Committee Report 2023- 35

TO: LMCH Finance Committee

FROM: Diana Taplashvily, Director of Finance & Corporate Services

SUBJECT: Update from Director of Finance & Corporate Services

DATE: August 03, 2023

PURPOSE:

The purpose of the report is to provide updates to the LMCH Finance Committee on the status of key initiatives previously approved, introduce items that may come before the Committee in future meetings, and provide updates on meetings, events, or departmental activities that may be of interest to the Committee.

RECOMMENDATIONS:

That the Update from the Director of Finance & Corporate Services report **BE RECEIVED** for information.

UPDATES:

Procurement Department:

The department currently is working on multiple initiatives:

- Support multiple teams in the preparation of RFQs and RFP. The current pipeline includes:
 - RFQ for General Contractor for Reimagine project
 - Security services RFP
 - Snow Removal & Landscaping RFP
- Reviewing existing contracts, with current priorities:
 - Cleaning contract with A+
 - Consolidation and restructuring of Xerox contracts.
- New models for inventory management. Currently collecting and analyzing information from Fastenal, Windsor Factory, and other companies on additional services provided and VMI (Vendor Managed inventory). VMI augments existing

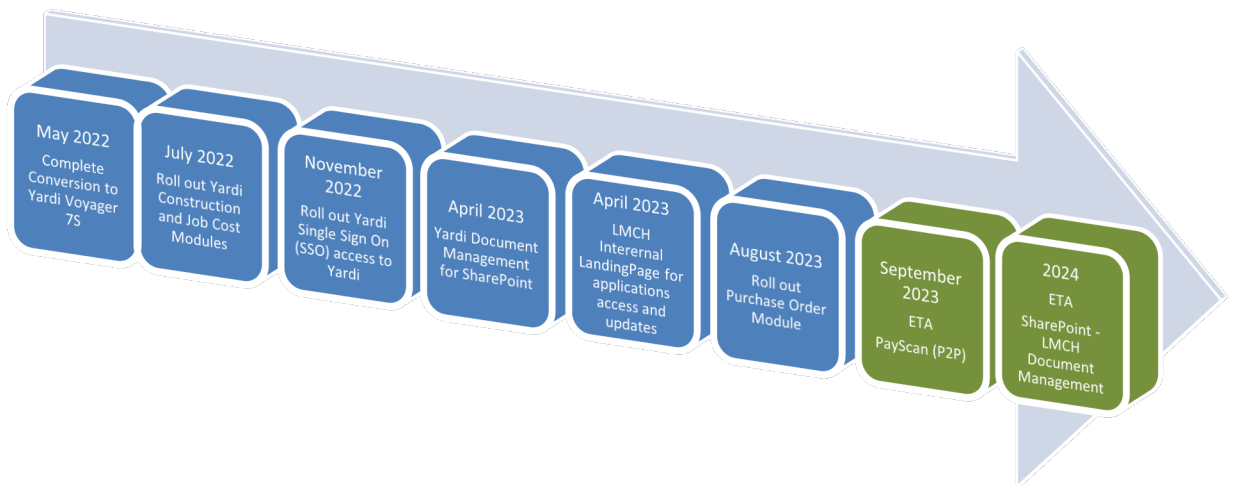
processes and reduces costs and risks and allows for better forecasting and managing stock levels.

- Roll out of PO module in Voyager 7

The first week of August we are set to roll out the PO module in Voyager 7S Yardi production environment. Initially, POs will be issued only for inventory purchases, with subsequent rollout to all service contracts and projects. This became possible thanks to the perseverance and hard work of the LMCH Business Analyst and Purchasing Manager. The timing of the PO rollout to other sectors of the business is linked to the successful implementation of P2P (PaySCan) solution from Yardi.

Technology product Updates:

Digital transformation was initiated by LMCH in 2021 and quickly became an integral part of the organization’s continuous improvement process. Only within the past few years has the organization rolled out multiple process improvements driven by technology from Brinks, RBC bank, Yardi (ERP solution), and Nerds on Site. The major ones are presented below as milestones: Blue as Complete and Green as Work in process with ETA dates.



The implementation of PayScan (P2P) initiated in May of 2023 progresses well and on schedule. This fully integrated Yardi product allows online paperless invoice approval and processing. Its platform supports the electronic capture, storage, and management of all invoices and invoice-related data. PayScan (P2P) also allows to the creation of workflows for the electronic approval and processing of POs as well as ensures compliance with the organization's purchasing policies. As of today all LMCH workflows are built and the Accounting team currently finalizes testing of the fully implemented product in the test environment. The solution rollout is scheduled for September the 6th, 2023.

IT Department:

LMCH continues to outsource all IT support services from Nerds on Site (NoS).

Network Security Update:

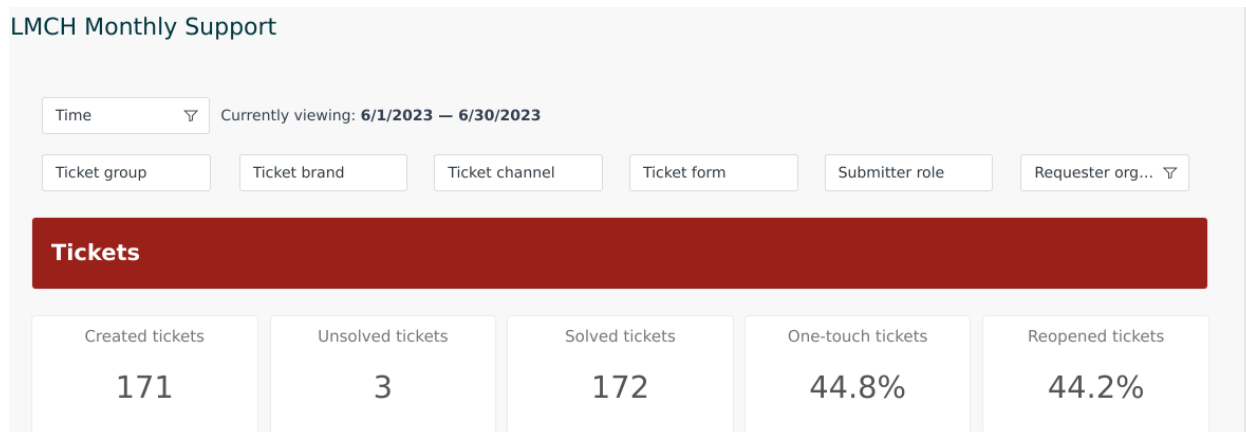
LMCH staggers implementation of different security products by layering different Desktop, Cloud, and Network solutions. NoS monitor the performance of implemented products and provide monthly reports on performance.

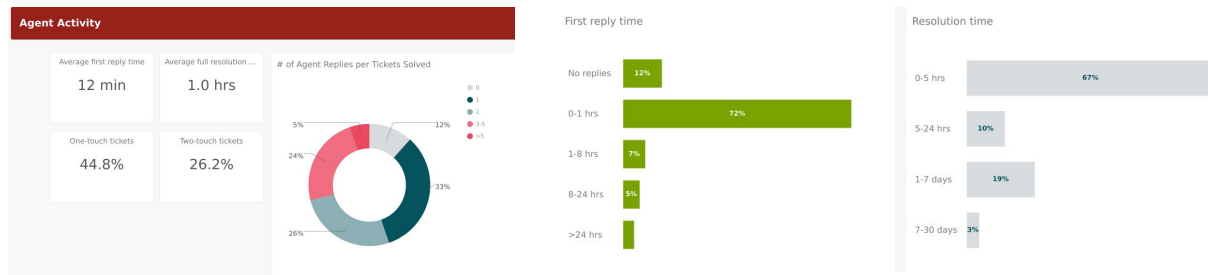
For the period of **06/01/2023 - 06/30/2023**, a total of **38,541** emails were analyzed post-delivery for LMCH. Using the best-in-class detection and prevention methodology, **191 attacks** were detected to be quarantined. **1,779** suspicious emails were detected and an Interactive warning banner was applied. During the same period, **4** suspicious emails were reported by the end users.

LMCH is planning on conducting a penetration test and external audit of network systems security and with support from the City of London Information Security & Networks department is working on collecting quotes in accordance with LMCH's purchasing policy.

Other IT Updates:

Nerds on Sites resolve on average between 50-200 tickets of various complexity and urgency per week. Quality of service is monitored and reported on a weekly and monthly basis. NoS continue to provide uninterrupted services with consistent results.





Accounting Department:

Due to the summer holidays and demand of ongoing projects that required the department’s engagement, the Q2-2023 financial close has been delayed and Financial Operating results along with KPIs will be presented to Finance Committee in September.

Other Deliverables:

Insurance – LMCH insurance renewal with HSC will be presented to the Finance Committee for review and approval in October of 2023. HSC Insurance provides coverage for the period of November 1, 2023 – October 31, 2024. As per the recommendation of the Risk Management Department of the City of London LMCH will be moving to \$50,000 deductible from the current \$25,000 due to an anticipated increase in the principle. The increased cost of claims will be mitigated by the Self Insurance Reserve Fund managed by the Risk Management Department of the City of London.

I would like to use this opportunity and express my deepest gratitude to all the teams, direct reports and their staff, Nerds on Site, the Leadership team, and the Board of Directors for the patience, trust, and support you extended to me throughout all my time here at LMCH. It has been an incredible journey filled with valuable lessons and professional growth. Thank you and all the best.

SIGNATURE:

PREPARED and SUBMITTED BY:
DIANA TAPLASHVILY DIRECTOR OF FINANCE & CORPORATE SERVICES

Finance Committee Report 2023- 40

TO: LMCH Finance Committee

FROM: Trevor Whittingham, Senior Manager of Asset Management

SUBJECT: Capital Work Update Report for the month of August 2023

DATE: August 03, 2023

PURPOSE:

The purpose of this report is to provide the LMCH Finance Committee an update on the status of the organization's Capital Projects and provide information on the progress which is expected over the next quarter.

RECOMMENDATION:

That the Finance Committee **RECEIVE** the August 2023 Capital Work update report for information.

BACKGROUND:

In accordance with the LMCH Asset Management Plan (AMP) and the City of London approved Multi-Year Budget (MYB), the LMCH Capital Work program addresses asset and infrastructure maintenance, renewal, and replacement in a way that mitigates risk while endeavoring to maintain reasonable and acceptable living conditions for all tenants. This Report includes status highlights of Capital Projects through the end of July 2023.

Capital Project Status Review

2020 Capital Projects

There are three (3) projects still active from the 2020 Capital Plan, all of which are major electrical upgrades, which were stalled by supply chain issues. The delivery of new generators took nearly 70 weeks, but they are now in London and projects are nearing completion.

- Baseline generator installation: A generator was delivered to the site the week of July 24th. The majority of indoor infrastructure has already been installed, once the generator is connected and tested the project will be nearly complete.
- Walnut generator and electrical panel replacement: Major progress has been made over the last quarter. Much of the indoor wiring installation has been completed, and hallway panels will be replaced in mid-Sept. The generator has arrived in London and is currently being stored at the contractor's shop.

2021 Capital Projects

Of the 43 projects which were planned in 2021, only 6 remain open. We are making positive progress on all of them:

- A contractor has mobilized for the generator replacement at Kent St., and much of the material has been delivered to the site. Similar to our other two generator projects, the lead time to receive the generator is substantial. We currently envision this project being completed in early spring 2024.
- The roof replacement project at Tecumseh is nearing completion. This work was completed over the last few months, and there are only minor landscaping repairs left to complete.
- The Limberlost parking lot repaving jobs is approx. 70% complete. We have experienced some delays but, the project is projected to wrap up before the end of the summer.
- Replacement of the Boulle parking lot lighting project has been awarded, and we are waiting on the material to be delivered so the contractor can begin working. We expect this to be done in the fall of 2023.
- Designs have been completed for parking lot expansions for three of our County properties. The next step will be to prepare the project to go out for tender in the next month, with the anticipated completion date for the work being the end of 2023.

2022 Capital Projects

We are making good progress on the 2022 Capital Plan. Of 37 projects which were planned, 11 are closed, and 14 are in progress. Of particular interest:

- There are 7 elevator modernization projects scheduled to take place over the course of summer and fall this year. These projects will completely replace all mechanical and electrical components of the elevators and will give the cab interiors a modern, robust finish. Contractors have mobilized at two locations (Hale and Dundas) and the remaining sites will start throughout the late summer and fall.

- Major electrical upgrades at William, Tecumseh, and Dundas will take place this fall. The contractors have been selected and we are waiting for material to arrive before work can begin.
- The roof replacement job at Kent St. is nearly complete with just a few minor deficiencies to be repaired. Final testing, to ensure the roof is watertight is scheduled for Aug 2, 2023.
- The remaining projects should begin moving forward this fall.

2023 Capital Projects

We are beginning to make some progress on the 2023 Capital Program. A number of projects have been assigned to consultants and will be completed over the coming quarter. Internally, over the next few months, we will be completing the following:

- Balcony repairs at McNay are approximately 70% complete and should be wrapped up by mid-September
- Parking lot repaving at Kent St. is scheduled to begin in the middle of August.
- Parking lot repairs and sidewalk paving at Wharncliffe are underway and should be complete by the middle of August.

CONCLUSION:

As we move into Q3 of 2023 we anticipate making significant progress on the backlog of projects and we will be making significant financial investments into our infrastructure.

	2020	2021	2022	2023
Canceled	5	12	4	3
Completed	30	24	7	1
Contract Awarded	0	0	0	0
In progress	3	5	14	10
Procurements Underway	0	0	0	0
Engineering/Scoping	0	1	7	33
Contingency	2	1	1	1
Under Review	0	0	4	0
Grand Total	40	43	37	48

PREPARED and SUBMITTED BY:
TREVOR WHITTINGHAM, SENIOR MANAGER OF ASSET MANAGEMENT

Finance Committee Report 2023- 41

TO: LMCH Finance Committee

FROM: Trevor Whittingham, Senior Manager of Asset Management

SUBJECT: Reimagine Southdale Prequalification

DATE: August 03, 2023

PURPOSE:

To provide information Reimagine Southdale Contractor Prequalification update. Please refer to the RFPQ scorecard matrix attached.

RECOMMENDATION:

That the Finance Committee **RECEIVE** this report issued for Information and forwarded to the Board of Directors as an information item.

BACKGROUND:

Over the past 30 months, our Team has been working on the Reimagine Southdale Project. Reimagine Southdale is a 53-unit 6 – story affordable housing apartment building.

As part of our Reimagine Southdale procurement for our General Contractor, LMCH completed an RFPQ – Request for Prequalification. The RFPQ was posted to the bids and tenders bidding platform on April 20th, 2023, and closed on May 18th, 2023.

The purpose of the initial prequalification round was to assess contractor capabilities, qualifications, and suitability to meet our requirements for the Reimagine Project. We received a significant number of applications, all of which were reviewed based on predetermined evaluation criteria, including but not limited to:

- Experience in similar projects/services/contracts.
- Financial stability and capacity.
- Technical expertise and resources.
- Compliance with regulatory requirements.
- Previous project References and past performance.

Moving forward, we will be proceeding with the release of the RFP Package to our Prequalified General Contractors during the first week of August 2023.

The evaluation of the RFPO was extensive and involved the LMCH procurement department, LMCH Project Manager for the Reimagine Project, and LMCH Senior Leadership. Also included in the evaluation process was the Architect of Record CGS and our Mechanical and Electrical Sub Consultants. Attached for your review is APPENDIX A RFPO which includes the Evaluation Score Card used to evaluate submissions.

LMCH Guiding Principles for our Prequalification Process: Craft a list of prequalified General Contractors, and M & E Contractors that ensure bidders are well matched to our Reimagine Southdale project based on key criteria, including:

- Experience in similar projects,
- Proximity to the job site,
- Financial Capacity, and
- References from past projects.

RFPO Interest and Outcome

Contractor Type	Bids Submitted	Bids Prequalified
General Contractors	7	4
Mechanical Contractors	6	5
Electrical Contractors	6	5

Please see attached APPENDIX B List of Prequalified Contractors.

FINANCIAL IMPACT:

Based on our Current Project Estimate the project remains on budget.

LEGAL IMPACT / RISK MANAGEMENT:

The main purpose of the RFPO is to reduce risk: Prequalification allows Owners to reduce the risk of partnering with unreliable or financially unstable partners. By ensuring that partners have the necessary experience, insurance, and financial resources. This also mitigates the risk of project delays, cost overruns, and potential legal disputes.

ATTACHMENTS:

APPENDIX A: REQUEST FOR PRE-QUALIFICATION

APPENDIX B: List of Prequalified Contractors



PREPARED and SUBMITTED BY:	STAFF CONTACT:
NAME: TREVOR WHITTINGHAM, Senior Manager, Asset Management Assets and Property Services	SCOTT ROBERTSON, Construction Project Manager



REQUEST FOR PRE-QUALIFICATION (RFPQ)

FOR

**GENERAL CONTRACTORS, MECHANICAL
SUBCONTRACTORS & ELECTRICAL SUBCONTRACTORS**

FOR

**REIMAGINE SOUTHDALE PROJECT
NEW AFFORDABLE HOUSING APARTMENT BUILDING**



LMCH RFPQ No. 2021-0027

Important RFPQ information & Dates:

ALL SUBMISSIONS and QUESTIONS must be received online through bids&tenders no later than the specified closing time.

RFPQ issued:	April 20th, 2023
Last Date to Submit Questions:	May 5th, 2023, 2:00:00 pm, local time
Last Date for Addenda to be Posted:	May 12th, 2023, 4:00:00 pm, local time
Closing Date and Time:	Thursday, May 18th, 2023 before 2:00:00 p.m., local time (Late Submissions will not be accepted)

Contact for Questions:	All questions submitted through Bids and Tenders Website
------------------------	--

Table of Contents

1. PURPOSE	3
2. DEFINITIONS	3
3. PROJECT BACKGROUND	4
4. PROJECT INFORMATION	5
5. SUBMISSION REQUIREMENTS	7
6. GENERAL TERMS AND CONDITIONS	10
7. SUBMISSIONS	11
8. ACCEPTANCE OR REJECTION OF PROPOSALS	13
9. EVALUATION.....	13

Covenant: Mandatory submission requirement

Corporate Disclosure Form: Mandatory submission requirement

Attachments:

Attachment 1 – Architectural Design Synopsis

Attachment 2 – Architectural Drawings

Attachment 3 – Mechanical and Electrical Systems Design Brief

1. PURPOSE

The purpose of this Request for Pre-Qualification is to identify and shortlist a sufficient number of experienced and qualified General Contractors, Mechanical Subcontractors and Electrical Subcontractors for the construction of the new Reimagine Southdale Project.

The Owner is LMCH – London & Middlesex Community Housing

Pre-qualified General Contractors will be invited to submit bids in response to a Request for Tender scheduled to be issued in July 2023. General Contractors may only use the services of those Mechanical and Electrical Subcontractors who have been pre-qualified through this process. A maximum of 8 General Contractors, 8 Mechanical Subcontractors and 8 Electrical Subcontractors will be qualified through this process.

The Pre-qualification process is based upon the evaluation of the information provided within each Contractors' submission; the specified evaluation criteria; and the relative importance to the project as noted by the criteria weighting.

The Owner will complete reference checks and may submit requests for additional information without limitations. The Owner may also use past LMCH experiences with the Contractor in the evaluation process.

The Owner reserves the right, in its sole discretion, to change the scope or conditions of the proposed work and this procurement process through the issuance of addenda, to discontinue the pre-qualification process completely, and/or to proceed in whatever manner the Owner so deems to be in its best interest, including issuing a public tender, and the Contractors shall not have any claims arising out of this RFPQ process including any claims for loss of anticipated profits.

2. DEFINITIONS

The following definitions shall apply to the Request for Pre-Qualification.

Authorized Signing Officer - Any individual officer(s), partner(s), employee(s) or designate(s) of the individual, firm, partnership, company, corporation, or joint venture, that has the signing authority to commit the individual, firm, partnership, company, corporation or joint venture into a legally binding contract with the Owner.

Consultant – The Consultant is the person, firm or corporation, if any, appointed by the Owner for the purposes of contract administration and/or site inspection of the Work.

Contract – An agreement between the Owner and the General Contractor including all documentation attached thereto.

Contractor - Any individual/firm/company submitting a proposal in response to this Request for Pre-Qualification.

General Contractor – General Contractor means a person, firm, partnership, corporation or joint venture employed by or having a separate contract directly or indirectly with the Owner for the installation of the Work.

Owner (LMCH) – means London & Middlesex Community Housing (LMCH). or its authorized agent(s) or representative(s) as designated to the Contractor.

Proposal - Any document received by the Owner from an individual, firm, partnership, company, corporation, or joint venture in response to a request or invitation in the form of a Request for Pre-Qualification for the supply of goods, equipment, materials, commodities or services issued by the Owner.

Request for Pre-Qualification (RFPQ) - The document issued by the Owner in response to which Contractors are invited to propose that their firm, partnership, company, corporation or joint venture be qualified to bid for the listed contract as described in this document.

Responsive Proponent - A Proponent that follows the requirements of the RFPQ, includes all documentation, is of timely submission, and has the appropriate authorized signatures as required on each document.

Subcontractor – For the purposes of this RFPQ, this is a contractor who will be retained directly by the General Contractor to complete mechanical and electrical construction services and be solely responsible for all Division 22, 23, 26, and 27 work respectively. Unless indicated otherwise, the word “Contractor” is used interchangeably to also mean Mechanical and Electrical Contractor, herein. Subcontractors to provide information specific to their scope of work.

Successful Contractor(s) - The Contractor(s) whose submission has been approved by the Owner and its respective authoritative bodies and has been short listed to be invited to submit a bid, or to be a qualified Subcontractor for the proposed Works.

Work/Works – The total construction and related services including necessary equipment and qualified labour required in order to complete the Work/Works.

Working Day – Working Day means any Day except Saturdays, Sundays, and Statutory Holidays in the Province of Ontario.

3. PROJECT BACKGROUND

London & Middlesex Community Housing Reimagine Southdale Project aims to help improve availability and reduce barriers to affordable housing for those who need it most, while also helping to cultivate vibrant, connected, and sustainable communities.

The property at Southdale and Millbank currently hosts 166 townhouse units. Over the course of the three-phase project, the space will be upgraded to a total of 265 units, including 98 townhouses and 167 apartments. Slated to take place over the course of the next decade, this project will not only improve access to affordable housing but will

also help to enrich the Southdale community. Three new six storey apartment buildings will be added to the current site. <https://www.lmch.ca/reimagine-southdale>

The Pre-Qualification is for Phase 1, the first six (6) storey, 53-unit apartment building, with community uses over much of the ground floor. The building consists of two, three and four bedroom units, including 20% barrier free units. Sitework includes all surface parking, extensive landscape improvements and the demolition of 18 existing townhouses. The remaining 148 existing townhouse units will receive new siding, landscaping, fencing and hardscape.

