

Board Members:

Aynsley Anderson

John Millson

Gary Bezaire

Tammy Brooks

Maria Manno

Phil Squire

Shellie Chowns

Adrian Cornelissen

AGENDA

LONDON & MIDDLESEX COMMUNITY HOUSING (LMCH)

Board of Directors Meeting

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

Thursday, August 19, 2021

5:30 PM – 6:45 PM

Item	P.	Lead	Time
------	----	------	------

1. Call to Order		P. Squire	5:30
2. Recognition of Indigenous Peoples and Lands	3	P. Squire	
3. Completion and Acceptance of Agenda		P. Squire	
4. Disclosures of Interest		P. Squire	
5. Approval of the Minutes of Previous Meetings		Chair	
a. July 15, 2021	4		5:35
6. Communications		None	
7. Delegation		None	
8. Consent			5:40
a. CEO Update (August) b. Staff Report 2021-38 Q.2 KPI Report c. Staff Report 2021-39 Operating Results d. Staff Report 2021-40 Vacancy Management Update e. Staff Report 2021-42 Forecast Results f. Staff Report 2021-43 2021 Capital Budget Business Unit Reclass g. Staff Report 2021-44 Capital Work Update h. Staff Report 2021-45 2020-2029 AMP Annual Review			
9. Reports and Business			6:00
a. HR & Governance Committee b. Finance & Audit Committee c. Facility & Tenant Services Committee d. Staff Report 2021-41 2022 Provisional Budget – Operating and Capital		A.Mackenzie/ K.Graham D.Taplashvily P.Renaud/ O.Gryn D.Taplashvily/P. Renaud	
10. New Business / Enquires			6:25
11. In Camera Matters a. A matter pertaining to the progression of litigation, including matters before administrative tribunals, affecting the Corporation			6:40
12. Meeting Adjourn			6:45

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 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.



**LONDON &
MIDDLESEX**
COMMUNITY HOUSING

BOARD OF DIRECTORS MEETING

Thursday, July 15, 2021 at 5:30 PM
London & Middlesex Community Housing
Board Room, 1299 Oxford Street East, Unit 5C5, London, ON.

Board Members Present:

Paul Yeoman
Presiding Officer (Former Board Chair)

Phil Squire
Board Chair

Shellie Chowns
Board Vice-Chair

Gary Bezaire
Board Member

Tammy Brooks
Board Member

Adrian Cornelissen
Board Member

Aynsley Anderson
Board Member

Maria Manno
Board Member

John Millson
Board Member

Senior Staff Present:

A. Mackenzie	Interim CEO
O. Gryn	Interim Director, Tenant Services
D. Taplashvily	Director, Finance & Corporate Services
P. Renaud	Director, Assets & Property Services
A. Serra	Communications Specialist

Meeting to Order	P. Yeoman called the meeting to order at 5:30 p.m.
Recognition of Indigenous Peoples and Lands	<p>P. Yeoman provided the following recognition address:</p> <p><i>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 Leni-Lenape Nations.</i></p>
Completion and Acceptance of the Agenda	With regard to the completion and acceptance of the agenda, P. Yeoman identified an amendment for board elections it is currently Chair, Vice Chair and Treasurer, but should be Chair, Vice Chair and Secretary.

	<p>CARRIED.</p> <p>With regard to the adoption of the revised agenda, A. Anderson moved, seconded by J. Millson that the amended agenda BE APPROVED.</p> <p>CARRIED.</p>
Declaration of Conflict of Interest	<p>P. Yeoman called for declaration of conflict of interest with respect to the agenda. There were no conflicts of interest declared.</p>
Board Elections for Chair, Vice Chair and Secretary	<p>P. Yeoman opens floor for nominations for Chair. P. Squire nominated for Chair, J. Millson moved, seconded by S. Chowns. CARRIED.</p> <p>Motion to move the duration of the Chair from commencement of this meeting to the end of 2022. A. Cornelissen moved, seconded by G. Bezaire. CARRIED.</p> <p>S. Chowns nominated for Vice Chair. S. Chowns accepts the nomination. Moved by P. Squire, seconded by A. Anderson. CARRIED.</p> <p>Nomination for A. Mackenzie to remain secretary by S. Chowns, seconded by P. Squire. CARRIED.</p>
Board Meeting Minutes of June 17, 2021	<p>With regard to the Board Meeting Minutes of June 17, 2021, A. Anderson moved, seconded by J. Millson, that the Minutes BE APPROVED.</p> <p>CARRIED.</p>
Consent Items, CEO Update and Staff Report	<p>With regard to two consent items, CEO Update and Staff Report, moved by J. Millson, seconded by G. Bezaire.</p> <p>CARRIED.</p>
Staff Report 2021-36: Diversity and Inclusion Policy and Staff Report 2021-37 CCTV Policy	<p>With regard to Staff Report 2021-36: Diversity and Inclusion, S. Chowns moved, seconded by T. Brooks that the report BE APPROVED as presented. With regard to Staff Report 2021-37 Closed Circuit CCTV Policy, S. Chowns moved, seconded by A. Anderson that the report BE APPROVED as presented. Subcommittee of the Board was struck and includes P. Squire, G. Bezaire, T. Brooks, M. Manno, P. Yeoman.</p> <p>With regard to Staff Departmental Presentations, G. Bezaire moved and J. Millson seconded.</p> <p>CARRIED.</p>
In Camera Meeting Minutes of June 17, 2021	<p>No in camera minutes to discuss.</p>

Date of Next Board Meeting	The Board scheduled the next meeting for August 19, 2021 at 5:30 p.m.
Adjournment	S. Chowns moved, seconded by G. Bezairé that the meeting BE ADJOURNED at 6:11 p.m. CARRIED.

P. Squire, Board Chair

Andrea Mackenzie, Interim CEO

Update from the CEO

Board Meeting of August 19, 2021

a) Organizational Updates	<p>Staffing Updates</p> <p>Markel Pellington will be joining LMCH as of August 24 in the role of Information Technology Manager. Markel brings with him over 25 years experience in business technology, most recently within the financial sector.</p> <p>Preet Chhokar will be taking up the role of Community Engagement Manager as of August 16. Preet has been with LMCH in a Community Development role since 2019.</p>
b) Labour Relations	<p>The Union/Management committee met on July 29, and we discussed at length what opportunities exist for teams and broader staff groups may have to start to reconnect in person with the continued relaxing of the covid regulations. The senior leadership team will work on some event planning for the fall. The next Union/Management meeting is scheduled for September 10, 2021.</p>
c) Community & Tenant Engagement	<p>Learning Tent – The Learning Tent at Southdale is a continuation of last year’s summer collaboration of bringing in education into a community-based setting. Approximately 15 children participate daily in educational learning. Prior to school starting they are offered a fresh breakfast every morning and lunch to take home to ensure that there are no barriers to participation and learning and addressing food security. Alongside that, there is a STEAM program partnered with the Learning Tent, where youth participate on a weekly basis and build a boat from scratch, which was recently launched at Fanshawe Lake- an excellent way for experiential learning for the youth.</p> <p>Boys and Girls Club: With a family driven focus, BGC is running a day program at Marconi, Allan Rush, and Boullee daily from 1-5 pm. This program offers sports, crafts, learning activities, and snacks for those participating and also is taking a family driven focus to connect other members of the family to supports or services that will help them thrive (youth to leadership training etc.). This program is at maximum capacity at all sites and is attended regularly by those families who have registered. The youth that have registered to participate in BGC programming</p>

take leadership training to help them become emerging leaders in their community.

Western Social Work: They created a program called KSOS which stands for King Students Offering Supports. They provide counselling like services to tenants that are interested in the program. The fourth-year students and MSW students work on this, the third year students did community development work because the placement is so short that the KSOS program was not conducive for them or the tenants.

London Hydro: London Hydro ran an energy saving event at our Oxford building, as Solar panels were installed on the roof. We did some outreach at the building to see who would like to participate in an hour long event, where you do your best to “unplug” and save energy. Those who took part in this event, are receiving a \$25.00 gift card for Metro. Approximately 28 households took place in this event. We are also working with London Hydro to kick start a pilot for air conditioning units in our semidetached households.

Book Delivery: The London Public library have tons of books that are either duplicates or are no longer in circulation that they are looking to donate. Our first site to pilot this idea, has been 202 McNay Street, tenants can register with their name and what kinds of books they like to read. The first week of this pilot program is now complete and we had approximately 10 tenants that accessed the program.

Simcoe Food Support: The London Chaplaincy, our partners at Limberlost and Southdale have headed over to Simcoe to provide some food support for our tenants. Food varies each week, but we are able to help between 25-50 people each time we go.

TO: LMCH Board of Directors

FROM: Joseph Bonasia, KPI & Business Analyst

SUBJECT: Key Performance Indicators (KPIs)

DATE: Aug 19, 2021

RECOMMENDATION:

That, on the recommendation of the KPI and Business Analyst, the following report **BE RECEIVED** for information purposes.

BACKGROUND:

A new reporting format and schedule has been approved by the LMCH Board of Directors (BOD). This report honors this new reporting structure.

CURRENT STATE

Continued review of finance and capital processes is currently in progress. Refinement of current processes within Finance and Capital project planning will begin soon, as part of organizational plans for 2022. HR and Finance related KPI targets have been adjusted to better reflect goals for end of year performance status. KPIs for measuring tenant engagement and partnership feedback are also under continued review. Additional security related KPIs are in development. **Appendix A** is the newly reformed LMCH BOD KPI summary, with unaudited, preliminary Q2 2021 data. **Appendix B** is the data dictionary for LMCH BOD reported KPIs. **Appendix C** is the list of Strategic Goals, outlined in the 2017-2020 LMCH Strategic Plan

NEXT STEPS:

Review of the financial and capital processes and corresponding performance metrics will continue into Q3 as part of our efforts to improve efficiency and drive value in the organization. Further review of community development KPIs as well as a thorough overview of our current KPI landscape will carry on into Q3 2021. Review for Implementation of potential software upgrades will also continue.

CONCLUSION:


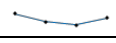
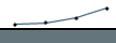
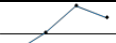
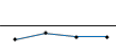

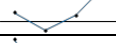

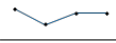


The purpose of this report is to present progress for LMCH's KPI program.

SIGNATURE:

Prepared and Submitted by:	Reviewed and Concurred by:
----------------------------	----------------------------

Joseph Bonasia KPI & Business Analyst	Diana Taplashvily Director of Finance and Corporate Services

Appendix A: LMCH Board of Directors KPI Summary

	Q1 2021	Q2 2021	Q2 2020						
Category/Metrics	Previous Quarter	Current Quarter	Previous Year	Variance	Var. %	Target	Variance	Var. %	2020 Trend
Human Resources KPI Metric Summary									
Full Time Staff	71	71	69	2	2.90%	92	-21	-22.83%	
Full Time Equivalent (FTE) ^Ω	70.82	73.18	73.92	-0.74	-1.01%	93.08	-19.90	-21.38%	
Business Case 19 Related Hires	11	14	1	13	-	19	-5	-26.32%	
Finance, Information Technology and Data Science KPI Metric Summary									
Surplus/(Deficit)	(\$71,500)	\$603,842	\$73,390	\$530,452	722.79%	\$0	\$603,842	NA	
Rent Arrears	\$357,889	\$355,822	\$460,245	(\$104,423)	-22.69%	\$604,285	-\$248,463	-41.12%	
Rent Collection Percentage	88.26%	94.15%	92.30%	1.85%	2.00%	95%	-0.85%	-0.90%	
Percentage of Tenants in Good Financial Standing	85.53%	86.70%	82.18%	4.52%	5.51%	85%	1.70%	2.00%	
Total Evictions	5	6	1	5	500.00%	12	-6	-50.00%	
Units Leased	90	82	67	15	22.39%	100	-18	-18.00%	
Property Services KPI Metric Summary									
Total Vacant Units	139	137	121	16	13.22%	100	37	37.00%	
Total Vacancy Rate	4.24%	4.17%	3.69%	0.49%	13.22%	3.00%	1.17%	39.14%	
Cost of Vacancy [†]	\$112,860	\$108,000	\$106,650	\$1,350	1.27%	\$81,000	\$27,000	33.33%	
Percentage Spent vs Approved Budget	6.84%	10.30%	42.23%	-31.93%	-75.61%	10%	0.30%	3.00%	

'Average Length of Tenancy' Included in Q4 Report, 'FCI Score' Summary Included in Q1 Report.

'Staff Capacity Percentage' is removed and replaced with 'Full Time Staff' and 'Full Time Equivalent (FTE)'.

'Percentage Spent vs Approved Budget' has been adjusted to reflect projects with anticipated spend in 2021.

Ω Derivation excludes On Call Manager Hours



Appendix B: LMCH Board of Directors KPI Data Dictionary

Human Resources KPI Metric Summary

Full Time Staff – The number of full-time employees at the end of the reporting period

Full Time Equivalent (FTE) – Quarterly average FTE based on overtime hours, with respect to work (paid) days for a given period

Staff Capacity Percentage – The Percentage of Staff working relative to workable days for a given period

Business Case 19 Related Hires – The number of accumulated LMCH staff related to Business Case 19 for a given period.

Finance, Information Technology and Data Science KPI Metric Summary

Surplus/(Deficit) – The amount leftover /(excess of expenditure) compared to budget for a given period.

Rent Arrears – Total money owing by tenants for rent, for a given period.

Rent Collection Percentage – The percentage of tenant rent collected with respect to amount owing, year-to-date for a given period

Percentage of Tenants in Good Financial Standing – The number of tenants whom are current with rent charges for a given period

Data Completion Percentage – The percentage of data retrieved to total, complete data at period end for a given period

Tenant Services KPI Metric Summary

Total Evictions – The total number of evicted LMCH tenants for a given period.

