

AGENDA

LONDON & MIDDLESEX COMMUNITY HOUSING (LMCH)

Board of Directors Meeting

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

Thursday, June 16, 2022

5:30 PM – 6:30 PM

Board Members:

Aynsley Anderson

Gary Bezaire

Tammy Brooks

Shellie Chowns

Adrian Cornelissen

Shawn Lewis- Chair

John Millson

Josh Morgan

Anne Marie Mitchell

Directors:

Andrea Mackenzie

Phil Renaud

Diana Taplashvily

CEO:

Paul Chisholm

IV. TSC-22- 04 Update on Community Development and Tenant Engagement Strategy V. TSC-22 – 05 Update on Summer Programing and Activities VI. TSC-22-06 Director of Property Services & Asset Management Update		A. Mackenzie P. Renaud	
10. In Camera Matters none			
11. Reports and Business <u>Finance Committee Reports for Board Approval:</u> a) Staff Report 2022-40 Contractor Award – Fire Alarm, Sprinkler Testing & Maintenance - 2022-R001 (3 Year Contract)		P. Renaud	5:50
a) New Business / Enquiries		S. Lewis	
b) Meeting Adjournment		S. Lewis	6:30

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.

BOARD OF DIRECTORS MEETING MINUTES

May 19, 2022, at 5:30 p.m.
London & Middlesex Community Housing
Boardroom, 1299 Oxford Street East, Unit 5C5, London, Ontario, Canada

Board Members in Attendance:

Shellie Chowns, Acting Chair*

Aynsley Anderson*

Adrian Cornelissen*

John Milson*

Josh Morgan*

Tammy Brooks*

Anne Marie Mitchell*

Gary Bezaire*

Shawn Lewis*

Senior Leadership in Attendance:

Paul Chisholm, CEO

Andrea Mackenzie, Director of Tenant Services

Diana Taplashvily, Director of Finance & Corporate Services

Phil Renaud, Director of Property Services & Asset Management

Laura LeFaive, Temporary Communications Specialist

** Virtual Attendance via Zoom*

1. Call to Order	S. Lewis called the meeting to order at 5:32 p.m.
2. Recognition of Indigenous Peoples and Lands	S. Lewis provided the recognition address at 5:32 p.m. <i>We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty know as the London Township Treaty of 1796. Throughout time, this region has also become the current home to the Haudenosaunee and Lenni-Lenape Nations.</i>
3. Completion and Acceptance of the Agenda	Regarding the completion and acceptance of the agenda, moved by G. Bezaire, seconded by J. Milson.

	ALL MEMBERS AGREED that the agenda BE ACCEPTED and APPROVED as presented. PASSED at 5:34pm
4. Disclosures of Interest	S. Lewis called for conflict-of-interest declarations with respect to the agenda. No conflicts - of- interest declared at 5:33 p.m.
5. Approval of Board Meeting Minutes	Regarding the Board Meeting Minutes of April 21, 2022, A. Cornelissen moved, S.Chowns seconded that the Minutes BE ACCEPTED and APPROVED , item CARRIED at 5:34 p.m. ALL In favour
6. Communications	n/a
7. Delegations	n/a
8. Presentations	n/a
9. Consent Items	<p>Motion to RECIEVE all Reports G. Bezaire , seconded by S. Chowns, CARRIED 5:50pm</p> <p>All reports ACCPETED by ALL MEMBERS, MOTION PASSED 5:50pm</p> <p>a. Staff Report 2022- 32 CEO Report</p> <ul style="list-style-type: none"> • P. Chisholm, Provided overview of report • Possibility to have a public release on mortgage being paid off . • P. Chisholm Overview and clarity on Vaacancy and how staffing affects, managing vacanacies. <p>b. Staff Report 2022- 33 Vacancy Management Report</p> <ul style="list-style-type: none"> • P. Chisholm provided Report Review
10. In Camera	a) none

<p>11. Reports and Business</p> <p>a) Staff Report 2022- 34 2021 Audited Financial Statements</p> <p>b) Staff Report 2022- 35 HDC Property Services Reports</p> <p>c) Staff Report 2022- 36 Board Committee Membership</p> <p>d)Staff Report 2022- 37 Update on Selection Process for Community Director</p>	<ul style="list-style-type: none"> • D. Taplashvily Report introduction • KPMG – Auditor Dania Nabhani, Presented Audit finding and Overview <p>Motion to Accept Report – Moved by S. Chowns, Seconded by A. Mitchell, ALL in favour , PASSED – 6:00PM</p> <p>G. Bizare left meeting 6:00pm</p> <ul style="list-style-type: none"> • P. Chishlom Provided Report Overview • HDC & LMCH roles outlined • Operating cost reviewed, report to be provided EOY <p>Motion to RECEIVE Report, Moved by T.Brooks, seconded by J.Milson, All in Favour 6:11pm</p> <ul style="list-style-type: none"> • Report Reviewed by P. Chishlom <p>Motion to RECEIVE Report, Moved by A. Cornelissen, seconded by J.Milson, All in Favour, PASSED 6:14pm</p> <ul style="list-style-type: none"> • Report Reviewed by P. Chishlom • Subcommittee Chair, provided details on processs • Request for links to be sent to Board, when new position for Directors position is available <p>Motion to Receive Report A.Mitchell, seconded by S.Chowns, ALL in Favour, 6:19pm</p>
<p>New Business</p>	<p>None- 6:19pm</p>
<p>13. MEETING ADJOURNMENT</p>	<p>MOTION to BE ADJOURNED, J. Milson , seconded by A. Mitchell. MOTION PASSEDat 6:20 p.m.</p>

Shawn Lewis, Board Chair

Paul Chisholm, CEO

STAFF REPORT 2022-38

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: CEO Update

DATE: JUNE 10, 2022

PURPOSE:

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

RECOMMENDATION:

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

UPDATES:

Annual Report

LMCH has finalized the 2021 Annual Report. Attached is a copy of the report. Through this process to develop this report it was valuable to reflect on the accomplishments of LMCH over the past year. Working through the pandemic and changes internally, LMCH staff stepped up and moved critical work forward. The important role that partnerships and collaborations play in supporting tenants was never more evident. LMCH Staff, tenant leaders and our partners should all be recognized for their work throughout 2021.

CMHC Program Updates

CMHC is introducing a new funding stream that will provide capital contributions to build new affordable housing projects. The new stream will not require the receiver to get a loan from CMHC and is a potential funding source for the Reimagine Southdale Project. Staff will be attending a webinar to learn more about this funding in the coming weeks.

Human Resources Updates

Staffing

Work continues to fill vacant positions at LMCH. This includes vacancies created through attrition as well as new positions created through Business Case # 19. Currently LMCH has 9 active recruitments to fill 15 permanent and temporary roles.

Appendix A: London and Middlesex Community Housing. 2021 Annual Report

PREPARED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER



LONDON &
MIDDLESEX
COMMUNITY HOUSING

EYES on the FUTURE

2021 Annual Report



A Year of Impact

by the numbers



498
saved
tenancies

safe homes for
1,356
children



Ages 0-4: 292
Ages 5-9: 499
Ages 10-14: 495
Ages 15-19: 362



343
new
tenancies



353
refreshed
& restored units



453
referrals to
partner agencies



22,486
service requests

Plumbing 18%
Keys, Locks & Doors 17%
Pest Control 16%
Electrical 8%
Other 41%



2,247
issues
investigated
& resolved



A note from the CEO

As we look back over the last 12 months of pandemic life, our organization, like so many others, continued to find new and better ways to operate without compromising the health and safety of our tenants and employees. Admittedly, some days felt like an uphill battle as we worked to maintain service levels in the face of stay-at-home orders and social distancing guidelines. Supply chain issues presented further challenges, including our ability to meet vacancy turnaround targets. Nonetheless, we also grew more efficient and resilient as an organization, and we continue to make progress.

In addition to the day-to-day management and maintenance of our properties, we made significant headway against our strategic priorities of regeneration and tenant engagement. In step with our progress on building projects such as Reimagine Southdale, the CMHC initiative and capital improvements, we have embraced the tenant voice through opportunities for community consultation, feedback and co-design. The newly formed Tenant Advisory Council has been vital to providing insight and recommendations to our leadership team that will guide future strategic initiatives and policies.

This year also brought new faces to our organization including critical frontline employees who are supporting our commitment to building safer communities. Having recently stepped into the role of CEO, I am also joined by a newly appointed Board of Directors that is representative of the community and tenants we serve. Together, we are keenly looking toward a future that includes greater access to safe, quality housing for those who need it most. To get us there, we are committed to strengthening our organizational health in the coming year to help sustain us through these challenging times and to better meet the needs of our tenants and the community.

For now, we are pleased to highlight our achievements and the impact they had on our community during a year that brought challenges and uncertainty at every turn. With our eyes on the future, we are eager to build on these successes and beyond so that we can ensure the most vulnerable members of our community have access to a safe and healthy place to call home for generations ahead.



Paul Chisholm

*Paul Chisholm, Chief Executive Officer,
on behalf of the Board of Directors*



Meaningful Connections Build Stronger Communities

Delivering impactful, high-quality programs for tenants is vital to the health and wellbeing of the communities we serve. This year, with the support and flexibility of our community partners, we continued to find ways to engage and empower our residents despite the challenges of stay-at-home orders and social distancing requirements. Here are some highlights of our collaborative community partnerships and programs.

Mental & Physical Wellbeing

- [London Inter-Community Health Centre](#) provided outreach, support, harm reduction and Covid rapid testing at our 580 Dundas Street location. The group also facilitated resident feedback sessions to identify improvements around the complex that could be implemented directly by tenants or with the help of LMCH staff.
- [Health Zone](#), a medical clinic led by nurse practitioners, supported our tenants through enhanced health promotion, disease prevention, primary mental health care, and chronic disease management.
- Social Service Worker students from [Fanshawe College](#) and Social Work Students from [Kings College](#) provided tenant-requested support through counselling sessions, workshops, referrals to other supports, and access to necessities including food and menstrual supplies.
- The [Victorian Order of Nurses](#) provided health consultations, blood pressure clinics and weekly lunches.
- The [Canadian Mental Health Association \(CMHA\)](#) offered client-specific mental health support, both virtually and on-site, as well as bi-weekly programs open to all tenants.



Tenant Empowerment

- [The Rights and Responsibilities Awareness Initiative](#), a charity organization aimed at spreading legal, financial and cultural awareness, came on board with plans in place to help educate tenants about their rights and responsibilities with respect to Canadian laws, regulations, finance, and culture.
- Students on placement from [Fanshawe College](#) helped tenants develop resident-led programming, including family games nights, Coffee & Conversation nights, and luncheons.
- [LMCH's Post-Secondary Readiness Program](#) continued to support tenants applying to higher education.



Community Connections, cont'd



Youth Programs

- The Summer Learning Tent at Southdale, run by [teachers](#) with assistance from the [South London Neighbourhood Resource Centre](#), offered children in grades two through five an opportunity to expand their thinking through daily classes targeted to each age group.
- The [Boys and Girls Club of London](#) ran afternoon programs at three family sites last summer. The program offered sports, crafts, learning activities and snacks, while also linking family members to supports and services aimed at helping them thrive.
- Volunteer coaches from [London Police Services](#) partnered with staff from our Community Safety Unit to keep kids engaged and active through the fan-favourite Rookie Ball (baseball) program. With special thanks to long-time supporters: the London Majors, Joe Kool's and Forest City Slo-pitch.
- A unique partnership with a [local photographer](#) provided an outlet for creativity and an opportunity to spark the idea of work in the creative sector among our younger residents.

Community Outreach

- During the holiday season, we were pleased to deliver some special treats, including Creativity Kits with [Creativity London](#), breakfast bags with [London Community Chaplaincy](#), and holiday meals with [Youth Opportunities Unlimited](#).
- A festive Mrs. Clause Parade, in collaboration with the [City of London](#) and local organization [Jenny's Angels](#), made its way through a number of our communities, spreading joy along the route.

A complete list of our outstanding community partners can be found on the last page of this report.





Partnering for the Future of Community Housing

In November we celebrated the official announcement of \$40.1 million in funding from the federal government to support the repair and renewal of more than half of our current housing. This joint partnership with the Canadian Mortgage and Housing Corporation (CMHC) and the City of London is the largest restoration initiative in LMCH's history, and will have a major impact on our commitment to providing safe and affordable community housing to those who need it most.

As it is, our current housing portfolio requires significant investment that exceeds our current operating budgets. Fortunately, CMHC's co-investment funding – a combination of low-interest and forgivable loans – will help us ensure the quality and sustainability of our properties for years to come.

In fact, future-proofing is central to the funding requirements. To be eligible for this investment, we have committed to ensuring a 25% decrease in energy use and greenhouse gas emissions; improved accessibility within 20% of units; barrier-free access to common areas; and a continued pledge to extend affordable housing initiatives for an additional 20 years.

With funding secured, we have been working closely with our partners to move this project from the planning stage to implementation. Based on CMHC program criteria, eight multi-

residential high-rise buildings and five family townhome complexes have been chosen, for a total of 2,082 units that will benefit from these upgrades.

Prior to the start of construction in 2022, assessments at each site will identify specific opportunities for improvement. To meet the needs of our aging population, 30% of units within our high-rise buildings for seniors will be modified for better accessibility, as well as 15% of units in adult buildings. Common areas in both settings will be also modified for improved access. A number of other upgrades, such as new energy management systems, will provide more comfort for tenants as well as significant energy and water savings.

Improvements at our family-focused townhome sites will include installation of new furnaces and water heaters; door and window replacement at select properties; and other targeted energy-saving projects to enhance home comfort.

A key priority during the construction period is to minimize tenant disruption. In fact, the majority of these improvements will be completed without requiring tenants to relocate, and will result in limited service disruption. Units requiring more significant construction activities will be managed as they become vacant to the greatest extent possible. Construction will be complete by the end of 2027.

CMHC Investment: Community Profiles

Seniors

4 buildings
(947 units)

- 202 McNay St.
- 85 Walnut St.
- 30 Baseline Rd.
- 170 Kent St.



Adults

4 buildings
(657 units)

- 345/349 Wharncliffe Rd.
- 241 Simcoe St.
- 580 Dundas St.



Families

5 townhome complexes
(478 units)

- Marconi Blvd.
- Pond Mills Rd.
- Allan Rush
- Boullee St.
- Huron St.





Artist rendering of proposed Southdale redevelopment site. For illustration purposes only.



Existing Southdale property.



Building Up the Community

In the year since launching Reimagine Southdale, our first-ever redevelopment initiative, we have been busy behind the scenes, laying the groundwork for its success. With attentive focus on community consultation, site planning, and budgeting, the journey to regenerate our Southdale community is well underway.

When they were built more than 50 years ago, the 172 townhome units at Southdale Rd. and Millbank Dr. were designed to provide safe and affordable housing for low- to moderate-income households. Today, that purpose still stands, but we also find ourselves facing unprecedented demand for housing that surpasses current capacity; aging units that require extensive improvements; and a significantly more diverse tenant population with specific needs.

To that end, our regeneration efforts will go beyond simply restoring older units and building new ones. Our goal is to create a purpose-built neighbourhood that will be sustainable and prosperous over the long term, while nurturing

an inclusive environment that will support and improve the health and wellbeing of the entire community. At the centre of these efforts is a robust tenant engagement plan which is helping guide our decisions around physical design, shared spaces and amenities, and community partnerships.

Once complete, the renewed site will be home to the existing families who call Southdale home. It will also include a new supply of affordable, supportive and market-rate housing to foster a mixed-income community — a key factor for ensuring long-term financial sustainability. It is expected that this project will eventually act as a blueprint for other aging housing sites in our portfolio.

In the coming months we look forward to the completion of the preliminary architectural designs and costing so that the site master plan can be finalized. Planning for demolition and construction activity will follow, with a target of shovels in the ground in 2023.



Pandemic Reality Drives Creative Outreach

In 2021, as Covid-19 continued to evolve and spread across the globe, LMCH responded by finding new ways to operate in the community while keeping tenant and employee safety at the forefront. Internally, we made improvements to our remote-work processes to ensure smoother communication and productivity, while frontline staff were equipped with training and supplies that allowed them to continue to safely assist residents while preventing the spread of the virus. Tenant outreach via telephone wellness checks, combined with support from the South London Neighbourhood Resource Centre, helped ensure our most vulnerable residents were supported.

Our community partners also rose to the challenge by finding creative ways to deliver tenant programs and supports. Mobile vaccine clinics led by Middlesex-London Health Unit and Health Zone provided simple, convenient access to vaccinations at all of our seniors' sites, and two of our family sites. To help overcome barriers to accessing virtual programs, students from Fanshawe College's Social Service Worker program developed a Lending Library initiative to provide electronic tablets and training to residents who do not have access to their own. Launch of the program is pending funding.



Convenient
on-site vaccine
clinics.

New Faces, Safer Communities



For LMCH, increased investment in capital, repair, renewal, and regeneration is just one facet of our strategy for meeting the evolving needs of our tenants. To support our ongoing commitment to improving service and safety within our communities, Business Case 19 provided the funding to hire much-needed staff resources to help us meet this objective.

The introduction of three Community Safety Specialists to our sites is an investment that will bring measurable impact going forward. Following an intensive training program, the specialists are now active in the community, and have been welcomed by both tenants and staff.

In addition, Housing Stability Case Coordinators and Tenant Services Team Leads were onboarded to improve the tenant experience and satisfaction in our communities. Further to this, additional Maintenance Repair staff and supports for our Property Services Teams will boost responsiveness to service requests.



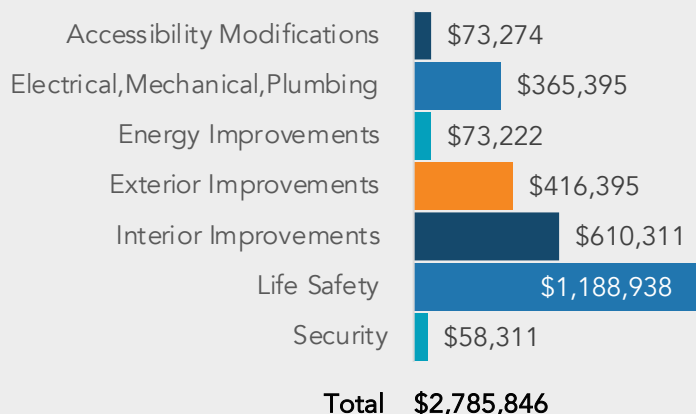
Maintenance for Today, Investment for Tomorrow

Routine repairs and improvements to our properties not only benefit the health, safety and comfort of our tenants, but also have the potential to improve energy efficiency and reduce greenhouse gas emissions. Through close collaboration with our key stakeholder, the City of London, we were able to secure additional capital funding through the multi-year budgeting process. This increase allowed us to carry out approximately 40 integral capital projects across our sites. Here are some of the highlights:

- ▲ **Brand-new accessible playgrounds** installed at four locations, designed to ensure safe, inclusive fun for all children.
- ▲ **New exterior doors and windows** installed at all 14 London scattered units as well as six county units in Newbury.
- ▲ **Elevator upgrades** at eight high-rise buildings, including improved safety and accessibility features.
- ▲ Phase one of **balcony restoration** at Simcoe, including concrete repairs and new solid panel aluminum railings.
- ▲ **Fire panel enhancement** at Tecumseh connected to new devices in all tenant units, common areas and service rooms.
- ▲ **Make-up air unit to solar wall connections** completed at four of our largest buildings. Expected natural gas savings of approximately \$31,000 annually, while reducing greenhouse gas emissions by approximately 185 tonnes each year.
- ▲ Replacement of **automatic sliding doors** at three buildings to enhance tenant safety and security while curbing unauthorized entry and property damage.
- ▲ **Accessibility modifications** to promote independent living, including bathroom grab bars, automatic door openers, and roll-in shower units.



Total Capital Spend in 2021

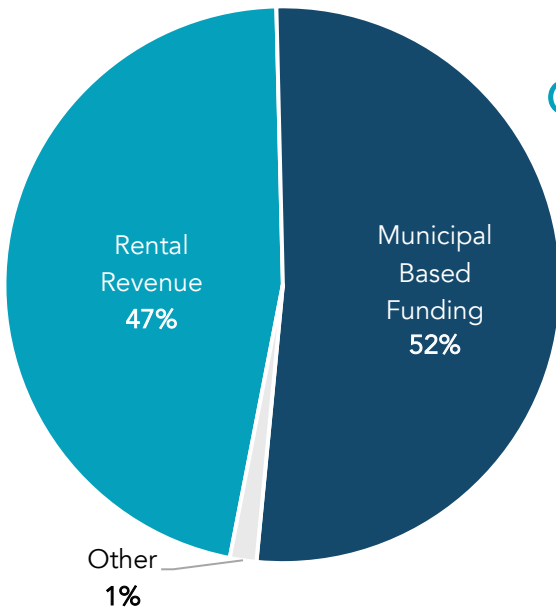




Finance Overview

Despite the uncertainty and disruption brought on by the ever-changing face of the pandemic, we were able to balance the need for increased cleaning, day-to-day maintenance and investing in site improvements, while still ending the year with a small surplus. Thanks to past investments and reduced consumption, we also succeeded in keeping utility costs stable in 2021. Going forward, we will maintain this focus on reducing energy use and greenhouse gas emissions to help keep utility costs in check. A rise in staffing costs this year can be attributed to the addition of 17 employees (through funding from Business Case 19). And the hike in building and maintenance expenses was a result of refreshing sites through painting, paving repairs, tree trimming, and exterior site cleanup.