The new phase 1 building will be structural steel studs / cast-in-place concrete shear walls, precast concrete slabs, and steel stud structure, with a mix of brick and prefinished cladding panels. HVAC system will be a vertical heat pump system with energy recovery ventilators in-suites, conventional plumbing system, a sprinkler system, conventional electrical systems with LED lighting and a fire alarm system.

4. PROJECT INFORMATION

4.1 Mission/ Vision Statements

At London & Middlesex Community Housing, we believe that housing is the foundation of a better tomorrow. LMCH provides 3,282 housing units across 32 properties for more than 5,000 people. Those who call LMCH home are a diverse cross-section of low-income individuals including families, seniors, adults, and new Canadians.

Mission: We provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities.

Vision: We envision healthy and safe homes and communities in London and Middlesex. Leading by example. LMCH will help make a difference and positively impact lives using housing as the foundation.

4.2 Estimated Contract Values

The construction budget is estimated between 24 million dollars to 27 million dollars which includes demolition of 18 existing townhouse units, construction of the new phase 1 building, landscaping, paving, site services, testing and allowances and revitalization of 148 existing townhouses to receive new siding, landscaping, fencing and hardscape.

4.3 Schedule

The anticipated key dates for the Contract listed in the following table are estimates. This information is provided to give the Contractor some insight into the Owner's expectations and the schedule that is being contemplated.

Key Milestone	Timing
Contractor Prequalification	May 2023
Prepare Construction & Tender Documents	To June 2023
Construction Tender Period	July-August 2023
Site Plan and Building Permit Approval	July 2023
Construction Tender Award	August 2023
Construction	August 2023 to November 2024
Occupancy/Scheduled Move In	February 2025

4.4 Consultants

The Prime Consultant for the project is CGS / Curran Gacesa Srote Architects Inc. The Owner reserves the right to retain other consultants at its sole discretion, as the Owner deems appropriate.

4.5 Applicable Contract Components

This Contract will use a CCDC-2 Stipulated Sum Contract, 2020 Version.

The components applicable to this project will generally include:

- Instructions to Bidders
- Bid Form
- Definitions
- Articles of Agreement
- General Conditions
- Supplementary General Conditions
- Specifications

4.6 Approvals

The following approvals will be required for this project:

- Zoning Bylaw Amendment – Received in December 2022
- Site Plan Approval - Received in April 2023
- Building & Plumbing Permits – to be obtained by Owner prior to tender
- Water & Wastewater Permits – to be obtained by Owner prior to tender
- Road Cut Permits – obtained by Owner prior to tender
- Electrical Service Permit – obtained by Owner prior to tender
- Others permits as required such as by the Technical Standards and Safety Authority (TSSA), final building permit inspection/ approval, and Electrical Safety Authority (ESA) inspection/ approval will be the responsibility of the Contractors as required in the Specifications

5. SUBMISSION REQUIREMENTS

As applicable, Bidders shall submit a response for one or more of the following sections: General Contractor, Mechanical Subcontractor or Electrical Subcontractor. The section or sections being submitted shall be indicated on the Corporate Disclosure Form. Only one submission is required, regardless of the number of sections being submitted (though qualifications for each section should be clearly conveyed).

5.1 General

Interested Contractors are to respond to the following submission requirements. The requirements are described generally. The evaluation of each requirement will be based upon the Owner's objective of identifying Contractors qualified to successfully complete the project.

Contractors who intend to submit Proposals are encouraged to thoroughly review the information and requirements provided throughout this document. Any Contractor who fails to comply with any of the **mandatory** submission requirements specified shall have their Proposal disqualified from further consideration. Contractors should outline all requirements as listed under the headings as outlined below.

Contractors are strongly encouraged to review the evaluation method of the technical requirements.

5.1.2 CCDC Form 11 Contractor's Qualification Statement

The Contractor is to include a fully completed and signed CCDC Document 11 Form, latest version. The Owner will contact any of the names given, at random, to obtain a quality/performance reference.

Contractors shall complete all blank spaces on the forms. If the answer is "Nil" or "Not Applicable", please note accordingly.

The individual responsible for signing this RFPQ shall be the individual that signs the CCDC Form 11.

5.1.3 References

References will be contacted. If the Evaluation Committee is unable to contact or receive responses from a minimum of three references, the Contractor will be deemed non-compliant and will no longer be considered in the evaluation process.

5.1.4 Financial, Safety and Insurance

Financial Status

- Provide a Letter from the Contractor's financial institution(s) which includes general financial position including number of years with the financial institution, dollar values of accounts, NSF status and overall standing.
- Submit written confirmation from two major suppliers that the Contractor keeps its accounts in good standing and has sufficient credit terms to obtain required goods and has sufficient credit lines to meet contract obligations.
- Provide a list of liens that have been filed against a project for which you were the primary contractor including the name of the project, project value and the value of the lien for the last 5 years. If you have no liens registered, indicate N/A within your submission.

Litigation Status

Provide information on any current litigation the contractor is currently engaged in.

Bonding

Noting that surety companies determine appropriate individual project and aggregate backlog for each of their bonded customers, the Owner is seeking letters from the Contractor's surety company confirming bonding limits and the ability to provide a Performance Bond totalling 100% of the Contract Value and a Labour and Material Payment Bond totalling 50% of the Contract Value. The Owner understands that the surety company reserves the right to change the status of the Contractor's bonding information at any time, prior to award of the Contract. The Owner reserves the right to also make a request for additional bonding types during time of tender.

At the time of tendering, those that are Pre-Qualified and submit a bid in response to a Request for Tender, shall be aware that the tender shall be accompanied by an agreement to bond or a bid deposit in the amount of 5% made payable to the Owner as security for the execution and delivery of the Contract and the provision of the requisite bonds, proof of insurance and all other documents required to be delivered to the Owner upon execution of the Contract.

Health and Safety

Provide information regarding the Contractor's track record on health and safety in construction projects.

- List all (MOL) Ministry of Labour or other Stop Work Orders issued to the Contractor in the last three (3) years, and a list of any other such health and safety infractions and/or charges;
- Include WSIB CAD-7 Workers Compensation injury frequency for the last three (3) years.

Insurance

- A letter from the Contractor's insurance company or broker stating the ability of the Contractor to obtain the stated amounts of coverage naming the Owner and the Consultants as additional insured in the amount of \$5,000,000 per occurrence for General Liability Insurance and Automobile Liability Insurance in the minimum amount of \$2,000,000 per occurrence.
- The Contractor will also be required to provide Builders Risk to the basic coverage for the project for the duration of the Contract and be maintained after the date of Substantial Performance of the Work until Contract Completion.
- Other insurance requirements may be requested in the tender. Insurance companies providing coverage must be licenced to do business in the Province of Ontario.

5.1.5 Project Management and Project Team

Project Management Abilities and Processes

Provide description of the corporate project management abilities and processes for the following:

- Procedures for dealing with the public on and around the site;
- Activity sequencing, schedule development and control;
- Budget and cost control;
- Scope management and change control;
- Dispute prevention and resolution;
- Quality management including quality planning, quality assurance and quality control practices;
- Coordination of subcontractors; and
- Warranty period administration, including that of work completed by subcontractors

Project Manager Experience

Provide a detailed explanation of the Project Manager's experience in managing projects similar in nature and scope as required by this project. In addition, provide a list of three (3) references for the purpose of evaluating the Project Manager's ability, experience, and track record of success in construction projects involving similar construction as described in the scope of work. The reference projects shall have been completed or substantially performed in the last ten (10) years and shall include only projects of similar size, scale, schedule and complexity. Projects completed for other public sector agencies or affordable housing providers would be an asset.

Each reference shall include the following as a minimum:

- Project Identification to include:
 - The identity of the project owner;
 - A contact name and title, address and telephone number for a qualified representative of the project owner;
 - A detailed description of the project.
 - **NOTE:** If the referenced projects are identified on the CCDC 11, only the project title and location needs to be identified to avoid duplication.
- Role and responsibility of the Project Manager for each project;
- The original contract duration and the actual completion time with an explanation for any deviations
- A brief description of change order(s) over \$50,000.00 with an explanation for the change order(s);
- Coordinator of Subcontractors; and
- Safety compliance record.

Description of Personnel and Crews Proposed for the Project

Provide an organizational chart indicating key onsite and office support personnel and reporting relationships specific to the proposed Work. Provide their professional and/or trade qualifications, years of experience, related project experience of each team member, and an indication of their potential roles and responsibilities on the Project.

It is the expectation of the Owner that the Contractor will complete the project within the specified working days and have the necessary resources and project management skills to satisfy the requirements of the contract.

6. GENERAL TERMS AND CONDITIONS

6.1 Enquiries and Communication with the Owner

All questions, inquiries and clarifications regarding this RFPQ are to be submitted using "Submit a Question" button available on bids&tenders website. Inquires must not be directed to LMCH employees. Submitting inquires outside of bids&tenders may result in your submission being rejected.

To ensure fair consideration and evaluation of the submissions, the Owner prohibits ex parte, or unsolicited communication initiated by Contractors to or with any Owner (LMCH) employee, LMCH Board, Council and/or Consultants other than the Owner's authorized designate during the prequalification process.

Responses to questions will be circulated to all Proponents in the form of an Addenda and posted to bids&tenders website.

Except for the process described above for written questions, no inquiries are to be made regarding the Project to the Consultant, or any officers or agents of the Owner. Unsolicited inquiries may, at the sole discretion of the Owner, result in the disqualification of any

Contractor who is directly or indirectly responsible for the inquiry or who stands to benefit from such an inquiry.

6.2 Lobbying

The Owner will be entitled to reject a bid submission if any representative of a bidder including any other parties that may be involved in a joint venture, consortium, subcontractor, or Supplier relationship, makes any representation or solicitation to any elected official, employee or agent of the Owner during the blackout period.

6.3 Reserved

7. SUBMISSIONS

7.1 Format

All Proposals submitted to the Owner must be completed in your own forms with the exception of the Covenant. Submissions shall be limited to a maximum of 12 pages + the completed Covenant which is a mandatory submission requirement. Team CV and any general company brochures can be attached as Appendices in addition to the mandatory submission and maximum pages.

The Contractors are required to submit their Proposal electronically to the Bids and Tenders website.

Contractors who intend to submit a proposal are encouraged to thoroughly review the information provided throughout the RFPQ.

Note that any information provided in excess of the required documents may not be considered by the Owner in the evaluation of the Proposal.

7.2 Delivery

Submissions must be clearly identified with your company name, the RFPQ name, number, and Contractor's name. Submissions to be submitted to:

Bids and Tenders Website

Before 2:00:00 p.m., local time, on Thursday May 18, 2023

7.3 Informal Submissions

Proposal Submissions which are late, incomplete, or illegible, are not written in ink or typewritten, have not been signed or do not have an original signature, do not provide evidence of receipt of Addenda, or otherwise fail to conform to the requirements of the Request for Pre-Qualification, will be deemed to be informal may be rejected by the Owner.

7.4 Late Submissions

Proposals not received before the closing time specified in the RFPQ will not be accepted, regardless of the reason. Such bids will result in an automatic rejection.

The Owner is in no way responsible for any documentation that is misdirected to another location.

7.5 Costs Incurred by Contractors

All expenses involved with the preparation and submission of the Proposals to the Owner, or any work performed in connection therewith shall be borne by the Contractor. No payment will be made for any Proposal received, or for any other effort required of, or made by the Contractor.

Furthermore, the Owner shall not be responsible for any liabilities; costs; expenses; loss or damage incurred; sustained or suffered by any Contractor, prior to or subsequent to, or by reason of the acceptance, or non-acceptance, withdrawal by the Owner of any proposal; or by reason of any delay in the award of the proposal.

7.6 Collusion

Submission from an individual firm, partnership, corporation, or association under the same or different names will not be considered. Collusion between Contractors will be sufficient cause for rejection of all bids affected.

7.7 Indemnification

Contractors will indemnify and hold harmless the Owner, its officers, employees, and agents from all claims, demands, actions or other proceedings initiated by others arising out of, or attributable to anything and against all liability resulting from any and all failures to meet the responsibility referred to in this request.

7.8 Privacy and Information

All Proposals will be subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act. Contractors are reminded to identify in their proposal material, any specific technical, commercial, proprietary, financial, or similar confidential information, the disclosure of which could cause them injury. Complete Proposals are not to be identified as confidential.

7.9 Litigation

The Owner may, in its absolute discretion, reject a submission by a Contractor if:

- Is a party to litigation with the Owner; or
- Directly or indirectly, including by common ownership or control or otherwise, is related to a party to litigation with the Owner; or

- Intends to use a sub-contractor in respect of the specific project who is party to litigation with the Owner, or, who, directly or indirectly, including by common ownership or control or otherwise, is related to a party to litigation with the Owner.
- Party to litigation with the Owner includes cases in which the Contractor or any of the parties named above, have advised the Owner in writing of their intention to commence litigation, or have commenced or have advised the Owner of their intention to commence an arbitral proceeding, against the Owner.
- In determining if a bid shall be rejected under this clause, the Owner will consider whether the litigation is likely to affect the Proponent's ability to work with the Owner, its consultants and representatives, and whether the Owner experience with the Contractor in the matter giving rise to the litigation indicates that the Owner is likely to incur increased staff and legal costs in the administration of the Owner if it is awarded to the Contractor

8. ACCEPTANCE OR REJECTION OF PROPOSALS

Proposals will be called, received, evaluated, accepted, and processed in accordance with the Owner's Procurement Policy and Purchasing Procedures. By submitting a Proposal, the Contractor agrees to be bound by the terms and conditions of the Policy and Procedures, and any amendments thereto, as fully as if they were incorporated herein.

In its sole discretion, the Owner reserves the right to cancel this request at any time and/or reissue the request in its original form, without penalty or cost to the Owner.

This request should not be considered a commitment by the Owner to enter into any contract or issue any award.

The Owner reserves the right not to pre-qualify a Contractor if the Owner is unsatisfied that a Contractor has not provided sufficient evidence of personnel or financial capability to complete the scope of work outlined within this document.

Any Proposal not adhering to the required submission format is subject to disqualification. The submission shall be clearly marked with the appropriate project title, proposal number and project identification.

The Owner reserves the right to request specific requirements not adequately covered in the submission for clarification.

All submissions become the property of the Owner and will not be returned.

9. EVALUATION

9.1 General

The Contractor is urged to ensure that their Proposal is submitted in the most favourable terms in order to reflect the best possible potential, since failure to do so could result in exclusion of the Proposal from further consideration.

The Owner will review and evaluate the Proposals on the basis of the quality of the information contained in the Proposals. Each Proposal will also be reviewed to determine if the Proposal is responsive to the submission requirements outlined in this Request for Pre-Qualification. Submissions deemed non-responsive will be eliminated from further consideration.

The Owner may require Contractors to give clarification of their Proposal or to exhibit or otherwise demonstrate the information contained therein.

9.2 Evaluation Criteria and Scoring

Evaluation of submissions will be based on (a) successful experience and track record on similar or larger size and complexity housing projects, (b) personnel and experience available for this project, (c) project labour, equipment, and capacity to complete the project, (d) corporate and financial resources, stability, and strength.

The Owner intends to prequalify only those contractors that obtain the following:

- A total score of at least 70 points from the maximum available 100 points; and
- Scores of at least ~~60 points~~ **Percent %** of the available points in each of the ~~five (5)~~ **four (4)** evaluation criteria sections.

The summary of the Evaluation Criteria related to the above categories and the maximum possible score for each criterion is:

SUMMARY OF PRE-QUALIFICATION CONTRACTOR SUBMISSION EVALUATION CRITERIA

Evaluation Criteria	Weighting
CCDC Form 11	50
Form is fully completed and signed (Required)	
Annual Value of Construction Work for the past 5 -10 years (score out of 5 points)	
Similar or Larger Related Projects completed in the past 5-10 years (score out of 15 points)	
Major Construction Projects underway this date (score out of 5 points)	
Key Office Personnel Proposed for the Project (resumes) <ul style="list-style-type: none"> • Principal-in-Charge, Project Manager, Project Coordinator, and other Key Staff (score out of 10 points) 	
Key Site Personnel Proposed for the Project (resumes) <ul style="list-style-type: none"> • Site Superintendent, Foreman (score out of 10 points) 	
Location Factor: The Contractor's office will need to be within 25km of the site to receive 5pts. if they are within 60km they will receive 3pts, if they are within 100km they will receive 1 pts and beyond 100km they will receive 0 pts. (Score out of 5 points)	
References	20
References listed provided general satisfaction with the following aspects of the Contractor's past projects: <ul style="list-style-type: none"> • overall performance, completion time, correction of deficiencies, project management and control 	

Evaluation Criteria	Weighting
<ul style="list-style-type: none"> proactive involvement willingness to participate and develop solutions to problems that were identified during construction Ability to coordinate Subcontractors and Suppliers (score out of 20 points)	
Financial, Safety and Insurance	20
Financial Status (score out of 5 points)	
Bonding (score out of 5 points)	
Health & Safety (score out of 5 points)	
Insurance (score out of 5 points)	
Project Management, Project Team and Processes	10
Project Management Abilities & Processes (score out of 5 points)	
Organization Chart- Key Office and Site Personnel proposed (score out of 5 points)	
Total	100

Each task is evaluated using the following scoring matrix, the subsection totalled, and the category weighted average applied.

% of Points	Description	Point Description
100	Excellent	Submission exceeds expectations, excellent probability of success. All or most objectives have been exceeded.
80	Very Good	Very good probability of success. Achieves all objectives met with limited number of objectives being exceeded.
60	Adequate	Has reasonable probability of success. All objectives have been met.
40	Fair	Partially unresponsive, missing some key items and requirements, fall short of expectations and has a low probability of success.
20	Inadequate	Addressed requirements inadequately and essentially fails to meet perceived needs or requirements. Approach has little or no probability of success.
0	Non-responsive	Requirement not addressed in submission.

Covenant (Mandatory submission requirement)

I/we the undersigned authorized signing officer of the Contractor, hereby declare that no person, firm, or corporation other than the one represented by the signature below, has any interest in this submission.

I/we further declare that all statements, schedules, and other information provided in this submission are true, complete, and accurate in all respects to the best knowledge and belief of the Contractor.

I/we further declare that this submission is made without collusion, connection, knowledge, or comparison of figures or arrangement with any other company, firm or persons making a submission and is in all respects fair. I/we understand that this may result in the rejection of our submission if this declaration is found to be untrue.

I/we have received, allowed for, and included as part of our submission all issued Addenda ____ to ____ inclusive.

I/we acknowledge; bids from bidders that are a party to litigation with the Owner (LMCH) to City of London may not be accepted.

- I/we are a party to litigation with the Owner or the City of London.
- I/we are not a party to litigation with the Owner or the City of London.

COMPANY NAME: _____

STREET ADDRESS: _____

CITY: _____ PROV: _____ POSTAL CODE: _____

TELEPHONE NO. _____ FAX NO. _____

E-MAIL ADDRESS: _____

AUTHORIZED INDIVIDUAL: _____
Print Name

SIGNATURE OF PERSON NAMED ABOVE: _____

NAME OF REPRESENTATIVE SUBMITTING PRE-QUALIFICATION: _____
Print Name

DATE: _____

WSIB ACCOUNT NUMBER: _____



**Corporate Disclosure Form
(Mandatory submission requirement)**

Contractor: General Contractor Mechanical Electrical

Name of Business: _____

Doing Business As: _____

Form of Business: Sole Proprietorship Partnership Corporation
 Other _____
Explain if other

Address: _____

Telephone: _____ Website Address: _____

Principals or Company Owner Information

Name	Title

Form Completed by:

Name and Position: _____
Please print

Email address: _____

Signature: _____

I confirm that all information provided above is true and correct. I understand that any falsification of statements, misrepresentation, deliberate omission, or concealment of information may be considered just cause for not awarding a contract, termination of an awarded contract, bidder suspension or any other action by the Owner.

Dated this ____ day of _____, _____

Name: _____
Printed Name of Authorized Individual

Signature: _____

ATTACHMENTS

Not enclosed. Available for downloading on Bids and Tenders Website.

Attachment 1 – Architectural Design Synopsis

Attachment 2 – Architectural Drawings

Attachment 3 – Mechanical and Electrical Systems Design Brief

London & Middlesex Community Housing

REIMAGINE SOUTHDALE PHASE 1

931 Southdale Road East, London, Ontario

August 3, 2023

PREQUALIFIED CONTRACTORS

General Contractors:

1. Jackman Ltd.
2. Michael + Clark Construction
3. Norlon Builders
4. SEM Construction

Mechanical Subcontractors:

1. Besterd Mechanical
2. Brenner Mechanical
3. CJS Mechanical
4. J.M.R. Electric
5. Soan Mechanical

Electrical Subcontractors:

1. Arcon Electric
2. Dielco Electric
3. J.M.R. Electric
4. O'Connor Electric
5. RA Barnes Electric

STAFF REPORT 2023-45

TO: LMCH Board of Directors

FROM: Diana Taplashvily, Director of Finance & Corporate Services

SUBJECT: 2024-2027 Multi-Year Operating and Capital Budget

DATE: August 11, 2023

PURPOSE:

The purpose of this report is to receive approval from the Board of Directors for the 2024-2027 Multi-Year Operating and Capital Budget.

RECOMMENDATION:

That, the Board of Directors APPROVE the attached 2024-2027 Multi-Year Operating and 2024-2027 Multi-Year Capital Budget.

1. APPROVE LMCH request for City funding for 2024-2027 Operating Budget:

LMCH 2024 - 2027 OPERATING BUDGET				
YEAR	REVENUE	EXPENDITURES	CITY INVESTMENTS	% Increase City Investment
2023 BUDGET (recosted)	\$ 13,398,523	\$ 28,075,174	\$ 14,676,651	
2024 BUDGET	13,595,003	29,953,878	16,358,875	11%
2025 BUDGET	13,734,523	31,304,263	17,569,740	7%
2026 BUDGET	13,942,185	32,346,662	18,404,477	5%
2027 BUDGET	14,153,111	33,431,094	19,277,983	5%
<i>2023 City investment is approved, presented for comparison</i>			2027 vs 2023 =	31%

2. APPROVE LMCH request for City funding for 2024-2027 Capital Budget

LMCH 2024 - 2027 CAPITAL BUDGET				
YEAR	Regular Allotment by City of London	LMCH Infrastructure GAP	Additional Annual Capital Funding Required	Total City Investment
2024 BUDGET	\$ 2,208,000	\$ 6,142,000	\$ -	\$ 8,350,000
2025 BUDGET	2,208,000	6,142,000	-	8,350,000
2026 BUDGET	2,208,000	6,142,000	-	8,350,000
2027 BUDGET	2,208,000	6,142,000	-	8,350,000
	\$ 8,832,000	\$ 24,568,000	\$ -	\$ 33,400,000

BACKGROUND:

Every four years the City of London along with all its ABCs (Agencies, Boards, and Commissions) goes through a multi-year budgeting process. The process is designed to align strategies and long-term goals approved by the City Council with available sources of funding, as well as to improve accountability and transparency over the spending plan changes along with the allocation of resources over time to accomplish goals/objectives.