Average Length of Tenancy for Current Tenants – The time duration as an LMCH tenant (Current) for a given period

Units Leased – The total number of units rented for a given period.

Property Services KPI Metric Summary

Total Vacant Units – The total number of vacant units for a given period.

Total Vacancy Rate – The percentage of the total vacant units with respect to our total LMCH portfolio count (3282) for a given period

Cost of Vacancy – The cost due to lost rent revenue on vacant units for a given period

Regeneration and Capital KPI Metric Summary



Percentage Spent vs Approved Budget – $(\text{Money Spent} / \text{Approved Budget}) \times 100\%$ For projects with anticipated spend within the reporting year

FCI Score – The percentage within each FCI score status (“Excellent”, “Very Good”, “Good”, “Fair”, “Poor”, “Deficient”) for a given period.

Appendix C: Strategic Goals per LMCH 2017-2020 Strategic Plan

A Improve, renew and maintain the homes that we offer

- 1) Develop an asset strategy with the intent to have “a shovel in the ground”
- 2) Ensure capital improvements relate to the annual capital plan and long term capital replacement strategy
- 3) Improve building conditions to make them more functional

B Invest in people to build long-term organizational capacity

- 1) Strategically align HR processes to support organizational goals and clarity
- 2) Align people, systems and functions to fulfil our growth strategy
- 3) Identify and develop leadership capacity among our People
- 4) Enhance our culture to support emotional health, physical safety and well-being

C Stake out our critical role in supporting housing stability and preventing homelessness

- 1) Inform and influence London housing policy, intake, waitlist needs assessment and supports
- 2) Engage key community “stakeholders” to help them understand that LMHC is an integral part of the solution to prevent homelessness and support housing stability
- 3) Change the public narrative to better inform and gain support for LMHC services; positively influence perceptions and develop a broader narrative
- 4) Advocate for LMHC housing, supports and appropriate, sustainable funding
- 5) Advocate for housing system change, e.g., RGI, connecting supports to residents, legislation change

D Engage, Assist & Empower Tenants

- 1) Create a Tenant engagement strategy
- 2) Foster housing stability by providing tenant onboarding and education programs
- 3) Expand and improve tenant communication channels

E Organizational Effectiveness

- 1) Establish an Organizational Communication Strategy to address internal and external communication needs
- 2) Update and streamline organizational systems to offer better customer service and expand organizational capacity
- 3) Create a Governance Model to best support LMHC Operations
- 4) Develop an organizational evaluation framework

F Long-term financial growth and stability

- 1) *Establish a comprehensive financial plan*
- 2) *Fund the implementation of the Strategic Plan and create new funding tools and revenue streams to ensure ongoing financial sustainability*

G Maximize Information and Technology for informed decision making

- 1) Create an information technology strategy that forms a digital business model for the way we work and provide digital services for our tenants and our people
- 2) Utilize cloud-based services where it will improve efficiency and is cost effective that enables our tenants to self-serve to our services.
- 3) Invest in IT to deliver high performing systems that meet the changing needs of the organization and our tenants, to drive efficiency and effectiveness.

4) Adopt, where appropriate, industry recognized standards to manage and protect our information technology assets, and to ensure services are efficiently and effectively managed and developed.

Staff Report 2021 - 39

TO: LMCH Board of Directors

FROM: Diana Taplashvily, Director Finance and Corporate Services

SUBJECT: June 2021 Financial Results Summary - Operating

DATE: August 19, 2021

RECOMMENDATION:

That the June 2021 Financial Performance Results and its Operating Summary Report **BE RECEIVED** for information.

REASONS FOR RECOMMENDATIONS:

The following report provides a high-level and detailed analysis of LMCH's June 2021 Operating Financial Results.

The YTD operating results on June 31, 2021 ended with an operating surplus of \$603,842. A favourable result of \$540,428 to budget.

The surplus is comprised of favorable variance of \$285,388 in Utilities due to \$306,796 energy rebate received from Enbridge and a positive trend in rental revenues as well as Net Bad debt write offs accounting for most of \$210,537 favorable variance in total revenues. Delay in planned hiring resulted in reduced spending by \$145,062 in salaries and benefits and \$95,173 in Administration costs.

We continue to experience high demand for maintenance and repair services and in Q2 Plumbing, Heating & Ventilation repairs reported unfavorable variance of (156,461) and (60,706) respectively. Unfavorable variance of (\$103,679) is also reported in Building General and is driven by unit turnover spending. Unfavorable variances were partially offset by favorable variance in Pest Control, Painting, Landscaping, Waste Removal, Electrical and Elevators services at \$103,658, \$90,881, \$30,417, \$23,025, \$22,914, and \$10,884 respectively. There has been an increased need for stoves and fridges replacements in several properties resulting in unfavorable variance of (\$47,138) in Equipment. Security had unfavorable variance of (\$37,266) due to replacement costs related to vandalized security systems.

Please see the attached report for high-level and detailed analysis.

LMCH will seek to mitigate costs; however, addressing safety and maintenance concerns for our tenants and community continues to be a priority.

SIGNATURE:

PREPARED BY:	RECOMMENDED BY:
DIANA TAPLASHVILY DIRECTOR FINANCE & CORPORATE SERVICES	ANDREA MACKENZIE INTERIM CHIEF EXECUTIVE OFFICER

Appendix A – June 2021 Operating Results

Appendix A – June 2020 Operating Results

LONDON MIDDLESEX COMMUNITY HOUSING
Income Statement as at 30-Jun-2021
(Unaudited)

	2021 YTD Actuals	2021 YTD Budget	Variance from Budget Better (Worse)	% Var to Budget	2020 YTD Actuals	Variance from 2020 Better (Worse)	% Var to 2020	YTD Variance Explanations
OPERATIONS								
Revenue								
Rental Revenue	6,080,307	5,977,912	102,395	2%	5,977,912	102,395	2%	
Tenant Recoveries	68,192	92,060	(23,868)	-26%	113,388	(45,196)	-40%	
Net Bad Debt Writeoffs	(116,388)	(199,500)	83,112	-42%	(144,612)	28,224	-20%	
Antenna Licenses	72,833	75,345	(2,512)	-3%	69,196	3,637	5%	
Interest	12,424	8,671	3,753	43%	7,192	5,232	73%	
Sundry & other revenue	98,781	51,125	47,656	93%	77,290	21,491	28%	
Municipal Base Funding	6,592,222	6,592,220	2	0%	5,836,323	755,899	13%	
Total Revenue	12,808,370	12,597,832	210,537	2%	11,936,689	871,680	7%	
Expenditures								
Salaries, wages & benefits	3,031,553	3,176,615	145,062	5%	3,134,487	102,934	3%	Delay in hiring for new positions.
Maintenance, materials and services								
Roofing	9,710	28,500	18,790	66%	9,492	(218)	-2%	
Building, general	498,879	395,200	(103,679)	-26%	461,351	(37,528)	-8%	Q2 cost is driven by move out repairs.
Cleaning	447,977	448,000	23	0%	432,461	(15,516)	-4%	
Pest Control	246,742	350,400	103,658	30%	230,367	(16,375)	-7%	
Elevators	85,116	96,000	10,884	11%	96,336	11,220	12%	
Electrical	110,286	133,200	22,914	17%	66,127	(44,158)	-67%	
Equipment	53,138	6,000	(47,138)	-786%	63,534	10,396	16%	Stoves and Fridges for Simcoe, Kent, Walnut, Albert, William, Wharncliffe & other locations
Landscaping & parking lot mtc	113,583	144,000	30,417	21%	82,287	(31,296)	-38%	
Mold	-	-	-	-	-	-	-	
Snow Removal	489,052	380,000	(109,052)	-23%	339,084	(149,968)	-44%	Due to heavy snow falls and frequent salting.
Life safety systems	105,260	97,500	(7,760)	-8%	80,894	(24,365)	-30%	Fire safety provider identified some deficiencies need to be addressed before certification.
Heating & ventilation	131,206	70,500	(60,706)	-86%	190,943	59,737	31%	Failed furnace and heating systems replacements/repairs in Q1'21
Plumbing	360,461	204,000	(156,461)	-77%	253,564	(106,897)	-42%	Drain issues and leaks repairs.
Painting	95,119	186,000	90,881	49%	176,490	81,371	46%	
Vandalism	36,916	24,000	(12,916)	-54%	5,111	(31,805)	-622%	Cost is driven by increased vandalism at 39 Tecumseh Ave (broken windows).
Waste Removal	142,475	165,500	23,025	14%	118,448	(24,028)	-20%	
Security	344,486	307,220	(37,266)	-12%	207,313	(137,173)	-66%	Due to replacement costs related to vandalized security systems in Q1'21.
Social & recreational program	14,078	24,235	10,157	42%	8,230	(5,848)	-71%	
Sundry materials & services	35,344	56,160	20,816	37%	31,027	(4,317)	-14%	
	3,319,828	3,116,415	(203,412)	-7%	2,853,059	(466,769)	-16%	

LONDON MIDDLESEX COMMUNITY HOUSING
Income Statement as at 30-Jun-2021
(Unaudited)

	2021 YTD Actuals	2021 YTD Budget	Variance from Budget Better (Worse)	% Var to Budget	2020 YTD Actuals	Variance from 2020 Better (Worse)	% Var to 2020	YTD Variance Explanations
Utilities								
Electricity	876,378	879,762	2,783	0%	862,512	(14,467)	-2%	
Water Heater Rental	122,131	121,477	(654)	-1%	119,095	(3,036)	-3%	
Water	687,771	695,409	7,638	1%	681,773	(5,998)	-1%	
Natural Gas	590,194	559,018	(31,176)	-6%	548,057	(42,137)	-8%	
Energy Savings Rebate	(306,796)	-	306,796		-	306,796	N/A	Energy Rebate from Enbridge for Walnut St, Simcoe St., McNay St. and Dundas St locations.
	1,970,278	2,255,665	285,388	13%	2,211,437	241,159	11%	
Property								
Insurance	394,198	393,029	(1,169)	0%	343,045	(51,153)	-15%	
Municipal taxes	2,585,963	2,563,740	(22,223)	-1%	2,507,810	(78,153)	-3%	
Mortgage payments (Bella St.)	27,556	27,826	270	1%	7,812	(19,744)	-253%	
	3,007,717	2,984,595	-23,122	-1%	2,858,667	-149,050	-5%	
Administration								
Corporate and other costs	440,733	499,062	58,328	12%	385,915	(54,819)	-14%	Delay in hiring of new positions
Transportation & Communicatio	154,449	176,711	22,262	13%	159,843	5,394	3%	
Supplies & equipment	235,772	250,356	14,583	6%	143,686	(92,086)	-64%	
	830,954	926,128	95,173	10%	689,443	(141,511)	-21%	
Total Expenditures	12,160,330	12,459,418	299,089	2%	11,747,093	-413,237	-4%	
Net (deficit) surplus from Operati	648,040	138,414	509,626	368%	189,596	458,443	242%	
Extraordinary Losses - Fire, wind etc.	44,197	75,000	30,803	41%	116,207	72,009	62%	Improved control over Insurance Claims process
Net (deficit) surplus from Operations	603,842	63,414	540,428	852%	73,390	530,453	723%	
after Extraordinary Losses	(0)	0			0			

STAFF REPORT 2021 – 40

TO: LMCH Board of Directors

FROM: Olesya Gryn, Interim Director, Tenant Services and Phil Renaud, Director, Assets and Property Services

SUBJECT: Vacancy Management Update

DATE: August 11, 2021

RECOMMENDATION:

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

Purpose:

To update the Board, Shareholder and Service Manager regarding the status of LMCH's Vacancy Management progress with the objective of achieving a three percent (3%) total vacancy.