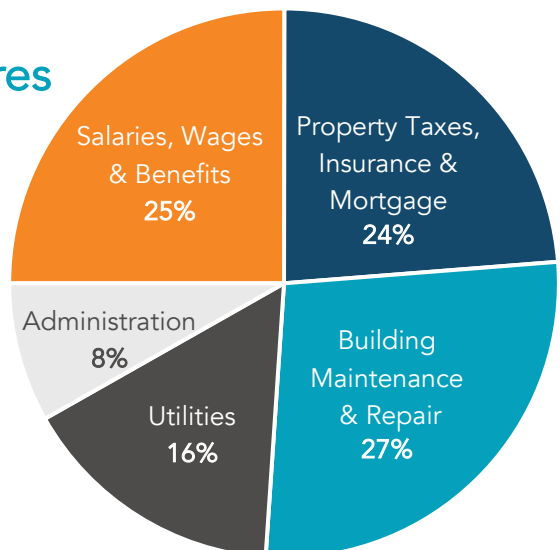
Operating Revenue



	2021	2020
Rental Revenue	\$11,833,049	\$11,996,111
Municipal Based Funding	13,184,441	12,389,047
Other	391,418	325,127
Total Revenue	25,408,907	24,710,285

Operating Expenditures

	2021	2020
Property Taxes, Insurance & Mortgage	5,984,413	6,035,219
Building Maintenance & Repair	6,889,333	5,795,853
Utilities	3,966,258	4,020,722
Administration	2,069,095	2,215,979
Tenant Programs	29,834	37,713
Salaries, Wages & Benefits	\$6,311,710	\$5,974,889
Total Expenditures	25,250,642	24,080,375
Net Surplus (deficit)	158,265	629,910



*The revenue and expenditures outlined above are shown before capital funding and amortization of tangible capital assets. Please visit our website for LMCH's 2021 audited financial statements and budget variance explanations.



2022 in Focus

In 2021, the challenges and unpredictability we faced were real and enduring, but we can be proud of the progress and successes we achieved in spite of it all. For 2022, our efforts are acutely focused on building on this momentum so that we can continue to make a positive, sustainable impact on community housing for generations to come.

Next steps:

- ❑ Engaging community stakeholders for input on the development of our new **Strategic Plan**. This roadmap will ensure we are aligned with the needs of our community and will prioritize the work we do over the coming years.
- ❑ Putting the final strategy in place for our **Reimagine Southdale** redevelopment project. This includes building consensus among our stakeholders to land on a site master plan, and to develop a financial plan that will support its construction.
- ❑ Launching a **Community Development and Tenant Engagement Strategy** that will amplify tenant voices in decision-making, and support the organization's goal to connect in more meaningful ways with the communities we serve.
- ❑ Focusing on our **Organizational Health and Culture** to build on our capacity for reacting to change, and to recognize the vital role our employees play in the health and wellbeing of our tenants.
- ❑ Continuing to make **Capital Investments in Our Communities** that balance fundamental infrastructure improvements (elevators, generators, roofs, windows) with tangible upgrades that deliver enjoyment and comfort for daily living (new playgrounds, walkways, shared amenities).
- ❑ Building efficiencies within our operational processes to **Maximize Occupancy** across our sites, resulting in more timely access to quality housing for those who need it.



Safe homes, healthy communities

Who We Serve

City of London Family Communities

858 total units

9 Communities + Scattered Sites



Adult Communities

1046 total units

9 Apartment Buildings



Senior Communities

1219 total units

6 Apartment Buildings



Middlesex County

Adult, Senior & Family Communities

159 total units

8 Communities



What We Do

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

Why We Do It

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

Who We Are

2021 Board of Directors

Aynsley Anderson

Gary Bezaire

Tammy Brookes

Shellie Chowns

Vice-Chair / Interim Chair

Adrian Cornelissen (*Middlesex County*)

Shawn Lewis (*City of London*)

Maria Manno

John Milson

Josh Morgan (*City of London*)

Phil Squires

Chair (City of London)

Rosanna Wilcox

Paul Yeoman

LMCH Executive Leadership Team

Paul Chisholm

Chief Executive Officer

Andrea Mackenzie

Director, Tenant Services

Phil Renaud

Director, Property Services & Asset Management

Diana Taplashvily

Director, Finance & Corporate Services

With gratitude
to the City of
London and
Middlesex
County, as well
as our
community
partners who
are helping us
build stronger
communities
and brighter
futures.

Addictions Services Thames Valley
Baseball Life 463
Boys & Girls Club of London
Canadian Mental Health Association
Canadian Tire Jump Start
Children's Aid Society
Community Care Access Centre
Corus Entertainment
Creative Age Network
Crimestoppers
East London United Church (ELUCO)
Fanshawe College
Forest City Slow Pitch
Glen Cairn Community Resource Centre
Goodwill Industries
Health Zone
Joe Kool's Restaurant
John Howard Society of London and District
King's University College
Kiwaniis Senior Centre
Lang's Bus Line Limited
London Cares Homeless Response Services
London Community Chaplaincy
London Community Foundation
London Fire Department
London Humane Society
London Intercommunity Health Centre
London Public Library
London Majors Baseball Association
London North Park Community Church
London Police Service
LUSO Community Services
Merrymount Family Support and Crisis Centre
Middlesex London Health Unit
Middlesex London EMS
Mobility 1st Ltd
My Sisters' Place
Neighbourhood Resource Association of Westminster Park
Neighbourhood, Children and Fire Services City of London
North Park Community Church
Quad County Support Services
Regional HIV/AIDS Connection
Rogers Connected for Success Program
The Salvation Army
St. George Parish
St. Peter's
St. Vincent de Paul
Strath Craft Awards
South London Neighbourhood Resource Centre
United Way of London & Middlesex
Victorian Order of Nurses Middlesex-Elgin
Western University
Your Neighbourhood Credit Union
Youth Opportunities Unlimited



LONDON &
MIDDLESEX
COMMUNITY HOUSING

STAFF REPORT 2022 – 39

TO: Board of Directors

FROM: Phil Renaud, Director of Assets and Property Services & Andrea Mackenzie, Director of Tenant Services

SUBJECT: Vacancy Management Update

DATE: June 10, 2022

PURPOSE:

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

RECOMMENDATION:

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

OVERVIEW:



Monthly Vacancy Progress (Reported as of May 31st, 2022)

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%)

Count	May 2022	April 2022	March 2022	February 2022	January 2022
Total Vacancy	144 units	148 units	146 units	172 units	174 units
Future Leased	18 units	23 units	15 units	16 units	15 units
Final Vacancy	126 units	125 units	131 units	156 units	159 units

%	May 2022	April 2022	March 2022	February 2022	January 2022
Total Vacancy	4.38%	4.5%	4.44%	5.24%	5.3%
Future Leased	0.5%	0.7%	0.5%	0.5%	0.5%
Final Vacancy	3.8%	3.8%	3.99%	4.75%	4.8%

2. Non-Rentable Units:

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

- 5 units are being renovated as part of CMHC Accessible Unit Project
- 6 units are vacant and undergoing restoration as part of insurance claims
- 9 units are reserved for Reimagine Southdale project

3. Active Restoration:

The active restoration category includes all remaining units that are slated for restoration and rental. The target for units in active restoration is 2% of the portfolio or 66 units. At the end of May there were 72 units in active restoration which was 2.2% of the portfolio.

There were 31 units restored in May 2022 that took an average of 112 days to return to rent ready.

Age of Units Restored in Period (Count)	May	April	March	February	January
0-15 days	0	0	0	1	0
16-30 days	2	4	1	7	0
31-60 days	10	13	10	9	7
61-90 days	3	7	5	7	6
91+ days	16	22	15	29	22
Total units restored	31	45	31	53	35
Average # of days in restoration	112	107	96	100	104

At the end of May there were 72 units in active restoration down from 79 at the end of April. Units in active restoration at the end of May had been vacant for an average of 59 days as of May 31st, 2022.

Age of Units in active Restoration (Count)	May	April	March	February	January
0-15 days	17	15	16	8	17
16-30 days	10	14	11	16	15
31-60 days	24	15	16	9	20
61-90 days	4	8	11	19	29
91+ days	17	27	42	55	43
Total units in Active Restoration	72	79	96	107	124
Average # of days in restoration at month end	59	76	91	98	77

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

In the month of May, 34 units were leased that had been rent ready for an average of almost 35 days. In addition to units leased an additional 18 units were accepted by tenants to be leased in June and future periods.

Age of Units Leased in the Period (Count)	May	April	March	February	January
0-15 days	10	5	23	16	21
16-30 days	9	2	8	1	8
31-60 days	10	7	8	3	2
61-90 days	3	0	2	0	0
91+ days	2	1	2	1	2
Total units Leased	34	15	43	21	33
Average # of days to commit the unit	35.7	26.5	28.2	19.7	19.7

At the end of April, the active rental stock was 72 units or 2.18% of the portfolio. The average days units were in Active Rental at the end of May was 42 days.

Age of Units Vacant and Available (Count)	May	April	March	February	January
0-15 days	22	26	23	42	18
16-30 days	6	14	2	7	4
31-60 days	26	14	19	8	9
61-90 days	8	13	4	5	4
91+ days	10	5	2	3	0
Total units Vacant and ready	72	72	50	65	35
Average # of days vacant and ready	42	37	31	21	20.1

Period Summaries:

LMCH had a total of 33 new units confirmed vacant in the month of May which have been added to the active restoration stock.

LMCH restored a total of 31 units during this same time-period.

LMCH leased 34 units and future leased an additional 18 during this reporting period.

Conclusion

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

With 72 units in Active Restoration, this measure remains 6 units above target. Efforts to reduce the number of units in Active Restoration and the number of days it takes to restore units will continue. In June, efforts will continue to focus more on aged vacancies to reduce the time in restoration.

Vacancy filling activity will continue to lag in performance reports as many units become rent ready in the last few days of the month not providing sufficient time to offer the unit to applicants. As volume normalizes it is expected that the number of vacant and ready units available for offer will reduce to the target of 33 units over the next few months.

PREPARED and RECOMMENDED BY:	PREPARED and RECOMMENDED BY:
PHIL RENAUD, DIRECTOR, Assets and Property Services	ANDREA MACKENZIE, Director, Tenant Services

Finance Committee Report FC-22- 01

TO: LMCH Finance Committee

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: Appointment of Committee Chair

DATE OF SUBMISSION: May 6, 2022

PURPOSE:

To provide the terms of reference to the members of the Finance Committee and to advise the committee of the requirement to select a Chair from the members of the Committee.

RECOMMENDATION:

That the Finance Committee.

1. Receives the attached Terms of Reference for the Finance Committee as approved by the Board of Directors in August 2021 for review.
2. Nominates and vote for the approval of a Chair of the Finance Committee; and
3. Authorize LMCH staff to take the necessary steps to give effect to the above recommendation(s).

REASONS FOR RECOMMENDATIONS:

The Board of Directors reviewed and approved the attached Terms of Reference for the Finance Committee at the August 19, 2021 meeting of the Board. The Terms of Reference note that meetings are managed under the Procedural Guidelines for Board and Committee Meetings.

The selection of chair is not set out in the Terms of Reference or the Procedural Guidelines for Board and Committee Meetings. The Shareholders Direction sets out a process for the selection of the Board Chair that carries through to the Committees. The Shareholder Direction directs that the Board shall elect a chair from amongst its members. This process has been used in the past and it recommended that the Finance Committee follow this process for the selection of the Committee Chair.

Appendix A: Finance Committee – Terms of Reference

SIGNATURE:

PREPARED and SUBMITTED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

London Middlesex Community Housing Board Handbook

FINANCE AND AUDIT COMMITTEE TERMS OF REFERENCE

COMMITTEE 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.

COMMITTEE RESPONSIBILITIES:

The Committee's responsibilities are to:

- Establish, 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.

COMMITTEE STRUCTURE:

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.

COMMITTEE 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

Approved by Board of Directors – August 19, 2021

Finance Committee Report 2022- 03

TO: Finance Committee

FROM: Paul Chisholm, CEO

SUBJECT: Finance Committee Work Plan 2022

DATE: June 7, 2022

PURPOSE:

To receive the Draft Finance Committee Work Plan for review and revision.

RECOMMENDATION:

That the Finance Committee APPROVE the attached 2022 Finance Committee Work Plan.

BACKGROUND:

LMCH staff brings forth a draft Finance Committee Work Plan every year. The Committee is requested to review the work plan and determine if there are additional items that should be scheduled to come before the committee.

The Terms of Reference for the Finance Committee notes that there is a minimum of four (4) meetings per year. Staff note that the requirement for the Finance Committee to receive and review recommendations, tenders, quotations and bid awards will require the Committee to meet more frequently. It is anticipated that there will be 4-5 meetings with full agendas on financial and organizational progress with an additional 4-5 meetings per year where the focus will be on procurement approvals.

Once approved by the Committee the workplan and planned meeting schedule will be shared with the Board of Directors for their information.

Appendix A: 2022 Finance Committee Draft Work Plan

RECOMMENDED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

2022 Finance Committee Work Plan

Committee Meeting Date	Board Meeting Date	Anticipated Agenda Items
Wednesday May 11, 2022	May 19, 2022	<ul style="list-style-type: none"> • Selection of Chair • Review of 2021 Audited Financial Statements
Tuesday June 7, 2022	June 16, 2022	<ul style="list-style-type: none"> • Review of Draft Workplan • Directors Reports <ul style="list-style-type: none"> ○ Finance and Corporate Services ○ Director of Property Services & Asset Management • Q1 Financial Results • Q1 KPI Report • Capital Project Status Report • Procurement Approvals – as required
July 12 or 13*	July 21, 2022	<ul style="list-style-type: none"> • Procurement Approvals – as required
August 10 or 11*	August 18, 2022	<ul style="list-style-type: none"> • Directors Reports <ul style="list-style-type: none"> ○ Finance and Corporate Services ○ Director of Property Services & Asset Management • Q2 Financial Results • Q2 KPI Report • 2023 Capital Workplan • 2023 Operating and Capital Budget Approval • Procurement Approvals – as required
September 6 or 7*	September 15	<ul style="list-style-type: none"> • Procurement Approvals – as required
October 10 or 11*	October 20, 2022	<ul style="list-style-type: none"> • Annual Renewal of Property and Liability Insurance • Procurement Approvals – as required
November 8 or 9 *	November 17, 2022	<ul style="list-style-type: none"> • Directors Reports <ul style="list-style-type: none"> ○ Finance and Corporate Services ○ Director of Property Services & Asset Management • Q3 Financial Results • Q3 KPI Report • Briefing on New Accounting Procedure • Procurement Approvals – as required
December 6 or 7*	December 15, 2022	<ul style="list-style-type: none"> • Procurement Approvals – as required

*Dates to be finalized with Committee Members

Finance Committee Report 2022- 04

TO: FINANCE COMMITTEE

FROM: Diana Taplashvily, Director of Finance & Corporate Services

SUBJECT: Update from Director of Finance & Corporate Services

DATE OF REPORT: June 7, 2022

PURPOSE:

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

RECOMMENDATIONS:

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

UPDATES:

IT Update

Yardi Upgrade Update:

On November 18, 2021, the Board had approved a 26-week implementation plan for the upgrade of property management software, alongside the upgrade LMCH will be adding five new products to the core function. The identified and approved implementation budget is \$99,250.

LMCH is happy to report that the project was officially started on January 14th and is progressing as planned. The first major milestone was reached on May 25, 2022, when LMCH and Yardi successfully completed database migration from the legacy property management system to Voyager 7. All core functionalities are available to all staff members as of May 25th. Earlier in May a new training platform Aspire was rolled out to multiple subject matter experts (SMEs) from various departments for testing. Aspire is a training platform and once rolled out all employees will benefit from the materials on

Voyager 7 new functionalities. Aspire is one of the five new add-on products LMCH acquired from Yardi.

As of May 27, 2022, LMCH has spent 73% of the approved implementation Budget. Work on the new modules is progressing as planned and LMCH plans to finalize the rollout of new products by the end of July 2022 and the project will be complete within the approved Budget.

Telus Mobile Update:

Pleased to advise that all cell phones were migrated to the new contract and set up under the new platform. As of May 30th, 2022, 22 users were upgraded to iPhone 11 from older devices. LMCH continues working together with Telus and Nerds on Site to ensure correct setups and will continue monitoring accounts and billing on usage and cost.

CMHC Seed Funding Application for Reimagine Project

On April 21st it was reported to the Board that LMCH submitted a CMHC Seed Funding Application and indicated that this funding can provide contributions and/or loans to assist with the planning costs (soft costs) of building a new affordable housing project or renovating an existing affordable housing project.

On May 24th LMCH was notified by CMHC that the LMCH application has been approved for a \$155,000 Loan and contribution of \$103,000. LMCH needs to receive written confirmation from CMHC on this matter to determine the terms and conditions of the contribution.

As the approval contains a 'loan' component, LMCH will require shareholder approval to accept the funds. LMCH will work with CMHC and the City of London to negotiate the receipts of the funds. Should the funds be accepted approval will be required by both the Board and the City of London.

2023 Annual Budget Update Process

LMCH is starting the process to prepare the 2023 Operating and Capital Budgets. The process is normally kicked off by the City of London in early June. The Deputy City Manager, Finance Supports reaches out to Agencies, Boards, and Commissions (ABCs) with an update on the guidelines for the Annual Budget Update. The City will provide deadlines, advises on the communication channels, and communicates major events impacting the Budgeting process.

LMCH will receive a budget update package which will include the templates, worksheets, and detailed guidelines. Based on prior years LMCH will need to have draft budgets prepared for early August and will need the Board to approve the 2023 Operating and Capital Budgets at the August 18, 2022, Board Meeting. The Finance Committee will need to meet in advance of the Board Meeting to review the draft budget submission. Once the timeline is known LMCH will provide an update to the members of the Finance Committee confirming the timeline for approval.

SIGNATURE:

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

Finance Committee Report 2022- 05

TO: BOARD OF DIRECTORS

FROM: Diana Taplashvily, Director of Finance & Corporate Services

SUBJECT: Q1 2022 Financial Results

DATE OF REPORT: June 7, 2022

RECOMMENDATION:

That the March 2022 Financial Performance Results and its Operating Summary Report BE RECEIVED for information.

REASONS FOR RECOMMENDATIONS:

The following report provides a high-level analysis of LMCH's March 2022 Operating Financial Results.

The YTD operating results on March 31, 2022, ended with an operating deficit of \$225,516, a favorable variance of \$151,525 to the budgeted deficit of 377,041.

Operations Revenue

Total revenue showed a favorable variance of \$370,033 over the 2022 budget:

- Positive variances to budget were realized in rental revenue \$380,270, tenant recoveries \$38,068, interest revenue \$2,687 and antenna licenses \$492.
- This was offset by higher than anticipated net bad debt write-offs (\$38,708) and lower sundry & other revenues (\$12,776).

Expenditures

Total expenditures showed an unfavorable variance of (\$210,493) over the 2022 budget.

Building Maintenance, Materials and Services was the primary driver for the variance with an unfavorable variance of (\$122,305). LMCH continues to experience high demand for maintenance and repairs due to the age of buildings and infrastructure. Unfavorable variance is driven by costs in Building General (\$96,021), Snow Removal (\$70,999), Cleaning (\$27,410), Elevators (\$18,141), Security (\$15,883) and Electrical (\$12,649).

Utilities have an unfavorable variance of (\$109,218) and were only partially offset with a favorable variance in Property (\$21,861) and Administration \$23,913.

Salaries, wages, and benefits had an unfavorable variance of (\$24,745).

Please see attached report for a detailed analysis.

Appendix A – March 2022 Operating Results

SIGNATURE:

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



LONDON MIDDLESEX COMMUNITY HOUSING
Income Statement as at 31-Mar-2022
(Unaudited)

	2022 YTD Actuals	2022 YTD Budget	Variance from Budget Better (Worse)	% Var to Budget	2021 YTD Actual	Variance from 2021 Better (Worse)	% Var to 2021
OPERATIONS							
Revenue							
Rental Revenue	3,505,979	3,125,710	380,270	12%	3,049,473	456,506	15%
Tenant Recoveries	85,484	47,415	38,068	80%	45,157	40,326	89%
Net Bad Debt Writeoffs	(121,677)	(82,969)	(38,708)	47%	(82,636)	(39,041)	47%
Antenna Licenses	39,255	38,763	492	1%	35,925	3,330	9%
Interest	13,187	10,500	2,687	26%	5,830	7,356	126%
Sundry & other revenue	39,559	52,334	(12,776)	-24%	52,743	(13,184)	-25%
Municipal Base Funding	3,475,046	3,475,046	-	0%	3,296,110	178,936	5%
Total Revenue	7,036,832	6,666,799	370,033	6%	6,402,603	634,229	10%
Expenditures							
Salaries, wages & benefits	1,763,035	1,738,290	(24,745)	-1%	1,454,995	(308,039)	-21%
Maintenance, materials and services							
Roofing	3,750	-	(3,750)	N/A	3,480	(270)	-8%
Building, general	308,521	212,500	(96,021)	-45%	179,917	(128,604)	-71%
Cleaning	253,561	226,151	(27,410)	-12%	214,990	(38,571)	-18%
Pest Control	162,035	156,250	(5,785)	-4%	146,597	(15,438)	-11%
Elevators	61,891	43,750	(18,141)	-41%	33,792	(28,099)	-83%
Electrical	67,649	55,000	(12,649)	-23%	51,641	(16,009)	-31%
Equipment	24,402	27,879	3,477	12%	14,486	(9,916)	-68%
Landscaping & parking lot mtce	17,538	43,750	26,212	60%	11,598	(5,941)	-51%
Mold	8,696	10,000	1,304		-	(8,696)	
Snow Removal	445,999	375,000	(70,999)	-19%	489,052	43,053	9%
Life safety systems	75,252	86,205	10,953	13%	58,502	(16,750)	-29%
Heating & ventilation	65,715	66,250	535	1%	82,817	17,102	21%
Plumbing	139,280	150,000	10,720	7%	185,149	45,869	25%
Painting	33,164	75,000	41,836	56%	51,674	18,509	36%
Vandalism	12,844	12,500	(344)	-3%	18,663	5,819	31%
Waste Removal	71,203	81,250	10,047	12%	70,791	(411)	-1%
Security	173,631	157,748	(15,883)	-10%	165,834	(7,797)	-5%
Social & recreational programs	2,365	30,953	28,588	92%	10,607	8,242	78%
Sundry materials & services	17,496	12,500	(4,996)	-40%	23,646	6,150	26%
	1,944,991	1,822,685	(122,305)	-7%	1,813,235	(131,756)	-7%

LONDON MIDDLESEX COMMUNITY HOUSING
Income Statement as at **31-Mar-2022**
(Unaudited)

	2022 YTD Actuals	2022 YTD Budget	Variance from Budget Better (Worse)	% Var to Budget	2021 YTD Actual	Variance from 2021 Better (Worse)	% Var to 2021
LONDON MIDDLESEX COMMUNITY HOUSING Income Statement as at 31-Mar-2022 (Unaudited)	2022 YTD Actuals	2022 YTD Budget	Variance from Budget Better (Worse)	% Var to Budget	2021 YTD Actual	Variance from 2021 Better (Worse)	% Var to 2021
Utilities							
Electricity	588,253	538,946	(49,307)	-9%	523,248	(65,004)	-12%
Water Heater Rental	60,046	63,592	3,546	6%	61,739	1,693	3%
Water	366,804	343,985	(22,819)	-7%	333,966	(32,838)	-10%
Natural Gas	434,683	394,045	(40,637)	-10%	382,568	(52,114)	-14%
Energy Savings Rebate	-	-	-		-	-	
	1,449,785	1,340,567	(109,218)	-8%	1,301,522	(148,263)	-11%
Property							
Insurance	214,914	215,241	327	0%	197,245	(17,669)	-9%
Municipal taxes	1,325,487	1,347,021	21,534	2%	1,285,716	(39,771)	-3%
Mortgage payments (Bella St.)	9,275	9,275	-	0%	13,643	4,368	32%
	1,549,676	1,571,537	21,861	1%	1,496,605	(53,072)	-4%
Administration							
Corporate and other costs	221,962	288,691	66,728	23%	201,142	(20,821)	-10%
Transportation & Communication	79,327	91,662	12,335	13%	77,507	(1,821)	-2%
Supplies & equipment	220,558	165,407	(55,150)	-33%	116,208	(104,350)	-90%
	521,848	545,760	23,913	4%	394,856	(126,992)	-32%
Total Expenditures	7,229,334	7,018,840	(210,493)	-3%	6,461,212	(768,122)	-12%
Net (deficit) surplus from Operations	(192,503)	(352,041)	159,539	-45%	(58,610)	(133,893)	228%
Extraordinary Losses - Fire, wind etc.	33,014	25,000	(8,014)	-32%	12,891	(20,123)	-156%
Net (deficit) surplus from Operations after Extraordinary Losses	(225,516)	(377,041)	151,525	-40%	(71,500)	(154,016)	215%

Finance Committee Report 2022- 06

TO: LMCH Board of Directors

FROM: Ahmad Mian, Business Analyst

SUBJECT: Key Performance Indicators (KPIs)

DATE OF SUBMISSION: June 7, 2022

RECOMMENDATION:

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

REASONS FOR RECOMMENDATIONS:

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

Appendix A: Is the newly reformed LMCH BOD KPI summary, with unaudited, preliminary Q1 2022 data.