LMCH continues to balance budget constraints against increasingly complex challenges in supporting tenants and managing infrastructure. The presented budgets are prepared in accordance with the requirements provided in the 2024 to 2027 Operating and Capital Budget Development Guidelines prepared by the City of London, on June 15, 2023.

LMCH is managing its budget prudently to ensure funds are being directed to areas where the greatest positive impact is achievable.

2024 - 2027 Operating Budget

LMCH does not anticipate increases in the provincially mandated rental rates over the next four years and applied a conservative 1%-1.5% year-over-year growth rate to budgeted rental revenues for 2024-2027. Total revenues are expected to increase annually within a historical 3.3%-3.6%, except for 2024.

On August the 9th the Multi-Year Budget was presented to the Finance Committee. The Committee had a fulsome discussion and requested Management to review the proposed budget increases. As a result, the following categories were revised: Security, Social & Rec Programs, Maintenance, Materials, and Services.

In 2024 the increase in total revenues is driven by higher Municipal Base Funding, which is largely driven by a projected one-time significant increase in the spending for Security, Natural Gas, Insurance, Snow Removal, and Compensation (Appendix I).

LMCH completed a detailed resource planning exercise and revised with scrutiny the staff complement required over the next four years taking into consideration acceptable service levels and anticipated changes to the business model and planned on increasing base Full-Time employee count to 99 with a total FTE of 105.

London Middlesex Community Housing 2024 - 2027 Staffing							
Total Staffing	2022 Revised Budget	2023 Revised Budget	2024 Requested Budget	2025 Requested Budget	2026 Requested Budget	2027 Requested Budget	2024 - 2027 Increase / (Decrease)
Full-Time Equivalents #	94.8	97.80	105.00	105.00	105.00	105.00	7.2
Increase / (Decrease) Over Previous Year		3.0	7.2	0.0	0.0	0.0	
Full-Time Employees #	97	97	99.00	99.00	99.00	99.00	2.0
Increase / (Decrease) Over Previous Year		0	2	0	0	0	
Additional Staffing Information / Commentary:							
LMCH currently has 89 full-time staff members and actively hiring for the budgeted.							
The FTE Calculation contains the following numbers:							
FTE Calculation							
Category	Number of FTEs	Notes					
FT Staff	99	Full-time, Active staff					
Overtime	1.00	Overtime budget for 2023 / avg. Salary					
Summer Student + COOP	5.00	King's College and Fanshaw College					
Total	105.00						

All other expenses are planned annually to increase within a reasonable range of 2.0% - 3.5%.

2023 - 2027 Capital Budget

A detailed summary of the proposed projects for the 2024-2027 LMCH Capital Budget with an annual spend of \$8,350,000 is provided in Appendix II for Committee information.

As presented earlier this year, the Capital Plan features large, highly visible projects which will extend the useful life of the buildings: the focus is on electrical infrastructure, roofs, building envelopes, and energy efficiency.

LMCH is preparing business cases with a recommendation to the City of London to provide Additional Capital Funding, details are provided in a separate report from CEO.

Funding	2024	2025	2026	2027	4-Year MYB Total
Regular Allotment by City of London	\$ 2,208,000	\$ 2,208,000	\$ 2,208,000	\$ 2,208,000	\$ 8,832,000
BC 12 - LMH2619 - LMCH Infrastructure GAP	\$ 6,142,000	\$ 6,142,000	\$ 6,142,000	\$ 6,142,000	\$ 24,568,000
Total Funding	\$ 8,350,000	\$ 8,350,000	\$ 8,350,000	\$ 8,350,000	\$ 33,400,000
Additional Annual Capital Funding Required					\$ -
Grand-Total	\$ 8,350,000	\$ 8,350,000	\$ 8,350,000	\$ 8,350,000	\$ 33,400,000

CONCLUSION:

The Multi-Year budget for 2024-2027 was built based on the knowledge obtained through analysis of 2022-2023 actuals and the current outlook for 2024-2027. By 2027 LMCH is looking for 31% increase in Municipal Base Funding and planned \$33,400,000 for Capital projects. LMCH will continue to seek cost-saving mechanisms and investigate available solutions to mitigate risks of unexpected events.

Appendix A: 2024-2027 Multi-Year Operating Budget

Appendix B: 2024-2027 Multi-Year Capital Budget

SIGNATURE:

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
DIANA TAPLASHVILY DIRECTOR FINANCE & CORPORATE SERVICES	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

Appendix A: 2024-2027 Multi-Year Operating Budget

in "000" CAD

Excluding Reimagine Project

	MYB 2024-2027								RECASTED
	2027 Budget	% y/y	2026 Budget	% y/y	2025 Budget	% y/y	2024 Budget	% y/y	2023 Budget
REVENUES									
RENT REVENUES	\$ 14,590	1%	\$ 14,375	1%	\$ 14,162	1%	\$ 14,022	1%	\$ 13,883
TENANT RECOVERIES	146	2%	144	1%	142	1%	140	19%	118
NET BAD DEBT WRITE OFF	(1,021)	1%	(1,006)	1%	(991)	1%	(982)	3%	(954)
ANTENNA LICENSES	186	3%	179	3%	173	3%	167	3%	162
INTEREST	30	0%	30	0%	30	0%	30	-72%	108
SUNDRY & OTHER REVENUE	223	1%	221	1%	219	1%	217	20%	181
MUNICIPAL BASE FUNDING	19,278	5%	18,404	5%	17,570	7%	16,359	11%	14,677
TOTAL REVENUES	\$ 33,431	3%	\$ 32,347	3%	\$ 31,304	5%	\$ 29,954	6%	\$ 28,175
OPERATING EXPENDITURES									
SALARIES, WAGES & BENEFITS	\$ 9,953	3.9%	\$ 9,580	4.5%	\$ 9,167	5%	\$ 8,730	10%	\$ 7,946
TENANT SERVICES									
SECURITY	\$ 880	0%	\$ 880	5%	\$ 838	19%	\$ 702	10%	\$ 638
SOCIAL & REC PROGRAMS	139	2%	136	2%	133	6%	126	0%	126
TOTAL TENANT SERVICES	\$ 1,019	0%	\$ 1,016	5%	\$ 971	17%	\$ 828	8%	\$ 764
MAINTENANCE, MATERIALS & SERVICES									
ROOFING	\$ 50	3.5%	\$ 48	3.5%	\$ 47	3.5%	\$ 45	3%	\$ 44
BUILDING GENERAL	1,527	3.5%	1,476	3.5%	1,426	9.3%	1,305	6%	1,231
CLEANING	1,152	3.5%	1,113	3.5%	1,076	3.5%	1,039	3%	1,004
PEST CONTROL	828	3.5%	800	3.5%	773	3.5%	747	4%	722
ELEVATORS	138	3.5%	133	3.5%	129	3.5%	124	33%	94
ELECTRICAL	172	3.5%	166	3.5%	161	3.5%	155	5%	148
EQUIPMENT	46	3.5%	44	3.5%	43	3.5%	41	-53%	88
LANDSCAPING & PARKING LOT MTCE.	254	3.5%	245	3.5%	237	3.5%	229	4%	221
MOLD	71	3.5%	69	3.5%	66	3.5%	64	3%	62
SNOW REMOVAL	972	12.0%	868	0.0%	868	17.7%	738	12%	659
LIFE SAFETY SYSTEMS	344	3.5%	333	3.5%	321	3.5%	311	17%	265
HEATING & VENTILATION	237	3.5%	229	3.5%	221	3.5%	214	3%	207
PLUMBING	622	3.5%	601	3.5%	581	3.5%	561	3%	542
PAINTING	429	3.5%	415	3.5%	401	3.5%	387	3%	374
VANDALISM	80	3.5%	77	3.5%	75	3.5%	72	3%	70
WASTE REMOVAL	459	3.5%	443	3.5%	428	3.5%	414	0%	415
SUNDRY MATERIALS & SERVICES	17	3.5%	17	3.5%	16	3.5%	16	-62%	40
TOTAL MAINTENANCE, MATERIALS & SERVICES	\$ 7,399	4.5%	\$ 7,078	3.1%	\$ 6,868	6.3%	\$ 6,462	4%	\$ 6,184
UTILITIES									
ELECTRICITY	\$ 1,854	3%	\$ 1,792	3%	\$ 1,731	3%	\$ 1,672	3%	\$ 1,616
WATER HEATER RENTAL	273	2%	267	2%	260	2%	254	2%	248
WATER	1,823	2%	1,779	2%	1,735	2%	1,693	2%	1,652
NATURAL GAS	1,380	0%	1,380	0%	1,380	0%	1,380	16%	1,192
ENERGY SAVINGS REBATE	-		-		-		-		-
TOTAL UTILITIES	\$ 5,331	2%	\$ 5,217	2%	\$ 5,106	2%	\$ 4,999	6%	\$ 4,707
PROPERTY									
INSURANCE	\$ 1,434	5.1%	\$ 1,365	5.0%	\$ 1,300	5.0%	\$ 1,238	16.1%	\$ 1,066
MUNICIPAL TAXES	5,972	2.5%	5,826	2.5%	5,684	2.5%	5,545	2.5%	5,410
TOTAL PROPERTY	\$ 7,406	3.0%	\$ 7,191	3.0%	\$ 6,984	3.0%	\$ 6,783	4.7%	\$ 6,476
ADMINISTRATION									
CORPORATE	\$ 1,260	2.5%	\$ 1,230	2.5%	\$ 1,200	2.5%	\$ 1,170	2.5%	\$ 1,142
TRANSPORTATION & COMMUNICATION	351	3.0%	340	3.0%	331	3.0%	321	3.0%	312
SUPPLIES & EQUIPMENT	613	3.0%	595	3.0%	578	3.0%	561	3.0%	544
TOTAL ADMINISTRATION	\$ 2,224	2.7%	\$ 2,165	2.7%	\$ 2,108	2.7%	\$ 2,052	2.7%	\$ 1,998
TOTAL OPERATING EXPENDITURES	\$ 33,331	3.4%	\$ 32,247	3.3%	\$ 31,204	4.5%	\$ 29,854	6.3%	\$ 28,075
EXTRAORDINARY LOSS	\$ 100	0.0%	\$ 100	0.0%	\$ 100	0.0%	\$ 100	0.0%	\$ 100
NET SURPLUS (DEFICIT)	\$ 0		\$ 0		-\$ 0		\$ 0		\$ -

Appendix B

London-Middlesex Community Housing - 2024-2027 MYB Capital Program

Risk Management & Mission Critical	2024	2025	2026	2027	4-Year Total
Generators & Elevators					
Generator Replacements	\$ 1,350,000	\$ 1,200,000	\$ 1,200,000	\$ 1,800,000	\$ 5,550,000
Elevator Modernizations	1,000,000	500,000	-	-	\$ 1,500,000
Total Generators & Elevators	2,350,000	1,700,000	1,200,000	1,800,000	7,050,000
High Priority					
Balcony restoration	500,000	200,000	300,000	300,000	1,300,000
Switchgear and major electrical infrastructure upgrades	500,000	100,000	700,000	700,000	2,000,000
Fire detection system upgrades	-	400,000	500,000	500,000	1,400,000
Major plumbing repairs	100,000	200,000	300,000	300,000	900,000
Total High Impact	1,100,000	900,000	1,800,000	1,800,000	5,600,000
Medium Priority					
Roof replacements	2,125,000	2,000,000	2,500,000	2,500,000	9,125,000
Window replacement	-	500,000			500,000
Building envelope upgrades - town homes	150,000				150,000
Total Medium Impact	2,275,000	2,500,000	2,500,000	2,500,000	9,775,000
Low Priority					
Boiler replacement	350,000	-			350,000
Green initiatives			200,000	200,000	400,000
Garbage improvements	\$ 150,000	\$ -	\$ 150,000		300,000
Townhome backyard and shared space improvements	\$ 325,000	\$ -			325,000
Parking lot and site lighting replacements	-	1,500,000	500,000		2,000,000
Total Low Impact	825,000	1,500,000	850,000	200,000	3,375,000
Recurring Capital Needs					
Asphalt Repairs	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000
Common area upgrades	300,000	300,000	300,000	300,000	1,200,000
Accessibility Modifications	150,000	150,000	150,000	150,000	600,000
Unit modernization	500,000	500,000	700,000	700,000	\$ 2,400,000
Asbestos Abatement	100,000	100,000	100,000	100,000	\$ 400,000
Mold Abatement	100,000	100,000	100,000	100,000	400,000
Total Limited Impact	1,250,000	1,250,000	1,450,000	1,450,000	5,400,000
Staff for Capital Projects					
Project Management	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,200,000
Total Staff for Capital	300,000	300,000	300,000	300,000	1,200,000
Contingency					
Contingency	\$ 250,000	\$ 200,000	\$ 250,000	\$ 300,000	\$ 1,000,000
Total Contingency	250,000	200,000	250,000	300,000	1,000,000
Total Capital Investment - City of London	\$ 8,350,000	\$ 8,350,000	\$ 8,350,000	\$ 8,350,000	\$ 33,400,000
Funding	2024	2025	2026	2027	4-Year MYB Total
Regular Allotment by City of London	\$ 2,208,000	\$ 2,208,000	\$ 2,208,000	\$ 2,208,000	\$ 8,832,000
BC 12 - LMH2619 - LMCH Infrastructure GAP	\$ 6,142,000	\$ 6,142,000	\$ 6,142,000	\$ 6,142,000	\$ 24,568,000
Total Funding	\$ 8,350,000	\$ 8,350,000	\$ 8,350,000	\$ 8,350,000	\$ 33,400,000
Additional Annual Capital Funding Required					\$ -
Grand-Total	\$ 8,350,000	\$ 8,350,000	\$ 8,350,000	\$ 8,350,000	\$ 33,400,000

STAFF REPORT 2023-46

TO: LMCH Finance Committee

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: Multi-Year Budget Request

DATE: August 11, 2023

PURPOSE:

The purpose of the report is to receive approval from the LMCH Finance Committee and Board of Directors to submit Business Cases to the City of London for the initiatives identified in this report to support priorities identified during the development of the LMCH Strategic Plan priorities.

FINANCE COMMITTEE COMMENTS:

At the Finance Committee held on August 9, 2023, the Committee this report was reviewed and discussed at length. The Committee expressed support for the initiatives identified and outlined in the report. The Committee also requested staff to review the implementation timing and approach to ensure that the request was achievable and focused on addressing the needs identified by tenants. The figures in this report have been adjusted to reflect this request. The proposed request for additional funds (for the duration of the multi-year budget) has been reduced from \$9.35 million to approximately \$7 million dollars as a result of these adjustments and are reflected in the numbers below.

RECOMMENDATION:

That the Board of Directors **APPROVE** the following recommendations:

1. **AUTHORIZE** staff to submit a Multi-Year Budget request for improvements in **Building Cleanliness and Staff Presence** as set out in the report for an increase in the operating budget of \$2,223,750 and a capital request of \$150,000 for 2024-2027.
2. **AUTHORIZE** staff to submit a Multi-Year Budget request for improvements in **Community Safety** as set out in the report for an increase in the operating budget of \$2,638,000 and a Capital request of \$180,000 for 2024-2027.
3. **AUTHORIZE** staff to submit a Multi-Year Budget request for **Tenant Centered Service Improvement** as set out in the report for an increase in the operating

budget of \$2,069,520 and a Capital request of \$400,000 for 2024-2027.

4. **AUTHORIZE** staff to submit a Multi-Year Budget request for the **Regeneration of Community Housing** as set out in the report for an increase in the Capital budget of \$32,500,000 for 2024-2027
5. **AUTHORIZE** LMHC staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND

LMCH receives funding from the City of London as the service manager for social housing and the sole shareholder of LMCH. The budget approval for LMCH is part of the consolidated budget approval process for the City of London. A separate report is included in this package for the approval of the Multi-Year Budget (MYB) for both Operating and Capital Budgets for 2024-2027. The four-year capital budget submitted to the City is aligned with the detailed project based 2024 Capital Plan approved by the Board earlier this year.

These requests respond to the issues identified by our tenants, staff, and other stakeholders. These include building cleanliness, community safety, staff availability, and responsiveness, the impact of non-tenants at LMCH properties, and the increasing support needs of our tenant population.

The high-level numbers have already been communicated to the City of London in Q1 2023 as part of an order of Magnitude exercise. These numbers have increased slightly as staff identified additional resource requirements to implement the initiatives. LMCH staff will continue to work with the City of London's Staff to finalize the business cases through the conclusion of the Multi-Year Budget Exercise.

SUMMARY OF MYB FINANCIAL REQUESTS

Increase in Operating Budget

Operating Expenses	2024 Request	2025 Request	2026 Request	2027 Request	Total Request
Building Cleaning and Staff Presence	\$281,250	\$592,500	\$630,000	\$720,000	\$2,223,750
Community Safety	\$338,000	\$620,000	\$820,000	\$860,000	\$2,638,000

Tenant-Centered Service Improvement	\$319,000	\$518,000	\$603,500	\$629,020	\$2,069,520
Regeneration of Community Housing	\$0	\$0	\$0	\$0	\$0
	\$938,250	\$1,730,500	\$2,053,500	\$2,209,020	\$6,931,270

Increase in Capital Budget

Capital Expenses	2024 Request	2025 Request	2026 Request	2027 Request	Total Request
Building Cleaning and Staff Presence	\$70,000	\$80,000	\$0	\$0	\$150,000
Community Safety	\$80,000	\$100,000	\$0	\$0	\$180,000
Tenant Centred Service Improvement	\$400,000	\$0	\$0	\$0	\$400,000
Regeneration of Community Housing	\$500,000	\$32,000,000	\$0	\$0	\$32,500,000
	\$1,050,000	\$32,180,000	\$0	\$0	\$33,230,000

Capital Investment Previously Approved for 2024-2027

Previously Approved Initiatives for 2024-2027	2024 Approved Amount	2025 Approved Amount	2026 Approved Amount	2027 Approved Amount	Total Approved Amount
BC-12 - Infrastructure Gap	\$6,142,000	\$6,142,000	\$6,142,000	\$6,142,000	\$24,568,000
BC -18 - CMCH Repair & Renew	\$8,315,418	\$9,201,047	\$4,749,349	\$2,510,826	\$24,776,641
	\$14,457,418	\$15,343,047	\$10,891,349	\$8,652,826	\$49,344,641

POTENTIAL INCREASES IN STAFF COMPLEMENT

The MYB Business Cases, if approved, will increase staff complement significantly.

- Addition of 13 Cleaners/Custodians and 2 Managers to oversee the program.
- Addition of 7 staff in Community Safety including 5 front-line security staff, a field supervisor, and a safety consultant.
- Addition of 3 staff to provide engagement and support for tenants.
- Addition of 2 staff to provide service to staff in community offices
- Additional staff to support communication with tenants and increasing demands in Human Resources.

Additional capital funds have been requested to build out two community offices open to tenants for support as well as additional funds to modify existing offices to accommodate the increased staff.

CONCLUSION

The Business Cases and MYB 2024-2027 requests outlined out in this report are targeted to address the needs of LMCH, our tenants, and our staff. These investments will support improved service for tenants and ensure a healthy work environment. The investment in new regeneration planning will assist LMCH in developing the plans required to support the next fifty years of affordable housing for LMCH. The direct investment in the next phase(s) of Reimagine Southdale will move LMCH and the City of London toward the outcomes of creating more affordable housing for our communities. Collectively they are moving us toward our shared vision of clean, safe, and well-maintained housing for the communities we serve.

APPENDIX A: MYB Funding Requests

PREPARED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

MYB FUNDING REQUESTS

Funding Requests to Support an Improved Tenant Experience

1. Building Cleaning and Site Presence

Initiative Description	Building Cleaning and Increased staff presence at sites. Add more direct LMCH employees on each site providing cleaning/custodial services, supporting vendor access and compliance, and supporting tenants with service access. The existing Maintenance repair staff will be more focused on completing maintenance tasks and vacancy turnover at multi-residential sites.
Alignment with City of London	Engage Londoners and use their feedback in the planning, design, and delivery of City services (WRC2.1b)
Financial Requests	2024 – Increase Operating budget over the base by \$281,250 and Capital Budget by \$70,000 2025 – Increase Operating Budget over the base by \$592,500 and Capital Budget by \$80,000 2026 – Increase Operating Budget over the base by \$630,000 2027 – Increase Operating Budget over the base by \$720,000
Focus of Investment	Introduce a new position classification at LMCH Buildings. The new position will include daily cleaning duties and minor maintenance. The consistent presence of uniformed LMCH staff will support improved service delivery, ensure increased presence in the buildings to address tenant issues and improve vendor oversight. <ul style="list-style-type: none"> • 8 new FTE positions in 2024 • 8 new FTE positions in 2025 • Total of 16 FTE hired through this initiative. • Capital Expenditures are for cleaning equipment for each site.

2. Community Safety

Initiative Description	Safe, vibrant, and healthy neighbourhoods. Increase the number of Community Safety resources supporting LMCH communities to increase coverage to include evenings and weekends while also promoting increased engagement of tenants in community safety initiatives. Additional resources to support community safety audits will support directing operating and capital investments to improve safety across the portfolio.
Alignment with City of London	Support improvements to the delivery of public safety programs and services in the core and across the city (WS1.1c)
Financial Requests	<p>2024 – Increase Operating budget over the base by \$338,000 and Capital Budget by \$80,000</p> <p>2025 – Increase Operating Budget over the base by \$592,500 and Capital Budget by \$100,000</p> <p>2026 – Increase Operating Budget over the base by \$820,000</p> <p>2027 – Increase Operating Budget over the base by \$860,000</p>
Focus of Investment	<p>Expand the Community Safety Unit to increase capacity increased time in the community, expanded hours of service, and a more responsive service model. Introduce a new role to support community safety planning, audits, and engagement across LMCH.</p> <ul style="list-style-type: none"> • 4 new FTE positions in 2024 • 3 new FTE positions in 2025 • Total of 7 FTE hired through this initiative. • Capital Expenditures are for 3 corporate vehicles for mobile patrols and to build out the required Community Safety Office for new staff.