July 2021 Progress (Reported as of July 31st, 2021)

1. **Total Vacancy:** This includes all units within 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%)

Total Vacancy: 3.9% or 129 units

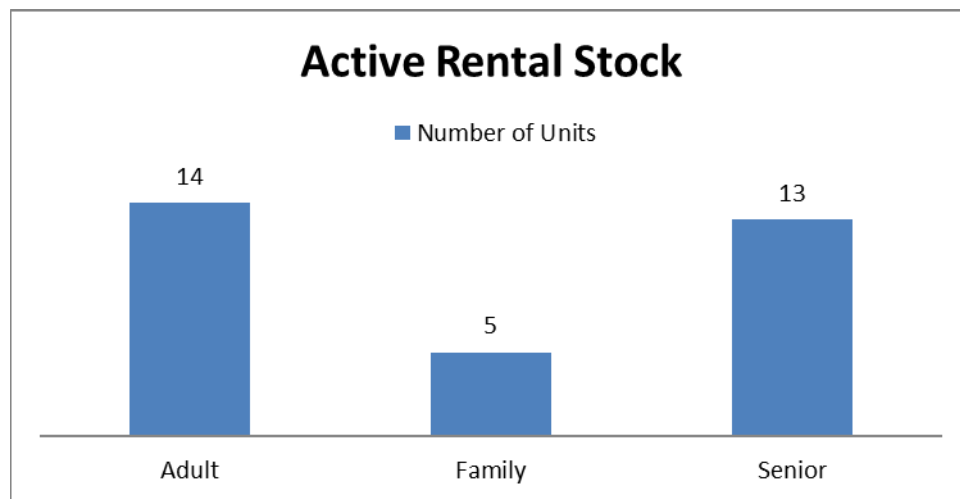
Future Leased: 0.6% or 20 units

Final Vacancy: 3.3% or 109 units



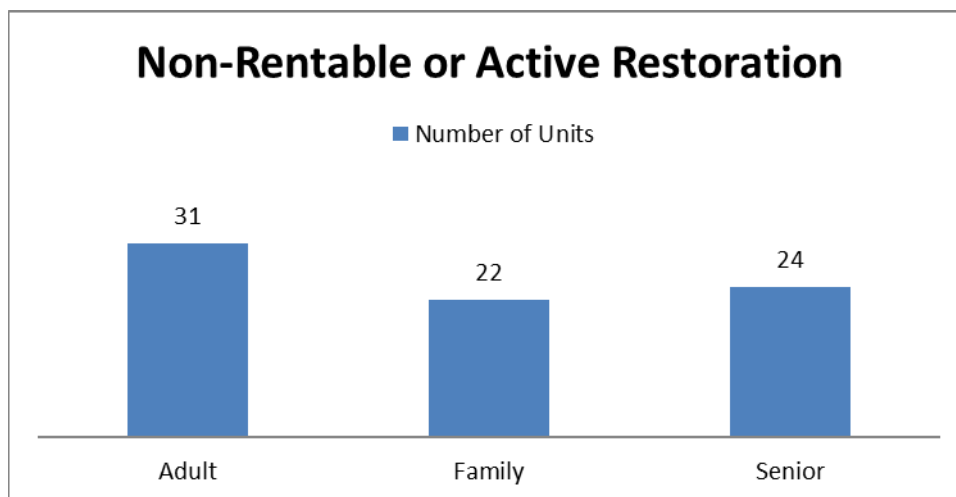
2. **Active Rental Stock:** These are all units that are rent ready and available to offer. Units leave this category when they are future leased or leased (when the actual lease is signed and keys are handed to the new tenant). (Target: 1%)

Active Rental Stock: 1% or 32 units



3. **Non-Rentable or in Active Restoration:** This category includes all remaining units that have suffered catastrophic loss (e.g., fire, flood, or other insurable damage), units that are in pre-pest clearance as well as any units that are pest cleared and are now in active restoration. (Target: 2%)

Non-Rentable or in Active Restoration: 2.3% or 77 units



Conclusion:

LMCH had 24 units confirmed vacant in the month of July, which have been added to the active restoration stock.

LMCH restored 21 units in July, leased 33 units, and future leased 20 units.

PREPARED and RECOMMENDED BY:	PREPARED and RECOMMENDED BY:
OLESYA GRYN, INTERIM DIRECTOR OF TENANT SERVICES	PHIL RENAUD, DIRECTOR OF ASSETS AND PROPERTY SERVICES
RECOMMENDED BY:	
ANDREA MACKENZIE, INTERIM CHIEF EXECUTIVE OFFICER	

Staff Report 2021 - 42

TO: LMCH Board of Directors

FROM: Diana Taplashvily, Director Finance and Corporate Services

SUBJECT: 2021 Full Year Forecast

DATE: August 19, 2021

RECOMMENDATION:

That the 2021 Full Year Forecast **BE RECEIVED** for information.

REASONS FOR RECOMMENDATIONS:

The following report provides a high-level and detailed analysis of LMCH's 2021 Full Year Forecast.

The forecast for operating results at December 31, 2021 is expected to result in a break even, i.e. zero variance to the 2021 Budget.

LMCH recognizes the trend of increased revenue may not continue and will therefore continue to closely monitor and control spending to ensure a balanced budget is achieved and more importantly, a deficit is avoided.

Please see the attached report for high-level and detailed analysis.

SIGNATURE:

PREPARED BY:	RECOMMENDED BY:
DIANA TAPLASHVILIY DIRECTOR FINANCE & CORPORATE SERVICES	ANDREA MACKENZIE INTERIM CHIEF EXECUTIVE OFFICER

Appendix A –2021 Full Year Forecast

Appendix A – 2021 Full Year Forecast

LONDON MIDDLESEX COMMUNITY HOUSING Income Statement as at (Unaudited)

	2021 Full Year Forecast	2021 Full Year Budget	Variance from Budget Better (Worse)	2020 Full Year Actual	Variance from Forecast Better (Worse)	Forecast Adjustments
OPERATIONS						
Revenue						
Rental Revenue	12,085,701	12,043,092	42,609	12,139,889	(54,188)	
Tenant Recoveries	137,727	185,464	(47,737)	224,164	(86,437)	
Net Bad Debt Writeoffs	(500,000)	(399,000)	(101,000)	(367,942)	(132,058)	
Antenna Licenses	144,916	150,689	(5,774)	140,174	4,742	
Interest	24,228	17,341	6,886	20,041	4,186	
Sundry & other revenue	207,264	102,250	105,014	164,912	42,352	
Municipal Base Funding	13,184,442	13,184,441	2	12,389,047	795,395	
Total Revenue	25,284,277	25,284,277	0	24,710,285	573,992	
Expenditures						
Salaries, wages & benefits	6,793,346	6,793,346	-	5,974,889	(818,457)	
Maintenance, materials and service	-	-	-	-	-	
Roofing	40,000	60,000	20,000	38,926	(1,074)	
Building, general	900,000	802,900	(97,100)	850,013	(49,887)	Cost is driven by unit turn over, trent will continue
Cleaning	900,595	896,000	(4,595)	891,382	(9,212)	
Pest Control	550,000	700,800	150,800	614,525	64,525	Delays in treatments due to Covid
Elevators	175,000	192,000	17,000	185,007	10,007	
Electrical	235,000	268,400	33,400	194,059	(40,941)	
Equipment	65,000	12,000	(53,000)	156,933	91,933	
Landscaping & parking lot mtc	398,000	398,000	-	285,947	(112,053)	
Mold	-	-	-	-	-	
Snow Removal	650,000	580,000	(70,000)	507,329	(142,671)	
Life safety systems	208,625	195,000	(13,625)	162,790	(45,835)	
Heating & ventilation	268,456	127,300	(141,156)	245,049	(23,407)	Trend will continue due to old infrastructure
Plumbing	691,734	408,000	(283,734)	500,288	(191,447)	Trend will continue due to old infrastructure
Painting	285,000	372,000	87,000	335,828	50,828	
Vandalism	63,000	48,000	(15,000)	51,460	(11,541)	
Waste Removal	358,579	331,000	(27,579)	277,343	(81,236)	
Security	614,442	614,442	-	427,801	(186,641)	
Social & recreational program	50,800	50,800	-	37,713	(13,086)	
Sundry materials & services	51,586	125,880	74,294	71,174	19,589	Less processed evictions
	6,505,817	6,182,522	(323,296)	5,833,566	(672,251)	

LONDON MIDDLESEX COMMUNITY HOUSING
Income Statement as at
(Unaudited)

Utilities					
Electricity	1,863,168	1,741,890	(121,278)	1,707,736	(155,432) Based on current trend
Water Heater Rental	242,717	243,762	1,045	238,983	(3,734) Based on current contract
Water	1,350,000	1,405,906	55,906	1,378,339	28,339 Based on current trend
Natural Gas	1,100,000	964,869	(135,131)	945,950	(154,050) Based on current trend
Energy Savings Rebate	(306,796)	-	306,796	(250,285)	56,511
	4,249,089	4,356,427	107,338	4,020,722	-228,367
Property					
Insurance	788,513	805,710	17,197	702,332	(86,181)
Municipal taxes	5,079,865	5,127,480	47,615	5,022,251	(57,614)
Mortgage payments (Bella St.)	55,004	55,652	648	35,907	(19,097)
	5,923,382	5,988,842	65,459	5,760,491	-162,892
Administration					
Corporate and other costs	917,236	954,913	37,677	1,435,437	518,201
Transportation & Communicatio	311,711	353,421	41,710	326,137	14,426
Supplies & equipment	483,696	504,807	21,111	454,404	(29,292)
	1,712,643	1,813,141	100,498	2,215,979	503,336
Total Expenditures	25,184,277	25,134,277	-50,000	23,805,646	-1,378,631
Net (deficit) surplus from Operati	100,000	150,000	(50,000)	904,639	804,639
Extraordinary Losses - Fire, wind etc.	100,000	150,000	50,000	274,729	174,729
Net (deficit) surplus from Operations					
after Extraordinary Losses	(0)	(0)	(0)	629,910	629,911

STAFF REPORT 2021-43

TO: LMCH Board of Directors

FROM: Diana Taplashvily (Director, Finance & Corporate Services)

SUBJECT: 2021 Capital Budget Business Unit Reclass

RECOMMENDATION:

That, on the Director, Finance & Corporate Services

- a) The Board of Directors **RECEIVE** for information this staff report.
 - b) The Board of Directors **APPROVE** the reclassified business units.
-

BACKGROUND:

Since 2020 LMCH's Shareholder, the City of London, has provided capital funding to LMCH via two business units: Public Housing Major Upgrades (LMH261821) and LMCH Infrastructure Gap (LMH2619). Public Housing Major Upgrades is the business unit that LMCH has been historically funded by, receiving \$2.2 million annually. LMCH Infrastructure Gap is the additional funding approved through the Multi-Year Budget Business Case 12; in 2021 \$3.04 million in capital funding was provided through this business unit.

Public Housing Major Upgrades Business Unit number changes each year; in 2020 it was LMH261820 and in 2021 it became LMH261821. LMCH Infrastructure Gap Business Unit LMH2619 does not change by year; every year it is the same— LMH2619.

Discussion

During capital reporting with the Shareholder, it was identified that some projects under the current 2021 Capital Budget funded from Public Housing Major Upgrades refer to business unit LMH261820 instead of LMH261821 as it should for the 2021 year. Upon identification of this, LMCH connected with City finance to determine a course of remedy. The City of London instructed LMCH to submit a list of affected projects with their existing Business unit reference and their revised business unit reference. This resulted in the business unit reclass from LMH261820 to LMH261821 for nine (9) 2021 Capital Projects.

During review, it was also identified that some capital projects had been added which resulted in the total value of 2021 capital project budgets slightly exceeding the total 2021

capital budget available. To remedy this, two (2) 2021 Capital projects— Exterior Site Furnishing (2021-0009) and Bathroom Fans on Censors/Light Switch (2021-0013)— were cancelled. Exterior Site Furnishing was selected due to its limited criticality and because at one property (Marconi) the investments could be funded as a component of the playground installation. Bathroom fans on censors was selected for cancelation due to project stage and because upon further investigation other complimentary projects (CMHC Attic Insulation) which were intended to be completed in tandem with the bathroom fan installation were determined not feasible.

Lastly Project 2021-0020, Outdoor Security Camera’s budget was reduced from \$250,000 to \$183,234. These changes ensure the total project budget equals the total budget allocation for 2021 while referencing the correct business units.

Conclusion

These changes are largely the result of an administrative error that was fortunately identified before year end. Projects cancelled and/or budgets reduced were selected based on their limited impact and the lack of existing investment to the projects to date. No further impacts to any projects are expected because of these changes.

PREPARED and SUBMITTED BY:	
Phil Renaud	Director of Property Services and Asset Managment
REVIEWED and CONCURRED BY:	
Diana Taplashvily	Director, Finance & Corporate Services

Project #	Status	Original Budget	Original Business Unit (COL) - Reference	Revised Business Unit Reference	Project Description
High Priority					
2021-0001	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	Elevator Major Control Modernization: Engineering
2021-0001	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	Elevator Major Control Modernization: Engineering
2021-0001	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	Elevator Major Control Modernization: Engineering
2021-0001	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	Elevator Major Control Modernization: Engineering
2021-0001	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	Elevator Major Control Modernization: Engineering
2021-0002	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	Balcony Repair
2020-0003	Active	2020	LMH2619-2020 Capital Carry Forward	LMH2619	Balcony Fall Protection
2020-0010	Active	2020	LMH261820 - 2020 Capital Carry Forward	LMH261820	Main electrical service upgrade
2020-0011	Active	2020	LMH261820 - 2020 Capital Carry Forward	LMH261820	Main electrical service upgrade
2021-0003	Active	2021	LMH261820 - Public Housing Major Upgrades	261820	Balcony Studies
2021-0004	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	Generator Replacement
2021-0005	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Fire System: Comprehensive Review
2020-0018	Active	2020	LMH2619-2020 Capital Carry Forward	LMH2619	Plumber Riser Replacement
Total High Priority					
Medium Priority					
2021-0006	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Roof Investigation & if necessary Repair/Replacement
2021-0006	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Roof Investigation & if necessary Repair/Replacement
2021-0006	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Roof Investigation & if necessary Repair/Replacement
2021-0006	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Roof Investigation & if necessary Repair/Replacement
2021-0006	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Roof Investigation & if necessary Repair/Replacement
2020-0008	Active	2020	LMH261820 2020 Capital Carry Forward	LMH261820	Generator Replacement
2020-0009	Active	2020	LMH2619-2020 Capital Carry Forward	LMH2619	Generator Replacement
2020-0004	Active	2020	LMH261820 2020 Capital Carry Forward	LMH261820	Boiler (heating) Replacement
2020-0001	Active	2020	LMH261820 2020 Capital Carry Forward	LMH261820	MUA Hookup
2020-0004	Active	2020	LMH261820 2020 Capital Carry Forward	LMH261820	Boiler (heating) Replacement
Total Medium Priority					
Low Priority					
2021-0007	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Furnace Replacement
2021-0007	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Furnace Contingency
Total Low Priority					
Limited Priority					
2021-0008	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Hard Surface Site restoration and replacement
2021-0009	Active	2021	LMH261820 - Public Housing Major Upgrades	CANCEL	Exterior site furnishings (picnic tables, benches)
2021-0009	Active	2021	LMH261820 - Public Housing Major Upgrades	CANCEL	Exterior site furnishings (picnic tables, benches)
2021-0009	Active	2021	LMH261820 - Public Housing Major Upgrades	CANCEL	Exterior site furnishings (picnic tables, benches)
2021-0010	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Family Site: Garbage Infrastructure Improvement (NOTE STATUS)
2021-0010	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Family Site: Garbage Infrastructure Improvement (NOTE STATUS)
2021-0011	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	Asphalt Restoration & Replacement
2021-0012	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Kitchen Cabinets & Counter: Replacement
2021-0013	Active	2021	LMH2619 - LMCH Infrastructure Gap	CANCEL	Bathroom Fans on Censors/Light Switch (NOTE STATUS)
2021-0013	Active	2021	LMH2619 - LMCH Infrastructure Gap	CANCEL	Bathroom Fans on Censors/Light Switch (NOTE STATUS)
2021-0013	Active	2021	LMH2619 - LMCH Infrastructure Gap	CANCEL	Bathroom Fans on Censors/Light Switch (NOTE STATUS)
2021-0013	Active	2021	LMH2619 - LMCH Infrastructure Gap	CANCEL	Bathroom Fans on Censors/Light Switch (NOTE STATUS)
2021-0014	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	Lobby Upgrades
2021-0015	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	General Contingency
2021-0017	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Major Horizontal Plumbing Line
2021-0023	Active	2021	LMH2619-2020 Capital Carry Forward	LMH2619	Flooring Capital Replacement
2021-0026	Active	2021	LMH2619 - LMCH Infrastructure Gap	LMH2619	Appliances: Capital Purchases
2021-0024	Active	2021	LMH2619-2020 Capital Carry Forward	LMH2619	Mold Abatement
2021-0025	Active	2021	LMH2619-2020 Capital Carry Forward	LMH2619	Corridor Painting
Total Limited Capital					
Other Capital Needs					
2020-0032	Active	2020	LMH2619-2020 Capital Carry Forward	LMH2619	Asbestos
2020-0035	Active	2020	PD261819	PD261819	Playground Equipment
2021-0018	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	BCA 40% Portfolio
2021-0019	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	Universal Access Upgrades
2021-0020	Active	2021	LMH261820 - Public Housing Major Upgrades	LMH261821	Outdoor Security Cameras - Design (NOTE budget CH)