Appendix B: Is the data dictionary for LMCH BOD reported KPIs.


New Update:

Data for different quarters have been added on separate columns.

SIGNATURE:

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

Appendix A: LMCH Board of Directors KPI Summary

 LONDON & MIDDLESEX COMMUNITY HOUSING	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	Avg. 2021	Avg. 2020
Category/Metrics	Current Quarter	Previous Quarter					
Human Resources KPI Metric Summary							
Full Time Staff	72	73	74	71	71	72	73
Full Time Equivalent (FTE) ^Ω	73.60	71.63	75.13	73.18	70.82	72.69	75.04
Business Case 19 Related Hires	19	17	14	14	11	14	4
Finance, Information Technology and Data Science KPI Metric Summary							
Surplus/(Deficit)	(\$255,516)	\$158,265	\$924,115	\$603,842	(\$71,500)	N/A	N/A
Rent Arrears	\$676,415	\$294,987	\$303,952	\$355,822	\$357,899	\$294,987	\$392,185
Rent Collection Percentage	80.71%	97.55%	96.65%	94.15%	88.26%	90.48%	90.86%
Percentage of Tenants in Good Financial Standing	77.35%	85.60%	86.08%	86.70%	85.53%	85.62%	83.17%
Tenant Services KPI Metric Summary							
Total Evictions	13	21	17	6	5	49	25
Units Leased	97	93	79	82	90	344	309
Property Services KPI Metric Summary							
Total Vacant Units	146	182	164	137	139	616	552
Total Vacancy Rate	4.44%	5.36%	5.00%	4.17%	4.24%	4.69%	4.21%
Cost of Vacancy [†]	\$132,840	\$142,560	\$119,070	\$108,000	\$112,880	\$120,628	\$89,438
Regeneration and Capital KPI Metric Summary							
Percentage Spent vs Approved Budget	4.12%	31.12%	15.70%	10.30%	6.84%	31.12%	56.07%
FCI Score ^{**}	-	-	-	-	-	-	-
<p>[*]Staff Capacity Percentage' is removed and replaced with 'Full Time Staff' and 'Full Time Equivalent (FTE)'. ^Ω Derivation excludes On Call Manager Hours [†]Percentage Spent vs Approved Budget' has been adjusted to reflect projects with anticipated spend in 2022. [‡] Derived from KPMG 'Cost of Vacancy' Metric. All variance analysis is with respect to current quarter values.</p>							

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
- **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 who are current with rent charges 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.



Finance Committee Report 2022- 07

TO: LMCH Board of Directors, Finance Committee

FROM: Bill Leslie, Manager, Capital Projects & Construction

SUBJECT: Capital Work Update Report for the month of June 2022

DATE: June 7, 2022

RECOMMENDATION:

That the Tenant Services and Finance Committee **RECEIVE** the June 2022 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.

NOTE: This Report includes status highlights of capital projects for May 31, 2022.

Capital Project Status Review

From 2020-2022 LMCH approved 111 Capital Projects. This includes any projects approved prior to 2020 but not completed. These projects were given a new project numbers and carried forward in the 2020 Capital Budget. A full listing of Approved Capital Project and Current Status is included as part of Appendix A.

2020 Capital Projects

- 39 projects
- 87% of projects are completed or were cancelled.
- 3 projects were awarded earlier in 2022 that relate to the generator replacement project. This work is planned for Q4 when the generators are expected to arrive on site.
- 1 project is in progress. This is the Asbestos Assessments that is nearing completion



2021 Capital Projects

- 41 projects
- 44% of projects cancelled or completed
- 22% (9 projects) have procurement underway – these include:
 - Elevator Engineering services
 - Furnace replacements
 - Roof replacement - Tecumseh
 - Kitchens – Penny Lane
- 20% (8 Projects) are being scoped, assessed or have engineering requirements that are active
 - 4 projects relate to roof work with the assessments underway;
 - The generator replacement at Kent Street need engineering assessment completed prior to finalizing scope of project to determine if it can proceed as planned.
 - Hard Surface repair work for Huron has been scoped and report is pending from consultant

2022 Capital Projects

- 31 Projects
- 6% (2 projects) cancelled
- 48% (15 Projects) in Engineering/scoping
 - 7 projects relate to elevator modernization
 - 3 projects are major electrical contract awards
 - 1 project is a window replacement
 - 1 project is to replace the MUA air unit at Tecumseh
 - 1 project is for outdoor security at Boullee – CCTV and lighting
- 23% (7 projects) are under review by staff to determine how to best proceed with the work
 - 2 projects relate to site fence work
 - 3 projects relate to upgrades to garbage infrastructure

	2020	2021	2022
Cancelled	5	9	2
Completed	29	9	
Contract Awarded	3		
In progress	1	1	1
Procurement Underway	0	9	1
Engineering/Scoping	0	11	15
Contingency	1	1	2
Under Review	0	1	7
recurring	0	0	3
Grand Total	39	41	31



HIGHLIGHTS:

- Second phase balcony restoration work is continuing at 241 Simcoe St. This work is approximately two months ahead of schedule with completion expected by the end of June 2022. (2021-0002)
- Bidding has closed for furnace replacements at Southdale/Millbank & Limberlost. Evaluations are underway to award the contract. Work is expected to be completed by the end of Q3-2022 (2022-0020)
- Engineering is underway for new windows & doors at Penny Lane, Strathroy. This contract is expected to go out for tender at the end of June 2022 (2022-0008)
- The contract for Engineering design work in support of the Elevator Modernizations will be awarded in June, tender for Elevator Modernizations to be completed in Q3. (2021-0001)
- Roof replacements 39 Tecumseh is out for tender. Tender closes June 10, 2022. This work is expected to be completed during Q3-2022. (2022-0006)

Appendix A: FC-22-07 Capital Project Status Report June 2022

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
BILL LESLIE MANAGER, CAPITAL PROJECTS & CONSTRUCTION	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER
REVIEWED and CONCURRED BY:	
PHIL RENAUD DIRECTOR of PROPERTY SERVICES & ASSET MANAGEMENT	

Appendix A: Capitol Projects Status Report

Budget Year	Funding Source	Project #	Site	Project Description	Status
2020	LMH261820	2020-0001	Baseline	MUA Hookup	Completed
2020	LMH261820	2020-0001	McNay	MUA Hookup	Completed
2020	LMH261820	2020-0001	Simcoe	MUA Hookup	Completed
2020	LMH261820	2020-0001	Walnut	MUA Hookup	Completed
2020	LMH261820	2020-0002	Various	Balcony Study	Completed
2020	LMH2619	2020-0003	Simcoe	Balcony Fall Protection	Completed
2020	LMH261820	2020-0004	Albert	Boiler (heating) Replacement	Cancelled
2020	LMH261820	2020-0004	William	Boiler (heating) Replacement	Cancelled
2020	LMH261820	2020-0005	Various	Elevators: Capital Repairs	Completed
2020	LMH2619	2020-0006	Tecumseh	Fire System Replacement	Completed
2020	LMH261820	2020-0007	Albert	Fire Alarm Annunciators	Cancelled
2020	LMH261820	2020-0008	Walnut	Generator Replacement	Contract Awarded
2020	LMH2619	2020-0009	Baseline	Generator Replacement	Contract Awarded
2020	LMH261820	2020-0010	Walnut	Main electrical service upgrade	Contract Awarded
2020	LMH261820	2020-0011	Simcoe	Main electrical service upgrade	Completed
2020	LMH261820	2020-0012	Various	Elevators: Capital Repairs	Completed
2020	LMH261820	2020-0013	Albert/Commissioners	Fire Alarm Devices	Cancelled
2020	LMH2619	2020-0014	McNay	Penthouse Roof Replacement	Completed
2020	LMH261820	2020-0015	Various	Technical Contingency	Completed
2020	LMH2619	2020-0017	Dundas	Physical Security Upgrade	Completed
2020	LMH2619	2020-0018	Baseline	Plumber Riser Replacement	Cancelled
2020	LMH2619	2020-0019	Various	Asphalt Parking Lots/Walkways	Completed
2020	LMH2619	2020-0020	Various	Bathroom Rebuilds	Completed
2020	LMH261820	2020-0021	Dundas	Corridor Painting	Completed
2020	LMH261820	2020-0021	McNay/Hale	Corridor Painting	Completed
2020	LMH261820	2020-0021	Wharncliffe/Simcoe	Corridor Painting	Completed
2020	LMH2619	2020-0022	Hale, Kent, William	Exterior Entrance Doors Replacements	Completed
2020	LMH261820	2020-0023	Simpson/Tecumseh	High Rise Lighting-Exit Signs	Completed
2020	LMH2619	2020-0024	Various	Kitchen Cabinets & Counter: Replacement	Completed

Budget Year	Funding Source	Project #	Site	Project Description	Status
2020	LMH2619	2020-0025	Various	Lobby Upgrades	Completed
2020	LMH2619	2020-0026	Various	Flooring: Replacement	Completed
2020	LMH261820	2020-0027	Various	Windows/Doors County and Scattered Units	Completed
2020	LMH261820	2020-0028	Various	Mould Abatement	Completed
2020	LMH2619	2020-0029	Various	BCA 30% Portfolio	Completed
2020	LMH2619	2020-0030	Various	CRW Office Security Upgrades	Completed
2020	LMH2619	2020-0031	Various	Universal Access Upgrades	Completed
2020	LMH2619	2020-0032	Various	Asbestos Reassessments	In progress
2020	PD261819	2020-0035	Limberlost/Marconi/Southdale	Playground Equipment	Completed
2020	PD261819	2020-CONT	Various	2020 Contingency	Contingency
2021	LMH261821	2021-0001	Baseline	Elevator Major Control Modernization: Engineering	Procurement Underway
2021	LMH261821	2021-0001	Commissioners	Elevator Major Control Modernization: Engineering	Procurement Underway
2021	LMH261821	2021-0001	Dundas	Elevator Major Control Modernization: Engineering	Procurement Underway
2021	LMH261821	2021-0001	Hale 7 Dorchester	Elevator Major Control Modernization: Engineering	Procurement Underway
2021	LMH261821	2021-0001	Simcoe	Elevator Major Control Modernization: Engineering	Procurement Underway
2021	LMH261821	2021-0002	Simcoe	Balcony Repair	In progress
2021	LMH261821	2021-0003	Various	Balcony Studies	Under Review
2021	LMH261821	2021-0004	Kent	Generator Replacement	Engineering/Scoping
2021	LMH2619	2021-0005	Various	Fire System: Comprehensive Review	Completed
2021	LMH2619	2021-0006	Berkshire	Roof Investigation / Repair / Replacement	Engineering/Scoping
2021	LMH2619	2021-0006	Commissioners	Roof Investigation / Repair / Replacement	Engineering/Scoping
2021	LMH2619	2021-0006	Tecumseh	Roof Investigation / Repair / Replacement	Procurement Underway
2021	LMH2619	2021-0006	Various	Roof Investigation / Repair / Replacement	Engineering/Scoping
2021	LMH2619	2021-0006	William	Roof Investigation / Repair / Replacement	Engineering/Scoping
2021	LMH2619	2021-0007	Various	Furnace Contingency	Procurement Underway
2021	LMH2619	2021-0007	Limberlost	Furnace Replacement	Procurement Underway
2021	LMH2619	2021-0008	Huron	Hard Surface Site restoration and replacement	Engineering/Scoping

Budget Year	Funding Source	Project #	Site	Project Description	Status
2021	LMH2619	2021-0009	Boulee	Exterior site furnishings (picnic tables, benches)	Cancelled
2021	LMH2619	2021-0009	Huron	Exterior site furnishings (picnic tables, benches)	Cancelled
2021	LMH2619	2021-0009	Marconi (towns)	Exterior site furnishings (picnic tables, benches)	Cancelled
2021	LMH2619	2021-0010	Boulee	Family Site: Garbage Infrastructure Improvement	Engineering/Scoping
2021	LMH2619	2021-0010	Huron	Family Site: Garbage Infrastructure Improvement	Engineering/Scoping
2021	LMH261821	2021-0011	Various	Asphalt Restoration & Replacement	Engineering/Scoping
2021	LMH2619	2021-0012	Penny Lane	Kitchen Cabinets & Counter: Replacement	Procurement Underway
2021	LMH2619	2021-0013	Allan Rush	Bathroom Fans on Censors/Light Switch	Cancelled
2021	LMH2619	2021-0013	Boulee	Bathroom Fans on Censors/Light Switch	Cancelled
2021	LMH2619	2021-0013	Huron	Bathroom Fans on Censors/Light Switch	Cancelled
2021	LMH2619	2021-0013	Marconi (towns)	Bathroom Fans on Censors/Light Switch	Cancelled
2021	LMH2619	2021-0013	Pond Mills	Bathroom Fans on Censors/Light Switch	Cancelled
2021	LMH261821	2021-0014	Various	Lobby Upgrades	Engineering/Scoping
2021	LMH261821	2021-0015	Various	General Contingency	Contingency
2021	LMH2619	2021-0017	Head	Major Horizontal Plumbing Line	Cancelled
2021	LMH261821	2021-0018	Various	BCA 40% Portfolio	Completed
2021	LMH261821	2021-0019	Various	Universal Access Upgrades	Completed
2021	LMH261821	2021-0020	Boulee	Outdoor Security Cameras	Engineering/Scoping
2021	LMH2619	2021-0021	Various	Bathroom Rebuilds	Completed
2021	LMH2619	2021-0022	Various	Kitchen Cabinets & Counter: Replacement	Completed
2021	LMH2619	2021-0023	Various	Flooring: Replacement	Completed
2021	LMH261820	2021-0024	Various	Mould Abatement	Completed
2021	LMH2619	2021-0025	Various	Corridor Painting	Completed
2021	PD261819	2021-0026	Various	Appliances: Capital Purchases	Completed
2022	LMH2619	2022-0003	Baseline	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0003	Commissioners	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0003	Simcoe	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0003	Hale	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0003	Dundas	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0003	Albert	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0003	Dorchester	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0004	Albert	Electrical Investigation Water Infiltration	Cancelled
2022	LMH2619	2022-0004	Dundas	Electrical Main Circuit Breaker	Engineering/Scoping

Budget Year	Funding Source	Project #	Site	Project Description	Status
2022	LMH2619	2022-0004	William	Electrical Replace Load Centers	Engineering/Scoping
2022	LMH2619	2022-0004	Tecumseh	Electrical Unit Splitter & Disconnect	Engineering/Scoping
2022	LMH2619	2022-0004	Walnut	Main Electrical Equipment Replacement	Engineering/Scoping
2022	LMH261822	2022-0005	Various	Mechanical Systems Comprehensive Review	Under Review
2022	LMH2619	2022-0006	Baseline	Plumbing Riser Replacement	Cancelled
2022	LMH261822	2022-0007	Various	Roof Repair Replacement Construction	Contingency
2022	LMH2619	2022-0008	Penny Lane	Window Replacement	Engineering/Scoping
2022	LMH261822	2022-0009	Tecumseh (2&3)	MUA Replacement	Engineering/Scoping
2022	LMH2619	2022-0010	York	Fences and Gates	Under Review
2022	LMH2619	2022-0010	Dorchester	Wood Fencing Renewal	Under Review
2022	LMH2619	2022-0011	Various	Asphalt Restoration & Replacement	Engineering/Scoping
2022	LMH2619	2022-0013	Allan Rush	Family Site Garbage Infrastructure Improvement	Under Review
2022	LMH2619	2022-0013	Pond Mills	Family Site Garbage Infrastructure Improvement	Under Review
2022	LMH2619	2022-0013	Limberlost	Family Site Garbage Infrastructure Improvement	Under Review
2022	LMH261822	2022-0014	Various	Interior Common Areas Upgrades	Under Review
2022	LMH2619	2022-0015	Various	General Contingency	Contingency
2022	LMH261822	2022-0015	Various	Flooring Capital	recurring
2022	LMH2619	2022-0016	Various	Appliances: Capital Purchases	recurring
2022	LMH2619	2022-0016	Boullee	Outdoor Security Cameras	Engineering/Scoping
2022	LMH2619	2022-0018	Various	BCA 40% Portfolio	In progress
2022	LMH2619	2022-0019	Various	Universal Access Upgrades	recurring
2022	LMH261822	2022-0020	Southdale	Furnace Replacement	Procurement Underway

Finance Committee Report 2022- 09

TO: FINANCE COMMITTEE

FROM: Diana Taplashvily, Director of Finance & Corporate Services

SUBJECT: 2023 Annual Budget Update - LMCH

DATE OF REPORT: June 7, 2022

PURPOSE:

The purpose of the report is to provide updates to the Finance Committee on the status of the 2023 Annual Budget process.

RECOMMENDATIONS:

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

OVERVIEW:

LMCH is starting the process to prepare the 2023 Operating and Capital Budgets. The process was kicked off by the City of London with the receipt of an e-mail from the City on June 6, 2022. The Finance Department of the City reached out to Agencies, Boards, and Commissions (ABCs) with information on the guidelines for the Annual Budget Update. The City has provided the deadlines, advised on the communication channels, and communicated major events impacting the Budgeting process.

LMCH will need to have draft budgets prepared for early August and will need the Board to approve the 2023 Operating and Capital Budgets at the August 18, 2022, Board Meeting. The Finance Committee will need to meet in advance of the Board Meeting to review the draft budget submission.

Budget Amendments

- Only operating budget amendment resulting net reduction will be included; and only capital budget amendments resulting in net budget reduction, or no net change (timing adjustment) will be included.
- If LMCH is considering any budget amendments. For Reductions, The City of London's Financial Business Support, will assist in drafting the budget

amendment. For any Net Increase of operating budget or the 10-year Capital plan, LMCH will need to give the City as much notice as possible, so the City can get the prior approval before proceeding.

Assessment Growth

- Assessment Growth Funding is available for service areas that are extending services to growth areas. A business case will be required to support the request. The deadline for Assessment Growth Cases is September 30, 2022; however, the City has requested that the deadline be changed to September 9th, 2022, in order to leave sufficient time for review.

Key New Change to the 2023 Budget Process - For all Budget Amendments and Assessment Growth requests

Similar to 2022 Budget Update, 2023 budget amendments and assessment growth requests require Environmental, Socio-economic Equity, and Governance (ESG) considerations. The City of London has made some changes to the ESG section to provide flexibility.

Each element of ESG must be addressed to some degree (whether it's positive or negative impact). To support the completion of this section, a Climate Lens Consideration Worksheet was provided **Appendix D**. Climate Lens Consideration Worksheet has been included in the budget guidelines, it provides details on topics and questions that have been utilized in the past.

Annual Budget Update Categories

Budget amendments should only be submitted if it falls under the following categories:

1. **New or Changed Regulation** – A new or changed legislation or regulation with a financial impact to the municipality. For example, changes to minimum wage.
2. **New Council Direction** – A new Council direction that transpired after the approval of the Multi-Year Budget. For example, Civic Administration be directed to bring forward a budget amendment for the low-income subsidy for transit.
3. **Cost or Revenue Driver** – A corporate or service area budget adjustment as a result of changes in economic conditions. For example, unanticipated changes to economic forecasts that impact municipal costs or revenues such as significant changes to interest rates resulting in higher/lower costs of borrowing.

LMCH will be meeting with the City of London to review the budget guidelines and any further questions LMCH may have. To ensure we meet the requirements of the 2023 Budget Process.