Funding Requests to Develop a Tenant-Centric Service Model

3. Tenant-Centered Service Improvements

Initiative Description	<p>Invest in initiatives that will improve communication, responsiveness, engagement, and support for tenants:</p> <ul style="list-style-type: none"> • Strengthen tenant intake and support program work for new tenants, connecting them to housing supports earlier in the tenancy promote successful tenancies. Enhance engagement, programs and supports for tenants across all portfolios (Adults, Seniors, and Families). • Improve access to staff by opening two community-based offices to better serve tenants in the communities they live. • Invest in tenant communication to improve access to information, consistency of message and support improved understanding of roles and responsibilities.
Alignment with City of London	<p>Work collaboratively across sectors to identify and prevent individuals and families at risk of homelessness from experiencing homelessness (HH 2.1b)</p>
Financial Requests	<p>2024 – Increase Operating budget over the base by \$319,000 with \$400,000 in a Capital budget increase 2025 – Increase Operating Budget over base by \$518,000 2026 – Increase Operating Budget over base by \$603,500 2027 – Increase Operating Budget over base by \$629,020</p>
Anticipated Investment	<ul style="list-style-type: none"> • 4 new FTE positions in 2024 • 2 new FTE positions in 2025 • Total of 6 FTE hired through this initiative. • Build out 2 LMCH community offices and make the required investment in the existing office for additional staff • Invest in electronic message/notice boards at high-rise sites. • Invest in additional training and development for all staff

Funding Requests to Support Investment in our Communities

4. Regenerate LMCH Communities

Initiative Description	<p>Investing in the Regeneration of LMCH Communities has two critical next steps.</p> <ol style="list-style-type: none"> 1. Develop a Regeneration Plan for LMCH that maps out redevelopment opportunities across the portfolio, develops financial models for LMCH, and creates a development stream mapping LMCH new housing builds that support the City of London’s roadmap to affordable housing. 2. Provide funding to support phase 2 of ReImagine Southdale with the potential to fund Phases 2 & 3 should a debt financing model be negotiated with the City of London.
Alignment with the City of London	<p>Invest in publicly owned assets to maintain existing levels of service and to implement planned levels of service (CASG 3.1.b)</p>
Financial Requests	<p>2024 – Increase Capital budget \$500,000 2025 – Increase Capital Budget \$32,000,000</p>
Anticipated Investment	<ul style="list-style-type: none"> • Engage a consultant to complete Regeneration Plan • Build future phase(s) of ReImagine Southdale to increase affordable housing by 57 or 114 units. • Staff costs included in capital requests.

STAFF REPORT 2023-47

TO: LMCH Board of Directors

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: 2023 Market Rent Increases

DATE: August 11, 2023

PURPOSE:

The purpose of the report is to provide an update to the members of the LMCH Board of Directors on the Province of Ontario's guidelines for 2024 Rent Increases.

RECOMMENDATION

That, on the recommendation of the Director of Tenant Services with the concurrence of the Chief Executive Officer, the LMCH Board of Directors **APPROVE** the proposed increase of 2.5 percent in market rents for 2024.

BACKGROUND

Under the Housing Services Act-O. Reg. 298/01, s. 47 (2-b), the maximum monthly rent payable by a household is the rent that a household who is not receiving rent-geared-to-income (RGI) assistance would pay for the unit, i.e. 'Market Rent'.

LMCH has a market/maximum rent that can be charged to tenants with the size of the unit and utilities being taken into consideration. Market rent amounts were last increased in 2023.

The proposed increase for 2024 follows the province's rent increase guideline of 2.5%, which will take effect for all tenants in accordance with each household's Annual Lease Renewals in 2024.

FUTURE CONSIDERATION

In addition to the implementation of the rent increases based on the provincial guidelines, LMCH is undertaking a review of our market rental rates to determine if the market rates need to be adjusted based on the changes we are seeing in the London & Middlesex County housing markets.

In 2022, the average rent of a 2-bedroom unit in London was \$1,664.00 per month, and strong rental demands continue to outpace supply, which reduced our region’s overall vacancy rate to 1.7% as of October 2022ⁱ. This rate is for 2-bedroom units that turnover, for newly built (July 2019 – June 2022) units in our region the 2022 average rental rate for a 2-bedroom unit was \$2,357.00ⁱⁱ per month.

A broader market and RGI sector review will be undertaken and a staff report with recommendations on any changes in market rental rates will be brought to the Board at a future meeting.

TENANT & ORGANIZATIONAL IMPACT

Approval of this recommendation bears no costs to the Corporation or Residents around implementation. Impact on the tenants is limited to those currently paying market rent and organizationally continues to align our business practice with the direction of the Service Manager.

PREPARED BY:	REVIEWED BY:
Andrea Mackenzie Director, Tenant Services	Paul Chisholm, CEO

Attachments:

APPENDIX A: 2024 LMCH Maximum Rents Chart outlining the increase progression year over year.

APPENDIX B: HDN#2023-264 2023 Rent Increase Guideline

ⁱ Figure from CMHA January 2023 Rental Market Report.

ⁱⁱ Figure from CMHA January 2023 Rental Market Report.

London Middlesex Community Housing - Maximum Rents

APPENDIX A							
			2.2	0	1.2	2.5	2.5
LONDON PROPERTIES	Bdrms	Scale	2020	2021	2022	2023	2024
Allan Rush Gardens	3	-22	891	891	902	925	948
	4	-24	956	956	967	991	1016
Huron Street	2	-25	861	861	871	893	915
	3	-30	930	930	941	965	989
Southdale Road, Pond Mills	2	-25	861	861	871	893	915
	3	-25	930	930	941	965	989
	4	-36	993	993	1005	1030	1056
Limberlost Road	2	-25	861	861	871	893	915
	3	-30	930	930	941	965	989
	4	-36	993	993	1005	1030	1056
	5	-36	1033	1033	1045	1071	1097
Marconi (townhouses) Boulee Street	3	-4	942	942	953	977	1001
	4	-4	1006	1006	1018	1043	1069
	5	-4	1056	1056	1069	1096	1123
Marconi (semis)	3	-4	956	956	967	991	1016
	4	-4	1033	1033	1045	1071	1097
	5	-4	1058	1058	1071	1098	1125
All hi-rises	Bach	30	593	593	600	615	630
	1	30	726	726	735	753	772
	2	43	873	873	883	905	927
All scattered except 205 Cairn St.	3	-4	1018	1018	1030	1056	1082
205 Cairn St.	3	-4	956	956	967	991	1016
COUNTY PROPERTIES	Bdrms	Scale	2020	2021	2022	2023	2024
49 Bella St. Strathroy	1	30	649	649	657	673	690
	2	43	777	777	786	806	826
125 Head St. Strathroy	1	30	649	649	657	673	690
Penny Lane - Strathroy	2	39	937	937	948	972	996
	3	46	956	956	967	991	1016
	4	49	976	976	988	1013	1038
	5	49	993	993	1005	1030	1056
7 & 9 Tucker St. Newbury	3	46	956	956	967	991	1016
28 & 30 York St. Newbury	3	46	956	956	967	991	1016
23 & 25 Broadway St. Newbury	3	46	956	956	967	991	1016
10 York St. Newbury	1	30	649	649	657	673	690
249 Ellen St. Parkhill	1	30	649	649	657	673	690
157 Simpson St. Glencoe	1	30	649	649	657	673	690
2061 Dorchester Rd. Dorchester	1	30	649	649	657	673	690



Corporation of the City of London
 Housing, Social Services & Dearthness Home
 355 Wellington Street, Suite 248
 London, ON N6A 3N7

London
CANADA

Housing Division Notice

Date: July 1, 2023

HDN# 2023 – 264

This applicable legislation/policy is to be implemented by the housing provider(s) under the following programs:

Please note if your program is **not checked**, this change is **not applicable** to your project.

√	Federal Non-Profit Housing Program
√	Private Non-Profit Housing Program
	Co-operative Non-Profit Housing Program
√	Municipal Non-Profit Housing Program (Pre-1986)
√	Local Housing Corporation

Subject: 2023 RENT INCREASE GUIDELINE *(REPLACES HDN#2022 – 259)*

Ontario's rent increase guideline is 2.5 per cent for increases between January 1 and December 31, 2023.

The Ontario government has announced that the annual Rent Increase Guideline, the maximum percentage by which a landlord (governed under the Residential Tenancy Act) can increase the rent for residential tenants without approval from the Landlord and Tenant Board, will be 2.5% for 2023.

Note: Minimum rent effective July 1, 2023 to June 30, 2024 will increase from \$133 to \$136 based on the Rent Increase Guideline.

For more information, please see the following links:

[Ontario Newsroom: Ontario's 2023 Rent Increase Guideline](#)

[Ministry of Municipal Affairs and Housing: Residential rent increases](#)

Francais:

[Ontario Newsroom: Ontario's 2023 Rent Increase Guideline](#)

[Ministry of Municipal Affairs and Housing: Residential rent increases](#)

Action: Housing Providers are encouraged to apply the guideline to their market rents.

The HDN is to be reviewed by the Board of Directors and noted within the respective agenda and meeting minutes.

Original signed by

Dave Purdy,
Manager, Housing Services

STAFF REPORT 2023-48

TO: LMCH Board of Directors

FROM: Trevor Whittingham, Senior Manager of Asset Management

SUBJECT: 2021-0008 Limberlost Asphalt Replacement – Project update and additional funding request

DATE: August 11, 2023

PURPOSE:

The purpose of this report is to provide a progress update on project 2021-0008 and request the Board of Director's approval to increase the value of the contract via construction change orders.

Based on the *LMCH Purchasing Policies and Guidelines*, Board approval is required whenever staff would like to amend a construction contract, via change orders, by a value that exceeds 20% of the initial contract award.

RECOMMENDATION:

That the LMCH Board of Directors **APPROVE** the following recommendations:

1. **RECEIVE** the project status update
2. **APPROVE** the request to accept proposed change orders, and increase the total project budget from an initial value of \$802,869 to a new value of \$1,171,045.
3. **Authorize** LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

In 2022, LMCH identified hard surface repairs required at our Limberlost family site. IRC Consultants (now Rimkus Engineering) were retained to complete drawings and specifications for the asphalt replacement project. The public tender was issued November 1, 2022, and included for complete removal and replacement of all driveways and parking lots, along with associated curbs, and localized sidewalk replacement.

Brantco Paving was the successful bidder and, following approval received at the December 2022 board meeting, LMCH entered into a CCDC contract with Brantco. The contract value was \$766,980 (plus HST).

In the RFP there was an allowance in the contract to allow for the replacement of gravel up to 30% of the paving area. The contractor mobilized on-site on May 1, 2023, and began removing asphalt from the parking lots on the northwest side of the complex. As removals continued, it became apparent that some of the assumptions made during the design were incorrect. The engineer had presumed that the majority of the gravel material under the parking lots would be good enough to be reused, but the gravel was deemed unusable. The depth and condition of the gravel were insufficient, and the contractor had to supply and compact a significant amount of new granular material. As Brantco moved to other parts of the site, the underground conditions varied, but there were several additional areas where new gravel had to be supplied. The supply of this new gravel is extra to the construction contract.

As construction continued, it became clear that adding minor scope to the project would be the best path forward. There were several areas where the design called for asphalt walkways to be half removed and restored following the completion of the adjacent parking lot. However, in the 2023 Capital Plan, we have included a project to repair pedestrian paving at the site. To reduce rework, and impact to the tenants, the decision was made to fully replace these asphalt sidewalks as part of this initial paving project.

At present, the project is approx. 70% complete. However, we have now paused the work to make sure that we have sufficient funds available to complete the project properly. As per the LMCH Purchasing Policy, we must seek Board approval when Change Orders on a construction contract exceed 20% of the initial contract price. Presently we have authorized changes of 15.2% (for the additional sidewalk scope) and require further approval to pay for the extra gravel which has been supplied.

Initial Contract Value		\$ 766,980	
Change Number	Description of Change	Value of Change	Status of Change
CO1	Removal of small concrete island	\$ -	Accepted
CO2	Additional sidewalk around lot 6, 7, 8	\$ 43,226	Accepted
CO3	Additional sidewalk around lots 2, 3, and 4	\$ 73,621	Accepted
CO4	Supply and install of additional granulars	\$ 214,080	Proposed
Total Contract Value		1,097,907	

FINANCIAL IMPACT:

Our initial project budget allocation was \$802,000 (before tax). With approved changes, our current contract value is \$883,827. The projected costs to supply and manipulate the new gravel are approximately \$214,000. To accommodate the overage, we will reallocate funds from the 2023 project for pedestrian paving and repurpose unused funds from a separate 2021 project so there is a buffer to account for any potential future change orders.

Project Number	Project Description	Available funds
2021-0008	Parking lot paving	\$ 802,869
2023-0013	Pedestrian paths	\$ 245,676
2021-0026	2021 Appliance allowance	\$ 122,500
		<u>\$ 1,171,045</u>

CONCLUSION

With the approval of this reallocation of funds and the approval of the Change Order for the extra gravel, we will be able to restart progress on the project and bring the site back together early in the fall. We continue to negotiate about the pricing but believe that the costs will be finalized shortly.

While it is not ideal that the total cost of the work has increased, the quality of the end product will be enhanced by accepting these change orders. To ensure that we are getting good value for our money, and we don't have to repave this site for many years, accepting these change orders is the correct decision.

PREPARED and SUBMITTED BY:
TREVOR WHITTINGHAM Senior Manager, Asset Management

Tenant Services Committee Report 2023- 07

TO: Tenant Services Committee

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: Tenant Services Report

DATE: May 24, 2023

PURPOSE:

The purpose of the report is to provide an update to the Tenant Services Committee on the status of key initiatives and to provide updates on meetings, events or operational activities that may be of interest to the Committee.

RECOMMENDATION

That the Tenant Services Report **BE RECEIVED** for information.

UPDATES:

Community Development & Tenant Engagement Events

LMCH hosted our annual Clean & Green events to coincide with Earth Day on April 22, 2023. Our team went BIG this year, attending adult, family and senior sites. Despite the rain and cold, we had great turnouts, and the prizes were a hit. We had over 110 staff, tenants, community partners, and city officials who all came together to make a difference in our community.

Volunteer tax clinics have resumed at some of our sites, in April we held two at 1194 Commissioners and 202 McNay Street, with a total of 21 tenants being providing tax preparation assistance.

County Community Gardening Project

This project has been moving forward this spring and residents determined the size and location of their respective flower and/or vegetable gardens. The Community Engagement team worked with Property Services to deliver 12 raised-bed planters to the county properties of Bella, Glencoe, and Newbury.

The first wrap-up party is scheduled for May 30, 2023, at 157 Simpson Street where tenants and staff are invited to come together to celebrate this year's projects, hear about the gardener's experience, find out what's next and how they can become involved in this or future projects.

Boulee Community Art Workshop

Our community's talented youth have created some amazing multimedia art that gives us a glimpse into what it is like to live in their neighborhood. With guidance from our facilitators, the youth took the lead and dove deep into their roles and purpose in our community.

The project's goal was to showcase the vibrancy of their community and encourage investment in it through various forms of art. The youth were the driving force behind the project with facilitators providing prompts and guidance to help them think critically about their place and purpose in the community.

This workshop was co-led by staff from the John Howard Society and the Boys & Girls Club here in London.

Oxford Street Social Committee

At the third meeting of the social committee, tenants worked in groups to brainstorm ideas for their inaugural event including ideas on how to capture the essence of what the needs of the building are. The committee continues to grow and develop as an inclusive culture.

Rookie Ball

LMCH is once again excited to be partnering with London Police Services to run Rookie Ball this summer, with this year being bigger and better than ever to celebrate the program's 30th anniversary.

Rookie Ball is open to youth, ages 8-11, who are residents of LMCH. Police officers volunteer to coach, and the youth from various communities come together to make 4 teams that play twice a week through the summer. Kids in Rookie League learn how to play baseball while building life skills about teamwork, peer pressure, and bullying.

Rookie Ball would not be possible without the abundance of sponsors LPS has facilitated over the years who supply equipment, lunches, and snacks for the kids while they participate.

Rookie Ball kicks off on July 5 with a training day at Labatt’s Park. Throughout July and August, practices are held on Mondays, and games are played on Wednesdays at Vauxhall diamonds. Every Tuesday, LPS visits one family site to connect with the youth and their family to do a presentation about values as well as work together to do a clean-up initiative. All the excitement culminates on August 9th at Labatt’s Park where the final tournament is played, and awards are presented to the youth participants.

Tenant Services

Yardi Legal Module, the TS Managers and Legal Services staff met with the Ahmad Mian, our internal Business Analyst to review the status of the Yardi Legal module. All staff have now migrated all their work from their various spreadsheets and outlook calendars into the new legal module and we can now effectively run updated reports and extract data related to all our work on arrears collection, LTB applications and track any legal agreements from within the module.

Social Housing Operational Advisory Committee met on May 17, 2023, with several items on the agenda for discussion, including the current social housing waitlist, a Landlord Tenant Task Force update, along with updates from the Housing Division on the Housing Stability Table, Capital Program Updates, EOM/EOA Updates and review of a draft HDN on the Treatment of Temporary Covid-19 benefits.

Staff are working with the Service Manager to reestablish regular and ongoing meetings with staff from the Ontario Disability Support Program (ODSP) to encourage more regular dialogue between our organizations and to seek opportunities to support our residents when facing challenges related to rent payments and housing stability. Our initial meeting is anticipated to be held in the first week of June 2023.

PREPARED BY:
Andrea Mackenzie Director, Tenant Services

Tenant Services Committee Report 2023- 08

TO: Tenant Services Committee

FROM: Christine Poirier, Senior Manager, Property Services

SUBJECT: Update from Senior Manager, Property Services

DATE: May 31, 2023

PURPOSE:

The purpose of the report is to provide updates to the Tenant Services Committee on the status of key initiatives previously approved, introduce items that may come before the Committee in future meetings, and provide updates on meetings, events, or activities that may be of interest to the Committee.

RECOMMENDATIONS:

That the Update from the Senior Manager, Property Services report **BE RECEIVED** for information.

Asbestos Containing Materials (ACM) Awareness and Training Updates

In 2022, LMCH engaged Pinchin Environmental to complete inspection of LMCH Buildings and units to identify potential Asbestos Containing Materials (ACM). Reports provided by Pinchin identified materials with confirmed asbestos and others that likely contain ACM. Pinchin will complete annual unit assessment in the coming years to provide a more comprehensive assessment of actual site conditions.

While working with ACM is not new for LMCH, it is important that staff are trained in the proper handling of ACM. With the age of the buildings, LMCH is also seeing an increased need to remove, replace or repair potential ACM.

Ongoing Assessment

The original assessment by Pinchin involved a small sample of units that were inspected in 2022. To provide for a more comprehensive assessment of the current state the contract with Pinchin provides for annual unit inspection of approximately 15% of LMCH units.

Staff Training

As a result of the inspection report LMCH identified the need for two sets of training for staff. In early February, Property Services Staff attended awareness training on asbestos uses, identification of product currently in our buildings that may contain ACM, health hazards and regulatory requirements.

In April LMCH provided training to Property Services Staff on Type 1 & 2 Asbestos Operations for Ontario Workers Training. This training course is designed for workers who will be required to perform Type 1 & 2 asbestos work operations. It teaches the workers all aspects involved in performing asbestos abatement operations in a safe and appropriate manner. While staff at LMCH will typically perform Type 1 removal it is important for staff to be aware of the requirements on vendors for Type 2 removal.

Vendor Assessment

In addition to providing information to all vendors on the presence of ACM at LMCH buildings, LMCH also has an obligation to ensure vendors engaged in working with ACM are certified to complete this work. LMCH reached out to the current vendor pool and determined that additional vendors were required to ensure a sufficient pool of certified vendors for this work. LMCH has identified a pool of qualified vendors and developed pricing for the most common type of Asbestos removal related to replacing flooring within vacant units.

2023 Annual Unit Inspections

The annual unit inspections for 2023 will commence on June 1 and will continue every Thursday consecutively up to and including October 26. These inspections cover a wide area of maintenance, repair, fire/life safety, pest control, cleanliness/clutter, etc.

Inspections will include the following staff, partners, and vendors:

- LMCH Property Services team members
 - Property Services Managers
 - Property Services Assistants
 - Maintenance Repair team members
- LMCH Tenant Services team
- Troy Life & Fire Safety Ltd.
- London Fire Department
- ESA Electrical Inspector
- Pinchin Environmental

LMCH is currently revising the unit inspection forms and processes to support a comprehensive approach and improved record keeping. As part of this review LMCH is exploring introducing an inspection tool on our existing mobile devices to create an electronic record of the inspection and better integrate with the Yardi Work Order Module.

The appropriate Notices of Entry (NOE) are being drafted by the Property Service Assistants for distribution to the tenants prior to the inspection dates. All data acquired during the inspection process will be entered into Yardi for tracking and maintenance repair completion.

Electrical Safety Authority Regulatory Compliance

The Electrical Safety Authority (ESA) is responsible for public electrical safety in the Province of Ontario. LMCH has an agreement with ESA to participate in the Continuous Safety Services (CSS) Program. Under this program, LMCH pays a fee per unit to participate in the program which reduces the needs to pull electrical permits. This removes administrative burden and allows LMCH to directly manage the repairs required.

The maintenance repair staff and/or contractors handling the routine work are required to document each job in the CSS Log Book provided by the Electrical Safety Authority. The CSS Inspector will review the Log Book and associated work during routine annual visits. Inspection reports will follow each inspection identifying electrical deficiencies and potential electrical hazards. LMCH will have 30 days following an inspection to address issues identified through the inspection. The dedicated electrical inspector gets to know the properties and staff.

Vendor Management

LMCH continues to look for opportunities to improve service for tenants, improve value for dollar and improve outcomes against service standards. LMCH is currently working reviewing three key vendor relationships to determine how to improve the services:

Pest Control

LMCH released an RFP for pest control earlier this Spring and is in the final stages of the RFP review. LMCH expects to bring recommendations to the Finance Committee in June for the award of this contract.

After Hours Answering Service

LMCH is completing an assessment of the after-hours answering service. The answering service manages calls received outside of normal business hours and follows established scripts or call flows to manage the call which may result in staff or vendors being dispatched to after-hours emergency calls. This contract has been in place with the current provider for an extended period. LMCH will be assessing current service level and standards, after hours call management, service reporting and service costs to determine next steps on this service agreement.



PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
CHRISTINE POIRIER SENIOR MANAGER, PROPERTY SERVICES	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

Vacancy Report - 2022

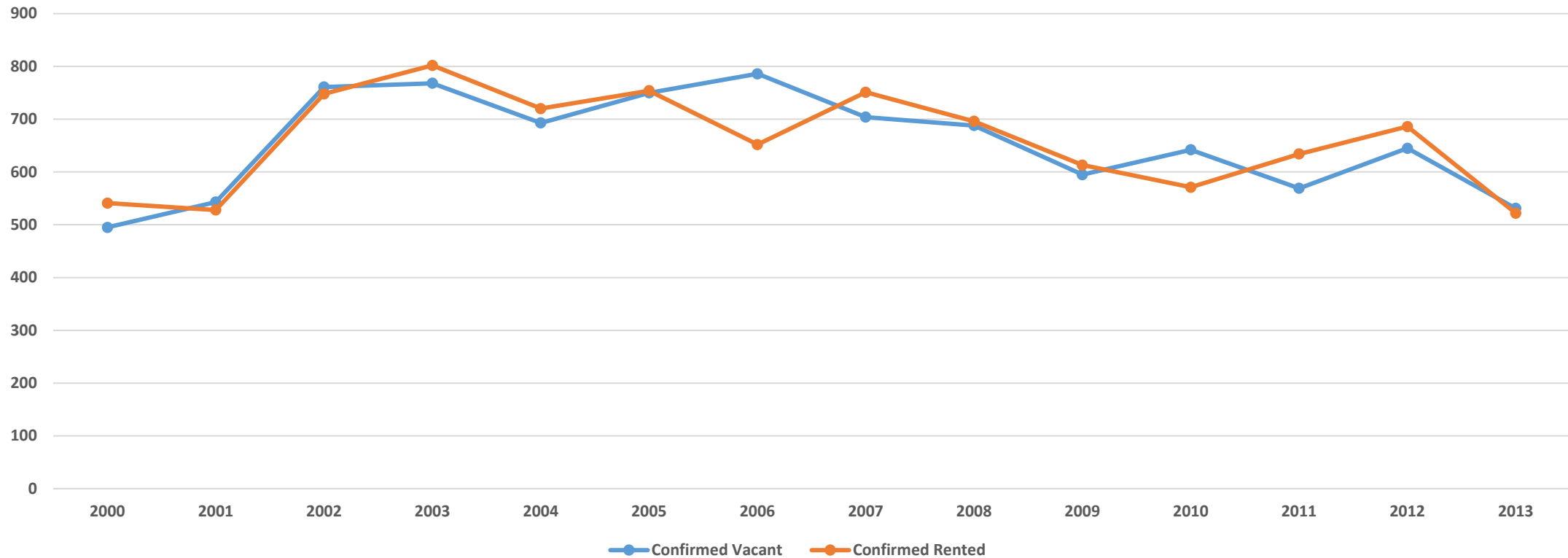
Date: May 31, 2023



**LONDON &
MIDDLESEX**
COMMUNITY HOUSING

Historical Vacancy

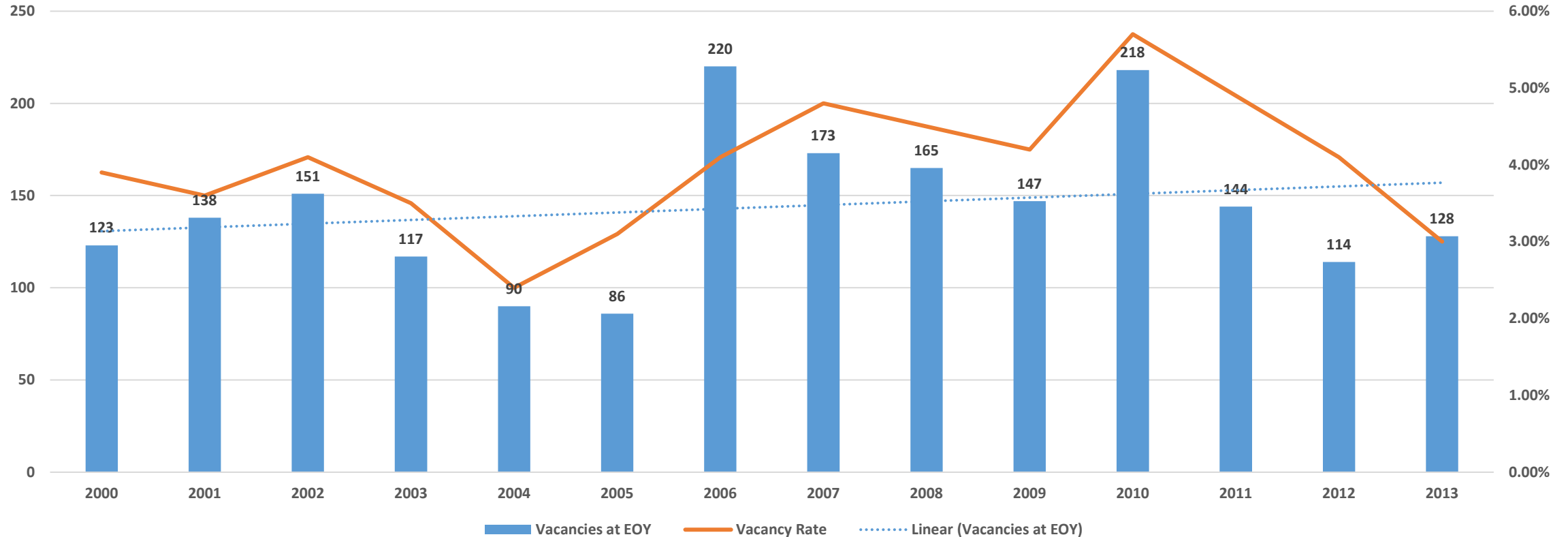
Historical Vacancy: 2000 - 2013



14 Years	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	AVG
Confirmed Vacant	495	543	761	768	693	750	786	704	688	595	642	569	645	531	655
Confirmed Rented	541	528	748	802	720	754	652	751	696	613	571	634	686	522	658

Historical Vacancy

Historical Vacancies and Vacancy Rate



14 Years	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	AVG
Vacancies at EOY	123	138	151	117	90	86	220	173	165	147	218	144	114	128	132
Vacancy Rate	3.9%	3.6%	4.1%	3.5%	2.4%	3.1%	4.1%	4.8%	4.5%	4.2%	5.7%	4.9%	4.1%	3.0%	4.0%

Vacancy Analysis – 2022

Operating Environment

- Aging asset requiring more intensive repairs:
 - water leaks, flooring, electrical, etc
 - Increase in floors required and managing through ACM
 - Increase in tenant willful damage in units - walls, doors, cabinets, etc.
 - Lack of cleaning through tenancy
 - Tenants leaving unit contents behind
 - Increased issues bed bugs and cockroaches
- Vacancies in Maintenance Role - ongoing
- Vendor Pool not sufficient to support work – number of vendors, lack of competitive pricing, quality of work, speed of work – new vendors and approach in place since late 2022

Vacancy Analysis - 2022

Vacancy Results - 2022		
Unit Level	Total	%
Confirmed Vacant	376	
Confirmed Ready	328	
Confirmed Rented	355	
Average Confirmed Vacant per Month	31.33	
Average Confirmed Ready per Month	27.33	87%
Average Confirmed Rented per Month	29.58	94%

Number of Units per Month – Made Ready

Units Made Ready 2022												
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	AVG
28	34	28	46	22	30	24	18	34	22	10	32	27.3

Performance	Count of units	Count of Months	Avg./Month
Green (34+)	114	3	38
Yellow (29 – 33)	62	2	31
Red (less than 29)	152	7	22

Number of Units per Month – Leased

Units Leased 2022*												
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	Total
27	19	54	18	33	32	31	23	35	34	27	22	29.6

*excludes 122 Baseline

Performance	Count of units	Count of Months	Avg./Month
Green (34+)	123	3	41
Yellow (29 – 33)	96	3	32
Red (less than 29)	136	6	22.6



Mandate Analysis - 2022

2022	Confirmed Vacant		Confirmed Ready		Confirmed Rented	
	Total	%	Total	%	Total	%
Adult	145	39%	126		133	
Senior	137	36%	123		142	
Family	94	25%	79		80	
Average Adult per Month	12.08	N/A	10.5	87%	11.08	92%
Average Senior per Month	11.42	N/A	10.25	90%	11.83	104%
Average Family per Month	7.83	N/A	6.58	84%	6.67	85%

Unit Breakdown - 2022

Vacancy Report - 2022

2022	Confirmed Vacant		Confirmed Ready		Confirmed Rented	
	Total	%	Total	%	Total	%
Bachelor	49	13%	37	76%	35	71%
1 Bedroom	233	62%	213	91%	226	97%
2 Bedroom	23	6%	17	74%	22	96%
3 Bedroom	55	15%	43	78%	55	100%
4 Bedroom	15	4%	17	113%	15	100%
5 Bedroom	1	0%	1	100%	2	200%

Average Days to Turn Unit - 2022

Vacancy Report - 2022

Unit Type by Mandate	Average Days to Turn Unit			
	Adult	Senior	Family	Total
Bachelor	101			101
1 Bedroom	109	84		93
2 Bedroom			102	102
3 Bedroom			95	95
4 Bedroom			90	90
Total Average	106	84	95	95

Average Days to Turn Unit- 2022

Average Days to Turn Unit in 2022	
Criteria	% of Units in Each Criteria
Green (60 or less days)	32%
Yellow (61 – 95 days)	27%
Red (96+ days)	41%

Future Goals

- Strive to get below 60 days to turn unit on average by the end of 2023.
- Currently, our average days to turn a unit is 95 and the breakdown shows a larger percentage in the Red.

CMHC Renovations 2023 - 2025

Beginning in 2023, units will be removed from the vacancy count for the CMHC renovations. This process will continue until 2025/26.

- Confirmed ready work begins normally - Pest Control, cleaned out and possible Flooring removal under normal budget
- Units will be assessed for program inclusion once confirmed vacant.
- Units in this program will be set aside and marked non-lettable and will be reported separately as part of occupancy reporting.
- Units will be bundled into work packages of 5-8 units and assigned to 1 vendor
- Targets will be established to turn units
- Unit restoration will be part of CMHC budget
- Units will be returned to lettable and will be tracked separately for monitoring leasing activity

Impact on Vacancy Management

- Need to review vacancy reporting and ensure transparency in reporting – internally, Board, public
- Some costs of unit turnover will transfer from Maintenance Expense to CMHC Expense.
- Reducing new vacancies transferred to vendors and internal resources will create capacity to:
 - Reduce current vacancy backlog;
 - Increase capacity of existing staff to manage Maintenance requests
 - Reduce need to assign work to vendors that can now be done with internal resources
- Opportunity to manage internal accommodation requests differently. Where tenant request for accommodation is best managed through transfer this request should be assessed through this process

Future Vacancy #'s will Decline

Board Report: March 16, 2023

- Current Vacancy % = **4.4%** (as of February 2023)
- 2022 Vacancy % = **4.75%** (end of 2022)

- Moving 10 – 12 units per month out of circulation
- 1/3 of our current vacancies each month will be removed and placed into a the CMHC process

- If we maintain rent ready units at 34 per month, we should hit our target of 3%
- Restoration units will drop and the time to turn units will decrease

- **Goal:** 60 days or less target for 75% of units and hitting 60-day average by end of year = December 31, 2023
- New Target for end of 2024 = 2% Vacancy

- When CMHC restorations are completed, those units will return to the count and vacancy numbers are expected to rise over time.

CMHC Renovations 2023 - 2025

Projects	Simcoe	Baseline (seniors)	Mc Nay (seniors)	Dundas	Walnut (senior)	Kent (senior)	345 & 349 Wharncliffe	Yearly Total
Unit Mods	2023	6 units	20 units	20 units	10 units	15 units	16 units	87
	2024	14 units	31 units	34 units	10 units	30 units	16 units	160
	2025	15 units	31 units	34 units	10 units	35 units	18 units	168
Total	35	82	88	20	75	65	50	415

Tenant Services Committee Report 2023- 10

TO: LMCH Tenant Services Committee

FROM: Bryce Porter, Security Manager

SUBJECT: 2022 Community Safety Unit Update

DATE: May 24, 2023

PURPOSE

The purpose of the report is to provide and update to the Tenant Services Committee on the status of key initiatives and to share additional information on meetings, events, partnerships or operational activities that may be of interest to the Committee.

RECOMMENDATION

That the LMCH Tenant Services Committee **RECEIVE** the Community Safety Unit report for information.

BACKGROUND

In 2019 London Middlesex Community Housing set out objectives in our 2020 – 2023 multi-year budget requests that included additional funding for the creation of LMCH's own internal Community Safety Unit (CSU) and the development of an RFP for external security personnel.

The formation of the CSU and the use of external security personnel was designed to help LMCH better align with our organizations mission to provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities. This support has been paramount to the foundation of the CSU team and the need to include a focus on building relationships with residents in our communities as well as to develop a more robust analysis of the risks impacting tenants and staff.

KEY DELIVERABLES

Several key deliverables were established for our CSU team which included the following:

- To provide additional safety and security through a roaming team,
- Crisis response,
- Alternative supports for tenants, diverting emergency calls to more appropriate service response,
- Comprehensive security response focused on our highest acuity buildings and designed to be scalable and agile should needs of buildings/locations change,
- Movement to a proactive service,
- Support for exporting camera footage for investigations and tenancy support issues.

CURRENT STATUS

Since the inception of the CSU their continued goal, along with the supplemental support of the contract security team, has been to begin to fill some of the gaps the broader community faces with unhoused individuals sleeping rough and to address ongoing concerns around individuals seeking shelter within LMCH communities.

Both the CSU and our contract security teams offer support and provide a variety of assistance or referrals to individuals who are struggling with the challenges of being unsheltered, as well as some who are experiencing addictions and mental health challenges. These teams are pivotal in the role they play in providing increased safety for those who pose a threat to themselves or others through the use of specialized training (Mental Health First Aid, Applied Suicide Intervention Skills Training, Management of Aggressive Behaviour, Non-Violent Crisis Intervention, Crisis de-escalation Training, Advanced Medical Care - CPR/First Aid, Naloxone etc.) as well as physical intervention and apprehension (Ontario Use of Force, Non-Violent Crisis Intervention, Handcuffing, Baton).

Internally, the CSU has continued to focus on the need to establish more self-sufficient and effective resolutions to some increasingly difficult community challenges, including the scarcity of other external resources we see facing their own staffing challenges and their limited ability to respond. The CSU has maintained their goal to build rapport and sustained relationships within LMCH communities. This is reflected by the increased communication between tenants and the CSU, via email, in-person, and by phone. We have seen increased usage of the CSU Emergency Line year-over-year and residents have been more forthcoming with information sharing than in previous years. Tenants have come to know the

staff and, at times, request specific staff with whom they have built a rapport. Tenants have also shared their relief and appreciation for the increased efforts being made by security personnel and have advised staff that although there is still much work to be done with regards to safety, they identify to the team that they feel that progress is being made.

Organizationally we find we are seeing an increasing trend to conduct more regular welfare checks for those potentially in crisis and working to support better resolutions for those individuals who may be in crisis.

LMCH created several processes to manage calls internally and divert incidents away from the London Police Service, with the recognition of the added burden on the London Police Service in recent years due to the increase in call volume and their need to balance our concerns with those of the broader community.

Our Trespassing Procedure was amended to create a new process flow enabling staff and community partners to divert calls from police to that of internal resources. The updated procedure also allows for tenants and contractors to contact internal resources (as well as third-party security) in place of police. LMCH has revised the Use of Force Policy and Procedure to better support the goal of reducing police calls for service to LMCH properties by increasing the threshold for apprehensions. Due to the amendments, the CSU have increased crisis de-escalation training and non-violent crisis intervention techniques as well as safe transport techniques to allow for less arrests and greater removal rates.

RISK ANALYSIS

In our initial risk analysis, three properties were identified as the highest acuity or highest need locations within LMCH: Simcoe, Dundas, and the two Wharncliffe properties. Since the inception of the CSU, I have conducted additional qualitative and quantitative risk assessments to identify, classify, and evaluate LMCH's buildings.

These enhanced assessments expanded upon the initial criteria, which classified three levels of risk tolerance: Primary, Secondary and Tertiary.

- Six (6) properties were evaluated at the *Primary* tier which resulted in a classification of *Significant Risk*: 241 Simcoe Street, 580 Dundas Street and 345/349 Wharncliffe Road North, 170 Kent Street, 136 Albert Street.
- Three (3) properties were evaluated at the *Secondary* tier which resulted in a classification of *Elevated Risk*: 30 Baseline, 632 Hale Street and 85 Walnut Street.
- Two (2) properties were evaluated at the *Tertiary* tier which resulted in a classification of *Moderate Risk*: 872 William Street, 202 McNay Street.

Each risk tolerance tier requires individualized control measures, levels of monitoring, resource allocation and oversight, and has specific levels of urgency.

LMCH amended our security models to better align with the identified risks contained within the enhanced risk assessments and the evolving community trends. Subsequently, the amended model included, but was not limited to, resource reallocation, additional responsibilities, increased training, addition of specialized equipment and reporting requirements as well as increased after-hours procedures for emergency response.

The amendment increased proactive patrols within identified high acuity buildings as well as increased urgent and emergency calls for service. Tenants can request assistance and report ongoing, or active, incidents by contacting external security through the after-hours answering service; external security personnel are then dispatched by the Answering Service or the On-Call Manager on priority sequence.

LMCH increased the complexity and quantity of training, responsibilities, and resource deployment to better meet the needs of our tenants and supplement the reduced services observed across LMCH communities.

TENANT IMPACT

Beginning in 2022, LMCH returned to scheduling and holding town halls across all our adult and seniors' sites in London and Middlesex County. The town halls provided an opportunity for all residents to come and hear updates from LMCH staff but to also share their current concerns and ask questions they may have related to maintenance, pest control, community development opportunities, capital investments but also security.

Based on the feedback we heard at the town halls we felt it was time to review the current security model to adapt the coverage and ensure it better reflects our organizational need to respond to tenant concerns. As such, we transitioned our security provider to a new model of service that is a hybrid of static and mobile security services, which allows LMCH to have a security presence at an additional eight (8) properties within the city, and we asked for an increased amount of coverage by having the service provider introduce staggered start times. The nights and frequency of patrols differ as we try to keep them unpredictable. Please see the full details below.

Tenants have begun to reach out to security personnel prior to contacting LPS; internal and external security personnel have mitigated or solved these incidents prior to police arriving. Incidents where individuals are in crisis, they are de-escalated or temporarily detailed and then transferred to police custody after the initial threat has been successfully resolved by security personnel. These incidents have become more frequent (a 30% increase over the previous year) and further support the requirement of

additional internal resources, along with strengthening the relationship between tenants and security personnel.

External security personnel conducted over 1100 additional proactive patrols in 2022 at the additional buildings. These additional patrols resulted in over 700 incidents - comprised of more than twelve (12) arrests, 250 trespassing related incidents, over 300 urgent incidents (incident in progress, but non-life threatening, or non-serious incidents related to property damage) and 150 emergency incidents (when immediate action is required: someone's health and/or safety is in jeopardy, or if there is a serious crime in progress – including serious incidents related to property damage).

LMCH assessed the reporting structure and incident classifications of the external security provider and determined that amendments were needed to several aspects to better align with LMCH's needs, and to create a more streamlined and efficient approach. As a result of the amended reporting practices, the Tenant Services Department has been able to utilize security reports to address undesirable behaviour, unsafe acts and activities that affect other tenants right to reasonable enjoyment of their rental unit. Due to the interactions with security, the reports, and tenants follow ups, these breaches of lease conditions were addressed by tenant services staff who then initiated corrective conversations, made referrals as well as the issuance of LTB notices, and in some instances has led to evictions.

More tenants have seen an improvement in their reasonable enjoyment as the safety and security of their buildings increased with the addition of these proactive patrols and incident response. CSU personnel, as well as external security, have responded to, and mitigated or resolved, to a variety of issues reported by tenants such as noise complaints, domestic disturbances, trespassing and loitering, breach of conditions, unwanted guests, human and animal welfare checks as well as the removal unauthorized individuals within tenant common spaces. Tenants have seen increased removals of unauthorized individuals within tenant areas (lounges, laundry rooms and stairwells) as well as the ability to request assistance from security personnel for the de-escalation and/or removal of non-tenants within tenant spaces. Tenants can also report unruly behaviour by tenants, and guests of tenants within tenant areas. Tenants have also expressed a greater improvement in their feeling of safety within their respective buildings due, in part, to the additional visible presence of security at previously unsupported buildings, the addition of physical security measures such as Electronic Access Control, CCTV and lighting and the increased ability of external security issuing formal Trespass Notices.

Security personnel, while patrolling each building, reduced the non-tenant foot traffic by preventing unauthorized access to the building, verifying that individuals entering the property have a valid purpose for their visit, and prevented or removed trespassers

from internal common areas of the building and moved individuals along from the property.

External security personnel are available to tenant's after-hours and can report incidents to security in person, by phone, or utilize security as a resource to contact the LMCH on-call manager to ask for assistance with lockouts, emergency maintenance repairs, or other types of emergent needs.

Internally, tenants can contact CSU personnel through email, or by calling an emergency line during business hours. The CSU has conducted over 2500 proactive patrols to better align with the identified risks contained within the enhanced risk assessments and the evolving community trends. The CSU has also received over 1500 calls to the emergency line in 2022: an average of over 130 calls per month: averaging seven (7) calls per day.

A few key internal statistics from 2022 that we track for the CSU staff include their involvement with the following:

- 500+ CCTV review requests,
- 6 police production orders,
- 10 insurance investigations,
- 700+ investigations related to our applications at the Landlord & Tenant Board,
- 60+ trespass notices issued,
- 150+ property damage investigations,
- Over 50 stolen property investigations.

As part of a multi-faceted approach, CSU personnel have been assigned specific buildings organized within primary portfolios to better build rapport and foster positive, and sustained, relationships with tenants and respective community partners. Community Safety Specialists (CSS) have also had shift times amended and have had their duties and responsibilities expanded. CSS' have also been part of unit inspections, fire safety audits, tenant lockouts and tenant key replacements, and other tenant support processes. These interactions with tenants assist the CSU with building trust, respect, reduce stigma and build rapport within our community by being a visible presence while having the ability to introduce themselves to tenants in a non-confrontational or authoritative manner.

We will continue to review and evaluate the additional sites that guards are attending to ensure that we are seeing the desired effects of this new model.