Staff Report 2021 - 44

TO: LMCH Board of Directors

FROM: Bill Leslie, Manager, Capital Projects & Construction

SUBJECT: Capital Work Update Report for the month of July 2021

DATE: Aug 19, 2021

RECOMMENDATION:

That the Board of Directors **RECEIVE** the July 2021 capital work update report for information only.

BACKGROUND:

In accordance with the LMCH Asset Management Plan (AMP) and 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.

Disclaimer: This Report does not include any update information surrounding the CMHC funded Repair & Renew Projects or the Reimagine Southdale Project.

CURRENT STATE:

- Playground installation at three family sites are complete. The playgrounds are now open for the children to enjoy.
- Simcoe Balcony Restoration and Renewal –West side of the building is approximately 40 % complete. Expecting to complete the entire project by the end of 2021.
- Elevator work has been held up by Covid related supply shortages

PLANNED PROJECTS:

Project	Project Description	Site(s)
2020-0018	Plumber Riser Replacement	Baseline
2021-0001	Elevator Major Control Modernization (Engineering)	Baseline, Commissioners, Dundas, Hale, Simcoe
2021-0003	Balcony Studies	Various
2021-0004	Generator Replacement	Kent
2021-0007	Furnace Replacement	Various

2021-0008	Hard Surfaces Site Restoration/Replacement	Huron
-----------	---	-------

ACTIVE PROJECTS:

Project	Project Description	Site(s)
2020-0001	MUA Hookup	Baseline/McNay/Simcoe/Walnut
2020-0008	Generator Replacement	Walnut
2020-0009	Generator Replacement	Baseline
2020-0010	Main electrical service upgrade	Walnut
2020-0011	Main electrical service upgrade	Simcoe
2020-0012	Elevators: Capital Repairs	Various
2020-0032	Asbestos Reassessments	Various
2021-0002	Balcony Repairs	Simcoe
2021-0005	Fire System: Comprehensive Review	Various
2021-0006	Roof Study & Repairs	Various
2021-0011	Asphalt Restoration & Replacement	Various (High Rises)
2021-0012	Kitchen Cabinets & Counter: Replacement	Penny Lane
2021-0014	Lobby Upgrades	Various
2021-0015	General Contingency	Various
2021-0018	BCA 40% Portfolio	Various
2021-0019	Universal Access Upgrades	Various
2021-0020	Outdoor Security Cameras	Boullee
2021-0022	Kitchen Cabinets & Counter: Replacement	Various
2021-0023	Flooring: Replacement	Various
2021-0024	Mold Abatement	Various
2021-0025	Corridor Painting	Various

WORK COMPLETED PROJECTS:

Project	Project Description	Site(s)
2020-0006	Fire System Replacement	Tecumseh
2020-0014	Penthouse Roof Replacement	McNay
2020-0017	Physical Security Upgrade	Dundas
2020-0022	Exterior Entrance Doors Replacements	Various
2020-0023	High Rise Lighting-Exit Signs	Simpson/Tecumseh
2020-0024	Kitchen Cabinets & Counter: Replacement	Various
2020-0025	Lobby Upgrades	Various
2020-0027	Windows/Doors County and Scattered Units	Various
2020-0028	Mold Abatement	Various
2020-0029	BCA 30% Portfolio	Various
2021-0021	Bathroom Rebuilds	Various

2020-0035	Playground Equipment	Limberlost/Marconi/Southdale
-----------	----------------------	------------------------------

CLOSED PROJECTS:

Project	Project Description	Site(s)
2020-0002	Balcony Study	Various
2020-0003	Balcony Fall Protection	Simcoe
2020-0004	Boiler Heating Review & Optimization	Albert/William
2020-0005	Elevators: Capital Repairs	Various
2020-0007	Fire Alarm Annunciators	Albert
2020-0013	Fire Alarm Devices	Albert/Commissioners
2020-0015	Technical Contingency	Various
2020-0019	Asphalt Parking Lots/Walkways	Various
2020-0020	Bathroom Rebuilds	Various
2020-0021	Corridor Painting	Dundas/McNay/Hale/Wharncliffe/Simcoe
2020-0026	Flooring: Replacement	Various
2020-0030	CRW Office Security Upgrades	Various
2020-0031	Universal Access Upgrades	Various

CANCELLED PROJECTS:

Project	Project Description	Site(s)
2021-0009	Exterior Site Furnishings	Boullee/Huron/Marconi
2021-0010	Garbage Infrastructure Improvement	Boullee/Huron
2021-0013	Bathroom Fan with Humidity Sensors	Allan Rush, Boullee, Huron, Marconi, Pond Mills
2021-0017	Major Horizontal Plumbing Line	Head St.

STATUS OF WORK SITE SUMMARY:

Capital Project Status	Project Count
Planned	6
Active	21
Cancelled	4
Work Completed	12
Projects Closed	13
Total Projects (by Project Numbers)	56

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
BILL LESLIE MANAGER, CAPITAL PROJECTS AND CONSTRUCTION	PHIL RENAUD DIRECTOR, ASSETTS & PROPERTY SERVICES
REVIEWED and CONCURRED BY:	
DIANA TAPLASHVILY DIRECTOR, FINANCE & CORPORATE SERVICES	

APPENDIX A - Definitions for Capital Project Status:

Planned Status – This is the Status on a Project once it has moved forward for consideration and approved by the Board of Directors. There may or may not be a budget fixed to the Project at this point.

Active Status – This is the Status on a Project once the scope of work has been started.

Cancelled Status – This is the Status of a Project once a review has occurred and for one of many reasons, the work has ceased and has been deemed the work will not be completed.

Work Completed Status – This is the Status of a Project when it has been deemed that the work is substantially complete to 97% of the scope of work or more.

Project Closed Status – This is the Status of a Project after it has been completed and all items have been inspected and closed appropriately. The Project invoices have been fully processed and all other contracts, obligations and documentations have been properly closed and released.



STAFF REPORT 2021-45

TO: LMCH Board of Directors

FROM: Marisa Banuelos (Manager, Portfolio Strategy Development) and Phil Renaud (Director, Assets & Property Services)

SUBJECT: LMCH 2020-2029 Asset Management Plan (AMP): Annual Review

RECOMMENDATION:

That, on the recommendation of the Manager, Portfolio Strategy Development with concurrence of the Director, Assets & Property Services:

- a) The Board of Directors **RECEIVE** for information this staff report.

BACKGROUND:

Asset Management is defined as the systematic process of planning, operating, maintaining, upgrading, and replacing assets cost effectively, with minimum risk, and at the expected levels of service over the asset's life cycle (NRC (Canada)). LMCH first Asset management Plan (AMP) was approved by the Board of Directors in August 2020 and published in September 2020. Annual reviews of progress in implementing the Asset Management Plan are required under Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure. The intention of this staff report is to provide the Annual Review of the Asset Management Plan Implementation, highlighting progress in implementation of the AMP, impediments to the implementation of the AMP, and strategies to address the identified impediments.

Discussion

Ontario Regulation 588/17 mandates that annual reviews of an Asset Management Plan (AMP) address three items:

- I. Progress in implementing its AMP.
- II. Factors impeding the organization's ability to implement its AMP.
- III. Strategy to address the factors described in II.

A full copy of the Annual Review is provided in Appendix 1 of this report. The information to follow provides a summary of the full Annual Review provided herein.

Annual Review Summary

I. Progress in implementing its asset management plan.

The AMP implementation was successful in some areas; other areas could be improved upon. The following are identified areas of successes:

A. AMP Socialization (Internal)

The document was socialized with all LMCH staff with sessions tailored to functional roles (i.e., tenant services, property services) and staffing level (i.e., staff, management, directors, and CEO)

B. Advancement of Next Steps and Recommendations

Six (6) next steps and three (3) recommendations were identified in the AMP. Several items are successfully advancing forward, specifically (**listed in order of AMP next step reference**):

1. Standardized asset management practices that promote prudent decision making and outcomes— Item A: Building Condition Assessments (BCA)
2. Transition from the existing non-automated priority group determination and score process to an automated process.
5. Provide tenants with support to encourage independent, healthy living and reduce property damage.
6. Review the AMP each year and fully update every five (5) years.

C. Asset Management Maturity

LMCH is meeting the short-term target (i.e., met or expected to be met by 2023) in asset inventory/knowledge, asset management strategies and decision making, risk, and systems and technologies.

D. Tenant Placement Policies that provide a framework for success

LMCH, supported by the Service Manager, continues to work on strengthening tenant policies to address challenges associated with the 9/10 rule and provide a strong framework for tenants' success. LMCH collaborated with CMHA at 580 Dundas and CMHA and ADSTV at 241 Simcoe to create Housing with Supports programs. Through these partnerships, program participants are supported through the provision of coordinated housing, mental health and addiction services, and social supports.

The following factors are identified as areas for improvement in the implementation of the asset management plan:

LOS data collection, reporting, and response as appropriate

The AMP identifies several Levels of Service (LOS)¹ and next steps that require the regular collection and reporting of data. Identified challenges are as follows:

- Data is not consistently and/or uniformly collected and managed.
- Data is collected but not always effectively communicated to staff and/or used as a performance metric.
- Data collection challenges due to an improper computerized maintenance management system (CMMS) that prevents fluid, efficient, and/or accurate data collection and reporting.

Capital— Project Management

Since AMP implementation there has been limited development in improving the capital project management process. In Q2 of 2021 Capital Project Managers began developing, reviewing, and standardizing capital project processes, standards, and documentation.

II. Factors impeding the organization's ability to implement its asset management plan.

A. Covid-19

Covid-19 affected how and where people worked and required a rapid shift in business focus away from strategic initiatives (like the AMP) to covid and related challenges. As of July 2021, the situation is beginning to stabilize.

B. Senior Staff Turnover

Since the publication of the AMP there have been several vacancies within the management and senior management levels. Vacancies create disruptions to an organization and have impacted the ability to provide staff with consistent direction, mandate and coordinate change, and complete other strategic initiatives.

C. LOS Information Reporting and Sharing

LOS reporting and sharing was lacking, and this impeded the implementation of the AMP. While in some cases LOS data was available it was not always readily available to staff (i.e., reported at head office where many staff don't regularly frequent) and this lack of information feedback challenged the ability to work towards reaching targets and understand more precisely progress and barriers to reaching targets.

¹ Levels of Service are defined as parameters, or combination of parameters, which reflect social, political, environmental, and economic outcomes that the organization delivers. Parameters can include safety, customer satisfaction, quality, quantity, capacity, reliability, responsiveness, cost, and availability.

Strategies to Address the Impediments Described in 2

A. Covid-19

LMCH's recourse to Covid-19 is limited to following public health guidelines to reduce the risk of transmission. To date LMCH has successfully continued core operations, while managing covid risks. No further actions have been identified to address this risk.

B. Management & Senior Staff Turnover

This impediment has been addressed as follows:

- A management compensation review was complete in Q2 of 2021 and adjustments to management salaries (including on call wage) were made
- More flexible work arrangement (e.g., working remotely) were introduced in Q3 of 2020
- With the appointment of a new CEO expected to be completed in September all senior leadership positions will be filled providing stability and direction to the organization.