Appendix:

APPENDIX A : 2023 Budget Guidelines

APPENDIX B: 2023 Budget Amendment Template

APPENDIX C: 2023 Assessment Growth Template

APPENDIX D: Climate Lens Considerations Worksheet

SIGNATURE:

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

2023 OPERATING AND CAPITAL BUDGET DEVELOPMENT GUIDELINES



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MULTI-YEAR BUDGET REFRESHER

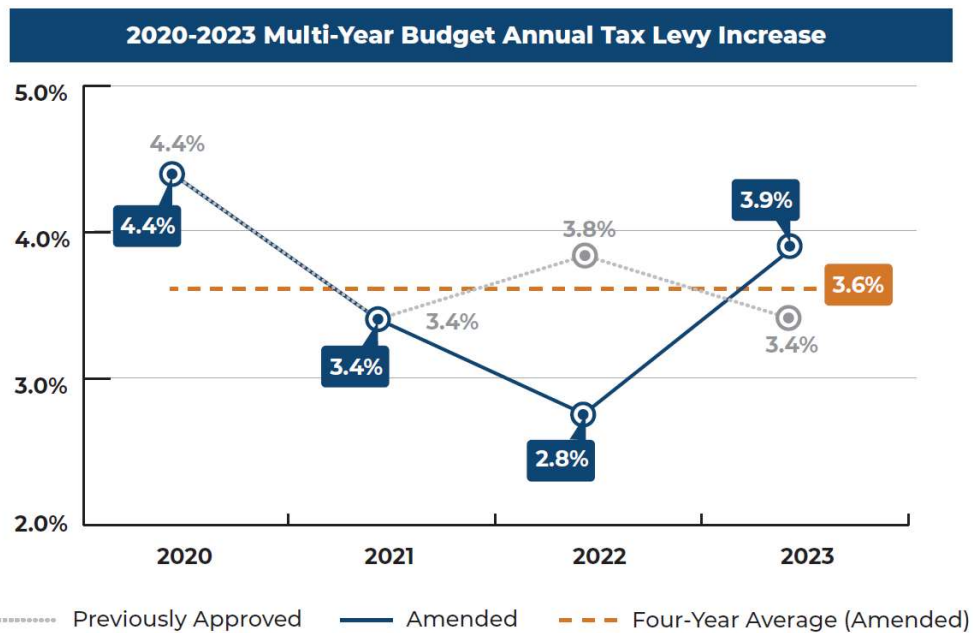
On March 2, 2020, Municipal Council approved the City's second Multi-Year Budget covering the period from 2020 to 2023. The Multi-Year Budget was approved with an average annual property tax levy increase from rates of 3.9%, comprised of the following:

- A base operating budget (to maintain existing service levels) average annual increase of 3.0%, which also included Municipal Council approved provincial impacts;
- Eight Municipal Council approved business cases for net levy reductions resulting in an average annual reduction of 0.2%; and
- 24 Municipal Council approved business cases for additional investment which resulted in an additional average annual increase of 1.1%.

On January 12, 2021, Municipal Council approved the 2021 Annual Budget Update. Municipal Council approved a total of eleven budget amendments, and the four-year average annual increase went from 3.9% to 3.8%.

On December 21, 2021, Municipal Council approved the 2022 Annual Budget Update. A total of 12 property tax budget amendments were approved. The 2022 increase from rates decreased to 2.8% from the previously approved 3.8%, while the four-year average annual increase decreased to 3.6% from 3.8%.

Operating Budget	2020 Tax Levy Revenue	2021 Tax Levy Revenue	2022 Tax Levy Revenue	2023 Tax Levy Revenue
Previously Approved % Increase From Rates	4.4%	3.4%	3.8%	3.4%
Previously Approved Budget	642,901	673,581	708,802	732,813
Amendment			-6,952	-3,750
Amended Budget	642,901	673,581	701,849	729,063
Amended % Increase From Rates	4.4%	3.4%	2.8%	3.9%



We find ourselves heading into the 2023 Annual Budget Update with a projected 3.9% property tax increase for 2023. It is anticipated that Municipal Council may wish to reconsider an increase of that magnitude. Civic Administration (under the direction of the Senior Leadership Team) is recommending a variety of tools and strategies to identify opportunities to reduce the tax levy, including further opportunities for budget right-sizing and continued use of targeted zero-based budget reviews where strong likelihood for savings exists. The results will be brought forward as reduction budget amendments in the 2023 Budget Update. Agencies, boards and commissions (ABC's) are strongly encouraged to consider similar initiatives at their organizations to identify opportunities for budget savings in order to reduce their budget requirements. Any ABC's who wish to learn more about the activities and tools the City is undertaking in this regard can reach out to Kyle Murray (kmurray@london.ca).

ANNUAL BUDGET UPDATE PROCESS

The annual updates provide Council the opportunity to adjust the budget to provide flexibility for special events or circumstances that require funding and resource adjustments. In each subsequent year of the Multi-Year Budget, Council is required by the Municipal Act, 2001 to review and readopt the budget for that year. Any changes that are required to make the budget compliant with the provisions of the Municipal Act, 2001, will be completed at this time. Annual updates will also provide Council the opportunity to adjust the budget to provide flexibility for events or circumstances that require funding and resource adjustments.

Budget amendments for the annual update process are categorized as follows:

1. **New or Changed Regulation** – A new or changed legislation or regulation with a financial impact to the municipality. For example, changes to minimum wage.
2. **New Council Direction** – A new Council direction that transpired after the approval of the Multi-Year Budget. For example, Civic Administration be directed to bring forward a budget amendment for the low-income subsidy for transit.
3. **Cost or Revenue Driver** – A corporate or service area budget adjustment as a result of changes in economic conditions. For example, unanticipated changes to economic forecasts that impact municipal costs or revenues such as significant changes to interest rates resulting in higher/lower costs of borrowing.

Changes to the Multi-Year Budget can be classified as either housekeeping budget transfers or budget amendments resulting in the need for funding adjustments. Housekeeping budget transfers can be made by a service without Council approval as long as the housekeeping budget transfers do not change the net budget for each year.

Budget amendments are required when the budget request is material in nature and cannot be absorbed within the service budget or the corporate budget. Determining materiality will require professional judgement and take into consideration factors such as size of the service budget and impact on service levels.

Proposed changes to future years' operating budgets are only brought forward and approved once per year. Adjustments are limited to once per year, during the annual update period, to ensure that all requests are considered together. While more opportunities exist to request changes to capital budgets, like committee reports throughout the year, it is **highly recommended** that as many changes as possible be requested via budget development. The optics of additional capital budget requests made outside of formal budget development periods must be considered if timing of the request overlaps with budget deliberations and approval.

Budget amendments will form the key decisions for Council during the 2023 Annual Budget Update. Service areas will be required to complete a Multi-Year Budget Amendment Form for operating and capital budget amendments.

UPDATED FOR 2023 - ENVIRONMENTAL, SOCIO-ECONOMIC EQUITY AND GOVERNANCE (ESG) CONSIDERATIONS

Similar to the 2022 budget process, 2023 budget amendment requests and assessment growth business cases will be required to provide additional information pertaining to ESG considerations. Further details are provided in the following sections.

Environmental

To achieve the City's Council-approved objective of having net-zero greenhouse gas emissions by 2050 and improved resilience to the impacts of climate change, we must first understand our emissions and climate risks. Once we have sound situational awareness, we can plan for our decisions to drive decarbonization of City activities and improve our resilience to climate impacts. The Climate Lens Process is currently being implemented to equip City staff with the required knowledge to identify emission sources and climate risks, explore potential alternatives, and recommend courses of action in line with an appropriate response to the climate emergency. Understanding and addressing climate issues directly in the budgeting process is key to ensuring that, wherever feasible, our investments position the City for a low-carbon, resilient future.

Exploring the implementation of a carbon budget to parallel the City's financial operating and capital budgets is a long-term objective. By initiating the integration of climate emergency issues into the budgeting process now, the intent is to identify needs (staff resources, technical data and expertise, etc.) as well as the process(es) for emissions and climate risk management that will best integrate with the existing system used to manage City finances.

Socio-economic Equity

Municipal Council has affirmed its commitment to eliminating systemic racism and oppression in our community. As individuals who serve the public, facing this troubling reality is both daunting and uncomfortable – and, for many, deeply personal. While this work demands urgency, the actions needed to deconstruct systems of racism and oppression will require sustained commitment and courageous action to drive transformative change. It is a sombre obligation. It is also an important opportunity. Londoners in the community and within the organization provide valuable insights on how the City of London can use its strength and position as an influential leader to drive anti-racism and anti-oppression work.

The consideration of equity impacts is being incorporated in budget materials to ensure that impacts on equity-deserving groups are considered and addressed by the service area bringing forward the budget request, while the request is being developed.

As further tools are developed to assist in assessing the impacts of programs, policies and services on equity-deserving groups (e.g., the Anti-Racism and Anti-Oppression framework

and Equity Tool currently under development), these tools will be integrated into the budget process to ensure that budget requests fully consider the impacts on these groups.

Governance

There may be important governance considerations that Council should be aware of related to budget amendments and assessment growth requests – e.g., risks of proceeding or not proceeding with the request, monitoring and reporting on outcomes of the request etc.

Further integration of ESG considerations into other aspects of the City’s budgeting process (e.g., Capital Project Detail Records, Business Plans, Operating Budgets, etc.) will occur in preparation for the City’s 2024 to 2027 Multi-Year Budget.

With the 2023 Annual Budget Update, the format has been modified to provide for flexibility to expand and focus on elements of ESG that are most applicable to an amendment or case while still requiring all elements of ESG to be considered and addressed. Further details are outlined in the corresponding sections.

2023 ANNUAL BUDGET UPDATE

1. Corporate Systems - Budget Monitoring & Development

CityHub will continue to be utilized as the primary file management and storage system for **all** budget submissions.

Operating and Capital budget templates can be found under the following CityHub path:

Projects → Budgets → 2023 Budget Development → 2023 Budget Guidelines

All budget documents should be submitted electronically via CityHub. Refer to **Appendix C** for document upload instructions.

Please note that the CityHub environment is currently hosted on the SharePoint2013 platform. As part of the CityHub migration project, this environment will be moving to the new SharePoint Online platform. Updated instructions for file management will be communicated following the completion of the CityHub migration project, as necessary.

Operating Considerations

Final Operating budget documents should be submitted within the appropriate Service Program in the 2023 Budget Development CityHub folder.

New for 2023 – Budget Submission Tracker:

As we look to enhance processes, an Operating submission tracking spreadsheet is included in the 2023 Budget Guidelines folder on CityHub. This tracker should be utilized to track the status of each submission (in-progress/completed/delayed) and SFBA approval, for all budget documents, including budget amendments, program plans, assessment growth cases, user fees, and position management forms. We will be utilizing this spreadsheet to determine which items are completed and ready for FP&P review, and for status update reporting on submissions.

Capital Considerations

New for 2023 – Personalized FBA Folders in CityHub for Capital, Personalized Capital Plan / Submission Tracker files, and Capital Appendix files:

In the hopes of simplifying the process to update the capital budget we will implement the following changes in the 2023 Update, the goal is to improve the process before the 2024 Multi-Year Budget when the workload will be much more significant:

1. For capital we are going to utilize one folder in CityHub on the home menu at the following path:

Projects → Budgets → 2023 Budget Development → 2023 Draft Annual Budget Update

2. In this folder you will find personalized FBA folders. If applicable, i.e. your areas have capital projects, your respective folders will include:

2.1. Capital Plan / Submission Tracker file – this file contains:

2.1.1. An instruction worksheet for reference on how to complete your capital reviews using this new file. Unless there are header or verbiage changes required to your PDRs, this file should replace the need to hand write changes.

2.1.2. A second worksheet that lists all of the capital projects associated with your FBA cat code in JDE. This list is repeated three times; first in white cells, illustrating the current capital budgets for each project (which should not be changed); second in green cells, which are blank and should be used to enter changes (+/-) to a project's budget; third, in grey cells, that calculate the end result of the changes entered (formulas should not be changed).

2.1.2.1. To simplify what you see in this worksheet, the filters have been left in place across the top row. For example, you can use the filter on column A to only select certain projects (i.e. Parks) out of a much longer list.

2.1.2.2. This worksheet also contains columns P through U that should be completed as you progress through your service areas to document what is required for each project and what progress stage it is at.

2.2. Capital Project Appendix file(s) – For all applicable capital projects we have compiled the associated appendices that require review and updating in one personalized FBA CityHub folder. Also included are appendix files marked ***NEW*** for capital projects that do not currently have appendices that we think might need one – please discuss with your service areas if the level of detail to complete an appendix is available for these files marked ***NEW***. If not available for 2023, developing this information for the 2024 Multi-Year Budget would be expected.

Our hope is that **you can leave these files in their CityHub location and use the functionality of CityHub to update them** as you go.

3. If new files are required, for example, an updated PDR with revised verbiage, please upload them into your personalized FBA folders being mindful of the file name given to each document uploaded. At a minimum, the file name should include capital project number (if available), business administrator name (e.g. CS1670 – D. Drummond).

Please continue to review your PDRs – while we hope the new workbooks reduce the need to transact these files – if updates are warranted to headers or verbiage this is the opportunity to make those changes while we are already touching the projects in JDE.

JD Edwards - FP&P will enter capital information into JD Edwards.

Any question with this new process please contact Jason Davies (jdavies@london.ca or on MSTeams).

2. Accessibility for Ontarians with Disabilities (AODA) Requirements for Budget Documents

Beginning on January 1, 2021, all public sector websites were required to meet the AODA Web Content Accessibility Guidelines 2.0 Level AA. Included in these Guidelines is the need for all documents to be accessible. This means that the City's website and all of its documents must meet certain accessibility standards that make the content available to those using screen readers and those who navigate using a keyboard, not just a mouse. This includes documents that are posted on the City website and/or will be included in Staff Reports going to Council or Committee.

The following is a list of budget-related documents required to comply with the accessibility Guidelines:

- Multi-Year Budget Amendment Forms
- Assessment Growth Business Cases
- Business Plans
- User Fee Schedules
- Capital Project Appendices

The templates for the documents above are provided in AODA format. It is important to utilize the existing 2023 templates in their current format. Alt text (alternative text) is required for all tables utilized within these documents. Please ensure all alt text includes the following; "for further information about this table please contact budget@london.ca or call 519-661-4638." Keep in mind that alt text should be brief and allows the reader to determine if they want to read the table or not. For a list of AODA tips you may find helpful, please refer to **Appendix D**.

It is the responsibility of the Financial Business Support team to ensure documents are completed and submitted in accordance with accessibility requirements. Documents submitted that are not in compliance will be returned for remediation.

Further information on preparing accessible documents is available on the Team London Accessibility page on CityHub: Team London → Employee Supports → Accessibility

For AODA questions or concerns related to budget documents, please reach out to the following contacts:

Financial Planning & Policy:	Anita Hodgins (ahodgins@london.ca)
Financial Business Support:	Pamela Lynch (plynch@london.ca) or Cathy Lovell (clovell@london.ca)

3. Program Plans

The program plans consist of the following sections:

- Service Program Summary
 - Should include a summary of "Major issues with respect to the 2020-2023 Multi-Year Budget" with respect to each service grouping contained in the service program, as required. **Please note:** This section should be reviewed and updated (if necessary) to ensure that it remains reflective of the major issues currently driving the budgets for that service program.

- Service Grouping Summary
- Service by Object of Expenditure/Revenue
- Staffing
 - Staffing information in the Program Plans should match the information in Position Management Forms.

The program plans will need to be updated to support potential inquiries from Council, however this document will only be used for internal purposes. Detailed budget information/data is made publicly available via the City's Open Data portal.

4. Multi-Year Budget Amendment Form

The focus of the 2023 Annual Budget Update will be on the budget amendments. A Multi-Year Budget Amendment Form will be used to clearly articulate the reason for the budget amendments, and the financial and service impacts. The Multi-Year Budget Amendment Forms will be included in a section of the 2023 Annual Budget Update Document that will be submitted to Council for deliberations and approval.

Operating Budget

- All operating budget amendments must be supported by a Multi-Year Budget Amendment Form.
- For service areas utilizing the City's financial system (JDE), Amendments Forms should be accompanied by a JDE form listing the corresponding JDE accounts and adjusted budgets that reconcile to the Multi-Year Budget Amendment Form.
- Additional schedules to support amounts included on the amendment form may be requested.
- For new or changed regulation amendments, include documentation for the regulation.
- For new Council direction amendments, include the Council resolution and corresponding report, if any.

Any service areas considering a net budget increase are required to consult in advance with Financial Planning & Policy prior to proceeding with the budget amendment. Please contact Kyle Murray (kmurray@london.ca) as soon as possible if you become aware of any such situations.

Capital Budget

- Any changes to the 2020-2029 capital plan established during the Multi-Year Budget must be supported by a revised Project Detail Record (PDR) and Multi-Year Budget Amendment Form. Changes to the capital plan will generally fall into the following four categories:
 - New capital project request.
 - Change to an existing capital project as a result of a change of scope.
 - Change to an existing capital project to reflect changing economic conditions (ex. an increase in construction materials driving higher construction tenders).
 - Change to capital project timing.

Only budget amendments resulting in reductions or no net change (timing adjustments) to the 10-year capital plan will be accepted in the 2023 Annual Budget Update. Increases to the 10-year capital plan will not be permitted except with advanced consultation with Financial Planning & Policy prior to proceeding with the budget amendment. Please contact Kyle Murray (kmurray@london.ca) as soon as possible if you become aware of any such situations.

The Multi-Year Budget Amendment Form template and instructions have been provided on CityHub.

Inflationary Pressures:

- With the planned tax levy increase for 2023 approaching 4%, there is very little capacity for additional budget increases to address inflationary pressures. Service areas and ABC's should strive to identify internal options to mitigate any operating budget pressures for 2023. For example, this could involve housekeeping budget transfers to reallocate budgets to areas that require additional resources. DCMs are encouraged to consider their total service area budget when determining where pressures can be accommodated
- Similarly, for the capital budget, the expectation for the 2023 annual update is to manage inflationary pressures within the current approved capital plan. Some strategies that can be used to manage these pressures for the 2023 annual update are as follows.
 - Defer the project (or other projects) if practical.
 - Delay work when possible.
 - Substitute the project for a less expensive alternative.
 - Change the scope to mitigate the cost increase.
- Inflationary pressures deemed permanent in nature will be re-visited when developing the 2024-2027 Multi-Year Budget.

If known inflationary pressures are such that they cannot be accommodated using the strategies outlined above, please contact Kyle Murray (kmurray@london.ca) as soon as possible in order to discuss options.

Updated for 2023 – Environmental, Socio-economic Equity and Governance (ESG) Considerations:

For 2023, a new format has been developed to capture and address ESG considerations. The format has been updated to provide flexibility for each unique budget amendment or assessment growth business case to appropriately address all ESG elements while allowing to focus on and highlight the components most applicable to the amendment/case. **It should be noted that each element of ESG must be addressed to some degree and the ESG section will continue to be considered in the strength of each amendment/case.**

The ESG section's intention is to highlight and document the relevant considerations of each Environmental, Socio-economic Equity and Governance element. The requirement is to document the relevant considerations and evaluation steps taken for each element. Each amendment/case may not have a direct impact to each element, but evaluation and

consideration of each is required. Should an amendment/case have a direct impact or action related to one of those elements, this can be added to further strengthen the section and that specific element of ESG.

ESG Profile Box

To provide a visual summary, the first element of this section is an "ESG Profile Box". It is asked that each of the three ESG elements be ordered in terms of priority/degree of relevance amongst the three. The intention of this graphic is to show the ESG element relevance to the specific amendment/case as a standalone. As indicated above, each element of ESG must be addressed and as such, each element must have an ordered value.

The ordering values are 1st, 2nd, and 3rd – with each element requiring a unique position. No two elements can be assigned the same value.

To update the ESG Profile Box and assign the values, following the following steps:

- Right click the chart to open the chart menu
- Select edit data and select your preferred method (edit data or edit data in excel)
- The appropriate dialogue box will open and you will see each ESG element listed with a default ordering
- Using the dropdown menu of the shaded cells, select the ordering for each ESG element.
- As the selections are made, the tree chart will update with both the ordering and sizing of each element
- Close the data input dialogue and you will return to the amendment/case template.

ESG Detail Table

The chart is to be completed with narrative/paragraphs for each element. To provide for greater flexibility, the specific questions that were required to be answered in the 2022 templates have been replaced by free-form text boxes for 2023.

To aid in completion of this section, **Appendix E**, has been included. There you will find topics and questions utilized in the past to generate considerations and topics to address. This list is for idea generation and not all points in the Appendix must be included – only applicable relevant elements should be documented. Again, all elements of ESG must at a minimum be commented on - how relevant factors of each element have been considered or evaluated. Further details can be added if the amendment/case directly impacts or moves forward on goals or targets that fall under any of the ESG elements. Where possible, adding metrics or statistics related to any of the ESG elements strengthens the section.

The intention of this section is to provide a wholesome and balanced analysis of each of the ESG elements. **Positive and negative considerations should be included if relevant or important.** Where notable negative aspects or risk exists under any of the ESG factors then it is recommended that mitigation strategies and contingencies are documented.

5. Assessment Growth Business Cases

The Assessment Growth Policy secures assessment growth funding for service areas that incur one-time or permanent costs to extend existing services due to growth. Service areas that wish to access the funding available from assessment growth for 2023 will be required to complete an assessment growth business case. The business case provides justification and rationale for the assessment growth funding request. Business cases must be supported by strong metrics that clearly indicate a growth need for the service in question.

The Assessment Growth Policy provides clarity on metrics, prioritization, and eligibility of business cases. See below for further guidance from the Policy:

- Business cases must be supported by strong metrics that clearly indicate a growth need for the service in question. Strong metrics typically include those that refer to growth in number of households, geographical area (e.g. hectares) or physical assets (e.g. lane-kilometres of roads). Population-based metrics may be suitable depending on the service. Metrics that address growth in demand or changes in demographics are generally not as strong as the aforementioned examples but may be appropriate in some cases.
- Business cases will be considered eligible for funding and prioritized by the following categories:
 - 1) Operating or one-time capital costs directly linked to the extension of existing services to new development;
 - 2) Operating costs associated with developer-constructed capital assets assumed by the City or new Development Charges-funded growth-related capital assets constructed by the City of London or associated agencies, boards or commissions;
 - 3) Future lifecycle renewal capital costs for developer-constructed capital assets assumed by the City or new Development Charges-funded growth-related assets constructed by the City of London or associated agencies, boards or commissions;
 - 4) Support services and activities required to support the delivery of services related to items mentioned above;
 - 5) Operating or one-time capital costs related to pressures of a growing city (supported by appropriate metrics at the sole discretion of the City Treasurer or designate).
- For greater clarity, the following requests will not be eligible for funding:
 - Requests related to the introduction of a new service or program, either on a permanent or one-time basis;
 - Requests for permanent funding of an existing program implemented temporarily (i.e. a “pilot program”);
 - Requests related to the enhancement or expansion of existing service levels (i.e. service improvement);

The Assessment Growth Policy can be found on the City Council Policy Manual section of the City of London website.