COMMUNITY ENGAGEMENT

Since its inception, the Community Safety Unit has worked continuously in our LMCH communities to make the unit known to all tenants as well as build and maintain rapport. The CSU also prides itself on building and maintaining rapport with non-tenants. The CSU has worked closely with various agencies to render aid to all those willing to accept, including:

<ul style="list-style-type: none"> • Centre of Hope 	<ul style="list-style-type: none"> • My Sister's Place 	<ul style="list-style-type: none"> • Men's Mission
<ul style="list-style-type: none"> • Crouch Neighbourhood Resource Centre 	<ul style="list-style-type: none"> • Anova 	<ul style="list-style-type: none"> • Ark Aide Street Mission
<ul style="list-style-type: none"> • Crisis Stabilization Place 	<ul style="list-style-type: none"> • MLHU 	<ul style="list-style-type: none"> • London Cares
<ul style="list-style-type: none"> • Your Opportunities Unlimited 	<ul style="list-style-type: none"> • Inter-Community Health 	<ul style="list-style-type: none"> • Unity Project

CSU personnel have worked in conjunction with community agencies by aiding those sleeping rough within the community, by completing warm hand-offs to partner agencies, by making referrals to support agencies and by transferring or arranging transport to safe spaces.

In addition to support roles, the CSU has taken the initiative, assisted in running, or providing specialized support for several programs and campaigns.

Canadian Mental Health Association Collaboration

The CSU continues to work collaboratively with the Canadian Mental Health Association (CMHA), and the larger Tenant Services team, to support CMHA's implementation into our highest acuity building. The CSU participates in collaboration meetings regarding the safety and security of the CMHA program participants, their staff, and to the greater LMCH community. CSU personnel also provide introductory information and referrals to CMHA for those tenants not enrolled or engaged with community supports.

"Bundle up" Campaign!

The CSU continues to lead and manage the LMCH *Bundle up Campaign!* This program helps keep those sleeping rough in the community warm by collecting new or gently used clothing and providing it free to those who they interact with within LMCH buildings.

When connecting with unsheltered individuals we come across in our buildings, especially in the winter months, the CSU offer individuals community resources and information, by way of community resource information sheets (**see APPENDIX A**) and will try to secure the individual(s) a place in a shelter, warming center etc. or attempts to find them an alternative warm, safe place to go.

Harm Reduction Program

The Community Safety Unit continues to partner with the Middlesex-London Health Unit (MLHU) to provide a *Harm Reduction Program* at LMCH properties. As such, an internal Naloxone Procedure was created and implemented along with training for all LMCH personnel.

The CSU are trainers in naloxone administration and train LMCH personnel on recognizing and temporarily reversing an opioid overdose.

The implementation of the MLHU partnership and subsequent procedure was created to assist with increasing the safety of all those onsite. This is done by helping to ensure that LMCH has ample Naloxone kits available to provide them free to those who need them, to ensure that LMCH personnel have the training required to assist in providing critical life saving measures, as well as helping to ensure that LMCH personnel are safe against accidental exposure.

Rookie Ball League

CSU look forward to assisting London Police each year with the promotion and registration of children from all family properties. CSU personnel assist with the logistics of the tenant registry and participate in door knocks and meet and greets alongside police, as well as actively participated in tournaments. We are looking forward to being active with the League again this summer.

Community Clean-Ups

The CSU has participated and will continue to assist the London Police Service and other LMCH personnel with *Community Clean-Up* initiatives. The CSU and LPS has partnered to help promote litter prevention, conducting successful community clean-ups, and helping to organize other environmental projects at LMCH family sites during the summer months alongside youth in our communities.

Pride Month

The CSU raised awareness and showed support of human rights by altering their uniform to include custom epaulettes which were comprised of the pride flag rainbow colours. The CSU wore these epaulettes all month, posted on social media and received positive feedback from the LMCH community.

Breast Cancer Awareness Month

The CSU raised awareness and showed support during Breast Cancer Awareness Month by altering their uniform to include custom epaulettes which were comprised of the Pink Ribbon and Pink Lines. The CSU wore these epaulettes all month, posted on social media and received positive feedback from the LMCH community.

Future Events

Moving forward, the CSU will be investing in more community events each year starting in 2023 with attending safety focused events alongside staff from the Crime Stoppers program and LPS to provide presentations and answer questions. Plans are being developed to participate in a Mental Health Awareness Month Lunch and Learn – in partnership with CMHA, assisting with education sessions for our seniors during Emergency Preparedness Week – as well as providing training and review for internal staff. Marking the celebration of Pride Month as well as adding the pride flag epaulettes to their uniforms to show support. Continued raising awareness for Breast Cancer Awareness Month by creating promotional pamphlets and adding the Pink Ribbon epaulettes to their uniforms, and are looking to start an annual Christmas Toy and food Drive.

CONTINUED INVESTMENT IN TECHNOLOGY

In 2022 we continued with our investment into safety and security measures within our communities through the installation of integrated technological solutions which have now been installed in all high-rise buildings across LMCH communities. These Electronic Access Control (EAC) systems have been installed and are operational at all main entry doors, laundry rooms and tenant lounges.

EAC systems are part of a comprehensive, multifaceted approach to safety and security. These systems have replaced the traditional pin tumbler lock and key systems, with a more secure electronic fob and access control panel. The benefits to the upgraded system include, diminished unauthorized duplication of keys, immediate deactivation and replacement of lost or stolen fobs, future proofing our need to re-key buildings if service keys are lost, archived electronic logs for post incident review and as well as the

ability to provide an additional investigative tool, remote monitoring, emergency access, immediate cancellation of access with loss of authorization as well as the ability to integrate with other forms of security systems including intruder alarms and security cameras.

To complement the EAC systems, continued upgrades, and new installations of Closed-Circuit Television (CCTV) systems will see enhanced tenancy support, increased ability to investigate criminal activity as well create a more accurate, efficient, and expedient complaint investigation and resolution process.

2023 SECURITY RFP

Work has begun on the development of our next RFP for external security services as our current contract runs to the end of 2023. We are continuing to adjust our requirements based on our experiences and by looking at trends within our LMCH communities. It is expected that the RFP will include core buildings, with supplemental services being provided to additional LMCH communities throughout the City of London.

One key area will be the additional requirement for reporting on pre-determined key performance indicators to LMCH on a regular and timely basis. This data will allow us to better understand and respond to arising needs from across our communities.

LMCH anticipate releasing our updated RFP with support of our Procurement department by September of this year for an anticipated start in January 2024.

CONCLUSION

LMCH will continue to implement its comprehensive and staged communication strategy, which will see the distribution of CSU information pamphlets to all LMCH households by the fall of 2023.

The CSU's proven ability to resolve complex tenant and non-tenant challenges, increase the feeling of safety, respond to urgent matters as well as emergencies at every LMCH property, as well as assist the organization interdepartmentally has shown the importance of this additional resource for LMCH, our tenants and community partners.

The CSU has shown we are able to move our organization towards better alignment with our mission to provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities. The CSU will continue to work with our internal Business Analyst to further develop more robust key performance indicators (KPI's) that will incorporate both internal and external data along with feedback from tenants and community partners, as the team matures, to improve and expand upon existing practices, and the optimal leveraging of technology, equipment, and personnel to focus attention on the strengthening of the relationships between tenants and staff, to promote even greater incident reporting, and to work at ensuring that alternative community resources are available and are being utilized effectively.

PREPARED BY:	REVIEWED BY:
Bryce Porter, Security Manager	Andrea Mackenzie Director, Tenant Services

APPENDIX A – COMMUNITY RESOURCE LIST

<u>FOR AN EMERGENCY, PLEASE CALL 911</u>	
<u>Shelters</u>	
Centre of Hope 281 Wellington St, London	519-661-0343
Men's Mission 459 York St	519-672-8500
Anova Women's Shelter 101 Wellington Rd, London 450 Clarke Rd, London	519-642-3003
Rotholme Women's & Family Shelter 42 Stanley St, London	519-673-4114
Unity Project 717 Dundas St, London	519-433-8700
Violence Against Women Elgin County 300 Talbot St, St. Thomas	519-633-0155
<u>Food & Meal Supports</u>	
Ark Aide Street Mission 696 Dundas St, London	519-667-0322
London & Area Food Bank 926 Leathorne at Adelaide, London	519-659-4045
Salvation Army Food Bank 281 Wellington Rd, London	519-661-0343
Crouch Neighbourhood Resource Centre 550 Hamilton Rd, London	519-642-7630
Glen Cairn Community Resource Centre 244 Adelaide St, London For Glen Cairn & Pond Mills Community	519-688-2745
Northwest London Resource Centre 1225 Wonderland Rd, London For Residents of N6G or N6H	519-471-8444
Meals on Wheels 356 Queens Ave, London	519-660-1430
<u>Financial Support</u>	
Ontario Works 355 Wellington St, London	519-661-4520
ODSP 217 York Street, London	519-438-5111
Housing Stability Bank 281 Wellington Rd, London	519-964-3663
<u>Crisis Drop-In's, Outreach & Supports</u>	
CMHA Reach Out 648 Huron St, London	519-601-8055
Crisis Stabilization Space 648 Huron St, London	519-495-1488
London Cares 186 King St, London	519-663-9000
Women's Safe Space 96 Rectory St, London	519-701-7233
Anova Women's Shelter 101 Wellington Rd, London 450 Clarke Rd, London	519-642-3003
Centre of Hope 281 Wellington St, London	519-661-0343
<u>Health Supports</u>	
Intercommunity Health 659 Dundas St, London	519-660-0874
Addiction Services of Thames Valley 200 Queens Ave, London	519-673-3242
CMHA 648 Huron St, London	519-663-0624
My Sisters' Place 566 Dundas St, London	519-679-9570
Middlesex London Health Unit 355 Wellington St, London	519-662-5317
Ontario Addiction Treatment Centre 425 Wharncliffe Rd, London	519-204-8430
Centre of Hope 281 Wellington St, London	519-432-7241
Victoria Hospital 800 Commissioners, London	519-685-8500
University Hospital 339 Windermere Rd, London	519-685-8500
St. Joe's Hospital 268 Grosvenor St, London	519-646-6100
Parkwood Institute 550 Wellington Rd, London	519-646-6100

APPENDIX A – Continued

<u>Legal Services</u>	<u>Mission Stores</u>
Legal Aid 519-433-8179 150 Dufferin Ave, London	Mission Store 519-438-3056 797 York St, London
Neighbourhood Legal Services 519-438-2890 383 Richmond St, Unit 910, London	Goodwill Community Store 519-433-2409 1165 Oxford St, London
John Howard Society 519-438-4168 601 Queens Ave, London	Goodwill Industries 519-645-1454 255 Horton St, London
Family Law Information Centre (FLIC) 519-660-3001 80 Dundas St, London	
London Police Service Headquarters 519-661-5670 601 Dundas St, London	<u>Clean Needle Exchange/Mobile Units</u>
	Middlesex London Health Unit 519-663-5446 355 Wellington, Unit 110, London
	Regional HIV/Aids Connection 519-434-1601 OR 519-851-3548 186 King St, Unit 30, London
<u>Youth and Young Adult Supports</u>	My Sisters' Place 519-679-9570 566 Dundas St, London
Youth Opportunities Unlimited (YOU) 519-432-1112 333 Richmond St, London	Intercommunity Health 519-660-0874 659 Dundas St, London
Youth Action Centre 519-432-1112 332 Richmond St, London	
WAYS Mental Health Support 519-432-2209 519-432-2209	<u>Needle bin locations:</u>
Children's Aid Society 519-455-9000 1680 Oxford St, London	<ul style="list-style-type: none"> • 580 Dundas St • 130 King St – Covent Garden Market • Forks of the Thames • 459 York St – Mission Services • 241 Simcoe St • Victoria Park • 186 King St – RHAC • London Police Service • Bathurst St. at Clarence • Bathurst St. at the Salvation Army Centre of Hope • Municipal Parking Lot – Queens and Adelaide • Municipal Parking Lot – Queens and Lyle • Campbell Park • Municipal Parking Lot – King and Adelaide • Piccadilly Park • Watson Park Harris Park (band shell) • Carfrae Park (at Ridout St)
Boys and Girls Club 519-434-9114 184 Huron St, London	
Smart Start for Babies 519-646-2961 50 King St, London	
<u>Newcomer Supports</u>	
LUSO Community Services 519-642-7630 1193 Oxford St, London	
Cross Cultural Learner Centre (CCLC) 519-432-1133 505 Dundas St, London	
South London Neighbourhood Resource Centre 519-686-8600 1119 Jalna Blvd, London	

If you find a syringe in the community please call: **519-661-2489 ext. 4965**. This number is answered 24 hours/day, 7 days/week.

Tenant Services Committee Report 2023- 11

TO: LMCH Tenant Services Committee

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: Community Development and Tenant Engagement Strategy Update

DATE: May 24, 2023

PURPOSE:

To provide an update to the Tenant Services Committee on the Community Development and Tenant Engagement Strategy.

RECOMMENDATION

That the LMCH Tenant Services Committee **RECEIVE** the Community Development Strategy report for information purposes.

BACKGROUND

London and Middlesex Community Housing (LMCH) provides over 3000 housing units across 32 properties to more than 5000 people. Those who call LMCH home are a diverse cross-section of individuals including families, seniors, adults, and newcomers all of whom are living with a limited income. LMCH tenants may face multiple complex barriers including, but not limited to low literacy, mental health challenges, addictions, and mobility limitations.

Organizationally, LMCH is intentionally incorporating a tenant-centric lens into the strategic plan, ensuring these principals influence all aspects of the organization. The scope of this report will focus on the operational strategy being implemented by the Community Development team.

COMMUNITY DEVELOPMENT TEAM

The Community Development (CD) Team utilizes an asset-based community development (ABCD) approach when developing and implementing tenant-informed initiatives that incorporate one or more of LMCH’s Community Engagement Pillars:



Health
Wellness



Education/Skill Building
Capacity



Employment
Contribution



Connection
Community

The Community Development team is comprised of the Community Engagement Manager, two Community Development Workers and a Tenant Program Coordinator.

Community Development Worker

Community Development Workers (CDW) understand the importance of taking on a new role, being changemakers, and investing in people through community, connection, and collaboration. CDWs support and coordinate processes leading to strong communities where citizens are empowered to seek out opportunities to enhance their lives. CDWs work alongside citizens to expose and ignite their assets, inspiring them to make improvements in their LMCH community.

Tenant Program Coordinator

The Tenant Program Coordinator organizes meaningful recreational, health and social activities to LMCH communities. Additionally, the Tenant Program Coordinator supports and organizes tenant led events.

ASSET-BASED COMMUNITY DEVELOPMENT IN PUBLIC HOUSING

An asset-based community development (ABCD) approach empowers, engages, and supports tenants to effect change within their communities. The CD team utilizes the following main principals of ABCD in their interactions and work with tenants:

Tenant-led/ Tenant-informed

- Communities know themselves best - what they can do on their own, with each other and what they could do if they had some outside help
- Services, programs and community supports should be informed by tenant needs and feedback.

Gifts & Assets

- Leveraging what's strong, not what's wrong
- Every individual has a gift and asset to contribute to their community, but gifts must be discovered
- Matching talents with tasks

Relationships Drive Community Development

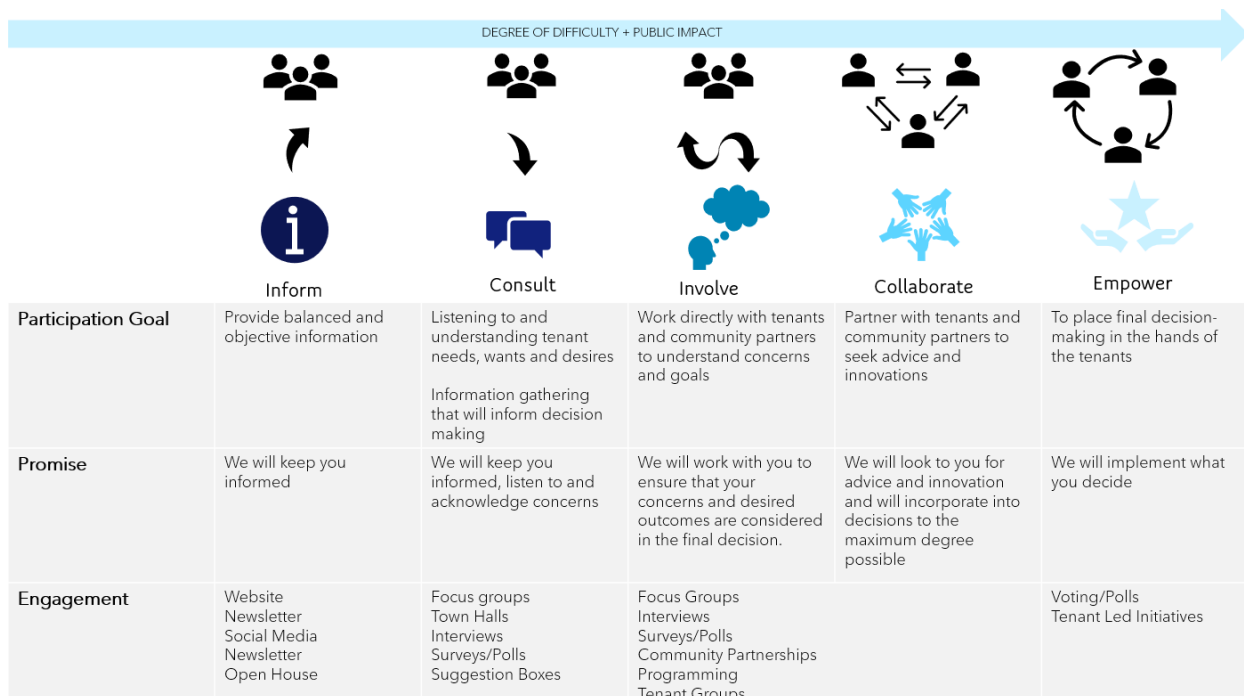
- When a community works together, they become strong together
- Relationships amplify and multiply the capabilities of individuals

Questions Lead to Solutions

- Providing opportunities for tenants to explore their potential and create their own path
- Rather than coming in with answers to the community's problems, ask questions and allow tenants to discover solutions through their answers

TENANT ENGAGEMENT CONTINUUM

Tenants are invited to become involved and participate in organizational led processes that are designed to be responsive to tenant feedback. Tenant engagement can be achieved through various methods but should be matched depending on the participation goal and promise to tenants.



LMCH TSC Meeting
May 31, 2023

2023 OBJECTIVES

Informed by the main principals of ABCD, the CD strategy will focus on the following objectives for 2023:

Objective	2023 Deliverables
Program alignment with CD Pillars <ul style="list-style-type: none"> • Health & Wellness • Education/Skill Building & Capacity • Employment & Contribution • Connection & Community 	<ul style="list-style-type: none"> • Development and implementation of tracking system • Utilizing tracking system to identify potential service gaps • Increasing # of pillars within a cross section of LMCH communities
Engagement Across the Continuum <ul style="list-style-type: none"> • Inform • Consult • Involve • Collaborate • Empower 	<ul style="list-style-type: none"> • Development and implementation of tracking system • Utilizing tracking system to identify engagement gaps • Increasing number and type of engagement opportunities in a cross section of LMCH communities
Tenant Informed Programming and Services	<ul style="list-style-type: none"> • Development and implementation of needs assessment survey • Utilizing data to inform comprehensive site profiles • Intentional engagement with 2-3 LMCH communities currently experiencing an absence of programming/ services
Tenant Led Events	<ul style="list-style-type: none"> • Streamlining process for tenant-led events • Process development and resource allocation for the request of funds to support tenant led events • 50+ tenant led events at a cross section of LMCH communities
Tenant Safety Meetings	<ul style="list-style-type: none"> • 6+ Fire Safety Meetings • 6+ Community Safety Meetings (e.g., Neighborhood Watch, Crime Prevention etc)
Tenant Groups	<ul style="list-style-type: none"> • Development of processes and resources that will support a consistent implementation of Social Committees within LMCH communities where there is an identified interest from tenants • Establishment of 1 Social Committee
Community Partnerships	<ul style="list-style-type: none"> • Updated community partnership agreements with all partners, where a Memo of Understanding does not exist

- Ensuring quarterly stats are provided to better understand the services being provided
- Development of onboarding package for new partners
- 3+ new community partnerships

CD EVENTS & INITIATIVES

Below are a sampling of CD events and initiatives that have been implemented in 2023:

County Community Garden Project

During the county town halls, the CD Team heard that tenants were seeking connection-based programming, expressly in gardening. Through the lens of social housing, the program intends to increase tenant knowledge of the planning process; increase tenants' sense of belonging to a community; and develop behaviors that lend to the continuity of the project through consulting, involving, and collaborative engagement styles. CDWs have been working with tenants in Strathroy, Glencoe and Newbury since January and planting days will be happening in early June.

Boulee- Through Our Eyes

Our community's talented youth have created some amazing multimedia art that gives us a glimpse into what it is like to live in their neighborhood. With guidance from our facilitators, the youth took the lead and dove deep into their roles and purpose in our community.

The project's goal was to showcase the vibrancy of their community and encourage investment in it through various forms of art. The youth were the driving force behind the project with facilitators providing prompts and guidance to help them think critically about their place and purpose in the community.

Social Events at CMHA Supported Buildings

CMHA provides supports to LMCH tenants at Simcoe and Dundas through the Housing Always and Ash program. LMCH supports tenant engagement through fun activities to build trust and visibility with CMHA. Starting in spring 2023, these engagement events will extend to William Street.

Oxford Street Social Committee

Supported by a CDW, the tenants at Oxford have formed a social committee and have been working through defining outcome objectives, processes, and resource development. Members have agreed that their priority is to create a June event that will introduce the building to their social committee combined with a needs assessment of what activities the committee can provide to engage additional participants and members.

Income Tax Clinics

Volunteers attended our senior sites in March and April and prepared tenant taxes for free. Forty-four tenants participated in this service.

Clean & Green

LMCH hosted our annual Clean & Green events, and we went BIG, attending adult, family, and senior sites. Despite the rain and cold, we had great turnouts, and the prizes were a hit. Our staff, tenants, community partners, and city officials all came together to make a difference in our community.

Community Safety Meetings

Through partnership with London Police Services and Crimestoppers, community safety meetings took place at 3 priority adult sites as well as our 6 Senior sites. Tenants had an opportunity to participate in an info session about building safety and fraud prevention, as well as an opportunity to ask questions.

Caring Cupboard

This is the 4th anniversary of this in house tenant run food bank at Baseline. It began with the idea of helping seniors bridge the gap and help maintain a healthy lifestyle. They receive an abundance of donations from the community and run a distribution monthly to Baseline tenants. Follow them on Facebook to see the great work they do!