C. Staffing Levels & Recruitment

The following actions have been implemented to address this barrier:

- Expansion of recruitment platforms and recruitment partners
- Staffing increases since 2020 and until 2023 because of Business Case 19
- Plans to request further staffing increases in the next multi-year budget (2023-2027)
- Implementation of realistic Job previews² in 2021

D. LOS Information Reporting and Sharing

Strategies to improve information reporting and sharing include:

- Since Q1 2021 LMCH has been investigating alternative corporate information and database tools that are more robust and enable data to be entered, reviewed, and analyzed more efficiently
- LMCH is reviewing ways to better share data and provide associated performance targets with staff
- In Q3 of 2021 employee performance expectations and associated metrics for each staff role are planned for development. This shall create clarity of staff's performance expectation and a means of consistent performance evaluation.

Conclusion

The full Annual Review provides more detail on the above and is recommended to be reviewed

² Realistic Job Previews is a recruiting tool used to communicate both the good and bad aspects of a job. Essentially, it is used to provide a prospective employee a realistic view of what the job entails.

as a component of this staff report. Asset Management plans require ongoing implementation, and it is not uncommon for there to be areas of improvement identified upon annual review. As noted herein it is critical that LMCH has sufficient staffing resources, the ability to attract and retain staff, have reliable computerized maintenance management system with data feedback to staff, and objective and measurable performance expectations tied to roles. It is important that the Board of Directors understand areas of success and areas for improvement so that future decisions consider these business needs.

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
Marisa Banuelos, Manager Portfolio Strategy Development	Phil Renaud Director, Assets & Property Services

Appendix One: 2021 Annual Review of Asset Management Plan

2021 Annual Review of Asset Management Plan

Date of Annual Review Completion: July 30th, 2021 Reviewed

and Approved by Interim CEO and LMCH Directors

Background:

Ontario Regulation 588/17 was established in 2017 to establish requirements for municipal asset management plans and policies. The regulation stipulates the data content, detail, and reporting requirements of municipal asset management plans. It also outlines the requirement for updates and annual reviews of the Asset Management Plans.

In compliance with O. Reg. 588/17 LMCH 2020-2029 AMP shall be reviewed annually. This report serves as the annual review for 2021 (period report publication August 2020 to July 2021). Annual reviews of AMP shall address the following:

1. Progress in implementing its asset management plan.
2. Factors impeding the organization's ability to implement its asset management plan.
3. Strategy to address the factors described in 2.

The sections to follow provide updates specific to the requisite items:

Progress in implementing the AMP:

LMCH's Asset Management Plan (AMP) was approved by the LMCH Board of Directors (BOD) in August 2020 (Staff Report 2020-49). Graphic design was completed thereafter, and the full publication was complete in late September 2020. The following highlights areas of success and areas for improvement in the implementation of the plan.

Implementation— Areas of Success:

I. AMP Socialization (Internal)

Following BOD approval of the AMP, LMCH focused on socializing the document with all LMCH staff. Information sessions were organized based on functional roles and staff level (i.e., staff, management, senior directors); and information was tailored to each role's specific involvement and contributions to levels of service and next steps outlined in the AMP. Due to Covid-19 socialization sessions were conducted virtually in most cases. Some staff (i.e., Directors, CEO) were much more familiar than others with the plans content, however a socialization session was conducted for all to ensure consistency and clarity of asset management objectives.

II. Advancement of Next Steps and Recommendations

Six (6) next steps and three (3) recommendations were identified in the AMP. Several items are successfully advancing forward, specifically (**listed in order of AMP next step reference**):

Next Steps

3. Standardized asset management practices that promote prudent decision making and outcomes— Item A: Building Condition Assessments (BCA)

Building Condition Assessments (BCA) are well under way with the award and ongoing completion of BCA for the entire LMCH portfolio completed over three years (2020-2022). The information collected from the BCA is critical for capital planning and project prioritization.

4. Transition from the existing non-automated priority group determination and score process to an automated process.

An automated process for priority group determination and risks scores is in development. The model is currently in testing and refinement stage with testing expanding to other sites to identify any issues and to facilitate correction. The objective is to have this complete by the beginning of Q3 to enable use for 2022 capital planning.

With a significant need for capital investment and limited budget for projects, a tool to objectively prioritize projects is needed. This enables the potential project list to be narrowed down to a reasonable level at which point other strategic initiatives and/or corporate goals can be considered in tandem with asset information and projects can be selected.

5. Provide tenants with support to encourage independent, healthy living and reduce property damage.

Tenant supports continue to be an ongoing area of focus for the organization as highlighted by the following:

- Canada Mental Health Association (CMHA) provides on-site support to LMCH tenants. CMHA had previously serviced William and in 2020 their services expanded to Simcoe and in 2021 to Dundas. This expansion enables more tenants to be serviced and improves the welfare and behavior of tenants.
- In response to the Covid-19 pandemic mobile vaccine clinics have attended several LMCH sites to date. Providing onsite vaccination services reduces health barriers and inequities. It may also alleviate anxieties associated with the pandemic and thereby assist tenants to live healthy, independent lives.
- An LMCH Community Safety Unit comprised of a Security Manager and three new community safety specialist was established in the spring of 2021. This group works to respond to emergent situations, liaise with local police, and assist staff and tenants alike in managing behaviors. The CSU improves the safety and security of LMCH properties thereby assisting tenants to live healthy, independent lives.

6. Review the AMP each year and fully update every five (5) years.

By way of this annual review this next step is being completed.

III. Asset Management Maturity

In late 2020 a Maturity Assessment was completed for LMCH by the City of London's Corporate Asset Management (CAM) team. The results of the assessment indicated that LMCH is meeting the short-term target (i.e., met or expected to be met by 2023) in asset inventory/knowledge, asset management strategies and decision making, risk, and systems and technologies. While there continues to be areas for improvement (i.e., where short term target is not yet met) it is still a success to meet some targets especially when considering that the formalized approach to asset management was introduced in 2019.

Areas for Improvement:

The following details areas for improvement in the context of the implementation of the AMP management plan.

I. Regular data collection, reporting, and response as appropriate

The AMP identifies several LOS and next steps that require the regular collection and reporting of data ranging from building data (i.e., key performance indicators) to financial data and regulatory compliance information. Specifically, these are:

- Monthly Portfolio wide Key Performance Indicators (KPI)
- Work Order response and rectification time
- Vacancy rates

For Building KPIs, data was not consistently and/or uniformly collected and managed. This results in lacking and/or poor-quality data that serves little utility to the organization at present but would otherwise be a valuable insight. Collecting KPI data was at times inhibited by COVID-19 which required staff to work from home for months at a time and discouraged activities involving exposure to others.

Work order data was regularly collected from the reporting system however it was not regularly reported on, nor tied to performance expectations or evaluations, and in some respects was unreliable (e.g., due to system set up and workflows work completed by an outside contractor is not marked complete until the invoice is received). These challenges are largely relating to the current system not being a proper Computerized Maintenance Management System (CMMS) with the necessary functionality to track various work various (i.e., staff productivity, preventive maintenance, external contractors etc.).

Vacancy rates are regularly collected and reported to the Board of Directors monthly. For a period of 2020 and early 2021 this data was available to staff but not always in an accessible manner – i.e., information was provided on a board in head office which maintenance staff infrequently attend. While data cannot be appropriately responded to if it is not collected and reported on in the first place, response to vacancy data would likely also have been an area of improvement. Vacancy management is a cross functional activity expanding across the organization and requiring the combined efforts of all departments.

II. Capital— Project Management

Capital projects have advanced since the implementation of the AMP but there has been limited development in improving the capital project management process. In Q2 of 2021 Capital Project Managers began developing, reviewing, and standardizing capital project processes, standards, and documentation.

III. Recommendation: Tenant Placement Policies that provide a framework for success

The AMP advances three recommendations, all of which require direct shareholder support. The first recommendation of the AMP is to ensure tenant placement policies provide a framework for successful tenancies. This could be achieved through various approaches such as advocating for changes to the

Shareholder's tenant placement rule known as the "9 out of 10". To date, there has been limited advancement of this recommendation. This is likely due to the combined factors of shareholder plans that are largely made feasible by the 9/10 rule, combined with lacking evidence of the implications LMCH faces due to the 9/10 rule and significant turnover within LMCH senior positions who are critical enablers of such change whether it be to the 9/10 rule or other approaches (i.e., supportive housing).

Factors impeding AMP Implementation:

As described in the previous section, implementation has been affected for some facets of the AMP. This section discusses implementation impediments.

I. Covid-19

In the Canadian context Covid-19 began impacting business operations in March 2020 and has continued (to vary extents) to date. Multiple stay-at-home orders were enforced requiring rapid shifts in business operations, especially how and where people worked. This was a particular challenge for LMCH as a significant amount of business cannot be conducted remotely (i.e., onsite maintenance, onsite programming). Furthermore, business focus was forced to shift away from strategic initiatives (like the AMP) and to emergent issues. This has affected the focus on asset management, amongst other corporate objectives. As of the date of this report the situation is beginning to stabilize.

II. Senior Staff Turnover-

Since the publication of this report in August 2020 there have been several vacancies within the management and senior management levels. Since October 2020 of three (3) Directors, there have been two director vacancies. Since November 2020 within the management group of 11, there have been five (5) vacancies.

Vacancies in any position create disruptions to an organization and their ability to execute projects and reach goals. The impacts are particularly acute when initiatives are more strategic in nature, newly implemented, and/or requiring broader operational and other changes that necessitate leadership. Specific to the implementation of the Asset Management plan the above vacancies have impacted the ability to provide staff consistent direction, mandate and coordinate change, and complete other strategic initiatives.

III. Staffing Levels & Recruitment

It is believed that staffing levels are not sufficient to meet daily demands, particularly within Property Services (e.g., work orders) and Tenant Services (security, community resource workers). While additional staff have been hired through additional funding (Business Case 19), insufficient staffing levels remain a challenge. This is at times further exacerbated by recruitment challenges particularly for field roles. This challenge is also at times impacted by temporary positions and a tight labor market especially in general trades.

Staffing levels and recruitment has been a challenge for the implementation of the asset management plan. The nature of the work and challenges with staff levels and requirements contributes to an organization that often operates in "survival" and "emergency response" modes. This inhibits staff's

ability to take time to improve processes, communications etc. to gain efficiencies (i.e., slowing down to speed up). This is particularly impactful at the management level where strategic direction and change management is driven.

IV. LOS Information Reporting and Sharing

LOS Information reporting and sharing was lacking throughout the implementation of the AMP. This was especially the case for the asset LOS relating to Building Key Performance Indicators, work order completion times, and vacancy rates.

In some instances, there were issues around data collection, and in other cases while the data was collected it was not effectively reported (i.e., not reported to the right people and/or not consistently used as a measure of performance).

V. Tenant Placement Policies that Provide Framework for Successful Tenancies

The first, and a critical recommendation of the asset management plan is to ensure tenant placement policies provide a framework for success. This could be approached in a variety of ways in support of the City's Housing Stability Action Plan which has four strategic initiatives, one of which is to respond to the homelessness crisis. Associated with this strategic initiative are several actions including the prioritization of people, diversion from homelessness, eviction prevention, and addressing the immediate needs of individuals and families. Without significant change elsewhere (i.e., more supportive housing options) the Housing Stability Action plan requires LMCH's ongoing application of the 9/10 rule.

The second challenge to change is limited data to fulsomely outline the possible impacts of the 9/10 and the value (fiscal and otherwise) of changing the rule. At present there is only anecdotal information about the implications of the 9/10 rule on LMCH operations and sustainability and limited academic research on tenant outcomes that is not widely disseminated.

Strategies to Address the Impediments Described in 2

- I. Covid-19 was an unprecedented worldwide pandemic. LMCH's recourse to Covid-19 is limited to following public health guidelines to reduce the risk of transmission. With a significant increase in vaccination since March 2021 most LMCH staff and many tenants have received at least one vaccination dose. There are limited strategies to reduce this barrier beyond what is already being done.
- II. Senior Staff turnover is being addressed by the following means:
 - a. In early 2020, most temporary management staff positions were made permanent. This is intended to secure staff who might otherwise be more actively looking for positions elsewhere.
 - b. A management compensation review was complete in Q2 of 2021 and adjustments to management salaries (including on call wage) were made to better align with salaries within the housing sector. This is expected to assist with reducing senior staff turnover as well as improve recruitment abilities.

- c. More flexible work arrangement (e.g., working remotely) were introduced in Q3 of 2020. This provides some positions within the organization greater flexibility and improved work-life balance which is expected to reduce turnover.

III. Staffing Levels & Recruitment

- a. There has been an expansion of recruitment platforms which include less traditional means (i.e., Social Service Agency job boards).
- b. LMCH has connected with community agencies as a recruitment partner.
- c. Since 2020 staffing levels have increased across various departments and are expected to further increase until at least 2023 (Business Case 19).
- d. LMCH plans to request additional staff in the next multi-year budget in 2023-2027. This will require submission and approval of a business case to the LMCH shareholder.
- e. Realistic Job Previews were implemented in 2021. This provides candidates with greater details of the day-to-day realities of LMCH positions to better inform and prepare candidates for the challenges of the job and to ensure comfortability within the role they are applying for.

IV. Information reliability, and reporting have been challenges to the implementation of the asset management plan. Strategies to improve information reporting and sharing include:

- a. LMCH is actively reviewing alternative corporate information and database tools that are more robust and enable data to be entered, reviewed, and analyzed more efficiently. Implementation of the program under review is expected by end of Q1 2022.
- b. LMCH is reviewing more accessible data sharing with staff. This could include regular corporate performance updates shared office wide and/or to select staffing groups (i.e., weekly corporate update).
- c. Development of performance expectations and associated metrics for each role so there is clarity of staff expectation and a means of consistent performance evaluation.