All submitted assessment growth business cases will be reviewed by FP&P and approved by the City Treasurer. Assessment growth and its allocation will be reported annually after

the assessment roll is finalized. The Assessment Growth Business Case template is located on CityHub.

Population and Housing Statistics are included in **Appendix B** for service areas that utilize City of London population and housing figures to develop performance indicators and other metrics as required. As mentioned above, population metrics may be suitable depending on the service. Metrics that address growth in demand or changes in demographics are generally not as strong but may be appropriate in some cases.

Additional Notes:

- Assessment growth funding requests should not be included in the program plans.
- For service areas utilizing the City's financial system (JDE), business cases should be accompanied by a JDE form listing the corresponding JDE accounts and adjusted budgets that reconciles to the assessment growth business case.

Capital Notes Regarding Assessment Growth Business Cases

Assessment growth business cases are a suitable avenue to request funding for one-time investments in new assets (e.g., vehicles) that directly service growth, or long-term ("permanent") investments that establish lifecycle savings plans for newly constructed assets in the form of major lifecycle repairs or eventual full replacements. As an example, a lifecycle savings plan for a spray pad with an average useful life of 40 years, would request 1/40th of the spray pad's replacement value each year for 40 years in order to save enough funding for its future replacement.

The Council approved *2019 CAM Plan* recommended setting aside a predefined annual reinvestment amount for each new asset through an annual assessment growth business case (2019 CAM Plan - Recommendation #7. iv). Starting in 2020 the Corporate Asset Management assessment growth business case focused on establishing lifecycle savings plans for new assets using industry accepted reinvestment rates.

Assessment growth business cases are not appropriate avenues to request increases to lifecycle maintenance capital projects that support existing assets. Increases for these types of capital projects ought to be made through the development of the next Multi-Year Budget.

Service areas are to continue submitting assessment growth business cases for one-time capital investments in new assets that service growth. The ongoing "lifecycle savings plan" for new assets will be captured as part of the Corporate Asset Management assessment growth business case and should not be requested by each service area independently. To ensure the appropriate assets are captured in the Corporate Asset Management assessment growth business case, service areas are recommended to connect with the City's Corporate Asset Management division.

All assessment growth business cases are to be submitted with new or revised PDR's and, where applicable, a Capital Project Appendix.

Other Notes Regarding Assessment Growth Business Cases

Requests for assessment growth have exceeded the available funding in recent years. It is asked that the template be adhered to in order to ensure comparability amongst the various requests. Given the limit of available funding, assessment growth requests should be considered a competitive process and decisions will be based on the strength and quality of the business cases submitted.

To aid in development of assessment growth business cases, here are some examples of questions/evaluation criteria that will be utilized to review each submission, both for quality and alignment with the Assessment Growth Policy:

- Is the request related to an existing service?
- Is the request related to pressures on service delivery to maintain existing service levels rather than a request to expand services?
- Is the service aligned with those that are supported by Development Charges?
- Would there be a significant, quantifiable impact to the community/residents of the City of London if the funding request is not approved?
- Is this request clearly supported by relevant growth metrics with a demonstrated linkage to the growth need? (i.e. population growth may not be a strong metric in all instances)

Generally, stronger assessment growth business cases are those that can answer “yes” to most, if not all, of the above questions. Assessment growth business cases should not be requests that would otherwise be submitted as a Multi-Year Budget amendment form, which are typically related to new and/or expansion of services.

Updated for 2023 – Environmental, Socio-economic Equity and Governance (ESG) Considerations:

For 2023, a new format has been developed to capture and address ESG considerations. The format has been updated to provide flexibility for each unique budget amendment or assessment growth business case to appropriately address all ESG elements while allowing to focus on and highlight the components most applicable to the amendment/case.

It should be noted that each element of ESG must be addressed to some degree and the ESG section will continue to be considered in the strength of each case. Refer to section 4. Multi-Year Budget Amendment Form above for more information, as the same template is used for Assessment Growth cases.

6. 2023 Annual Budget Update Document

The 2023 Annual Budget Update Document will be the primary source of information for Council during the 2023 Annual Budget Update. Similar to the 2021 and 2022 Annual Budget Updates, this document will be significantly trimmed down in comparison to the 2020-2023 Multi-Year Budget and will focus on budget amendments.

7. Strategic Budget Reviews

FP&P will be holding strategic budget reviews on an as needed basis with the focus of gaining a better understanding of the proposed budget amendments. Budget submissions will be reviewed prior to the strategic budget review meetings.

8. 2021 Corporate Restructure

The City of London introduced a restructuring that came into effect May 4, 2021. Project management teams worked closely with service areas to implement the changes to reflect the new organizational structure and associated service impacts.

It is important to note that the City's Multi-Year Budget is presented in a service-based structure, as opposed to mirroring the organizational structure. The City's systems utilized for budget (JDE, Cognos) have been updated to reflect applicable changes, noting that system changes impact current and historical budget data. Service areas should be aware that historical budget figures may be restated due to these changes, and budget templates have been updated, as applicable.

9. Financial Policies

Financial Policies applicable to the budget process can be found on the City Council Policy Manual section of the City of London website. <https://london.ca/council-policies>

Applicable financial policies include, but are not limited to the following:

- Assessment Growth Policy
- Capital Budget & Financing Policy
- Multi-Year Budget Policy
- Reserves & Reserve Fund Policy
- Surplus/Deficit Policy
- Development Charges By-law

OPERATING BUDGET

All civic service areas and agencies, boards & commissions (ABC's) will be required to remain within their 2023 operating budget allocation approved during the 2020-2023 Multi-Year Budget

- The focus of the 2023 Annual Budget Update will be on budget amendments resulting in net budget reductions for Council's consideration;
- It is expected that inflationary pressures on the 2023 operating budget will be managed within existing operating budgets, or through housekeeping budget adjustments (e.g. offsetting savings in other budget lines), if necessary. DCMs are encouraged to consider their total service area budget when determining where pressures can be accommodated. Inflationary impacts deemed more permanent in nature will need to be considered during development of the 2024-2027 Multi-Year Budget;
- If a civic service area or ABC believes they require an increase to their 2023 budget, advanced consultation with Financial Planning & Policy will be required prior to proceeding with the development of the budget amendment – please contact Kyle Murray (kmurray@london.ca) as soon as possible in these situations;

1. Service Area Business Plans

Service area Business Plans identify the strategies and priorities that are driving the strategic direction of each service. All strategies and priorities must be aligned with Council's Strategic Plan and funding approved through the Multi-Year Budget. As per the Multi-Year Budget Policy, Business Plans are required to be modified for material changes that result from budget amendments and Annual Budget Updates.

Business Plans will require updating for any material changes that result from the 2023 Annual Budget Update.

2. Position Management Process and Position Management Form

Position Management Process:

The position management process requires that during the budget, service areas provide a list of all positions, regardless if they are currently filled or vacant, and the corresponding budget for each specific position. The Position Management Process Administrative Policy and Directive can be found in the following CityHub location:

Governance → Administrative Practices & Procedures → Administrative Practices & Procedures → Position Management Process

Position Management Form:

Each civic service area is required to complete and submit a Position Management Form. Service areas are required to provide a list of all positions, regardless of if they are currently filled or vacant, and the corresponding budget for each specific position. This form should support the numbers in the program plans and reconcile to the personnel budgets in JD Edwards. A separate form is required for each remaining year of the Multi-Year-Budget (2023). The template has been provided on CityHub.

NOTE: The Position Management Forms should exclude any staffing implications associated with Budget Amendment Forms submitted as part of the 2023 Annual Budget. Staffing information is not required for purchased services but required for all Civic Service Areas as well as Boards & Commissions. Boards & Commissions summary staffing information should be included in the program plans. Staffing information in the Position Management Form should match the information in the program plans.

3. User Fee Adjustments

Service areas will be required to identify user fee adjustments for the remaining year of the Multi-Year Budget (2023). It is important to note that user fees for each year must be linked to the need for that particular year. It is not permissible to:

- Increase user fees in a given year that is premised on a future year need; or
- Increase user fees so that the service is recovering more than the cost of delivering the program to the community.

The user fee change template located on CityHub is to be utilized only for proposed changes to User Fees in comparison to the 2023 Council Approved Fees and Charges By-law A57, Schedule 2. A Microsoft Word copy of the 2023 schedule will be posted on CityHub and a PDF version is also available on the City of London's website (<https://london.ca/by-laws/fees-charges-law-57>). For any changes, service areas will need to indicate the status of the change in comparison to the 2023 Approved Fees (new, increase, decrease, discontinued) and the percentage change for increases or decreases. For any changes, please provide strong explanations, noting that Clerks relies on this information to compile the committee report and to respond to Council inquiries and any comments regarding user fee engagement activities completed. Please also ensure all high-level rationale to be included in the report are provided to Financial Planning & Policy, along with the applicable Deputy City Manager's approval for all changes being made.

The user fee change template for 2023 has been updated based on work by the User Fee Working Group earlier this year. Notes within the template have been added to provide further clarity, and a user fee sample is located on CityHub that demonstrates an example of a completed user fee change schedule.

Financial Planning & Policy will be consolidating the user fee change schedules, in addition to the high-level rationale and will be providing the information to Clerks who will be bringing forward the consolidated Fees and Charges by-law prior to budget deliberations. Any information provided in the user fee change schedule may be utilized as rationale in the committee report. The 2023 Annual Budget Update should reflect user fees contained in the User Fee Detail Report. If budget adjustments are required due to changes in user fees in 2023 and subsequent years, then these changes will be brought forward as part of the adjustments requiring Council approval each year.

Consistent with the guidance provided previously in this document, budget amendments pertaining to User Fee adjustments will only be included in the 2023 Annual Budget Update for Council's consideration if the amendment results in a tax levy reduction.

4. Detailed Budget Information

Refer to **Appendix A** for further budget guidance related to personnel, purchased services, materials and supplies, and equipment. Please note that although general guidance has been provided in **Appendix A** for particular expenditures, the direction detailed previously in this document with respect to budget amendments is still applicable.

5. Corporate Systems - Budget Monitoring & Development

JD Edwards Operating Budget Ledgers

BA Ledger

The BA ledger is always a reflection of the most current operating budget and should be used for operating monitoring purposes. It represents the Council Approved Budget + any housekeeping budget adjustments.

5B Ledger (2022 Annual Update, Years 2022-2023)

The 5B ledger represents the 2022 Annual Budget Update as approved by Council on December 21, 2021. The 5B Ledger can be utilized as a reference point for the 2022 Annual Update as approved by Council and will not change until the 2023 Annual Budget Update is approved by Council.

6B Ledger (Four-Year Original Operating Budget, Years 2020-2023)

The 6B ledger represents the original 2020-2023 Multi-Year Operating Budget. The 6B ledger will not change over the next four years and can be utilized as a reference point to the original Multi-Year-Budget as approved by Council on March 2nd, 2020. The 6B ledger is available in JDE and Spreadsheet Server. COGNOS will be updated at a future date to include the 6B ledger as a measure.

The BA ledger will reconcile to the 6B ledger + all cumulative budget adjustments for the 2020-2023 MYB period.

Cognos Power Play:

Service based line by line reports at the service program, service grouping, and service level are available through the operating budget monitoring power cube.

CAPITAL BUDGET

For the 2023 Annual Budget Update, service areas are again being counted on to give thoughtful consideration to the true need of any requested capital budget amendments. In particular, this includes requests for additional capital funding and requests to accelerate established capital plans.

Only budget amendments resulting in reductions or no net change (timing adjustments) to the 10 year capital plan will be accepted in the 2023 Annual Budget Update. Increases to the 10 year capital plan will not be permitted except with advanced consultation with Financial Planning & Policy prior to proceeding with the budget amendment. Please contact Kyle Murray (kmurray@london.ca) as soon as possible if you become aware of any such situations.

Any changes to the 2020-2029 capital plan that was established via the 2020-2023 Multi-Year Budget must be supported by:

1. A Multi-Year Budget (MYB) Amendment Form
2. Capital plan changes captured in the new personalized FBA Capital Plan / Submission Tracker files kept on CityHub per the instructions in the 2023 Annual Budget Update – Capital Considerations section above,
3. If applicable, a new or revised Project Detail Record (PDR),
4. If applicable, a new or revised Capital Project Appendix,
5. If applicable, a capital budget Responsibility and Budget Appendix (RBA) Form, (see Section 1 below).

Other than #2 above, templates for these documents can be found in the following path:

Projects → Budgets → 2023 Budget Development → 2023 Budget Guidelines

Changes to the capital plan will generally fall into the following four categories:

	CATEGORY	DIRECTION
1	New capital project request	New capital projects should not be requested at this time unless advanced consultation with Financial Planning & Policy has been completed. Any pre-approved new capital projects should be submitted with the applicable documentation noted in #1 through #5 above.

2	Change to an existing capital project as a result of a change of scope	<p>Where possible, material scope changes to capital projects that would <u>require increased funding should be thoroughly considered</u> and attempts should be made to work within existing resources.</p> <p>If pressing circumstances justify an amendment to increase an existing capital project consultation with Financial Planning & Policy must be completed in advance. Approved increases must be submitted with a revised PDR, an MYB Amendment Form, and where applicable, a revised Capital Project Appendix.</p> <p>Scope changes that would <u>reduce</u> a current capital project must be submitted with a revised PDR, an MYB Amendment Form, and where applicable, a revised Capital Project Appendix.</p>
3	Change to an existing capital project to reflect changing economic conditions (e.g. an increase in construction materials driving higher construction tenders)	<p>Where possible, material economic changes to capital projects that would <u>require increased funding should be thoroughly considered</u> and attempts should be made to work within existing resources.</p> <p>Future Multi-Year Budgets will provide opportunity to make adjustments required as we recover from the long-term impacts of the COVID-19 pandemic. If <u>pressing circumstances</u> justify an amendment to increase an existing capital project consultation with Financial Planning & Policy must be completed in advance. Approved increases must be submitted with the applicable documentation noted in #1 through #5 above.</p> <p>Economic changes that would <u>reduce</u> a current capital project must be submitted with the applicable documentation noted in #1 through #5 above.</p>
4	Change to capital project timing	<p>Timing changes will be accommodated to the extent permitted by the funding mix of the specific capital project(s) requested. Changes must be submitted with the applicable documentation noted in #1 through #5 above.</p>

1. Existing Capital PDR Updates

For any existing PDRs, please use this opportunity to update and submit revised PDR information in any of the fields that are captured need updating e.g. Service Program, Service Grouping, Service, Service Area, Classification, Project/Program Manager, etc.

Please upload these files into your FBA specific folder under the following path:

Projects → Budgets → 2023 Budget Development → 2023 Draft Annual Budget Update

2. Capital Project Appendices

Capital project appendices completed during the 2020-2023 MYB and 2022 Annual Budget Update will be uploaded to CityHub in each of the personalized FBA folders as previously noted. These appendices are AODA compliant, and this formatting must be maintained for any appendices submitted; new or revised. A blank AODA compliant template is also provided via the CityHub 2023 Budget Guidelines folder noted above.

3. The Capital Plan Beyond 2029

The multi-year capital budget was approved from 2020-2023 with an additional 6 years of capital budget forecasts (2024-2029). In order to ensure that we compare the multi-year capital budget changes over the same time period, the focus on the capital plan will continue to be from 2020-2029. Comparing the capital budget over the same time period will ensure that there is an “apples to apples” comparison. However, a rolling 10-year capital plan must be maintained. Thus, the 2023 Annual Budget Update requires the addition of the year 2032 to the capital plan (the year 2030 was added through the 2021 Annual Budget Update and 2031 was added during the 2022 Annual Budget Update).

For the 2023 Annual Budget Update development process, additions to the 2032 year will fall into three categories:

1. Extensions of existing annual lifecycle renewal projects & Growth projects - Service areas will be required to submit 2032 capital budgets for their LCR annual programs. Extensions to existing LCR annual capital projects in 2032 must be supported by a revised Project Detail Record (PDR). Where applicable, capital project appendices should also be extended to reflect the addition of the year 2032.

Growth projects must follow the 2021 Development Charges Update Background Study to add the year 2032. Revised PDRs and, where applicable, capital project appendices are required.

2. All other existing capital projects – For any project other than an existing LCR annual project or growth capital project, to request a budget in the year 2032, service **areas should contact FP&P** to discuss before work is undertaken to complete the required budget documentation. Depending on the nature of the project and the amount requested, approval from the City Treasurer may be required.

3. **New capital projects - New capital projects in 2032 should not be requested at this time unless advanced consultation with Financial Planning & Policy has been completed.** Any pre-approved new capital projects should be submitted with a new PDR, an MYB Amendment Form and, where applicable, a capital project appendix and/or an RBA Form. The 2023 fillable PDR form in Adobe pdf format is provided via the CityHub 2023 Budget Guidelines folder noted above.

In order to ensure consistency throughout the 2020-2023 MYB period, capital projects, particularly annual capital programs that were inflated during MYB budget development, should also inflate the budget requested in the year 2032. Projects should be inflated at the rate of **2.4%** to remain consistent with the rest of the capital plan developed via the Multi-Year Budget. An Excel file titled “Capital - 2023 Inflation Calculator Tool” has been provided to assist with these calculations via the CityHub 2023 Budget Guidelines folder noted above.

For 2032, future Multi-Year Budgets will provide opportunity to make adjustments required as we recover from the long-term impacts of the COVID-19 pandemic. For the time being please remain consistent with the rest of the existing capital plan.

4. The Capital Budget Responsibility and Budget Appendix (RBA) Form

Finance requires a Responsibility and Budget Appendix form be developed for identified business cases where, post construction, the project/asset created requires ongoing support from other (multiple) City service areas. For example, Parks, Facilities (Maintenance & Utilities), Forestry, Transportation, Security and Traffic etc. Traditionally the transfer of assets occurs informally and budget requirements have historically been incomplete leading to inefficiencies such as after-the-fact budget adjustments, etc. Examples of past projects where multiple City service areas have responsibility include Dundas Place Flex Street, Bostwick Multi-purpose Recreation Centre, East Lions Multi-Purpose Recreation Centre, Normal School, etc.

The benefits of this process include:

- Providing a formal documented and planned process where it previously did not exist,
- Full disclosure of cost and long-term responsibilities for stakeholders and potentially Council,
- Improves staff efficiency by knowing inherited responsibilities after construction,
- Reduces the potential of going back to Council for an additional funding request,
- Eliminates current legacy methods of divisions relying on each other in a crisis situation,
- Reduce staff stress and unnecessary interactions.

The RBA appendix will require the responsibility for capital and/or operating funding be identified at the planning stage or sooner where practical. Financial Business Administrators will assist division staff with formalizing the process. An Excel template is provided via the CityHub 2023 Budget Guidelines folder noted above.

SECTION A

DRAFT TIMETABLE

DRAFT TIMETABLE

Description	Date
Distribution of Budget Guideline Package	Week of May 24, 2022
Public Engagement Activities	July 2022 – March 2023
Housekeeping Budget Transfer Deadline	July 29, 2022
Submission of User Fee Schedules	July 29, 2022
Submission of Operating Budget Changes (Multi-Year Budget Amendment Form with JDE Accounts, Program Plans and Position Management Forms) <ul style="list-style-type: none"> Boards & Commissions – submitted to the City Boards & Commissions – reviewed by SBA & Board Approved Water & Wastewater – signed off by SBA and DCMs Civic Service Areas – signed off by SBA and DCMs 	July 28, 2022 August 26, 2022 August 26, 2022 August 26, 2022
Submission of Capital Budget Changes for 2023-2031 and Capital Budget Requests for 2032 required as follows (see Capital Budget section of guidelines for submission requirements): <ul style="list-style-type: none"> Boards & Commissions – submitted to the City Boards & Commissions – reviewed by SBA & Board Approved Water & Wastewater – signed off by SBA and DCMs Civic Service Areas – signed off by SBA and DCMs 	July 28, 2022 August 26, 2022 August 26, 2022 August 26, 2022
FP&P to Provide Clerks Consolidated Final User Fee Schedule	September 12, 2022
Submission of Assessment Growth Business Cases with JDE Accounts	September 30, 2022
User Fee Report to SPPC	October 11, 2022
Table the Property Tax & Water/Wastewater Budgets (SPPC Meeting)	December 6, 2022
Public Participation Meeting: Property Tax & Water/Wastewater Budget (Special SPPC Meeting)	January 17, 2023 – 4pm
Property Tax & Water/Wastewater Budget Deliberations (Special SPPC Meetings)	January 26, 2023 – 9:30am January 27, 2023 – 9:30am (if needed)
Property Tax & Water/Wastewater Budget Approval (Council Meeting)	February 14, 2023
Updated Business Plans (based on 2023 Annual Budget Update) posted to City website	Within six (6) business weeks of Council budget approval
Assessment Growth Allocation Report	February 28, 2023

Note: Committee/Council dates and times subject to change.

SECTION B

**SERVICE LISTING
AND
FINANCIAL PLANNING & BUSINESS
SUPPORT CONTACT LIST**

SERVICE LISTING

Outlined in the table below is a breakdown of Service Programs, Service Groupings, Services, and Financial Business Administrators.