Tenant Led Events

Tenant led events have exploded in 2023, and requests are coming in daily. Below are some examples:

- Dart League
- Coffee Groups
- Bingo
- Game Nights
- Crafts
- Knit & Crochet Club
- Piano Hour

PREPARED and SUBMITTED BY:	STAFF CONTACT
Andrea Mackenzie Director, Tenant Services	Lisa Luther Community Engagement Manager

Tenant Services Committee Report 2023- 12

TO: LMCH Tenant Services Committee

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: Reimagine Tenant Engagement Overview

DATE: May 24, 2023

PURPOSE

To provide an overview and update of the initiatives being implemented by the Reimagine Engagement Team.

RECOMMENDATION

That the LMCH Tenant Services Committee **RECEIVE** the Reimagine Tenant Engagement Overview report for information purposes.

OVERVIEW

The Reimagine Engagement Team meets monthly to collaboratively discuss tenant engagement from various lenses. LMCH is mindful to engage tenants appropriately ensuring that the engagement opportunity matches the participation goal and LMCH's promise to tenants (See [Appendix A](#)).

Recent engagement opportunities that have been implemented include:

Engagement Opportunity	Details	Engagement Type
<p>Southdale Facebook Page Relaunch (Appendix B)</p>	<ul style="list-style-type: none"> Focus on developing tenant awareness of this Page, so tenants will be comfortable using this as a resources when information is ready to be shared about the project. This platform will be in place as a tool to engage tenants throughout the project. Reimagine updates redirect tenants to the Reimagine website where full details are available. 	<p>Inform</p>

	<ul style="list-style-type: none"> • Membership has grown by 53% from 39 members to 60+ members. • Monthly Giveaways used to incentivize tenants to stay connected and informed. • Increasing content to share community resources, highlights and recognize culturally diverse holidays 	
Community Conversations	<p>Community Conversations were planned for January – May 2023, and were intended to be informal drop-ins hosted by the Reimagine Project Manager and a member of the engagement team. Tenants were invited to attend and ask any questions or to learn more about Reimagine.</p> <p>Unfortunately, tenants did not participate in this engagement opportunity, so the initiative was paused until there is more relevant Reimagine information to share.</p>	Inform Consult
Playground Vote (Appendix C)	<p>Tenants were invited to vote on how many playgrounds will be installed in their community, as well as vote on where the playgrounds will be located.</p> <p>Tenants were also given an opportunity to share their considerations on how to make the playgrounds feel safe and welcoming.</p> <p>The winning choices were to have 2 playgrounds in the Northeast & Southwest locations.</p> <p>Due to product delays, the playgrounds are anticipated to be installed in Spring 2024. More details will be shared once timelines are confirmed</p>	Empower
Tenant Update (Appendix D)	<ul style="list-style-type: none"> • Revisiting Key Messages of Phase 1 • Priming tenants to prepare for increased communications. 	Inform
Southdale Garden Initiative (Appendix E)	<p>Tenants are invited to beautify their community by planting gardens in their front yard.</p> <p>Tenant purchases for approved items will be reimbursed up to \$100</p>	Empower

COMMUNITY PARTNER ENGAGEMENT

In February 2023, current and potential partners were sent a Reimagine Community Partner Update ([Appendix F](#)) to start the conversation about future partnerships. Interested partners were invited to info sessions in March that were hosted by the Project Manager, Scott Robertson and the Community Engagement Manager, Lisa Luther. The information session allowed partners to:

- Learn more about Reimagine Southdale ([Appendix G](#))
- Preview the renderings for Reimagine Southdale
- Preview the blueprints of the Community Partner Space and provide feedback around what your organization would need to best deliver programming to LMCH tenants.

Potential programming and supports will be aligned with the 4 Pillars of the Community Development Strategy:



Health
Wellness

Flu Clinics
Child focused art and play therapy
Collective Kitchens & Nutritional Support
Trauma informed yoga
Infant massage



Education/Skill Building
Capacity

Parenting Workshops & Support Groups



Employment
Contribution

Employment supports such as assistance with resume writing, job searching, job placements.



Connection
Community

Social and Collaborative groups
Advocacy

Potential partners were very positive about Reimagine Southdale, collectively expressing excitement about the community partner space and the multi-functional opportunities available with the amenity space on the ground floor. Potential partners

confirmed their ability to offer programming on weekends/evenings if there is a tenant need. Additionally, there was a collective confirmation that there would be no funding challenges preventing programming to be offered to all tenants within a mixed income portfolio.

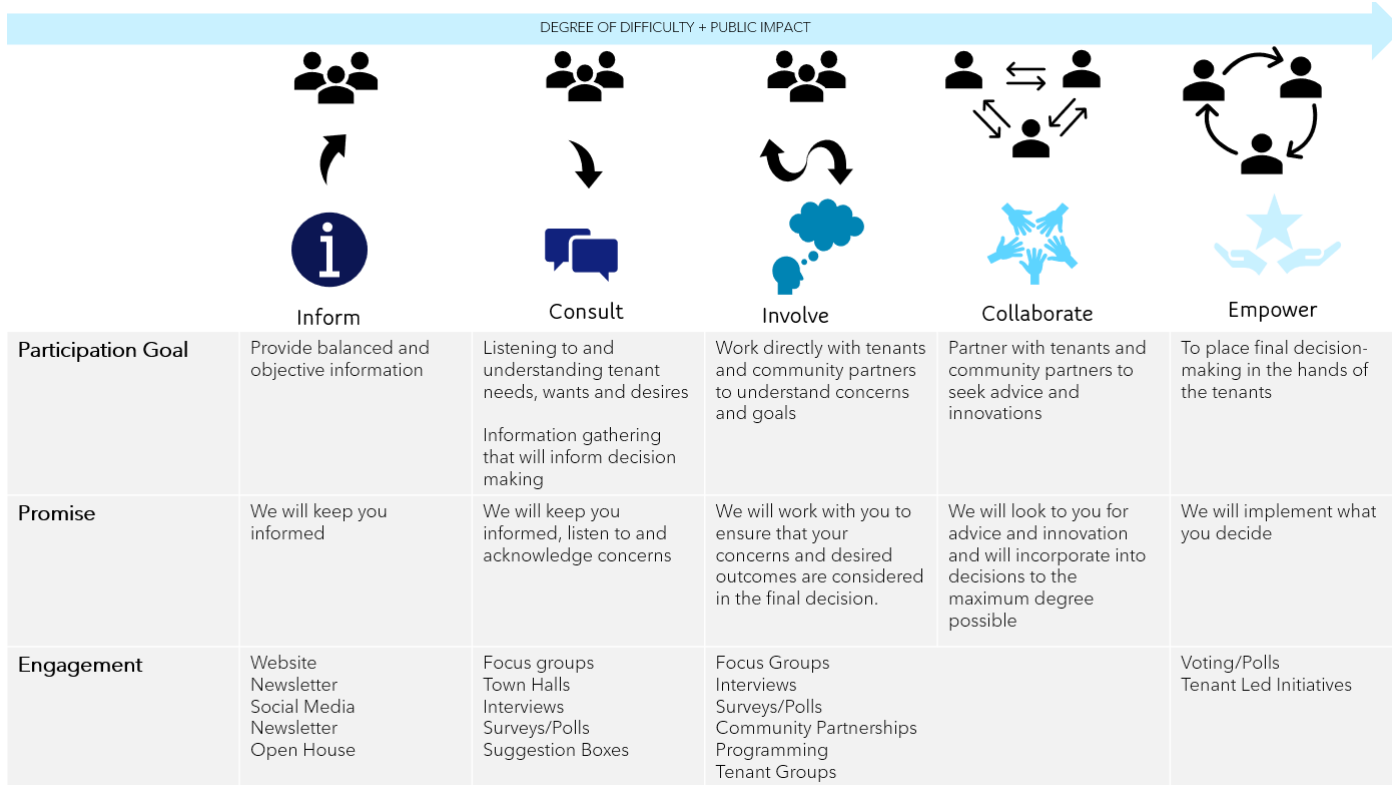
FUTURE ENGAGEMENT

The Reimagine Engagement team will continue to meet monthly to intentionally determine engagement opportunities that add value for tenants. Potential future engagement opportunities in 2023 may include:

- Targeted info shares to tenants on relevant construction information (e.g., parking, noise etc)
- Community Conversation with project manager and general contractor prior to the start of construction to answer questions and provide additional safety information
- Continued Community Partner Engagement

PREPARED and SUBMITTED BY:	STAFF CONTACT:
Andrea Mackenzie Director, Tenant Services	Lisa Luther, Community Engagement Manager

APPENDIX A Tenant Engagement Continuum



JOIN OUR REIMAGINE SOUTHDALE FACEBOOK GROUP

WHY JOIN ?

Monthly *giveaways* for all members at a \$25 value of your choice.

ALREADY A MEMBER?

Amazing! We value your support and you are still eligible. All you have to do is like and share this post!

WHAT YOU CAN EXPECT TO SEE

- What you need to know on **Reimagine Southdale** (updates, announcements and information)
- Get to know the staff
- Discover opportunities to participate in community building sessions
- Find out when **LMCH** and community partners host community events
- Myth Busters
- Updates and announcements from **LMCH**

HOW TO JOIN

1. Log into Facebook
2. Search "LMCH Reimagine Southdale"
3. Click "join group"
4. Complete the short questionnaire to confirm you are a Southdale resident
5. Once the LMCH team accepts your request, enjoy being a part of our online community!



ANY QUESTIONS?

📞 LMCH (519) 434-2765
🌐 <https://www.lmch.ca/reimagine-southdale>





APPENDIX C
Playground Vote

**YOUR
Vote
COUNTS**

LMCH is excited to invite Southdale tenants to vote on the Reimagine Southdale playgrounds - how many and where they should be located.

THE MOST VOTES WIN!

To vote, complete the survey by March 10th and you will be entered into a draw to win one of five \$25 gift cards of your choice.

Voting results will be posted on the Reimagine Southdale Facebook page and website on March 17, 2023.

Scan the QR code with your smart phone, or enter the website information manually in your internet browser.

Paper copies of the survey are available in the Rec Unit

<https://www.surveymonkey.com/r/JKLYRMR>

Ways to Stay Connected

- LMCH Reimagine Southdale
- <https://lmch.ca/reimagine-southdale>
- reimagineinfo@lmch.ca

APPENDIX D
Tenant Update



REIMAGINE
SOUTHDALE
UPDATE

As part of our commitment to keeping you informed, we want to give you a sneak peek of some key information about Reimagine Southdale!
Check out the information below and stay tuned for further updates about the project and the exciting features that will make your community even more vibrant, dynamic and enjoyable for everyone!



Demographics

- 53 units
- 1,2,3 & 4 bedrooms
- 20% of units are accessible
- mix of RGI, Affordable & LMCH Market rate rents
- individuals, couples & families

Reimagining Community

- Multi-functional, community space
- Onsite community partners offering a variety of services & supports
- Computer Lab
- Central Air Conditioning
- Laundry on every floor
- Secure bike parking
- Large green space

Milestones/Timeline

- Phase 1 start: Fall 2023
- Phase 1 Completion: December 2024

CONTACT US

519-434-2765

reimagine@lmch.ca

Facebook Group: LMCH Reimagine Southdale

www.lmch.ca/reimagine-southdale



LONDON & MIDDLESEX
COMMUNITY HOUSING

APPENDIX E
Southdale Gardens Initiative



SOUTHDALE GARDENS

May 19, 2023 - June 30, 2023.

Beautify your outdoor space and get reimbursed up to \$100

Guidelines: Must be planted in the ground and must be in your front gardens.

See Reimagine Southdale Facebook page or CRW Nici for more information
Facebook Group: LMCH Reimagine Southdale

See backside for more Info!

The poster features a green background with illustrations of a pair of green gardening gloves, a woven basket, a woman in a hat and overalls holding a potted plant, a man in a hat and overalls holding a watering can, a shovel, a bucket of soil labeled 'SOIL', and several sunflowers.



Additional Information

- Participants will be eligible to be reimbursed from May 19-June 30, 2023.
- Participants need to include a photo of their garden when submitting their receipts
- Submit receipts and pictures to lchambers@lmch.ca or to your CRW
- Items that are eligible to be reimbursed for:
 - seeds, flowers, plants
 - soil
 - shovels & rakes
 - watering cans
 - plastic fencing, trellis etc

Helpful Links

<https://www.gardenersworld.com/how-to/grow-plants/gardening-for-beginners-10-tips/>

<https://onplants.ca/planning-a-garden/>

<https://commonsensehome.com/start-a-garden/>



APPENDIX F
Community Partner Update

February 2023



**RE
IMAGINE** Southdale

Community Partner Update

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.

Slated to take place over the course of the next decade, this project will not only improve access to affordable housing but will also help to enrich the Southdale community. Reimagine Southdale will help to cultivate community through a focus on family units, community space and accessible programming for all.

REIMAGINING COMMUNITY

Construction of Phase 1 will commence in Fall 2023, with an anticipated completion date of Summer 2024. Site plans, including what our Community Partner space will look like, are currently being finalized.



LMCH is excited for the opportunity to leverage existing partnerships, and explore new partnerships, to ensure programming and service providers are connected to the diverse needs of tenants.

LMCH is starting the conversation with potential partners to explore programming options, as well as to have a better understanding of the functional and operational considerations potential partners would need to best deliver programming to LMCH tenants.

If you would like to continue to be part of the conversation, please contact Lisa Luther, Community Engagement Manager.

 519-434-2765 X267
  lluther@lmch.ca
  <https://lmch.ca/reimagine-southdale>

APPENDIX G
Community Partner Info Session Take Away




YOU MATTER

Community Partners play a crucial role in the success of Reimagine Southdale, as we look to forge meaningful partnerships with different organizations that can offer a range of services, support, and programming to meet the diverse needs of our tenants.




Demographics

- 53 units
- 1,2,3 & 4 bedrooms
- 20% of units are accessible
- mix of RGI, Affordable & LMCH Market rate rents
- individuals, couples & families

Reimagining Community

- We're investing in a multi-functional, diverse community space
- Our goal is to match partnerships to the diverse needs of our tenants
- Innovative spaces to encourage connection to community

Milestones/Timeline

- Phase 1 start: Fall 2023
- Phase 1 Completion: December 2024

Contact

Lisa Luther
lluther@lmch.ca
519-434-2765 ext *267

www.lmch.ca/reimagine-southdale

Tenant Services Committee Report 2023- 13

TO: Tenant Services Committee

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: Tenant Advisory Council (TAC)

DATE: May 24, 2023

PURPOSE

To provide an update to the Tenant Services Committee on the Tenant Advisory Council (TAC).

RECOMMENDATION

That the LMCH Tenant Services Committee **RECEIVE** the Tenant Advisory Council (TAC) update report for information purposes.

BACKGROUND

The Tenant Advisory Council (TAC) was developed in February 2020 with the intention to have the council members work within the framework of the LMCH mission and vision to provide guidance from the viewpoint of the tenant base, representing all LMCH communities. The first official TAC meeting was held December 2020, with inaugural members terms commencing January 2021.

CURRENT STATE

TAC is intended to have 11 members; the current council is comprised of 6 members. Five members are serving their second 2-year term (effective Jan 2023) and one member is serving their first 2-year term (effective October 2022).

Since TACs establishment in 2020, TAC has encountered several challenges including:

- Pivoting to online meetings as a response to COVID 19 proved significant technology challenges preventing TAC members from participating in meetings in a meaningful and effective way.
- Consistent TAC member turnover and ongoing limited membership numbers impacted the council's ability to find momentum to meet their goals.
- The formal governance structure and expectations was challenging for the council members.

To support the TAC, customized board training and development was brought in by Pillar in 2020 and again in 2023. Unfortunately, the council continues to experience challenges in meeting their objectives including:

- Execution of their elected responsibilities (e.g., co-chair, secretary)
- Establishing a yearly work plan with set priorities
- Providing progress reports to the Board of Directors at minimum 3 times per year
- Providing reports and recommendations to the Board of Directors

CONCLUSION

TAC met on May 9, 2023, and with the support of Pillar, engaged in a reflection exercise about their experience, as well as had an opportunity to provide feedback on how the TAC can be revamped. Through open and transparent conversation, the group was able to reflect on their resiliency, experience, and accomplishments, while recognizing the opportunity for lessons learned to inform future reiterations.

Over the next month, TAC members will be reviewing the Tenant Handbook, providing feedback and recommendations for LMCH consideration. TAC will meet on June 13th for the cumulative meeting, where there will be a celebration and acknowledgement of TAC members contributions and participation in the council.

LMCH recognizes the value of tenant voices and is dedicated to finding the best ways to facilitate tenant participation. To achieve this, it is essential to pause the current trajectory of TAC and take time to reflect on the current structure. Through a review and revision of its systemic and foundational aspects, a more effective and meaningful opportunity can be conceptualized. Ongoing updates will continue to be provided to the Tenant Services Committee.

PREPARED and SUBMITTED BY:	STAFF CONTACT:
Andrea Mackenzie Director, Tenant Services	Lisa Luther, Community Engagement Manager

Tenant Services Committee Report 2023- 14

TO: Tenant Services Committee

FROM: Christine Poirier, Senior Manager, Property Services

SUBJECT: Work Order and Service Requests for Q1 2023

DATE: May 24, 2023

PURPOSE:

To update the Tenant Services Committee regarding the status of LMCH's Q1 work order and service requests broken down by category, Priority, and Vendors.

RECOMMENDATION:

That the Work Order and Service Requests - Q1 2023 report **BE RECEIVED** for information.

OVERVIEW:

We created a total of 5,588 work orders in Q1 of 2023 for all LMCH buildings. This number equates to the following:

- 1,862 work orders per month
- 62 work orders per day
- 1.71 work orders per unit

In 2022, we created a total of 21,326 work orders which equate to the following:

- 1,777 work orders per month
- 58 work orders per day
- 7 work order per unit

If the current trend continues, it appears that we are on pace to surpass last year's work order total by a modest 4.8%.

Created Work Orders by Category (Q1-2023)

1. **Work Orders:** This includes all work orders created between January 1, 2023, through March 31, 2023. Our top categories during Q1 were pest control, plumbing, and keys / doors which account for 53% of the work orders in this period.

	Pest Control	Plumbing	Keys and Doors	Electric Sys / Repairs	Building General	Cleaning	Door	Waste Removal	Life & Safety System	Other	Total
Q1 Work Orders	1,273	1,028	643	419	416	306	263	233	222	785	5,588
% of WO's	23%	18%	12%	7%	7%	5%	5%	4%	4%	14%	100%

Work Orders by Priority (Q1-2023)

2. **Priority Work Orders:** We broke down the work orders for this quarter by priority and found 53% were routine or non-emergency and 26% were classified as urgent, emergency, or 24 hours.

	Non-Emergency and Routine	Urgent, Emergency or 24 Hours	Turnover	After Hours	Other	Total
Q1 Work Orders	2,959	1,471	804	256	98	5,588
% of WO's	53%	26%	14%	5%	2%	100%

Unit Turnover by Category (Q1-2023)

3. **Turnover Categories:** Of the 804 work orders attributed to the turnover process, 21% were for cleaning services, 19% for keys and doors, 15% for paint and repairs, and 13% for pest control services. There were no dominant work order categories found for the turnover process.

	Cleaning	Keys and Doors	Paint / Repairs	Pest Control	Building General	Other	Total
Q1 Work Orders	169	154	119	107	89	166	804
% of WO's	21%	19%	15%	13%	11%	21%	100%

Total Work Orders – LMCH vs Vendors (Q1-2023)

4. Analysis of Q1 work orders revealed that LMCH assigned 52% of work orders to vendors, a proportion which is consistent with our 2022 numbers.

	LMCH	Vendors	Total
Q1 Work Orders	2,657	2,931	5,588
% of WO's	48%	52%	100%

LMCH vs Vendors per Category (Q1-2023)

Minimum 250 Work Orders

5. **Category Breakdown:** LMCH manages at least 70% of work orders for plumbing, keys and doors, electrical repairs, and general maintenance. Conversely, almost all cleaning and pest control tasks are outsourced to vendors.

	Pest Control	Plumbing	Keys and Doors	Electrical Sys / Repairs	Building General	Cleaning	Door
Q1 Work Orders	1,273	1,028	643	419	416	306	263
LMCH %	0.4%	78.5%	95.5%	71.1%	76.4%	0.7%	85.9%
Vendors %	99.6%	21.5%	4.5%	28.9%	23.6%	99.3%	14.1%

Conclusion

In 2022, LMCH generated 21,326 work orders. However, extrapolating from Q1 2023's total of 5,588 work orders, we project an annual total of approximately 22,352, indicating a modest growth of 4.8% compared to 2022.

Furthermore, the pest control work order trend in Q1 2023 suggests a significant rise from 3,683 to 5,092, amounting to a year-over-year surge of 38%. This is the only category revealing a substantial deviation from our 2022 data.

PREPARED BY:
CHRISTINE POIRIER, SENIOR MANAGER, PROPERTY SERVICES

Tenant Services Committee Report 2023- 15

TO: Tenant Services Committee

FROM: Paul Chisholm, CEO

SUBJECT: Upcoming Policies for LMCH

DATE: May 24, 2023

PURPOSE:

To update the Tenant Services Committee on three policies being reviewed by LMCH staff that will come before the committee for review and/or approval later in 2023.

RECOMMENDATION:

That the Upcoming Policies for LMCH report be RECEIVED for information.

BACKGROUND:

LMCH operations are governed by both Provincial Legislation and municipal bylaws. The legislation and bylaws provide guidance for setting requirements for LMCH and/or limiting decision making. LMCH will create policies to provide clarity on the position of LMCH on certain issues and how they are being managed by the corporation. Policies require Board Approval prior to implementation. LMCH has identified the need to create or change the following policies:

- Parking Policy
- Smoking Policy
- Tenant Insurance Policy

Parking Policy:

LMCH currently provides parking to at all our building and townhome communities. LMCH has a small portfolio of semi-detached and scattered homes that have a driveway associated with the municipal address.

The number of parking spaces at each site is dependent on the requirements for the site as set out in the development agreement. The availability of parking varies by site, with several buildings where tenant and/or visitor parking is of limited availability. At townhalls in 2022 some tenants did raise the concern about parking availability, visitor parking and similar themes related to parking with many tenants indicating they would like to see changes to the current LMCH approach to parking. Over time, parking registration has been undertaken at a few buildings to assist in managing the parking. There is currently a process to provide parking passes to all staff.

LMCH needs to develop a parking policy and program that considers some key questions:

- Should LMCH start to charge for tenant parking?
- Should parking spots be assigned vs the current unassigned parking model?
- What are the vehicle registration requirements for parking at LMCH buildings?
- How is vehicle parking going to be enforced?

LMCH Parking Policy currently lacks a systematic approach for assigning parking spots to tenants, handling parking violations and managing non-operational vehicles. The new Policy will provide the structured approach that will improve the administration of parking across the LMCH portfolio.