V. Tenant placement policies is an ongoing challenge for the organization and the implementation of the AMP. Some strategies to address this barrier may include:

- a. Recommendation to the next BOD to identify changes to the tenant placement policies to provide a framework for more successful tenancies. The approach may involve changes to the local 9/10 rule or other approaches (i.e., more supportive housing) as deemed most beneficial by the BOD.
- b. Improving data collection processes now so that operational costs including willful tenant damage and other challenging behaviors can be better understood.

HUMAN RESOURCES & GOVERNANCE COMMITTEE – TERMS OF REFERENCE

ROLE

The Committee assists the Board in its employer oversight and management responsibilities in managing the direction of all labour and employee matters and ensuring Board compliance within its structure and processes. The role and responsibilities of the Committee are at the direction of the Board.

RESPONSIBILITY

The Committee's responsibilities include:

- establishing, on an annual basis the Committee's work plan setting out the Committee's prioritized activities and scheduling of same for the year, which is to be reconciled with the respective work plans of the Board, other Board Committees and Administration;
- oversee recruitment, supervision and evaluation of the CEO including establishment of the CEO employment contract making recommendations as appropriate;
- receive and review from time-to-time policies, policy programs and processes relating to employee recruitment, training, retention, advancement and performance evaluation making recommendations as appropriate;
- receive and assess from time-to-time Board governance policies and related policy programs ensuring same are current;
- receive and review from time-to-time personnel policies, policy programs and processes relating to salary and employment benefits program for non-union employees making recommendations as appropriate;
- receive and review as appropriate the mandate for negotiating changes to the Collective Agreement for unionized employees, negotiation updates, and the related negotiated Memorandum of Agreement making recommendations as appropriate;
- receive and review as required workplace policies, policy programs and processes including those relating to Occupational Health and Safety, Human Rights, Workplace Violence and Sexual Harassment (including in the review as necessary assessment of any changes to related legislation) making recommendations as appropriate;
- receive and review, on an annual basis, summary analysis of findings and disposition, of grievances, complaints and incidences filed under various employment workplace policies including human rights, workplace safety, violence and sexual harassment and the Collective Agreement making recommendations as appropriate;
- oversee assessment and disposition of matters relating to non-compliance with the Board & Employee Code of Conduct and the Board & Employee Conflict of Interest policies making recommendations as appropriate;
- oversee the development and review of the succession plan for the CEO and Senior Management positions making recommendations as appropriate;
- review and assess Board succession plans, including establishing desired skill set and expertise of appointees to the Board, making recommendations as appropriate;

- receive and review from time the management (organizational) structure ensuring same is and remains dynamic supporting LMCH strategic objectives and goals and compliance with the Shareholder Declaration and Service Agreement making recommendations as appropriate;
- oversee Board and Committee performance evaluations, making recommendations as appropriate;
- oversee the development, review and delivery of Board orientation and education program(s);
- receive and consider, In Camera matters pertaining to an identifiable individual or group relating to employment matters where such matters present significant exposure to LMCH or are proceeding to arbitration or public hearing;
- hear, In Camera formal complaints/grievances against the CEO, including undertaking investigation as may be required making recommendations as appropriate; and
- other related duties that may be assigned by the Board of Directors from time to time

MAKE UP

The Committee has as a minimum four (4) assigned Board members, one of which will be the Committee Chair. The four (4) assigned Board members exclude the Board Chair who is an ex-officio member of the Committee. The four (4) Board assigned members, the Board Chair and any other Board Member in attendance are voting members of the Committee. The Administration – Board Secretary, Chief Executive Officer, Human Resources Manager, and other administrative staff as maybe required.

MEETINGS

Meetings are held consistent with the requirements of the Committee's annual work plan. The expectation is that the Committee would meet four (4) times a year. The meetings, as appropriate are expected to be set two weeks before a scheduled Board meeting. The quorum for a meeting to be held is three (3) voting members of the Committee.

Meetings are conducted pursuant to LMCH's Procedural Guidelines for Board and Committee Meetings. Actions/directions and approvals by the Committee must be approved -ratified by the Board of Directors. The communication, to the Board on Committee actions, directions and approvals is as prescribed in the LMCH Procedural Guidelines for Board and Committee Meetings.

DOCUMENT CONTROL

Replaces – HR & Governance Committee Terms of Reference – effective March 1, 2018

Approved – November 23, 2018

Revised – Drafted August 2021

London Middlesex Community Housing Board Handbook

FINANCE AND AUDIT COMMITTEE – TERMS OF REFERENCE

ROLE

The Committee assists the Board in its oversight and management responsibilities respecting financial management and reporting evidencing fiscal accountability, sustainability, and fiduciary compliance. The role and responsibilities of the Committee are at the direction of the Board.

RESPONSIBILITY

The Committee's responsibilities include:

- establishing, on an annual basis the Committee's work plan setting out the Committee's prioritized activities and scheduling of same for the year, which is to be reconciled with the respective work plans of the Board, other Board Committees and Administration;
- receive and review from time to time established accounting standards (e.g. PSAP), financial policies (e.g. purchasing policy/guidelines), and reporting requirements (both internal and external) making recommendations as appropriate;
- receive and review LMCH's multi-year operating and capital budget programs making recommendations as appropriate;
- receive and review LMCH's annual operating and capital budget programs (consistent with the multi-year operating and capital budget programs) making recommendations as appropriate;
- receive and review from time-to-time information respecting senior government sponsored capital (infrastructure) investment programs and potential application to LMCH making recommendations as appropriate;
- receive and review LMCH's Financial and Asset Management Plans making recommendations as appropriate;
- receive and review from time-to-time LMCH's general insurance program (re: property, automobile, and comprehensive liability etc.) ensuring same is consistent with legislative requirements and reflective of LMCH operating environment and needs making recommendations as appropriate;
- receive and review all recommended tenders, quotations and bids awards as prescribed under LMCH purchasing policy/guidelines making recommendations as appropriate. This includes review of any subsequent material changes to same;
- receive and review, on a quarterly basis, LMCH Statement of Operations (operating budget performance); Capital Program Summary (capital budget performance) and Balance Sheet making recommendations as appropriate;
- receive and review semi-annual and annual performance management reports respecting key financial performance indicators making recommendations as appropriate;
- receive and review the External Auditor's annual audit plans making recommendations as appropriate;
- receive and review the External Auditor's annual audit report, audited financial statements and audit findings report making recommendations as appropriate; and

- other related duties that may be assigned by the Board of Directors from time to time.

MAKE UP

The Committee has as a minimum four (4) assigned Board members, one of which will be the Committee Chair. The four (4) assigned Board members exclude the Board Chair who is an ex-officio member of the Committee. The four (4) Board assigned members, the Board Chair and any other Board Member in attendance are voting members of the Committee. The Administration – Board Secretary, Chief Executive Officer, Director of Finance & Corporate Services and other administrative staff as may be required.

MEETINGS

Meetings are held consistent with the requirements of the Committee's annual work plan. The expectation is that the Committee would meet four (4) times a year. The meetings, as appropriate are expected to be set two weeks before a scheduled Board meeting. The quorum for a meeting to be held is three (3) voting members of the Committee.

Meetings are conducted pursuant to LMCH's Procedural Guidelines for Board and Committee Meetings. Actions/directions and approvals by the Committee must be approved -ratified by the Board of Directors. The communication, to the Board on Committee actions, directions and approvals is as prescribed in the Procedural Guidelines for Board and Committee Meetings.

DOCUMENT CONTROL

Replaces – Finance Committee Terms of Reference – effective March 1, 2018

Approved – November 23, 2017

Amended – Drafted August 2021

TENANT SERVICES – FACILITY AND SUPPORT PROGRAM COMMITTEE – TERMS OF REFERENCE

ROLE

The Committee assists the Board in its oversight and management responsibilities associated with providing Tenants with a healthy, safe and supportive and sustainable environment, ensuring LMHC assets are used for their intended purpose. The role and responsibilities of the Committee are at the direction of the Board.

RESPONSIBILITY

The Committee's responsibilities include:

- establishing, on an annual basis the Committee's work plan setting out the Committee's prioritized activities and scheduling of same for the year, which is to be reconciled with the respective work plans of the Board, other Board Committees and Administration;
- receive and review the annual and multi-year facility work plan setting out maintenance, major repair, upgrade projects timing and investment requirements, including any related update reports making recommendations as appropriate;
- Engage with tenants to understand their priorities as it related to Capital Regeneration; and
- attend as appropriate tenant/LMCH information sessions, held from time to time relating to matters supporting a healthy, safe, supportive and sustainable environment;
- attend as appropriate LMCH/Community Partners meetings in respect of providing social support programs;
- receive and review as required policies, related policy programs and processes relating to such matters as Health and Safety, Human Rights and advocacy. as they apply to tenants making recommendations as appropriate;
- receive and review from time-to-time tenant specific policies, related policy programs and processes making recommendations as appropriate;
- receive and review semi-annual and annual reports concerning key performance indicator findings relating tenant services making recommendations as appropriate;
- receive and review from time to time summary report on the nature and extent of tenant review/appeals handled by the Administration and the Service Manager as appropriate;
- receive and review from time-to-time tenant onboarding programs, making recommendations as appropriate;
- other related duties that may be assigned by the Board of Directors from time to time

MAKE UP

The Committee has as a minimum four (4) assigned Board members, one of which will be the Committee Chair. The four (4) assigned Board members exclude the Board Chair who is an ex-officio member of the Committee. The four (4) Board assigned members, the Board Chair and any other Board Member in attendance are voting members of the Committee

The Administration – Board Secretary, Chief Executive Officer, Director of Assets & Property Services or the Director of Tenant Administration and other administrative staff as maybe required.

**London Middlesex Community Housing
Board Handbook**

**TENANT SERVICES – FACILITY AND SUPPORT PROGRAM COMMITTEE – TERMS OF
REFERENCE**

MEETINGS

Meetings are held consistent with the requirements of the Committee's annual work plan. The expectation is that the Committee would meet four (4) times a year. The meetings, as appropriate are expected to be set two weeks before a scheduled Board meeting. The quorum for a meeting to be held is three (3) voting members of the Committee.

Meetings are conducted pursuant to LMCH's Procedural Guidelines for Board and Committee Meetings. Actions/directions and approvals by the Committee must be approved -ratified by the Board of Directors. The communication to the Board on Committee actions, directions and approvals is as prescribed in LMCH Procedural Guidelines for Board and Committee Meetings.

DOCUMENT CONTROL

Replaces – Asset and Property Service Committee – effective March 1, 2018

Amended – March 22, 2018

Amended – Drafted August 2021

STAFF REPORT 2021 - 41

TO: LMCH Board of Directors

FROM: Diana Taplashvily, Director Finance and Corporate Services
Phil Renaud, Director of Property Services and Asset Management

SUBJECT: 2022 PROVISIONAL BUDGET- OPERATING AND CAPITAL

DATE: August 19, 2021

RECOMMENDATION:

- a) The Board of Directors **APPROVE IN PRINCIPLE** the 2022 Provisional Operating Budget totaling \$25,973,602 providing for \$13,900,182 in City of London funding through the 2020-2023 multi-year budget and noting the provisional operating budget is subject to re-costing of revenue and expenditures within the total approved budget at the end of CY2021, and;
 - b) The Board of Directors **APPROVE IN PRINCIPLE** the 2022 Provisional Capital Budget covering 32 new projects totaling \$11,674,500 funded through the 2020-2023 multi-year budget, and noting the 2021 provisional capital budget will be subject to final costing and approval at the end of CY 2021, including approved capital projects that are still active post December 31, 2021, and;
 - c) The Board of Directors **RECEIVE FOR INFORMATION** the updated budget projections for 2023.
-

BACKGROUND:

The following report offers a summary of the 2022 provisional budget for operating and the 2022 provisional budget for capital spending.

2022 Provisional Operating Budget

ANALYSIS:

Revenue:

LMCH Board of Directors
August 19, 2021

- LMCH completed the provisional 2022 Operating Budget of \$25,973,602, which includes no rental rate increase at this time compared to original submission during the 2020-2023 multi-year budget. Rent increases are expected to be minimal due to COVID 19.
- The 2022 Budget includes a \$13,900,182 subsidy from the City of London. The subsidy includes \$1,671,000 from Business Case 19.

Expenditures:

The majority of expenditure line items did not change substantially compared to the original 2020-2023 MYB budget submission. However, several line items did change in material nature – they are:

- **Salaries, wages and benefits** – budgeted to increase 22.7% reflecting incoming new hires under Business Case 19. There will be a total of 22 new hires in 2020-22 (14 in CY2020, 5 in CY2021 and additional 3 hires in CY2022);
- **Insurance** – It is probable that insurance premiums will increase due to COVID-19 by 10%;
- **Extraordinary Losses** - Over the last five years, LMCH experienced an increase in this line item due to an increase in insurance claims;
- **Municipal Taxes** – Adjusted to a 2% inflation rate compared to the 2021 based on <https://www.bankofcanada.ca/2021/07/opening-statement-140721/> . The decrease from submission is due to reduced CVA project with Ryan Consulting in 2019/2020;
- **Corporate and Other Costs** - Expected to increase hiring, recruitment, and training costs due to incoming new staff funded through Business Case 19;
- **Supplies and Equipment** - Expected increases in cleaning and PPE costs due to COVID-19. Supplies and Equipment costs are increasing due to Business Case 19 hires.

LMCH's provisional 2022 Budget is presented as a balanced budget and results in no deficit.