SERVICE GROUPING		SERVICE		FINANCIAL BUSINESS ADMINISTRATOR
Service Program # 1 CULTURE SERVICES				
1.1	Centennial Hall	1.1.1	Centennial Hall	Nathan Asare-Bediako
1.2	Arts, Culture & Heritage Advisory & Funding	1.2.1	Arts, Culture & Heritage Advisory & Funding	Doug Drummond
1.3	Museum London	1.3.1	Museum London	Nathan Asare-Bediako
1.4	Eldon House	1.4.1	Eldon House	Nathan Asare-Bediako
1.5	Heritage	1.5.1	Heritage	Nathan Asare-Bediako
1.6	Library Services	1.6.1	Library Services	Nathan Asare-Bediako
Service Program # 2 ECONOMIC PROSPERITY				
2.1	Economic Development	2.1.1	Economic Development	Nathan Asare-Bediako
2.2	Community Improvement/BIA	2.2.1	Community Improvement/BIA	Nathan Asare-Bediako

SERVICE GROUPING		SERVICE		FINANCIAL BUSINESS ADMINISTRATOR
2.3	Conventions, Meetings & Events	2.3.1	RBC Place London	Nathan Asare-Bediako
2.4	Tourism & Sports Attraction	2.4.1	Tourism London	Nathan Asare-Bediako
2.5	Covent Garden Market	2.5.1	Covent Garden Market	Nathan Asare-Bediako
Service Program # 3 ENVIRONMENTAL SERVICES				
3.1	Kettle Creek Conservation Authority	3.1.1	Kettle Creek Conservation Authority	Zeina Nsair
3.2	Lower Thames Valley Conservation Authority	3.2.1	Lower Thames Valley Conservation Authority	Zeina Nsair
3.3	Upper Thames River Conservation Authority	3.3.1	Upper Thames River Conservation Authority	Zeina Nsair
3.4	Climate Change & Environmental Stewardship	3.4.1	Climate Change & Environmental Stewardship	Ana Contreras
3.5	Garbage Recycling & Composting	3.5.1	Recycling & Composting	Ana Contreras
3.5	Garbage Recycling & Composting	3.5.2	Garbage Collection & Disposal	Ana Contreras
3.6	Wastewater & Treatment	3.6.1	WW&T – Revenue	Zeina Nsair
3.6	Wastewater & Treatment	3.6.2	WW&T – Sewer Engineering	Zeina Nsair

SERVICE GROUPING		SERVICE		FINANCIAL BUSINESS ADMINISTRATOR
3.6	Wastewater & Treatment	3.6.3	WW&T – Sewer Operations	Zeina Nsair
3.6	Wastewater & Treatment	3.6.4	WW&T – Wastewater Operations	Zeina Nsair
3.6	Wastewater & Treatment	3.6.5	WW&T – SWED Unit	Zeina Nsair
3.6	Wastewater & Treatment	3.6.6	WW&T – General Administration	Zeina Nsair
3.6	Wastewater & Treatment	3.6.7	WW&T – Billing & Customer Service	Zeina Nsair
3.6	Wastewater & Treatment	3.6.8	WW&T – Financial Expenses	Zeina Nsair
3.6	Wastewater & Treatment	3.6.9	WW&T – Conservation Authorities	Zeina Nsair
3.7	Water	3.7.1	Water – Revenue	Zeina Nsair
3.7	Water	3.7.2	Water – Engineering	Zeina Nsair
3.7	Water	3.7.3	Water – Operations	Zeina Nsair
3.7	Water	3.7.4	Water – Purchase of Water	Zeina Nsair
3.7	Water	3.7.5	Water – General Administration	Zeina Nsair
3.7	Water	3.7.6	Water – Billings & Customer Support	Zeina Nsair
3.7	Water	3.7.7	Water – Financial Expenses	Zeina Nsair
3.8	Regional Water Supply	3.8.1	Regional Water Supply	Zeina Nsair

SERVICE GROUPING		SERVICE		FINANCIAL BUSINESS ADMINISTRATOR
3.8	Regional Water Supply	3.8.2	Elgin Area PWSS	Zeina Nsair
3.8	Regional Water Supply	3.8.3	Lake Huron PWSS	Zeina Nsair
Service Program # 4 PARKS, RECREATION & NEIGHBOURHOOD SERVICES				
4.1	Neighbourhood & Recreation Services	4.1.1	Aquatics	Doug Drummond
4.1	Neighbourhood & Recreation Services	4.1.2	Arenas	Doug Drummond
4.1	Neighbourhood & Recreation Services	4.1.4	Community Centres	Doug Drummond
4.1	Neighbourhood & Recreation Services	4.1.5	Neighbourhood Strat. Init. & Funding	Doug Drummond
4.1	Neighbourhood & Recreation Services	4.1.6	Community Recreation & Leisure Programming	Doug Drummond
4.1	Neighbourhood & Recreation Services	4.1.7	Golf	Doug Drummond
4.1	Neighbourhood & Recreation Services	4.1.8	Special Events Coordination	Doug Drummond
4.1	Neighbourhood & Recreation Services	4.1.9	Sports Services	Doug Drummond
4.1	Neighbourhood & Recreation Services	4.1.10	Storybook Gardens	Doug Drummond
4.1	Neighbourhood & Recreation Services	4.1.11	Recreation Administration	Doug Drummond
4.2	Parks & Urban Forestry	4.2.1	Parks & Horticulture	Manish Anjani

SERVICE GROUPING		SERVICE		FINANCIAL BUSINESS ADMINISTRATOR
4.2	Parks & Urban Forestry	4.2.2	Parks & Natural Areas Planning & Design	Manish Anjani
4.2	Parks & Urban Forestry	4.2.3	Urban Forestry	Manish Anjani
Service Program # 5 PLANNING & DEVELOPMENT SERVICES				
5.1	Building Approvals	5.1.1	Building Approvals	Nathan Asare-Bediako
5.2	Planning Services	5.2.1	Planning Services	Nathan Asare-Bediako
5.3	Development Services	5.3.1	Development Services	Nathan Asare-Bediako
Service Program # 6 PROTECTIVE SERVICES				
6.1	Animal Services	6.1.1	Animal Services	Nathan Asare-Bediako
6.2	By-law Enforcement & Property Standards	6.2.1	By-law Enforcement & Property Standards	Nathan Asare-Bediako
6.3	Corporate Security & Emergency Management	6.3.1	Emergency Management	David Bordin
6.3	Corporate Security & Emergency Management	6.3.2	Corporate Security	David Bordin
6.4	Fire Services	6.4.1	Fire & Rescue Services	Doug Drummond
6.4	Fire Services	6.4.2	Fire Prevention & Education	Doug Drummond

SERVICE GROUPING		SERVICE		FINANCIAL BUSINESS ADMINISTRATOR
6.5	London Police Services	6.5.1	London Police Services	Jeff Millman
Service Program # 7 HOUSING, SOCIAL & HEALTH SERVICES				
7.1	Municipal Housing	7.1.1	Housing Services	TBA/Meng Liu
7.2	Housing Development Corporation	7.2.1	Housing Development Corporation	TBA/Meng Liu
7.3	London & Middlesex Community Housing	7.3.1	London & Middlesex Community Housing	TBA/Meng Liu
7.4	Long Term Care	7.4.1	Adult Day Programs	Jeff Millman
7.4	Long Term Care	7.4.2	Long Term Care (Dearness Home)	Jeff Millman
7.4	Long Term Care	7.4.3	Homemakers	Jeff Millman
7.5	Land Ambulance	7.5.1	Land Ambulance	Jeff Millman
7.6	Middlesex-London Health Unit	7.6.1	Middlesex-London Health Unit	Jeff Millman
7.7	Social & Community Support Services	7.7.1	Housing Stability Services	TBA/Meng Liu

SERVICE GROUPING		SERVICE		FINANCIAL BUSINESS ADMINISTRATOR
7.7	Social & Community Support Services	7.7.2	Immigration Services	Kristin McGrath
7.7	Social & Community Support Services	7.7.3	Subsidized Transit	Doug Drummond
7.7	Social & Community Support Services	7.7.4	Ontario Works Programs	Kristin McGrath
7.7	Social & Community Support Services	7.7.5	Children's Services	Jeff Millman
Service Program # 8 TRANSPORTATION SERVICES				
8.1	Parking	8.1.1	Parking	Nathan Asare-Bediako
8.2	London Transit Commission	8.2.1	Conventional Transit	Manish Anjani
8.2	London Transit Commission	8.2.2	Specialized Transit	Manish Anjani
8.3	Roadways	8.3.1	Roadway Maintenance	Manish Anjani
8.3	Roadways	8.3.2	Roadway Planning & Design	Manish Anjani
8.3	Roadways	8.3.3	Winter Maintenance	Manish Anjani
8.3	Roadways	8.3.4	Traffic Control & Street Lights	Manish Anjani

SERVICE GROUPING		SERVICE		FINANCIAL BUSINESS ADMINISTRATOR
8.4	Rapid Transit	8.4.1	Rapid Transit	Ana Contreras
Service Program # 9 CORPORATE, OPERATIONAL & COUNCIL SERVICES				
9.1	Corporate Services	9.1.0	AODA	Dylan Dubois
9.1	Corporate Services	9.1.1	Asset Management	David Bordin
9.1	Corporate Services	9.1.2	Dispatch	David Bordin
9.1	Corporate Services	9.1.4	Facilities	David Bordin
9.1	Corporate Services	9.1.5	Fleet Management	David Bordin
9.1	Corporate Services	9.1.6	Geomatics	Ana Contreras
9.1	Corporate Services	9.1.7	People Services	David Bordin
9.1	Corporate Services	9.1.8	Human Rights	David Bordin
9.1	Corporate Services	9.1.9	Legal Services	Nathan Asare-Bediako
9.1	Corporate Services	9.1.10	Finance Payroll Services	David Bordin
9.1	Corporate Services	9.1.11	Purchasing	David Bordin
9.1	Corporate Services	9.1.12	Realty Services	David Bordin
9.1	Corporate Services	9.1.13	Risk Management	Nathan Asare-Bediako

SERVICE GROUPING		SERVICE		FINANCIAL BUSINESS ADMINISTRATOR
9.1	Corporate Services	9.1.14	Information Technology	David Bordin
9.1	Corporate Services	9.1.15	Employee Systems	David Bordin
9.1	Corporate Services	9.1.16	Anti Racism Anti Oppression	Dylan Dubois
9.2	Corporate Planning & Corporate Administration	9.2.1	Corporate Management	Dylan Dubois
9.3	Council Services	9.3.1	Advisory Committees	Nathan Asare-Bediako
9.3	Council Services	9.3.2	Internal Audit	David Bordin
9.3	Council Services	9.3.3	Councillors' Offices	Nathan Asare-Bediako
9.3	Council Services	9.3.4	Mayor's Office	Nathan Asare-Bediako
9.3	Council Services	9.3.5	Municipal Elections	Nathan Asare-Bediako
9.3	Council Services	9.3.6	Secretariat Support (City Clerk)	Nathan Asare-Bediako
9.4	Public Support Services	9.4.1	Administration of Justice	Nathan Asare-Bediako
9.4	Public Support Services	9.4.2	Taxation	David Bordin
9.4	Public Support Services	9.4.3	Corporate Communications	David Bordin
9.4	Public Support Services	9.4.4	Service London	David Bordin

SERVICE GROUPING		SERVICE		FINANCIAL BUSINESS ADMINISTRATOR
9.4	Public Support Services	9.4.5	Licensing & Certificates	Nathan Asare-Bediako
9.4	Public Support Services	9.4.6	Cafeteria	Nathan Asare-Bediako
9.4	Public Support Services	9.4.7	Information & Archive Mgmt	Nathan Asare-Bediako
Service Program # 10 FINANCIAL MANAGEMENT				
10.1	Financial Management	10.1.1	Capital Financing	David Bordin
10.1	Financial Management	10.1.2	Other Related Financing	David Bordin
10.1	Financial Management	10.1.3	Finance	David Bordin

FINANCIAL PLANNING & BUSINESS SUPPORT CONTACT LIST

BUDGET	CONTACT	
Budget Increases Requiring FP&P Consultation	Kyle Murray	kmurray@london.ca
Tax Supported Operating Budget	Martin Galczynski Rick Lamon	mgalczyn@london.ca rlamon@london.ca
Tax Supported Capital Budget	Jason Davies Ken Clarke	jdavies@london.ca kclarke@london.ca
Wastewater and Treatment Budget	John Millson Zeina Nsair	jmillson@london.ca znsair@london.ca
Water Budget	John Millson Zeina Nsair	jmillson@london.ca znsair@london.ca
Reserves & Reserve Funds	Jason Davies Ken Clarke	jdavies@london.ca kclarke@london.ca
AODA	Anita Hodgins Pamela Lynch Cathy Lovell	ahodgins@london.ca plynch@london.ca clovell@london.ca

Financial Planning & Policy Main Phone Number: 519-661-4638

SECTION C

2023

BUDGET

APPENDICES

Full Time Employee (FT) – An employee who occupies a full-time, permanent position.

Full Time Equivalent (FTE) – is a unit of measure that translates total hours worked by full-time and part-time employees into the number of equivalent full-time employees. The concept is used to convert the hours worked by full-time, part-time and over-time staff into the hours worked by full time employees.

Use the following steps to calculate the number of Full Time Equivalents for the Staffing Indicator Reports.

Part One: Development of Full Time Equivalents for Salaried Staff

- 1) Count all full time staff, whether they work a 35, 36.25, 37.5, or 40 hour week as one (1) Full Time Equivalent.
Example: 3 staff @ 35 hour/week for 52 weeks = **3.00**
Example: 4 staff @ 40 hour/week for 52 weeks = **4.00**
- 2) Convert all other temporary or part-time staff to a decimal point in relationship to full time.
Example: 1 staff @ 24 hr/week (24 hours /40 hours) for 52 weeks = **0.60**
Example: 1 staff @ 3 months full time (3 months /12 months) = **0.25**
- 3) Convert overtime to full time equivalents using dollars budgeted.
Example: Overtime budget equal \$6,000
Average annual salary equals \$27,300
(\$6,000 / 1.5 paid hours) / 27,300 = **0.15**
Total Full Time Equivalents **8.00**

Part Two: Development of Full Time Equivalents for Local 107

- 1) Determine the number of weeks that staff work in the respective service area.
- 2) Divide the number of weeks by 52.

Example: 1 staff works 36 weeks in BU 500101, Roadside Operations and 16 weeks in BU 510601, Snow Control.

FTE Calculation: BU 500101 - 36/52 =.69 FTE
BU 510601 -16/52 = .31 FTE
Total =1.00 FTE

DETAILED BUDGET INFORMATION: PURCHASED SERVICES

APPENDIX A

Cabling for a New Line:

Please note that these are NOT for standard phones. They are only applicable for locations where data service is insufficient to support IP phones or for specialty services, such as fax, hydro meter monitoring or elevator emergency lines.

	2020	2021	2022	2023
New Line Charge – Analog one time charge for cabling (Per Line)	\$325/line	\$340/line	\$355/line	\$450/line
<i>plus applicable taxes</i>				

Analogue Monthly Line Charge:

Please note that this is NOT for standard phones. It is only applicable for locations where data service is insufficient to support IP phones or for specialty services, such as fax, hydro meter monitoring or elevator emergency lines.

	2020	2021	2022	2023
Standard Line (Per Month)	\$30	\$30	\$30	\$30
<i>plus applicable taxes</i>				

Data Communication

Data Costs: Fixed until WAN expires July 15, 2020

Access Type	2020			2021			2022			2023		
	Monthly Recurring Fees	Installation Fees – New Install	Installation Fees – Bandwidth Upgrade	Monthly Recurring Fees	Installation Fees – New Install	Installation Fees – Bandwidth Upgrade	Monthly Recurring Fees	Installation Fees – New Install	Installation Fees – Bandwidth Upgrade	Monthly Recurring Fees	Installation Fees – New Install	Installation Fees – Bandwidth Upgrade
1000M Fibre EI	\$1,032	\$2,545	\$1,018	\$1,047	\$2,583	\$1,033	\$1,063	\$2,622	\$1,048	\$650	\$0	\$0
100M Fibre EI	\$688	\$2,545	\$509	\$698	\$2,583	\$517	\$708	\$2,622	\$525	\$425	\$0	\$0

Remote Access

Remote Access	2020		2021		2022		2023	
	Yearly	One Time	Yearly	One Time	Yearly	One Time	Yearly	One Time
GoToMyPC (desktop remote control)	\$110	\$10	\$114	\$10	\$116	\$10	\$118	\$10

Kronos License for Management Positions

Kronos	2020		2021		2022		2023	
	Yearly	One Time	Yearly	One Time	Yearly	One Time	Yearly	One Time
Kronos License for Management Positions	\$107	\$495	\$111	\$515	\$116	\$536	\$123	\$558

Mobility Pricing

Please visit the ITS Service Portal under the City Connect Launch Pad for details on cellular models and accessories. Hardware costs are NOT included in the amounts below. All services are recorded as budget transfers.

Service	2020	2021	2022	2023	Comments
Cellular (voice)	\$95	\$97	\$98	\$99	Voice plan
iOS Smart Phones (voice & data)	\$360	\$462	\$469	\$476	Voice & Data plan and Mobile Iron annual maintenance costs. Plus one-time Mobile Iron license fee and hardware cost if applicable.
iPad/Tablet	\$300	\$391	\$397	\$403	Data plan and Mobile Iron annual maintenance costs. Plus one-time Mobile Iron license fee and hardware cost if applicable.
Air Card Data Service	\$300	\$391	\$397	\$403	Data plan
Static IP Access	\$150	\$154	\$156	\$158	

DETAILED BUDGET INFORMATION: PURCHASED SERVICES (continued)**APPENDIX A**

Service	2020	2021	2022	2023	Comments
Hubs & Modem	\$192	\$281	\$285	\$289	Plus one-time hardware cost
Mobile Iron Subscription				\$119	
TASSTA				\$91.5	Application that allows push to talk (radio out from one device to another) - iOS & Android Smart Phones
Voicemail to Text	\$85	\$85	\$86	\$87	
E-mail to Text	\$60	\$61	\$62	\$63	

Important Notes

1. The City has entered into a new contract with Rogers for mobile devices and services as of April 1, 2017. Appropriate justification must be made for acquiring wireless devices from alternate providers.
2. The eligibility criteria is 24 months from the last date of upgrade or activation. Hardware upgrade prior to eligibility date will be considered as an early upgrade with an outright cost of the device.
3. Upgrade cost varies, please visit our ITS Service Portal for more information.
4. Please use our ITS Service Portal for all telephone related requests.

References

*** Prices are contingent on availability and costing provided by our vendors

DETAILED BUDGET INFORMATION: MATERIALS AND SUPPLIES**Appendix A**

ACCOUNT	DESCRIPTION	% CHANGE			
		2020	2021	2022	2023
450500	Electricity	For detailed information on these items, please contact FP&P.			
451000	Water Supply				
451900	Chilled Water				
451500	Natural Gas				
452000	Steam				

Telephone Equipment:

Item	Description	2020	2021	2022	2023
IP Phone including Voicemail	IP Multi-line Desk Phone	\$200	\$200	\$200	\$200
Conference Phone	Audio Conference Phone	\$1000	\$1000	\$1000	\$1000
Conference phone wireless microphones	Wireless mics to support boardroom conference phones	\$700	\$700	\$700	\$700
Plantronics Cs530	Wireless Headset System	\$225	\$225	\$225	\$225
Plantronics Cs540	Wireless Headset System	\$225	\$225	\$225	\$225
Plantronics SAVI W740	Wireless Headset System	\$300	\$300	\$300	\$327
Plantronics SAVI W720	Wireless Headset System	\$300	\$300	\$300	\$327

References

*** Prices are contingent on availability and costing provided by our vendors.

****Contact ITS Network Services to review wireless microphone need and value.

Software

Most software **cannot** be shared; each PC must have a licence for required products, and in some cases licenses are required for each user. Users who are not assigned to a specific computer may require additional licensing for certain applications. Along with the licence cost, maintenance may need to be purchased to ensure that upgrades are available for new operating systems.

Additional User Desktop Licensing:

Item	Description	2020	2021	2022	2023
Microsoft 365 E3	Access to Microsoft Office products (Word, Excel, Outlook locally on Computer)	\$300	\$360	\$365	\$450
Microsoft 365 E1	Access to Microsoft Office products (Word, Excel, Outlook via Web Browser only)		\$130	\$132	\$137

References

*** Prices are contingent on availability and costing provided by our vendor

Computer Equipment:

Item#	Computers - Budget Transfer:	2020	2021	2022	2023
1	Lenovo M720Q Tiny (23" Monitor, USB Keyboard / Mouse included)	\$850	\$868	\$881	\$894
2	Lenovo T14 Laptop – 14" Display (USB Mouse & Carrying case included)	\$900	\$913	\$927	\$941
3	Lenovo T14 Laptop Bundle – 14" Display (23" Monitor, Docking Station, Wireless Desktop & Carrying case included)	\$1,050	\$1,066	\$1,082	\$1,098
4	Lenovo L15 Laptop – 15.6" Display (USB Mouse & Carrying case included)	\$900	\$913	\$927	\$941
5	Lenovo L15 Laptop Bundle – 15.6" Display (23" Monitor, Docking Station, Wireless Desktop & Carrying case included)	\$1,050	\$1,066	\$1,082	\$1,098
6	Lenovo P15 Mobile Workstation Laptop – 15.6" Display (USB Mouse & Carrying case included)	\$1,200	\$1,218	\$1,236	\$1,254

Item#	Computers - Budget Transfer:	2020	2021	2022	2023
7	Lenovo P15 Mobile Workstation Laptop Bundle – 15.6” Display (23" Monitor, Docking Station, Wireless Desktop & Carrying case included)	\$1,400	\$1,421	\$1,442	\$1,463
8	Lenovo Yoga x13 Laptop/Tablet – 13” Display (USB Mouse & Carrying case included)	\$900	\$913	\$927	\$941
9	Lenovo Yoga x13 Laptop/Tablet Bundle – 13” Display (23" Monitor, USB Docking Station, Wireless Desktop & Carrying case included)	\$1,100	\$1,116	\$1,132	\$1,149
10	Microsoft Surface Pro NON-LTE Tablet Bundle – 13” Display (Docking Station, Type Cover Keyboard, Network Adapter, Stylus Pen included)	\$1,100	\$1,116	\$1,132	\$1,149
11	Microsoft Surface Pro LTE Tablet Bundle – 13” Display (Docking Station, Type Cover Keyboard, Network Adapter, Stylus Pen included)	\$1,200	\$1,218	\$1,236	\$1,254
12	Lenovo P720 Workstation – Single Xeon Processor (Monitor is extra, USB Keyboard / Mouse included)	\$1,750	\$1,781	\$1,808	\$1,835
13	Lenovo P330 Workstation – Single Xeon Processor (Monitor is extra)	\$1,060	\$1,081	\$1,097	\$1,113
15	Panasonic Toughbook CF55 Notebook with Wireless (Accessories are extra)	\$1,600	\$1,629	\$1,653	\$1,678
16	UPS 1000VA LCD 120V	\$140	\$140	\$142	\$145
17	UPS 1500VA LCD 120V	\$170	\$170	\$172	\$175
	<u>Upgrade:</u> Desktop w/23” monitor to any Lenovo Laptop Bundle – Budget Transfer				
18	Lenovo T14 Laptop Bundle – 14” Display (23" Monitor, Docking Station, Wireless Desktop & Carrying case included)	\$200	\$203	\$206	\$210
19	Lenovo L15 Laptop – 15.6” Display (23" Monitor, Docking Station, Wireless Desktop & Carrying case included)	\$200	\$203	\$206	\$210
20	Lenovo P15 Mobile Workstation Laptop Bundle – 15.6” Display (23" Monitor, Docking Station, Wireless Desktop & Carrying case included)	\$550	\$558	\$566	\$575

Item#	Computers - Budget Transfer:	2020	2021	2022	2023
21	Microsoft Surface Pro NON-LTE Tablet Bundle – 13” Display (Docking Station, Type Cover Keyboard, Network Adapter, Stylus Pen included)	\$250	\$254	\$258	\$262
22	Microsoft Surface Pro LTE Tablet Bundle – 13” Display (Docking Station, Type Cover Keyboard, Network Adapter, Stylus Pen included)	\$350	\$355	\$360	\$365
23	Lenovo Yoga x13 Laptop/Tablet Bundle – 13” Display (23" Monitor, USB Docking Station, Wireless Desktop & Carrying case included)	\$250	\$254	\$258	\$262
Monitors - Budget Transfer (Additional or Upgrade):					
24	Lenovo 23” Widescreen Monitor	\$40	\$41	\$42	\$43
25	Lenovo 24” P24Q Monitor (High Resolution)	\$45	\$46	\$47	\$48
26	Lenovo 23” Touchscreen Monitor	\$50	\$51	\$52	\$53
27	Lenovo 28” Widescreen Monitor	\$60	\$61	\$62	\$63
28	HP 30” Widescreen Monitor	\$162	\$162	\$164	\$166
29	Lenovo 32” Monitor				\$97
30	Lenovo 32” Monitor 4K - Geomatics				\$132
31	Lenovo USB-C Docking Station				\$63
32	Lenovo Thunderbolt 3 Docking Station				\$103

Upgrading existing equipment

While it may be desirable to upgrade existing equipment, the City is obligated to continue the life cycle of this equipment until the end of its term. Any requests for upgrades will be treated as new equipment.