Smoke-Free Policy

LMCH has not begun the transition to become smoke-free housing. Community Housing Providers and private landlords in Ontario have been permitted to add smoke-free clauses into their leases and begin the transition process to become smoke-free. LMCH must develop a policy on this matter in advance of accepting applications for the planned new development for ReImagined Southdale.

LMCH needs to develop a Smoke-Free Policy and program that considers some key questions:

- Should LMCH introduce a smoke-free policy for new buildings?
- Should LMCH introduce a smoke-free policy for existing LMCH Buildings?
- What is the timeline required to plan and implement the transition?
- What is the impact of smoke-free policies on LMCH tenants and applicants for community housing in London?

Tenant Insurance Policy

LMCH carries insurance for general liability, property damage, etc. This insurance coverage protects the assets of LMCH but provides limited protection to tenants.

Some community housing providers and private landlords in Ontario mandate that tenants have additional tenant insurance as a requirement of their lease. The insurance coverage supports tenants with alternate accommodations in the event their unit becomes uninhabitable, covers damage to their personal property and provides liability insurance that could cover the losses of LMCH should the tenant be deemed at fault for a fire or other insured loss.

LMCH needs to consider if creating a policy mandating Tenant Insurance for tenants is something that should be recommended.

- Should this apply to all tenants of LMCH, new tenants only or tenants of specific buildings only?
- What requirements would be set in terms of the amount of coverage required for each tenant?
- What administrative processes would be put in place to support compliance with the policy?

Conclusion

LMCH has identified these three policies as policies that need to be considered. All three have a tenant impact that needs to be assessed and considered in the approval of the policy.

PREPARED BY:	STAFF CONTACT:
PAUL CHISHOLM, CEO	RYAN WINTER, BUSINESS PLANNER

Vacancy Report - 2022 with YTD 2023 (May 31, 2023)

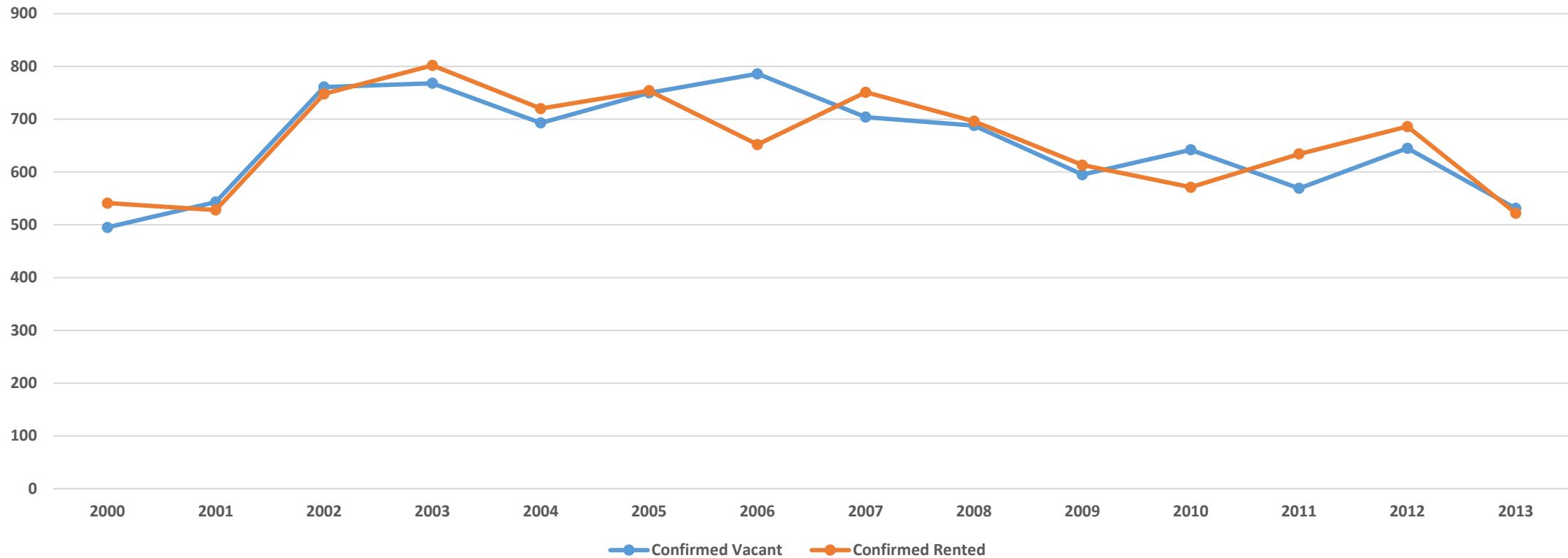
Date: June 22 2023



**LONDON &
MIDDLESEX**
COMMUNITY HOUSING

Historical Vacancy

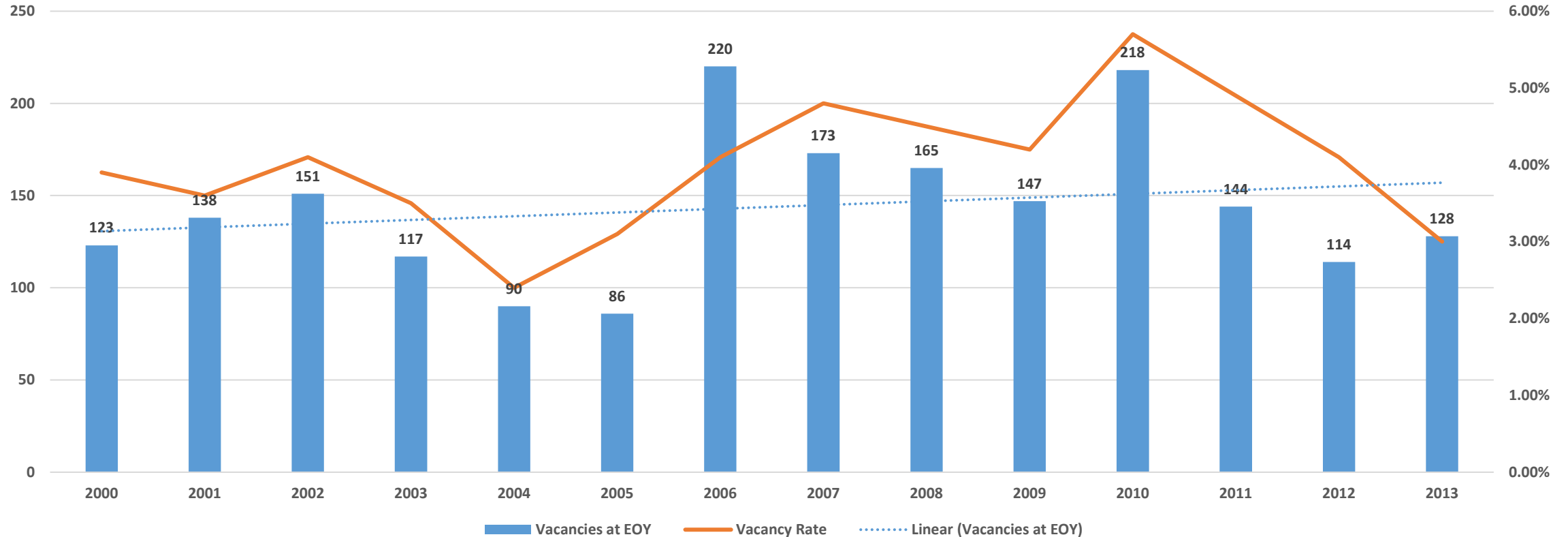
Historical Vacancy: 2000 - 2013



14 Years	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	AVG
Confirmed Vacant	495	543	761	768	693	750	786	704	688	595	642	569	645	531	655
Confirmed Rented	541	528	748	802	720	754	652	751	696	613	571	634	686	522	658

Historical Vacancy

Historical Vacancies and Vacancy Rate



14 Years	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	AVG
Vacancies at EOY	123	138	151	117	90	86	220	173	165	147	218	144	114	128	132
Vacancy Rate	3.9%	3.6%	4.1%	3.5%	2.4%	3.1%	4.1%	4.8%	4.5%	4.2%	5.7%	4.9%	4.1%	3.0%	4.0%

Vacancy Analysis – 2022

Operating Environment

- Aging asset requiring more intensive repairs:
 - water leaks, flooring, electrical, etc.
 - Increase in floors required and managing through ACM
 - Increase in tenant willful damage in units - walls, doors, cabinets, etc.
 - Lack of cleaning through tenancy
 - Tenants leaving unit contents behind
 - Increased issues bed bugs and cockroaches
- Vacancies in Maintenance Role - ongoing
- Vendor Pool not sufficient to support work – number of vendors, lack of competitive pricing, quality of work, speed of work – new vendors and approach in place since late 2022

Vacancy Analysis - 2022

Vacancy Results - 2022		
Unit Level	Total	%
Confirmed Vacant	376	
Confirmed Ready	328	
Confirmed Rented	355	
Average Confirmed Vacant per Month	31.33	
Average Confirmed Ready per Month	27.33	87%
Average Confirmed Rented per Month	29.58	94%

Number of Units per Month – Made Ready

Units Made Ready 2022												
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	AVG
28	34	28	46	22	30	24	18	34	22	10	32	27.3

Performance	Count of units	Count of Months	Avg./Month
Green (34+)	114	3	38
Yellow (29 – 33)	62	2	31
Red (less than 29)	152	7	22

Number of Units per Month – Leased

Units Leased 2022*												
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	Total
27	19	54	18	33	32	31	23	35	34	27	22	29.6

*excludes 122 Baseline

Performance	Count of units	Count of Months	Avg./Month
Green (34+)	123	3	41
Yellow (29 – 33)	96	3	32
Red (less than 29)	136	6	22.6

Mandate Analysis - 2022

2022	Confirmed Vacant		Confirmed Ready		Confirmed Rented	
	Total	%	Total	%	Total	%
Adult	145	39%	126		133	
Senior	137	36%	123		142	
Family	94	25%	79		80	
Average Adult per Month	12.08	N/A	10.5	87%	11.08	92%
Average Senior per Month	11.42	N/A	10.25	90%	11.83	104%
Average Family per Month	7.83	N/A	6.58	84%	6.67	85%

Unit Breakdown - 2022

Vacancy Report - 2022

2022	Confirmed Vacant		Confirmed Ready		Confirmed Rented	
	Total	%	Total	%	Total	%
Bachelor	49	13%	37	76%	35	71%
1 Bedroom	233	62%	213	91%	226	97%
2 Bedroom	23	6%	17	74%	22	96%
3 Bedroom	55	15%	43	78%	55	100%
4 Bedroom	15	4%	17	113%	15	100%
5 Bedroom	1	0%	1	100%	2	200%

Average Days to Turn Unit - 2022

Vacancy Report - 2022

Unit Type by Mandate	Average Days to Turn Unit			
	Adult	Senior	Family	Total
Bachelor	101			101
1 Bedroom	109	84		93
2 Bedroom			102	102
3 Bedroom			95	95
4 Bedroom			90	90
Total Average	106	84	95	95

Average Days to Turn Unit- 2022

Average Days to Turn Unit in 2022	
Criteria	% of Units in Each Criteria
Green (60 or less days)	32%
Yellow (61 – 95 days)	27%
Red (96+ days)	41%

Future Goals

- Strive to get below 60 days to turn unit on average by the end of 2023.
- Currently, our average days to turn a unit is 95 and the breakdown shows a larger percentage in the Red.

CMHC Renovations 2023 - 2025

Beginning in 2023, units will be removed from the vacancy count for the CMHC renovations. This process will continue until 2025/26.

- Confirmed ready work begins normally - Pest Control, cleaned out and possible Flooring removal under normal budget
- Units will be assessed for program inclusion once confirmed vacant.
- Units in this program will be set aside and marked non-lettable and will be reported separately as part of occupancy reporting.
- Units will be bundled into work packages of 5-8 units and assigned to 1 vendor
- Targets will be established to turn units
- Unit restoration will be part of CMHC budget
- Units will be returned to lettable and will be tracked separately for monitoring leasing activity

Impact on Vacancy Management

- Need to review vacancy reporting and ensure transparency in reporting – internally, Board, public
- Some costs of unit turnover will transfer from Maintenance Expense to CMHC Expense.
- Reducing new vacancies transferred to vendors and internal resources will create capacity to:
 - Reduce current vacancy backlog;
 - Increase capacity of existing staff to manage Maintenance requests
 - Reduce need to assign work to vendors that can now be done with internal resources
- Opportunity to manage internal accommodation requests differently. Where tenant request for accommodation is best managed through transfer this request should be assessed through this process

Future Vacancy #'s will Decline

Board Report: March 16, 2023

- Current Vacancy % = **4.4%** (as of February 2023)
- 2022 Vacancy % = **4.75%** (end of 2022)

- Moving 10 – 12 units per month out of circulation
- 1/3 of our current vacancies each month will be removed and placed into a the CMHC process

- If we maintain rent ready units at 34 per month, we should hit our target of 3%
- Restoration units will drop and the time to turn units will decrease

- **Goal:** 60 days or less target for 75% of units and hitting 60-day average by end of year = December 31, 2023
- New Target for end of 2024 = 2% Vacancy

- When CMHC restorations are completed, those units will return to the count and vacancy numbers are expected to rise over time.

CMHC Renovations 2023 - 2025

Projects		Simcoe	Baseline (seniors)	Mc Nay (seniors)	Dundas	Walnut (senior)	Kent (senior)	345 & 349 Wharncliffe	Yearly Total
Unit Mods	2023	6 units	20 units	20 units		10 units	15 units	16 units	87
	2024	14 units	31 units	34 units	10 units	30 units	25 units	16 units	160
	2025	15 units	31 units	34 units	10 units	35 units	25 units	18 units	168
Total		35	82	88	20	75	65	50	415

Vacancy Update YTD 2023

Number of Units per Month – Made Ready January 2022 to May 2023

Units Made Ready 2022												
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	AVG
28	34	28	46	22	30	24	18	34	22	10	32	27.3

Units Made Ready 2023												
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	AVG
41	32	43	30	38								36.8

- First five months of 2022 = 158
- First five months of 2023 = 184
- 16% improvement year over year

Monthly Vacancy Trending 2022 & YTD 2023

Vacancy Report - 2022

	Confirmed Vacant			Confirmed Ready			Confirmed Rented		
	Total 2022	Total 2023	Diff +/-	Total 2022	Total 2023	Diff +/-	Total 2022	Total 2023	Diff +/-
Adult	145	87		126	81		133	65	
Senior	137	52		123	69		142	57	
Family	94	27		79	34		80	35	
Adult Units/Month	12.08	17.4	5.32	10.5	16.2	5.7	11.08	13	1.92
Senior Units/Month	11.4	10.4	-1.02	10.25	13.8	3.55	11.83	11.4	-0.43
Family Units/Month	7.83	5.4	-2.43	6.58	6.8	0.22	6.67	7	0.33
Average Units/Month	31.31	33.2	1.87	27.33	36.8	9.47	29.58	31.4	1.82

Monthly Vacancy Trending 2022 & YTD 2023

Confirmed Vacant			Confirmed Ready			Confirmed Rented		
Units/Month	Total 2023	Change over 2022	Total 2023	Change over 2022	% Completed	Total 2023	Change over 2022	% Completed
Avg. Bachelor	3.6	-0.48	4.4	1.32	122%	4.2	1.28	117%
Avg. 1 Bed	24.2	4.78	25.4	7.65	105%	20.2	1.37	83%
Avg. 2 Bed	2	0.08	1.8	0.38	90%	2	0.17	100%
Avg. 3 Bed	2.4	-2.18	4.2	0.62	175%	4.4	-0.18	183%
Avg. 4 Bed	0.8	-0.45	0.8	-0.62	100%	0.4	-0.85	50%
Avg. 5 Bed	0.2	0.12	0.2	0.12	100%	0.2	0.03	100%
Totals	33.2	1.87	36.8	9.47		31.4	1.82	

Average Days to Turn Units (YTD 2023)

Unit Type by Mandate	YTD 2023 Average Days to Turn Unit											
	Adult	days to turn unit	% Change	Senior	days to turn unit	% Change	Family	days to turn unit	% Change	Total	days to turn unit	% Change
Bachelor	48	-53	-52%							48	-53	-52%
1 Bedroom	85	-24	-22%	82	-2	-2%				84	-9	-10%
2 Bedroom							68	-34	-33%	68	-34	-33%
3 Bedroom							77	-18	-19%	77	-18	-19%
4 Bedroom							46	-44	-49%	46	-44	-49%
Total Average	77	-29	-27%	82	-2	-2%	71	-24	-25%	78	-17	-18%

Average Days to Turn Unit January 2022 to May 2023

Average Days to Turn Unit in 2022			
Criteria	% of Units in Each Criteria 2022	% of Units in Each Criteria 2023	Diff +/-
Green (60 or less days)	32%	44%	+12
Yellow (61 – 95 days)	27%	24%	-3
Red (96+ days)	41%	32%	-9

Future Goals

- Strive to get below 60 days to turn unit on average by the end of 2023.
- Currently, our average days to turn a unit is 95 and the breakdown shows a larger percentage in the Red.

2023 Results

- Currently, our average days to turn a unit is 78.
- Working on aged units in June and July will increase days to turn a unit in Q3 but this will normalize in Q4

Move out Process

Move-Out Process

1. Debris Removal
2. Pest Control Management (Multiple treatments may be necessary)

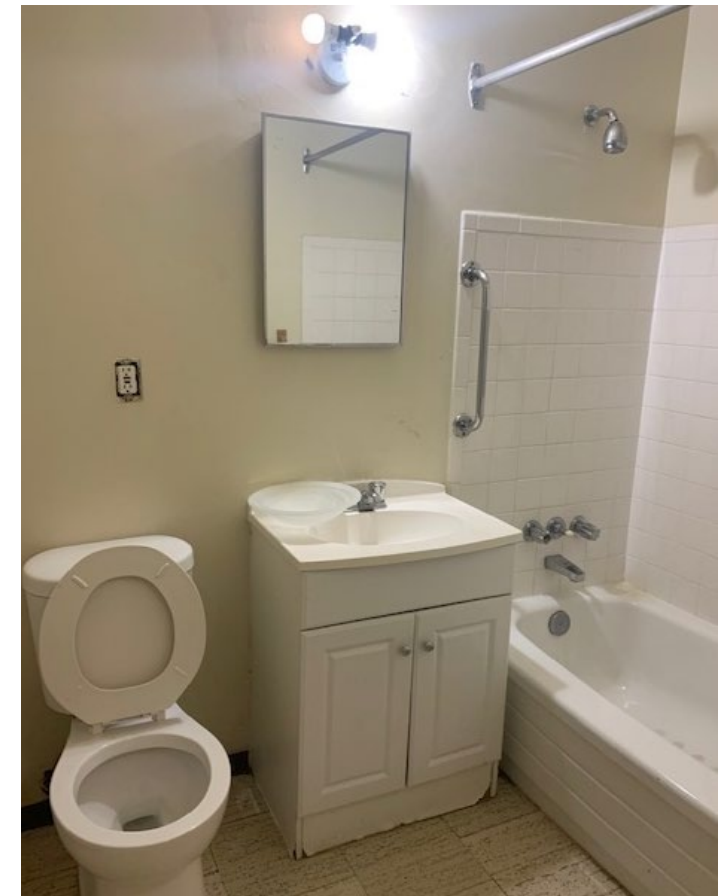
Steps #1 and 2 can take up to a month (30 days)

3. Maintenance Repair (MR's) begin repair of electrical, plumbing etc.
4. Vendors are brought in for flooring, kitchen and bathroom repairs
5. MR's return for final installation of light fixtures, range hoods and door hardware
6. Final cleaning is completed before Tenant Services begins their process of finding a tenant

Our process can be delayed when there is extensive damage to the units



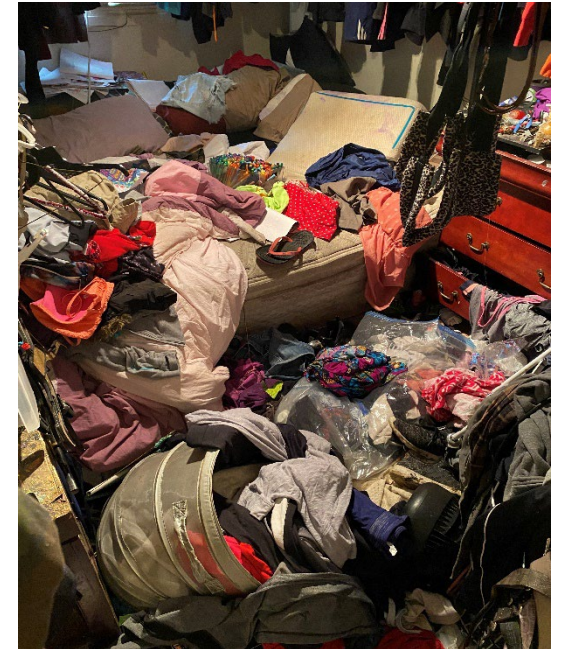
Move-Out Examples (Well-Maintained)



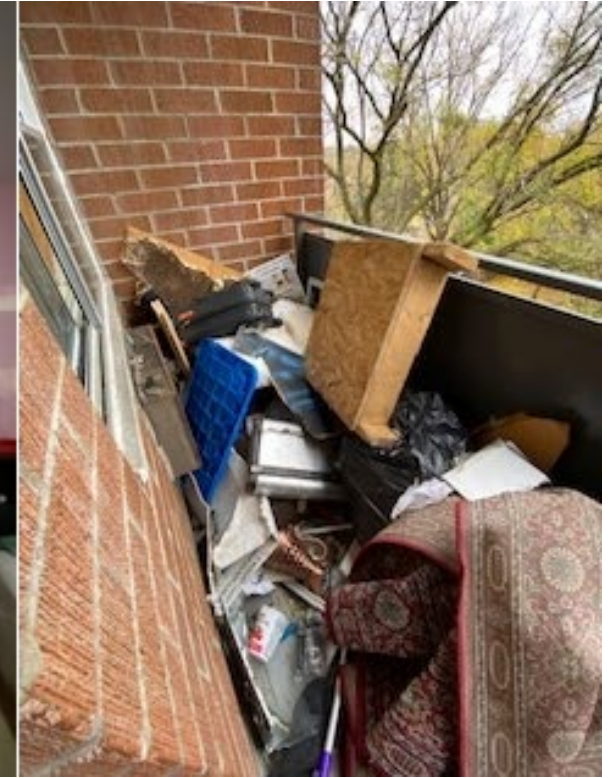
Move-Out Examples



Move-Out Examples (Hoarding)



Move-Out Examples



Move-Out Examples

Vacancy Report – 2022 / 2023