2023 Budget Projections

On March 2, 2020, City Council approved the 2020-2023 multi-year budget, including LMCH's four-year operating budget and all related business cases. Therefore, preliminary budget numbers for 2022 and 2023 (which did not include any related business case totals) have to be updated simultaneously with the provisional 2022 budget. **It is important to note** that each year the budget numbers of the upcoming year are re-assessed; once in August, as a provisional budget that indicates high-level budget numbers and estimates and once in November by way of a re-costing exercise to inform specific needs of the organization and to provide a greater level of budget detail. For the purpose of this section of the report, the budget numbers illustrated for 2023 will undergo two re-assessments for each year and by no means are the numbers presented in this report final.

ANALYSIS:

Revenue:

- The only material change compared to the original multi-year budget submission is 'Total Municipal Base Funding' with an additional \$2,046M in 2023. Please see appendix C for more details.

Expenditures:

The majority of expenditure line items did not change substantially compared to the original 2020-2023 MYB budget submission. However, several line items did change in material nature – they are:

- **Salaries, wages and benefits** – budgeted to increase reflecting incoming new hires under Business Case 19. There will be a total of 3 new hires in 2023;
- **Insurance** – It is probable that insurance premiums will increase due to COVID-19;
- **Extraordinary Losses** - Over the last five years, LMCH experienced an increase in this line item due to an increase in insurance claims;
- **Municipal Taxes** – Permanent reduction in property taxes that has to be reflected to City of London. Savings distributed to 'Property' and 'Administration' related line items – further re-costing can look for other appropriate ways to redistribute savings on an annual basis;
- **Corporate and Other Costs** - Expected to increase due to hiring, recruitment, and training costs due to incoming new staff funded through Business Case 19;
- **Supplies and Equipment** - Expected increases in cleaning and PPE costs due to COVID-19. Supplies and Equipment are increasing due to Business Case 19 hires.

LMCH's projected 2023 Operating Budgets are presented as a balanced budgets and results in no deficit.

2021 Provisional Capital Budget

A detailed summary of the proposed projects for the 2021 LMCH Capital Budget of \$11,674,500 is provided in Appendix A for Board review and approval.

The 2022 capital budget emphasizes investing in high, medium, and low impact requirements in accordance with the LMCH Capital Business Case (also known as the "Infrastructure Gap" business case).

The advanced capital budget includes elevators, balcony repairs, generators, boilers, and hard surface outside restoration and replacement. Additionally, the capital budget focuses on the future partnership with CMHC and their funding criteria requiring increased energy savings and accessibility. Meeting CMHC's requirements will require furnace, insulation, air sealing, and accessibility upgrades.

While reviewing the Capital Budget it is important to note that building components

may fail unpredictably. Furthermore, a capital project identified for a specific building may shift to a different building due to unpredicted or accelerated component failures at other sites. Therefore, the 2022 capital budget may be require revision at the end of CY2020 to account for changes to priorities and capital needs.

Business Units – For 2022, London & Middlesex Community Housing has access to the several business units (LMH2619, LMH2620, LMH261822) and a total dollar amount of \$11,371,000 (not counting potential overflow from the 2021 capital budget):

- LMH2619 – LMCH Infrastructure Gap -	\$ 4,542,000
- LMH 2620 – LMCH CMHC Co-Investment -	\$ 4,924,500
- LMH261821 – Public Housing Major Upgrades -	\$ 2,208,000
- Total:	\$11,674,500

Appendix D shows a difference of \$3,538,459 between the total anticipated expenditure and the 2022 budget of \$11,674,500. This is due to the inclusion of 2021 CMHC monies that have been carried forward, we await receipt of the Terms Document from CMHC.

Conclusion - The 2022 provisional capital budget has been fully allocated based on the business unit balance available through the City of London and will be re-costed at the end of CY2021.

CONCLUSION:

The budget for 2022 will need to be managed closely and a continuation of cost saving mechanism will need to be investigated to ensure risks are mitigated when unbudgeted and unexpected costs arise.

PREPARED and SUBMITTED BY:	PREPARED and SUBMITTED BY:
DIANA TAPLASHVILY DIRECTOR FINANCE AND CORPORATE SERVICES	PHIL RENAUD DIRECTOR OF PROPERTY SERVICE AND ASSET MANAGEMENT
REVIEWED and CONCURRED BY:	REVIEWED and CONCURRED BY:
ANDREA MACKENZIE INTERIM CEO	

Appendix A: 2022 Provisional Operating Budget
Appendix B: 2022/2023 Projected Operating Budget
Appendix C: LMCH Appropriations 2021-2023
Appendix D: 2022 Provisional Capital Budget

Appendix A: 2022 Provisional Operating Budget

LMCH - PROVISIONAL OPERATING BUDGET - 2022

	Submission 2022	Provisional Budget 2022	Submission Vs. Prov. Inc (Dec)	% Change	NOTES
Operations					
Revenue					
Rental Revenue	\$ 12,011,761	\$ 12,011,761	\$ -		Aligned with MYB submission.
Tenant Recoveries	355,442	140,000	(215,442)	-61%	Based on 2021 actuals + forecast - Conservative estimate
Net Bad Debt Write-offs	(473,370)	(470,000)	3,370	-1%	\$30,000 in CY2021.
Antenna Licenses	129,431	149,818	20,387	16%	Contract Renewal will bring increased contract pay-outs
Interest	32,505	32,505	-	0%	
Sundry & other revenue	55,549	209,337	153,788	277%	
Municipal Base Funding	12,229,182	13,900,182	1,671,000	14%	Increase related to Business Case 19 appropriation of total \$1,671M.
Total Revenue	24,340,500	25,973,602	1,633,102	6.7%	
Expenditures					
Salaries, wages & benefits	\$ 5,797,892	\$ 7,111,485	\$ (1,313,593)	-22.7%	Increase related to additional hires under Business Case 19. Note: for CY2021, LMCH is on track to hire 19 staff planned under BC 19.
Maintenance, materials and services					
Roofing	87,892	87,892	\$ -	0.0%	
Building, general	727,202	727,202	-	0.0%	
Cleaning	571,838	571,838	-	0.0%	
Pest Control	397,321	397,321	-	0.0%	
Elevators	246,552	246,552	-	0.0%	
Electrical	297,830	297,830	-	0.0%	
Equipment	111,516	111,516	-	0.0%	
Landscaping & parking lot mt	340,249	340,249	-	0.0%	
Mold	53,204	53,204	-	0.0%	
Snow Removal	401,755	401,755	-	0.0%	
Life safety systems	244,819	244,819	-	0.0%	
Heating & ventilation	679,049	679,049	-	0.0%	
Plumbing	603,316	603,316	-	0.0%	
Painting	371,449	371,449	-	0.0%	
Vandalism	18,775	18,775	-	0.0%	
Waste Removal	411,063	411,063	-	0.0%	
Security	153,727	600,992	(447,265)	-290.3%	Increase due to available funding from BC 19 and increased need for security
Social & recreational program	123,811	123,811	-	0.0%	
Sundry materials & services	131,296	131,296	-	0.0%	
	5,972,664	6,419,929	(447,265)	-7.5%	

Appendix A: 2022 Provisional Operating Budget (continued)

LMCH - PROVISIONAL OPERATING BUDGET - 2022

	Submission 2022	Provisional Budget 2022	Submission Vs. Prov. Inc (Dec)	% Change	NOTES
Utilities					
Electricity	\$ 1,906,327	\$ 1,900,431	\$ 5,895	0.3%	Used 2% inflation rate as per BOC release of July 14, 2021
Water Heater Rental	250,000	248,150	1,850	0.7%	As per contract pricing
Water	1,254,462	1,377,000	(122,538)	-9.8%	Used 2% inflation rate as per BOC release of July 14, 2021
Natural Gas	889,190	1,122,000	(232,810)	-26.2%	Used 2% inflation rate as per BOC release of July 14, 2021
	4,299,979	4,647,582	(347,603)	-8.1%	
Property					
Insurance	\$ 731,159	\$ 867,364	\$ (136,206)	-18.6%	High probability that insurance premiums will increase due to COVID-19 Impacts. (10% increase projected based on 2021 actuals/forecast).
Extraordinary Losses - Fire, w	40,000	100,000	(60,000)	-150.0%	Over the last five years, LMCH has seen an increase in this line item. At this time, Finance deems \$100,000 budget appropriate for this line item.
Municipal taxes	5,952,222	5,181,463	770,759	12.9%	Used 2% inflation rate as per BOC release of July 14, 2021
Mortgage payments (Bella St.	46,871	9,275	37,596	80.2%	
	6,770,251	6,158,102	612,149	9.0%	
Administration					
Corporate and Other Costs	\$ 817,425	\$ 858,296	\$ (40,871)	-5.0%	Expected to increase due to incoming new staff under Business Case 19 related to hiring and recruitment;
Transportation & Communica	370,382	342,882	27,500	7.4%	Expect decrease in travel due to COVID 19 restrictions;
Supplies & Equipment	311,908	435,326	(123,419)	-39.6%	Expected to increase due to COVID-19 related impacts i.e. cleaning and expected to increase due to incoming new staff under Business Case 19 related to equipment i.e. technology, etc.
	1,499,714	1,636,504	(136,790)	-9.1%	
Total Expenditures	24,340,500	25,973,602	(1,633,102)	-6.7%	
Net (deficit) surplus from Operations	-	0			

Appendix B: 2023 Projected Operating Budget

2023 Multi-year Budget Projections
London & Middlesex Community Housing

OPERATIONS	Provisional Budget	Forecast		Submission	Submission
Revenue	2022	2023	Notes	2022	2023
Rental Revenue	\$ 12,011,761	\$ 12,191,937	Same as submission	\$ 12,011,761	\$ 12,191,937
Tenant Recoveries	140,000	150,000	Anticipate low revenues due to Covid 19 and rent freeze in 2021 have	355,442	401,266
Net Bad Debt Write-offs	(470,000)	(440,000)	AR/Collection Clerk responsible for decreasing write-offs by at least \$30,000 per annum	(473,370)	(480,470)
Antenna Licenses	149,818	154,887	Contract Renewal will bring increased contract pay-outs	129,431	129,431
Interest	32,505	33,155	Same as 2021 budget due to historically low interest rates	32,505	33,155
Sundry & other revenue	209,337	211,430	Based on 2021 actuals + forecast and trend	55,549	56,382
Total Municipal Base Funding	13,900,182	14,676,651	Linked to appropriation schedule provided by the City of London	12,229,182	12,808,651
Total Revenue	25,973,602	26,978,060		24,340,500	25,140,352
Expenditures					
Salaries, wages & benefits	\$ 7,111,485	\$ 7,630,175	Counting for 3 staff in 2023	\$ 5,797,892	\$ 5,987,773
Maintenance, materials and services					
Roofing	\$ 87,892	89,211	Same as submission	\$ 87,892	\$ 89,211
Building, general	727,202	806,747	Same as submission	727,202	806,747
Cleaning	571,838	580,415	Same as submission	571,838	580,415
Pest Control	397,321	403,281	Same as submission	397,321	403,281
Elevators	246,552	250,250	Same as submission	246,552	250,250
Electrical	297,830	307,789	Same as submission	297,830	307,789
Equipment	111,516	113,189	Same as submission	111,516	113,189
Landscaping & Parking Lot Main	340,249	338,661	Same as submission	340,249	338,661
Mold	53,204	54,002	Same as submission	53,204	54,002
Snow Removal	401,755	407,781	Same as submission	401,755	407,781
Life safety systems	244,819	245,632	Same as submission	244,819	245,632
Heating & ventilation	679,049	815,430	Same as submission	679,049	815,430
Plumbing	603,316	618,561	Same as submission	603,316	618,561
Painting	371,449	390,775	Same as submission	371,449	390,775
Vandalism	18,775	23,027	Same as submission	18,775	23,027
Waste Removal	411,063	463,383	Same as submission	411,063	463,383
Security	600,992	414,120	Increase due to available funding from BC 19 and increased need for security	153,727	153,727
Social & recreational programs	123,811	125,668	Same as submission	123,811	125,668
Sundry materials & services	131,296	139,235	Same as submission	131,296	139,235
	6,419,929	6,587,156		5,972,664	6,326,763

Appendix B: 2023 Projected Operating Budget (continued)

2023 Multi-year Budget Projections
London & Middlesex Community Housing

OPERATIONS	Provisional Budget		Forecast	Notes	Submission	Submission
Utilities	2022	2023	2023		2022	2023
Electricity	\$ 1,900,431	\$ 1,947,942		Used 2.5% inflation rate as per BOC release of July 14, 2021	\$ 1,906,327	\$ 1,915,858
Water Heater Rental	248,150	252,865		Used 2.5% inflation rate as per BOC release of July 14, 2021	250,000	250,000
Water	1,377,000	1,411,425		Used 2.5% inflation rate as per BOC release of July 14, 2021	1,254,462	1,292,096
Natural Gas	1,122,000	1,150,050		Used 2.5% inflation rate as per BOC release of July 14, 2021	889,190	909,642
	4,647,582	4,762,282			4,299,979	4,367,596
Property						
Insurance	\$ 867,364	\$ 954,101		High probability for cost increase, due to COVID-19 and global insurance market, therefore not the same as submission	\$ 731,159	\$ 765,451
Extraordinary Losses - Fire, wind etc.	100,000	100,000		High probability for cost increase, due to increased incidents and related insurance claims	40,000	40,000
	5,181,463	5,310,999		Permanent reduction in property taxes that has to be reflected to City of London. Savings distributed to 'Property' and 'Administration' related line items.	5,952,222	6,112,932
Municipal taxes				Fully pay out mortgage in 2022.	46,871	13,917
Mortgage payments (Bella St.)	9,275	-				
	6,158,102	6,365,100			6,770,251	6,932,300
Administration						
Corporate and Other Costs	\$ 858,296	\$ 871,170		Corporate costs set to increase due to increased staff i.e. Business Case 19. Projected at 15% for CY2020 and CY2023.	\$ 817,425	\$ 829,686
Transportation & Communicatic	342,882	370,382		Expect decrease in travel due to COVID 19 restrictions;	370,382	397,801
Supplies & Equipment	435,326	391,794		Supplies and Equipment set to increase due to increased staff i.e. Business Case 19 and COVID-19 Impacts	311,908	298,434
	1,636,504	1,633,346			1,499,714	1,525,921
Total Expenditures	25,973,602	26,978,059			24,340,500	25,140,352
Net (deficit) surplus from Operati	0	0			-	-