*** Prices are contingent on availability and costing provided by our vendors.

For service areas budgeting for paid parking related to new staff positions, the following table is provided as guidance for the amount to budget where applicable. **Please note Human Resources determines whether new positions require paid parking.**

2020	2021	2022	2023
\$1,280	\$1,300	\$1,325	\$1,425

POPULATION AND HOUSING STATISTICS**Appendix B**

For service areas that utilize City of London population figures to develop performance indicators and other metrics as required, the following figures should be used:

2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
413,900	418,800	424,300	429,700	435,100	440,400	445,600	449,900	454,100	458,100	462,100

Source: Table D-1, City of London Population, Housing and Employment Growth Forecast, 2016 to 2044 Final Report, February 1, 2018 Watson & Associates Economists Limited.

For service areas that utilize City of London housing figures to develop performance indicators and other metrics as required, the following figures should be used:

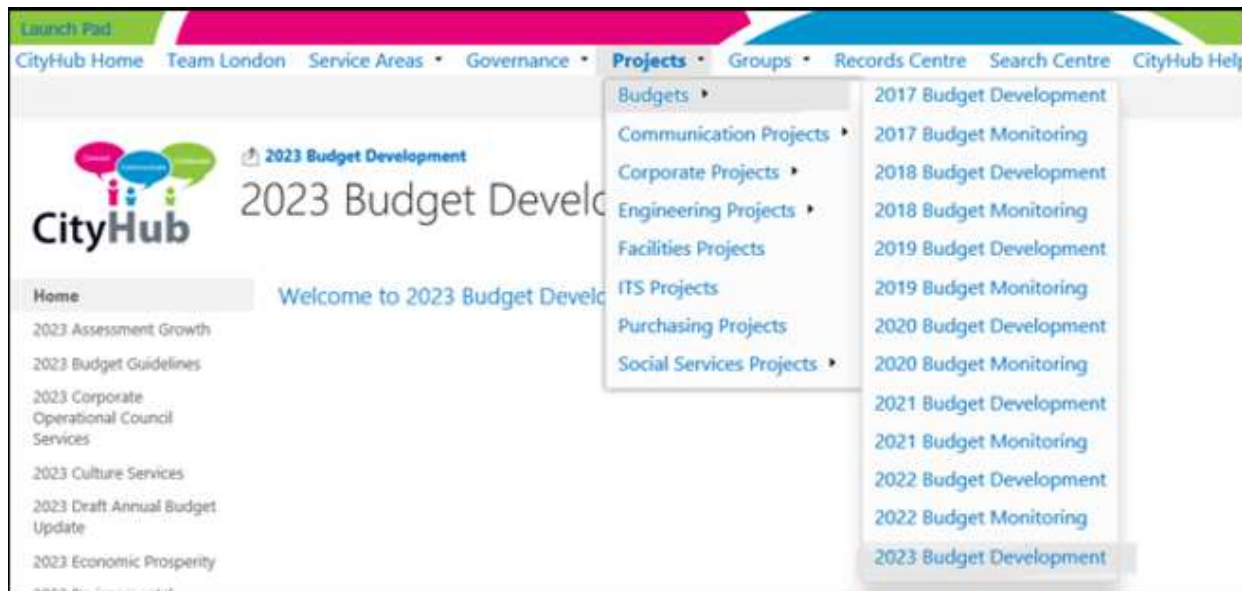
2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
172,532	174,880	177,128	179,376	181,624	183,872	186,120	188,153	190,186	192,219	194,251

Source: Table D-2, City of London Population, Housing and Employment Growth Forecast, 2016 to 2044 Final Report, February 1, 2018, Watson & Associates Economists Limited.

Note that updated instructions will be communicated, as applicable, following the completion of the CityHub migration project.

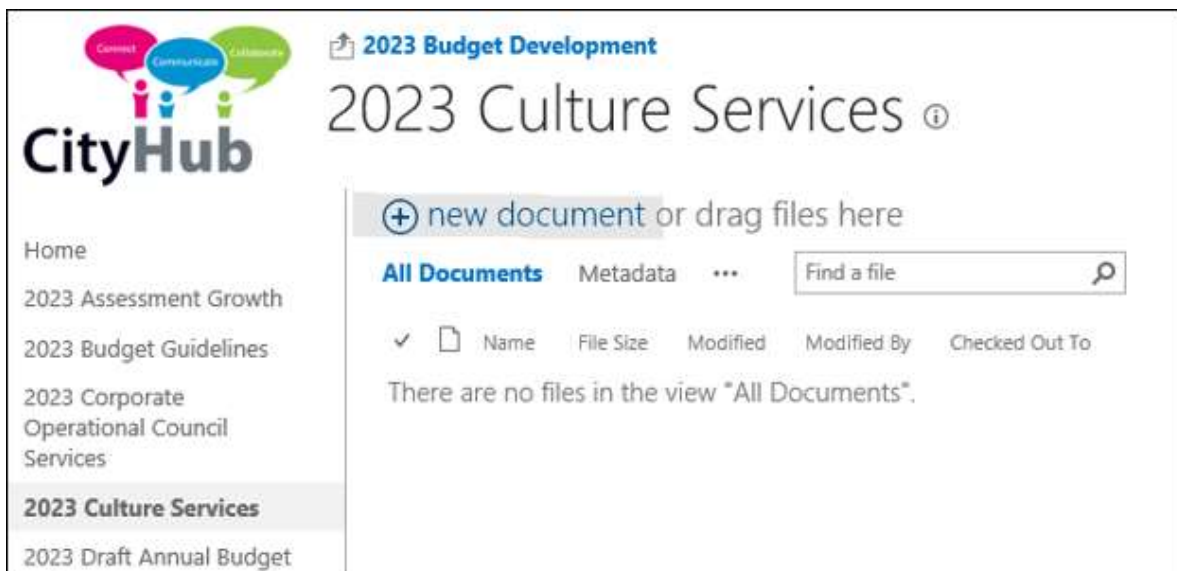
To streamline the distribution and submission of 2023 Annual Budget Update related content, the following CityHub directory has been created.

CityHub Directory: Projects → Budgets → 2023 Budget Development

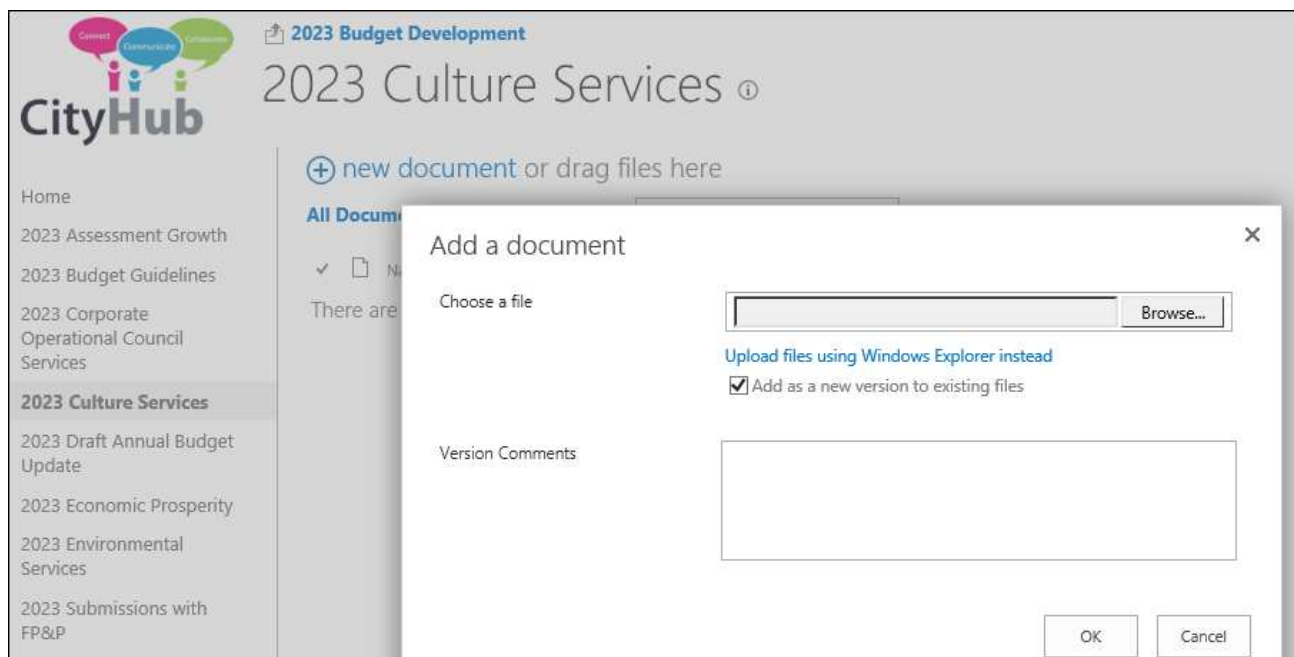


When submitting final budget documents select the appropriate folder link on the left side of the page. e.g. when submitting program plans for Culture Services select the “2023 Culture Services”. The steps for uploading budget submissions are as follows:

1. Select the appropriate folder and click the “+ new document” link.



2. Use the “Add a document” window to choose a file and make comments concerning the document being uploaded. Click OK to move to the next step in uploading a document.



3. The next window in the upload process allows for the document to be categorized, which supports the future retrieval of the document by all users. For the 2023 annual budget update the following fields are required when uploading a document:
 - a. Content Type should equal Budget Document
 - b. Year should equal 2023
 - c. Budget Service Area – select the applicable service area
 - d. Budget Document Type should equal Operating or Capital
 - e. Description should identify if the document is a budget amendment, program plan, business plan, PDR, etc.
 - f. All other metadata should be left at its default value or blank.

Click Save once all fields are completed and the document will appear in the directory.

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2023 Water

Site Contents

2023 Culture Services

2023 Culture Services - Budget Document.docx

EDIT

Check In Cancel Paste Cut Copy Delete Item Manage Record

Commit Clipboard Actions

The document was uploaded successfully and is checked out to you. Check that the fields below are correct and that all required fields are filled out. The file will not be accessible to other users until you check in.

Content Type Budget Document

Create a new document.

Name * Culture Budget Amendment .docx

Title

Classification * Budgets and Estimates - Operating - F05A

Records Security * Protected

Records Disposition Authority * FPPP

Original Path

Livelihood ID

COL Description

Case Status Open

Description Budget Amendment

COL Declared Date 12 AM 00

Year 2023

Budget Service Area Culture

Budget Document Type Operating

Once submissions have been uploaded and SFBA sign-off is recorded in the submission tracker, submissions will be transferred by FP&P to the "Submissions with FP&P" folder. If edits are required to be completed by the FBA team, FP&P will transfer the document back to the applicable folder on CityHub and also send an email prompt to the appropriate FBA team members. The FBA team would then make any necessary edits and send an email prompt when complete. The edited document would then be copied back over to the "Submissions with FP&P" folder.

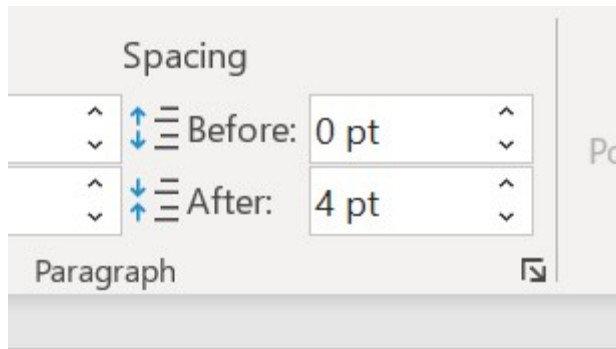
Final versions of budget amendments and assessment growth cases can be found in the 2023 Annual Budget Update document and Assessment Growth report. The final versions of these files will be uploaded to CityHub when they become available.

1. Arial 12 font always – that is the minimum size we can have
2. No Capital (ALL CAPS) words at all
3. No italics
4. No underlining anywhere – extremely difficult for a vision impaired person to read
5. Very minimal bolding
6. Left justify everything – never full justification
7. Acronyms or abbreviations need to be spelled out, i.e., LTC should read London Transit Commission– ensure we don't put 2020-2023 it should be 2020 to 2023
8. Note: we can right justify inside of a table so our numbers line up, but only for numbers
9. If referring to time, 8:00pm (for example) should be 8:00p.m. (period after each one)
10. For tables, any shading can be black with white lettering – we are trying to stay consistent with having the total line with the same black shading and white lettering
 - No **merged rows in tables** – if you absolutely need to merge a row then you need to make it into more than one table - see example below

Table 5 – 2020 Year-End Position (\$millions)

Category	Lost Revenues due to COVID-19 (A)	Additional Costs due to COVID-19 (B)	Financial Impacts due to COVID-19 (C) =(A+B)	COVID-19 Related Grant Funding (D)	All Other Factors (E)	Surplus/ Deficit (F) =(C)+(D) +(E)
Water	\$0.0	-\$0.1	-\$0.1	\$0.0	\$5.1	\$5.0
Contribution to the Water Budget Contingency Reserve						-\$5.0
Total Water Surplus/Deficit After Contribution						\$-

- Ensure under “Row” that “repeat as header row” is checked
- Ensure alt text is set for the table describing it – note for every alt text make sure you include the following; for further information about this table please contact budget@london.ca or call 519-661-4638. – (keep in mind that this should be brief and allows the reader to determine if they want to read it or not)
- Table rounding or any notes to the table must be outside of the table and not inside
- Tables should only be used for numeric information, if it is all wording then it should not be inside of a table
- Ensure that you enter only once and DO NOT hit enter to create more spaces (if you enter numerous times, the reader will read, space, space, space etc.; instead use this (click on arrow bottom right and increase the spacing that way)



11. No footers, the reader can not read anything in the footer other than page numbers
12. Ensure if you are copying a table from excel into word that there are no hidden cells, if you bring over something with a hidden cell, it creates an error when accessibility checker is run

Further information on preparing accessible documents is available on the Team London Accessibility page on CityHub: Team London → Employee Supports → Accessibility

For AODA questions or concerns related to budget documents, please reach out to the following contacts:

Financial Planning & Policy:
Financial Business Support:

Anita Hodgins (ahodgins@london.ca)
Pamela Lynch (plynch@london.ca) or
Cathy Lovell (clovell@london.ca)

The Environmental, Socio-economic Equity and Governance (ESG) sections are meant to document considerations and reflections related to each budget amendment or assessment growth business case. The section is also an opportunity to document and highlight elements beyond considerations of relevant factors such as direct progress or impacts to ESG goals or factors.

While each amendment/case may not focus on all ESG aspects, it is required that all three components be considered and touched upon. Both positive and negative considerations should be noted if significant or material to the specific amendment/case. Contingency or risk mitigation strategies, where appropriate, should be documented in this section as it relates to unfavourable impacts to an ESG element. Adding metrics or key statistics where appropriate is encouraged.

The following are topics/questions/tools to aid in generating appropriate narrative as applicable:

Environmental/Climate Change Considerations:

Relevant supporting materials that may be helpful:

- Climate Lens Worksheet – uploaded on CityHub with budget materials
- London's Climate Emergency Action Plan – Available online at <https://getinvolved.london.ca/climate>

Factors to consider:

- Carbon emissions (direct emissions from fossil fuel use and embedded emissions in products from raw material extraction, manufacturing, and transportation); risks from physical climate changes (e.g., heat) and severe weather (e.g., wind, intense rain); water availability and quality, wastewater creation and treatment; waste and pollution; protection of nature

Questions to ask yourself:

- Will this amendment/case help the City of London reach its net-zero greenhouse gas emissions by 2050 target?
- Will this amendment/case help the City of London increase resilience to extreme weather events or any other climate change-related impacts?
- Does this amendment/case relate to any actions in London's Climate Emergency Action Plan?
- Have you consulted with relevant stakeholders (e.g. advisory committees, community groups, subject matter experts, etc.) in the development of this budget amendment/assessment growth case?
- Have considerations or decisions been made to ensure any carbon footprint is reduced and new sources of carbon emissions are not being created?

Socio-economic Equity Impact Considerations:

Factors to consider:

- Barriers to inclusion; social demographics of the communities impacted, community economic impact; housing; health and safety; standard of living.

Questions to ask yourself:

- What specific equity-deserving and other vulnerable groups are potentially affected by this amendment/case?
- What research is informing your understanding of the impact on the equity-deserving groups identified?
- What specific area (such as community/neighbourhood) will this amendment/case impact?
- What barriers or needs does this amendment/case address?
- What are the positive anticipated impacts resulting from this amendment/case and what is the level of those impacts (high, medium, low)? How will you measure the impact?
- Are there any negative anticipated impacts resulting from this amendment/case and what has been done to minimize or eliminate those impacts?
- Have you consulted with relevant stakeholders (e.g., advisory committees, community groups, subject matter experts, individuals with lived experience, etc.) in the development of this budget amendment/case?
- Have you ensured equal access to all users?
- Are there/have you considered Accessibility for Ontarians with Disability Act (AODA) factors?

Governance Considerations:

Factors to consider:

- Stakeholder engagement; risk management; regulations and legislation; organizational impact; reporting and monitoring; due diligence procedures

Questions to ask yourself:

- Are there any risks of approving this amendment/case? How will those risks be managed/mitigated?
- Are there any risks of not proceeding with this amendment/case? How will those risks be managed/mitigated?
- How will the progress, results and impacts of this amendment/case be monitored and communicated?
- Are there any regulatory or legislative considerations?

Contact

Should you have any initial questions or would like to discuss ESG factors within your applicable amendment/case, contact Kyle Murray (kmurray@london.ca) or Martin Galczynski (mgalczyn@london.ca) in the Financial Planning and Policy Office. The Financial Planning and Policy office may direct you to a subject matter expert within the corporation for specific questions or queries related to one of the ESG elements.

END OF BUDGET GUIDELINES



2023 Annual Budget Update

Budget Amendment

Strategic Area of Focus: Insert as per Strategic Plan

Strategy: Insert as per Strategic Plan

Budget Amendment Type: Insert: New or Changed Regulation, New Council Direction, Cost or Revenue Driver

Description: Insert: Description of Case (Note: Description should be written with public lens)

Service(s): Insert: Service(s)

Lead: Insert: Representative that will be lead spokesperson and key contact

Budget Amendment Tax Levy Impact Table (\$ Thousands)

Tax Levy Impact Detail	2020	2021	2022	2023	2020 to 2023 Total
Annual Tax Levy Impact	N/A	N/A	N/A	\$0	\$0
Annual Incremental Tax Levy Impact	N/A	N/A	N/A	\$0	\$0
Estimated Annual Tax Levy Impact % ²	N/A	N/A	N/A	0.00%	0.00% Average
Estimated Annual Tax Payer Impact \$ ^{1, 2}	N/A	N/A	N/A	\$0	\$0.00 Average

Subject to rounding.

1) Calculated based on the average assessed value of \$241 thousand for a residential property (excludes education tax portion and impacts of tax policy).

2) Estimated tax levy impact and rate payer impact to be completed by FP&P.

Insert description of case from above here**

What is the reason for the budget amendment?

This section should include a 2 to 3 sentence summary description of the amendment written with a public lens (plain, neutral language).

Operating Budget Table (\$ Thousands)

Insert Description	2020	2021	2022	2023	2020 to 2023 Total	2024 to 2029 Total
Previously Approved Net Budget (Tax Levy)	\$0	\$0	\$0	\$0	\$0	\$0
Amendment	N/A	N/A	N/A	\$0	\$0	\$0
Amended Net Budget (Tax Levy)	\$0	\$0	\$0	\$0	\$0	\$0

Subject to rounding.