Appendix C: LMCH Appropriations 2021-2023

LMCH Appropriations 2021 - 2023

Account 690201.300600

As at 6.1.2020, as approved 3.2.2020

Description	2021	2022	2023
Base Operating Budget	11,690,441	12,229,182	12,808,651
<u>Business Case 18</u>			
Operational Savings	(91,000)	(135,000)	(178,000)
<u>Business Case 19</u>			
Expenditures	1,651,000	1,872,000	2,112,000
Operating Savings	(66,000)	(66,000)	(66,000)
Total Business Case 19	1,585,000	1,806,000	2,046,000
Total approved	13,184,441	13,900,182	14,676,651
Disbursements to LMCH as follows:			
Jan	1,318,444	1,390,018	1,467,665
Feb	1,318,444	1,390,018	1,467,665
Mar	1,318,444	1,390,018	1,467,665
April	1,318,444	1,390,018	1,467,665
May	1,318,444	1,390,018	1,467,665
June	1,318,444	1,390,018	1,467,665
July	1,318,444	1,390,018	1,467,665
Aug	1,318,444	1,390,018	1,467,665
Sept	1,318,444	1,390,018	1,467,665
Oct	1,318,445	1,390,020	1,467,666
Total to be disbursed	13,184,441	13,900,182	14,676,651

Appendix D: 2022 Provisional Capital Budget

Project #	Status	Original Budget Year	Priority	Business Unit (COL) - Drop Down	Project Description	Site Drop Down	2022 Total Capital Budget (Spend + Eff. HST)
High Priority							
2022-0003	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Elevators Major Control Modernization: Construction	30 Baseline Road West	\$ 480,000
2022-0003	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Elevators Major Control Modernization: Construction	1194 Commissioners Road	\$ 455,000
2022-0003	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Elevators Major Control Modernization: Construction	241 Simcoe Street	\$ 480,000
2022-0003	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Elevators Major Control Modernization: Construction	632 Hale Street	\$ 428,000
2022-0003	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Elevators Major Control Modernization: Construction	580 Dundas Street	\$ 480,000
2022-0003	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Elevators Major Control Modernization: Construction	136 Albert Street	\$ 474,000
2022-0003	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Elevators Major Control Modernization: Construction Contingency	Various	\$ 167,820
2022-0004	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Electrical-Investigation: Water Infiltration in Electrical Room Split	136 Albert Street	\$ 10,000
2022-0004	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Electrical-Main Circuit Breaker Boiler Room Panel	580 Dundas Street	\$ 2,672
2022-0004	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Electrical-Replace Load Centers w. Distribution Panels	872 William Street	\$ 32,791
2022-0004	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Electrical-Unit Splitter and Disconnect Switch replacements	39 Tecumseh Avenue East	\$ 144,594
2022-0004	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Fire Alarm and Fire Protection Systems	10 York Street	\$ 27,790
2022-0004 Ten.	Active	2022	High	LMH261822 - Public Housing Major Upgrades	Main Electrical Room Equipment Replacement	85 Walnut Street	\$ 255,269
2022-0005	Active	2022	High	LMH261822 - Public Housing Major Upgrades	Mechanical Systems: Comprehensive Review	Various	\$ 72,210
2022-0006	Active	2022	High	LMH2619 - LMCH Infrastructure Gap	Plumbing Riser Replacement	30 Baseline Road West	\$ 135,397
Total High Priority							3,645,543
Medium Priority							
2022-0007	Active	2022	Medium	LMH261822 - Public Housing Major Upgrades	Roof Repair/Replacement: Construction	Various	\$ 612,985
2022-0008	Active	2022	Medium	LMH2619 - LMCH Infrastructure Gap	Window Replacement	Various	\$ 400,000
Total Medium Priority							1,012,985
Low Priority							
2022-0009	Active	2022	Low	LMH261822 - Public Housing Major Upgrades	MUA replacement (Building Two & Three only)	39 Tecumseh Avenue East	\$ 350,000
2022-0020	Active	2022	Low	LMH261822 - Public Housing Major Upgrades	Furnace Replacement	Southdale	\$ 609,746
Total Low Priority							959,746
Limited Priority							
2022-0010	Active	2022	Limited	LMH2619 - LMCH Infrastructure Gap	Fences and Gates	10 York Street	\$ 37,000
2022-0010	Active	2022	Limited	LMH2619 - LMCH Infrastructure Gap	Wood Fencing Renewal: Older	Dorchester	\$ 10,000
2022-0011	Active	2022	Limited	LMH2619 - LMCH Infrastructure Gap	Asphalt Restoration & Replacement	To be Determined	\$ 223,000
2022-0013	Active	2022	Limited	LMH2619 - LMCH Infrastructure Gap	Family Site: Garbage Infrastructure Improvement	Allan Rush	\$ 45,000
2022-0013	Active	2022	Limited	LMH2619 - LMCH Infrastructure Gap	Family Site: Garbage Infrastructure Improvement	370 Pond Mills Road	\$ 45,000
2022-0014	Active	2022	Limited	LMH261822 - Public Housing Major Upgrades	Interior Common Areas Capital Upgrade (i.e. painting)	Vandermere	\$ 30,000
2022-0013	Active	2022	Limited	LMH2619 - LMCH Infrastructure Gap	Family Site: Garbage Infrastructure Improvement	1481 Limberlost Road	\$ 45,000
2022-0015	Active	2022	Limited	LMH2619 - LMCH Infrastructure Gap	General Contingency	Various	\$ 100,000
2022-0015	Active	2022	Limited	LMH261822 - Public Housing Major Upgrades	Flooring Capital Replacement	Various	\$ 250,000
2022-0016	Active	2022	Limited	LMH2619 - LMCH Infrastructure Gap	Appliances: Capital Purchases	Various	\$ 150,000
Total Limited Capital							935,000
Other Capital Needs							
2022-0016	Active	2022	other	LMH2619 - LMCH Infrastructure Gap	Outdoor Security Cameras	Boulee	\$ 50,000
2022-0018	Active	2022	other	LMH2619 - LMCH Infrastructure Gap	BCA 40 % Portfolio	Various	\$ 106,726
2022-0019	Active	2022	other	LMH2619 - LMCH Infrastructure Gap	Universal Access Upgrades	Various	\$ 40,000
Total Other Capital Needs							196,726
CMHC Repair & Renew							
2022 CMHC 01	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Soft Costs In Suite	241 Simcoe Street	\$ 24,986
2022 CMHC 02	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Unit Upgrades: Construction Costs	241 Simcoe Street	\$ 454,272
2022 CMHC 03	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Soft Costs Common Areas	241 Simcoe Street	\$ 15,292
2022 CMHC 11	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Common Areas Construction Costs	241 Simcoe Street	\$ 316,146
2022 CMHC 05	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Energy Mgmt. System Upgrade/Replacement	241 Simcoe Street	\$ 9,269
2022 CMHC 07	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	VFD and Pumps at DW	241 Simcoe Street	\$ 15,000
2022 CMHC 09	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Owner Soft Costs *marketing materials, security, specs.	241 Simcoe Street	\$ 1,500
2022 CMHC 10	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contingency Construction	241 Simcoe Street	\$ 111,256
2022 CMHC 01	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Soft Costs In Suite	30 Baseline Road West	\$ 84,714
2022 CMHC 02	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Unit Upgrades: Construction Costs	30 Baseline Road West	\$ 1,059,968
2022 CMHC 03	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Soft Costs Common Areas	30 Baseline Road West	\$ 26,500
2022 CMHC 11	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Common Areas Construction Costs	30 Baseline Road West	\$ 315,000
2022 CMHC 09	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Owner Soft Costs *marketing materials, security, specs.	30 Baseline Road West	\$ 1,500
2022 CMHC 10	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contingency Construction	30 Baseline Road West	\$ 152,106
2022 CMHC 01	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Soft Costs In Suite	202 McNay	\$ 70,858
2022 CMHC 02	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Unit Upgrades: Construction Costs	202 McNay	\$ 946,400
2022 CMHC 03	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Soft Costs Common Areas	202 McNay	\$ 15,000
2022 CMHC 05	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Energy Mgmt. System Upgrade/Replacement	202 McNay	\$ 62,123
2022 CMHC 07	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	VFD and Pumps at DW	202 McNay	\$ 15,000
2022 CMHC 09	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Owner Soft Costs *marketing materials, security, specs.	202 McNay	\$ 1,500
2022 CMHC 10	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contingency Construction	202 McNay	\$ 143,293
2022 CMHC 11	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Soft Costs Common Areas	580 Dundas Street	\$ 16,432
2022 CMHC 05	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Energy Mgmt. System Upgrade/Replacement	580 Dundas Street	\$ 93,432
2022 CMHC 10	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contingency Construction	580 Dundas Street	\$ 13,080
2022 CMHC 01	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Soft Costs In Suite	Walnut Street	\$ 37,227
2022 CMHC 02	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Unit Upgrades: Construction Costs	Walnut Street	\$ 757,120
2022 CMHC 07	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	VFD and Pumps at DW	Walnut Street	\$ 25,000
2022 CMHC 09	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Owner Soft Costs *marketing materials, security, specs.	Walnut Street	\$ 1,667
2022 CMHC 10	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contingency Construction	Walnut Street	\$ 109,497
2022 CMHC 01	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Soft Costs In Suite	170 Kent Street	\$ 81,915
2022 CMHC 02	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Unit Upgrades: Construction Costs	170 Kent Street	\$ 681,408
2022 CMHC 03	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Soft Costs Common Areas	170 Kent Street	\$ 13,964
2022 CMHC 07	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	VFD and Pumps at DW	170 Kent Street	\$ 25,000
2022 CMHC 09	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Owner Soft Costs *marketing materials, security, specs.	170 Kent Street	\$ 1,000
2022 CMHC 10	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contingency Construction	170 Kent Street	\$ 98,897
2022 CMHC 01	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Upgrades: Soft Costs In Suite	345 & 349 Wharncliffe Rd.	\$ 28,146
2022 CMHC 02	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Accessibility Unit Upgrades: Construction Costs	345 & 349 Wharncliffe Rd.	\$ 643,552
2022 CMHC 04	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Energy Consulting Fees	345 & 349 Wharncliffe Rd.	\$ 20,398
2022 CMHC 12	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Downsized ERV (replaces MUA)	345 & 349 Wharncliffe Rd.	\$ 675,000
2022 CMHC 13	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	LED in Common Areas	345 & 349 Wharncliffe Rd.	\$ 75,000
2022 CMHC 09	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Owner Soft Costs *marketing materials, security, specs.	345 & 349 Wharncliffe Rd.	\$ 1,250
2022 CMHC 10	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contingency Construction	345 & 349 Wharncliffe Rd.	\$ 195,097
2022 CMHC 08	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Greensaver Program:	Marconi (row housing)	\$ 3,500
2022 CMHC 14	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Hard Surface Repair & Restoration	Marconi (row housing)	\$ 125,000
2022 CMHC 15	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contract Admin	Marconi (row housing)	\$ 5,140
2022 CMHC 10	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contingency Construction	Marconi (row housing)	\$ 13,364
2022 CMHC 13	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Exterior Unit LED replacement	Allan Rush	\$ 32,500
2022 CMHC 14	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Hard Surface Repair & Restoration	Allan Rush	\$ 145,000
2022 CMHC 15	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contract Admin	Allan Rush	\$ 7,100
2022 CMHC 10	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contingency Construction	Allan Rush	\$ 18,460
2022 CMHC 13	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Exterior Unit LED replacement	Pond Mills	\$ 26,325
2022 CMHC 15	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contract Admin	Pond Mills	\$ 1,316
2022 CMHC 10	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contingency Construction	Pond Mills	\$ 2,764
2022 CMHC 08	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Greensaver Program:	Boulee	\$ 5,000
2022 CMHC 13	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Exterior Unit LED replacement	Boulee	\$ 3,000
2022 CMHC 14	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Hard Surface Repair & Restoration	Boulee	\$ 125,000
2022 CMHC 15	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contract Admin	Boulee	\$ 10,640
2022 CMHC 10	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contingency Construction	Boulee	\$ 14,364
2022 CMHC 08	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Greensaver Program:	Huron	\$ 5,000
2022 CMHC 13	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Exterior Unit LED replacement	Huron	\$ 3,000
2022 CMHC 14	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Hard Surface Repair & Restoration	Huron	\$ 145,000
2022 CMHC 15	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contract Admin	Huron	\$ 12,240
2022 CMHC 10	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Contingency Construction	Huron	\$ 15,300
2022 CMHC 16	Active	2022	CMHC Repair & Renew	LMH2620 - LMCH CMHC Co-Investments	Additional Funding Contingency Allowance	Various	\$ 308,182
Total CMHC							8,462,960
TOTAL 2022 Capital Allocation							15,212,959

August 19, 2021