Capital Budget Expenditure Amendment Table (\$ Thousands)

Insert Capital Description	2020	2021	2022	2023	2020 to 2023 Total	2024 to 2029 Total
Previously Approved Budget	\$0	\$0	\$0	\$0	\$0	\$0
Amendment	N/A	N/A	N/A	\$0	\$0	\$0
Amended Budget	\$0	\$0	\$0	\$0	\$0	\$0

Capital Budget Source of Financing Amendment Table (\$ Thousands)

Source of Financing Type	2020	2021	2022	2023	2020 to 2023 Total	2024 to 2029 Total
Capital Levy	N/A	N/A	N/A	\$0	\$0	\$0
Debenture	N/A	N/A	N/A	\$0	\$0	\$0
Reserve Fund ¹	N/A	N/A	N/A	\$0	\$0	\$0
Other	N/A	N/A	N/A	\$0	\$0	\$0
Non-Tax Supported ²	N/A	N/A	N/A	\$0	\$0	\$0
Amended Budget	\$0	\$0	\$0	\$0	\$0	\$0

Subject to rounding.

Notes:

1) The reserve fund source of financing is/are _____.

- 2) The non-tax supported source of financing is/are _____.
- 3) The 2030 capital gross expenditure is \$X.
- 4) The 2031 capital gross expenditure is \$X

Staffing Impact Table

Staffing Summary - Changes	2020	2021	2022	2023
# of Full-Time Employees Impacted	N/A	N/A	N/A	0.0
# of Full-Time Equivalents Impacted	N/A	N/A	N/A	0.0
Cost of Full-Time Equivalents (\$ Thousands)	N/A	N/A	N/A	\$0

Subject to rounding.

Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:



Environmental	<insert commentary on impacts, considerations, or relevant analysis – see guidelines for additional information>
Socio-economic Equity	<insert commentary on impacts, considerations, or relevant analysis – see guidelines for additional information>
Governance	<insert commentary on impacts, considerations, or relevant analysis – see guidelines for additional information>

Additional Details

This section should include additional details including what is driving the amendment, when and how the amendment will occur, why the amendment is recommended, (link to the Strategic Plan when possible) and what the community impact will be. If the amendment has any impact on key performance indicators (KPI's), these should be identified in this section. If the amendment has linkages to any reference documents, previous reports, relevant Council resolutions, etc., these items should also be identified to provide the reader with greater clarity regarding the amendment. Also, this section should include details of risks associated with not proceeding with the amendment.

2023 Assessment Growth Business Case #xx

Service Grouping:

Service:

Description of Case: <One Sentence Maximum>

1. Current State

a) Description of Current Services Provided

<Insert written – five sentences maximum>

b) Current Cost of Services Provided

Applicable Service	2023 Operating Budget	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
	\$		

c) Unit of Measure (one required, up to three may be entered)

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Unit 1	X
Unit 2	Y
Unit 3	Z

d) Current Cost by Unit of Measure

Cost/Unit of Measure
Operating Cost identified above/Unit of Measure 1
Operating Cost identified above/Unit of Measure 2
Operating Cost identified above/Unit of Measure 3

<If the cost/unit of measure is not derived utilizing the formula above, please provide rationale here (e.g. incremental cost per unit provided by vendor for contracted service)>

e) If this is a Contracted Service, what is the Percentage Contracted Out?

<N/A or insert % contracted out>

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: <Example - Vehicle>

Unit of Measure: <Example - One Vehicle per on duty staff>

2. Operating Request

a) Description of request and impacts.

<Insert written – five sentences maximum>

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.0	\$

c) Operating Request (Choose most appropriate metric or average of metrics)

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
Same as 1.d)	Growth of unit of measure in 1.c)	\$
Same as 1.d)	Growth of unit of measure in 1.c)	\$
Same as 1.d)	Growth of unit of measure in 1.c)	\$
Total Operating Request		\$0

d) Description of Growth in Metric and Rationale

<Insert description, including source of metric, relevance and rationale>

3. Capital Request

a) Capital Request

Capital Project Number and Description: Example: ME202101 – Vehicle & Equipment	Permanent	One-Time	2023 Total
Expense description i.e., Consulting, Construction, Vehicle & Equip., City Related Expenses, etc.	\$	\$	\$
Expense description i.e., Consulting, Construction, Vehicle & Equip., City Related Expenses, etc.	\$	\$	\$
Expense description i.e., Consulting, Construction, Vehicle & Equip., City Related Expenses, etc.	\$	\$	\$
Total Expenditure	\$0	\$0	\$0

b) Description of impacts

<Insert written description>

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$	\$	\$
Capital	\$	\$	\$
Total	\$0	\$0	\$0

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
---------------	-----------------------	------------

Environmental	<insert commentary on impacts, considerations, or relevant analysis – see guidelines for additional information>
Socio-economic Equity	<insert commentary on impacts, considerations, or relevant analysis – see guidelines for additional information>
Governance	<insert commentary on impacts, considerations, or relevant analysis – see guidelines for additional information>

6. Other Information

<Insert any other supporting documentation/charts/narrative to support your request, up to two pages. Narrative inserted in this section will be considered supplementary information and may not be included in the final version of the business cases that are published as part of the Assessment Growth Report. Please ensure that all pertinent information is included in sections 1 to 5 as case evaluation and inclusion will be determined primarily on these sections.>

Climate Lens Considerations Worksheet

Key Climate Emergency Issues:

- 1. The climate is changing, which is increasing the frequency of acute severe weather events and long-term trend impacts that require adaptations to improve our resilience.
- 2. Our use of fossil energy and some other substances (e.g. refrigerants) is loading the atmosphere with Greenhouse gases (GHGs), forcing more warming. The removal or degradation of natural carbon sinks (forests, healthy soil, water bodies) limits the ability of natural systems to sequester carbon dioxide which also forces more warming.

Climate Emergency Aspects for Consideration

Aspect / Issue / Impact (Considerations)	Emergency Response / Objective / Action
Energy Use and GHG Emissions [Fossil fuels use & other GHGs (Methane, CFCs, etc.)]	<div><input type="checkbox"/> Energy conservation (behaviours)</div> <div><input type="checkbox"/> Energy efficiency (new equipment)</div> <div><input type="checkbox"/> Shifting large power demand to overnight & weekends (including battery storage)</div> <div><input type="checkbox"/> Switch to cleaner energy sources (including electricity)</div> <div><input type="checkbox"/> Using solar, wind, geothermal or other alternative energy</div> <div><input type="checkbox"/> Assess for and eliminate (where possible) non-energy GHGs (e.g., refrigerants), tight control on those that cannot be eliminated</div>
Embedded Carbon (material selection, procurement)	<div><input type="checkbox"/> Reduce the amount of concrete and/or steel used</div> <div><input type="checkbox"/> Re-purpose existing brick, concrete and/or steel structures rather than demolition</div> <div><input type="checkbox"/> Use wood in building construction</div> <div><input type="checkbox"/> Use recycled asphalt</div> <div><input type="checkbox"/> Explore potential low-carbon options for existing materials (improvements)</div>
Carbon Sequestration potential	<div><input type="checkbox"/> Preserve & protect existing trees, woodlots and natural spaces</div> <div><input type="checkbox"/> Plant new trees</div> <div><input type="checkbox"/> Direct carbon capture & storage from fuel combustion (in the future when carbon price is high enough)</div>
Land use change	<div><input type="checkbox"/> Replace or mitigate permanent loss of ecosystem service capacity (cleaning air, cleaning/storing water, flood attenuation, carbon drawdown, growing food, supporting biodiversity, cooling via shade, etc.)</div>
Waste creation / Overconsumption	<div><input type="checkbox"/> Reduce or eliminate packaging and require more sustainable (e.g., compostable, recyclable) packaging</div>

Aspect / Issue / Impact (Considerations)	Emergency Response / Objective / Action
	<input type="checkbox"/> Reduce or eliminate support for single-use plastic products <input type="checkbox"/> Shift to service vs ownership models <input type="checkbox"/> Support sharing economy initiatives <input type="checkbox"/> Support climate-friendly diets
Rising energy costs (cost of carbon)	<input type="checkbox"/> Plan for more expensive fossil fuels in budgets <input type="checkbox"/> Use full lifecycle cost accounting when planning new projects
Extreme weather event risks (wind, freezing rain, hail, flooding, snow)	<input type="checkbox"/> Assess and explore options to reduce risks of infrastructure damage and human health impacts <input type="checkbox"/> Evaluate green infrastructure options (e.g., wetlands for flood attenuation, LIDs) wherever possible
Natural heritage loss/disconnection	<input type="checkbox"/> Reduce this whenever possible to retain ecosystem services (cleaning air, cleaning/storing water, flood attenuation, carbon drawdown, growing food, supporting biodiversity, cooling via shade, etc.)
Biodiversity loss	<input type="checkbox"/> Reduce or eliminate neonicotinoids and support pollinator plantings <input type="checkbox"/> Remove and limit introduction of invasive species
Heat (ambient, hot nights and urban island effects)	<input type="checkbox"/> Assess and reduce risks of infrastructure damage and human health impacts – Improve resilience <input type="checkbox"/> Account for cooling needs in public places and new construction as standard <input type="checkbox"/> Adjust outdoor worker productivity expectations & forecasts accordingly <input type="checkbox"/> Consider the potential for increased urban heat island effects (from vegetation removal, dark surfaces, etc.)
Increased Freeze/thaw risk	<input type="checkbox"/> Assess and reduce risks of infrastructure damage and human health impacts – Improve resilience <input type="checkbox"/> Evaluate alternative materials with higher deformation thresholds under heat/cold stress
Disease vectors (e.g. ticks carrying Lyme disease)	<input type="checkbox"/> Assess and reduce risks of human health impacts through design & awareness <input type="checkbox"/> Monitor prevalence and promote awareness through education
Geopolitical instability & Climate refugees	<input type="checkbox"/> Stay abridged of potential impacts, assess risks regularly
Rising insurance costs & shifting access to capital requirements	<input type="checkbox"/> Reduction of risks through resilience measures may still do nothing to affect premiums (insurer-dependent) <input type="checkbox"/> Access to capital (credit ratings) may be impacted by levels of resilience and climate impact and risk disclosures
Reputational Risks	<input type="checkbox"/> Competitiveness for attracting talent, new businesses may be impacted by track record on climate action (i.e. risk of poor climate action performance degrading competitiveness, potential lack of resilience seen as a risk)

Tenant Services Committee Report TS-22- 01

TO: LMCH Tenant Services Committee

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: Appointment of Committee Chair

DATE OF SUBMISSION: June 7, 2022

PURPOSE:

To provide the terms of reference to the members of the Tenant Services Committee and to advise the committee of the requirement to select a Chair from the members of the Committee.

RECOMMENDATION:

That the Tenant Services Committee.

1. Receives the attached Terms of Reference for the Tenant Services Committee as approved by the Board of Directors in August 2021 for review.
2. Nominates and vote for the approval of a Chair of the Tenant Services Committee; and
3. Authorize LMCH staff to take the necessary steps to give effect to the above recommendation(s).

REASONS FOR RECOMMENDATIONS:

The Board of Directors reviewed and approved the attached Terms of Reference for the Tenant Services Committee at the August 19, 2021 meeting of the Board. The Terms of Reference note that meetings are managed under the Procedural Guidelines for Board and Committee Meetings.

The selection of chair is not set out in the Terms of Reference or the Procedural Guidelines for Board and Committee Meetings. The Shareholders Direction sets out a process for the selection of the Board Chair that carries through to the Committees. The Shareholder Direction directs that the Board shall elect a chair from amongst its members. This process has been used in the past and it recommended that the Tenant Services Committee follow this process for the selection of the Committee Chair.

Appendix A: Tenant Services Committee – Terms of Reference

SIGNATURE:

PREPARED and SUBMITTED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

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

COMMITTEE 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.

COMMITTEE RESPONSIBILITIES:

The Committee's responsibilities are to:

- Establish, 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.

COMMITTEE STRUCTURE:

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.

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

COMMITTEE 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

Approved by Board of Directors – August 19, 2021

Tenant Services Committee Report 2022- 02

TO: Tenant Services Committee

FROM: Paul Chisholm, CEO

SUBJECT: Tenant Services Committee Work Plan 2022

DATE: June 7, 2022

PURPOSE:

To receive the Draft Tenant Services Committee Work Plan for review and revision.

RECOMMENDATION:

That the Tenant Services Committee APPROVE the attached 2022 Tenant Services Committee Work Plan.

BACKGROUND:

LMCH staff brings forth a draft Tenant Services Committee Work Plan every year. The Committee is requested to review the work plan and determine if there are additional items that should be scheduled to come before the committee.

The Terms of Reference for the Tenant Services Committee notes that there is a minimum of four (4) meetings per year. The current schedule of meetings has the Board of Directors meeting 4-5 times a year. Should the Committee determine that more frequent meetings are required staff will work with the Committee to add these meetings to support the work of the committee.

Once approved by the Committee the workplan and planned meeting schedule will be shared with the Board of Directors for their information.

Appendix A: 2022 Tenant Services Committee Draft Work Plan

RECOMMENDED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

2022 Tenant Services Committee Work Plan

Committee Meeting Date	Board Meeting Date	Anticipated Agenda Items
Tuesday June 7, 2022	June 16, 2022	<ul style="list-style-type: none"> • Selection of Chair • Review of Draft Workplan • Directors Reports <ul style="list-style-type: none"> ○ Tenant Services ○ Property Services & Asset Management • Update Community Development and Tenant Engagement Strategy • Summer Programming and Activities • Capital Project Status Report
August 10 or 11*	August 18, 2022	<ul style="list-style-type: none"> • Directors Reports <ul style="list-style-type: none"> ○ Tenant Services ○ Property Services & Asset Management • 2023 Capital Budget and Projects Report • Community Safety Unit Status Report and KPI Review • Q2 Status report on Vacancy Management • Q2 Project Status report Relmagine Southdale • Q2 Project Status report CMHC
November 1 or 2 *	November 17, 2022	<ul style="list-style-type: none"> • Directors Reports <ul style="list-style-type: none"> ○ Tenant Services ○ Property Services & Asset Management • Information report on Unit Inspections • Q3 Status report on Vacancy Management • Q3 Project Status report Relmagine Southdale • Q3 Project Status report CMHC • Q3 Capital Project Status Report
December 6 or 7*	December 15, 2022	<ul style="list-style-type: none"> • Directors Reports <ul style="list-style-type: none"> ○ Tenant Services ○ Property Services & Asset Management • Reports requested by the Committee and strategic updates

*Dates to be finalized with Committee Members

STAFF REPORT TSC-22-03

TO: Tenant Services Committee

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: Tenant Services Report

DATE: May 31, 2022

PURPOSE:

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

RECOMMENDATION

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

UPDATES:

Community Development & Tenant Engagement

TAC Recruitment is underway, Carrie Bowen our Community Development worker is the lead on this project for LMCH. Currently dates for interviews are being finalized and Carrie will be connecting with applicants for scheduling purposes. We will once again have community members including representatives from Fanshawe College, London Inter-Community Health, Quad County and Age Friendly London along with a current member of the TAC on the interviewing panel.

In addition to interviews, the TAC distributed surveys in the community for all LMCH tenants to fill out and provide feedback. The TAC will be providing a summary report to Senior Leadership at LMCH that captures feedback and insight from tenants to see what is working, what is challenging in our communities, and the changes they would like to see.

ReImagine Southdale

Our Community Engagement staff will be hosting a community conversation Friday June 3, along with numerous partners which include the Middlesex London Health Unit, South London Neighbourhood Resource Centre, London Public Library, Youth Opportunities Unlimited, Boys & Girls Club, Westminster Family Centre and Fanshawe College at our Southdale complex. The event will run from 12 – 3.

Community Safety

Our Community Engagement staff will be undertaking some new community development work at 580 Dundas Street this summer in conjunction with LMCH staff as well as with supports from both CMHA and the London InterCommunity Health Centre. The short-term goals are to work with the Dundas community and help increase everyone's knowledge of building safety and security measures, fire safety, and harm reduction while also increasing residents' awareness of on-site support availability and the Community Safety Unit supports.

Yardi Update

Tenant Services staff from across all teams were engaged in data validation and testing of our new property and asset management software. This has been a long-term project for LMCH, with a kick off back in January and our "Go Live" on May 25. Staff in the department had only one dark day where they were unable to process any work in the live system and the entire transition has been relatively smooth and seamless.

Tenant Services

The Ministry of Municipal Affairs and Housing's (MMAH) annual audit of the Social Housing Agreements for the year ended December 31, 2021 has begun. As part of the compliance audit, KPMG has been retained by the MMAH and is reviewing selected housing projects and tenant files to verify compliance with the terms and conditions of the Social Housing Agreement. LMCH is one of the housing providers that has been selected again this year to participate in the audit and we are currently working with KPMG to provide all of the necessary documentation required for 15 of our tenant files that were randomly selected for review.

The Tenant Services Managers have undertaken several initiatives as part of their annual work plan, the first of which will be a review and update of the current LMCH lease. Our current lease has not been reviewed and updated since 2016.

Connectivity Table

Connectivity Table is the name of the London "Situation Table", which bring 23 health and social service agencies together at a weekly meeting to address situations of elevated risk collaboratively and proactively. The model is a multidisciplinary, interagency approach to addressing situations of acutely elevated risk on a case-by-case basis. The approach enables organizations to be immediately responsive to acute needs in the community. LMCH staff have been a part of the Connectivity Table here in London since its inception in 2017 and continue to be one of the lead agencies for referrals. In 2021, there were a total of 69 cases brought to the table for consideration, LMCH was the lead agency on 27 of these and then an assisting agency on an additional 11 cases which equates to approximately 55% of all cases. Amanda David, one of our Tenant Services Managers continues to attend the weekly meetings and to date in 2022 has been able to bring forward 16 of the 27 cases the Table to review and all 16 individuals have been connected with appropriate supports for mental health, additions and domestic violence.

Middlesex County Situation Table

In a similar model to London's Connectivity Table, LMCH also sits on the Middlesex Situation Table as an ad-hoc member and while the County table does not experience the same volume of cases as London there have been a total of 7 so far this year, 2 of which involved LMCH staff and were successful in that the individuals or families at risk engaged with the agency staff and were able to be immediately connected with the appropriate supports.

Social Housing Operational Advisory Committee (SHOAC)

This is an advisory committee for the City of London that meets on a bi-monthly basis, with the most recent meeting being May 18. The committee is comprised of representatives from several property management companies, housing co-operatives, LMCH, Middlesex County and support agencies. This committee provides the housing sector staff and supporting agencies an opportunity to share updates on direct delivery programs, the Housing Stability table, information related to the End Of Mortgage, End of Operating Agreements, and the Social Housing Waitlist Update.

This advisory committee can also undertake the review of draft Housing Division Notices (HDN's) that are being development by the Service Manager.

Vaccination Clinics

The Tenant Services team worked closely with Middlesex London Health Unit to run vaccination clinics at six of our senior sites May 24, 25, & 26. These were low barrier clinics requiring no appointment and no OHIP Card where tenants could get their 1st, 2nd, 3rd, or 4th dose. The clinics were well received by tenants MLHU staff were able to

vaccinate 157 residents through these clinics and feedback from both the MLHU and tenants was very positive.

Provincial Elections

Three LMCH properties (202 McNay Street, 170 Kent Street and 345 Wharncliffe) were selected for polling stations for this year's Provincial Elections to be held June 2. LMCH has always provided use of several of our sites across the City of London to be used for polling stations and have worked with both Elections Ontario and Elections Canada staff to continue to ensure that we are able to offer low barrier access to everyone who wishes to participate in the voting process.

Staffing & Recruitment

Work continues to fill vacant positions within the Tenant Services Team. This includes vacancies created through attrition as well as new positions created through Business Case # 19.

Currently the following positions are being recruited:

- 2 Housing Stability Case Coordinators
- 3 Legal Services Coordinators
- 1 Temporary Tenant Placement Coordinator
- 1 Community Development Worker
- 1 Community Engagement Manager
- 1 Community Relations Worker

Training

The Tenant Services team have just completed training this month on Accessibility for Ontarians with Disabilities (AODA) Customer Service Standards as well as a course of Customer Service Excellence. In addition to these two courses our Human Resources department is finalizing details for all frontline Tenant Services staff to take Trauma Informed Care training later this year.

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

Tenant Services Committee Report TSC-22- 04

TO: Tenant Services Committee, London Middlesex Community Housing

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: Tenant Engagement & Community Development Strategy

DATE: June 7, 2022

PURPOSE

The purpose of the report is to provide an update to the Tenant Services Committee on our Tenant Engagement & Community Development Strategy.

RECOMMENDATION

That on the recommendation of the Director of Tenant Services, the Tenant Engagement & Community Development Strategy report be ACCEPTED for information purposes.

BACKGROUND

London and Middlesex Community Housing set out ambitious objectives in our 2017-2020 Strategic Plan regarding the view and approach to tenants, community building and the value of homes as the basis of citizen engagement and the ability for tenants to live their best lives.

LMCH has been articulating the importance of involving our tenants and amplifying their voices in self-advocacy, self-determination and as collaborators in creating communities through supported tenant engagement and community development activities. With the impact of Covid-19 on LMCH organizationally and our communities, much of the work around the development and implementation of our engagement strategy was put on hold while the organization focused on providing basic services.

*LMCH TSC Meeting
June 7, 2022*

Additionally, the position of Community Engagement Manager has been without a permanent incumbent for more than a year and we are now in the process of recruiting for this key role and anticipate we will have the position filled by July.

With the delivery of the multi-year budget, plans for regeneration, development, renewal, and repair of homes, now is the time to work towards finalizing our Community Development and Tenant Engagement Strategy. The purpose of the outline in this report is to provide a general framework and guiding document for the fulsome strategy document to be delivered this fall.

Historically the challenges faced by tenants around inadequate service levels, access to community resources and response times, our service model and staffing levels have promoted a focus on our buildings as the key driver for investment and need, but has left the tenants needs, voices, contributions, and desire to be part of the solution untapped as both a driver of some of our challenges as a housing provider, but more importantly as a valuable asset in our communities to be engaged and empowered to participate in outcome delivery of their own determination.

Through pilot projects, partnership evaluations and approach reviews to community development, we know we must take an organizational approach that begins with tenant engagement while ensuring that the principles of community development are embedded in everything we do as an organization.

COMMUNITY DEVELOPMENT AND TENANT ENGAGEMENT OVERVIEW

Definitions:

Tenant Engagement: The process by which tenants are invited, become involved and participate in organizational led processes that are designed to center around and be responsive to tenant feedback.

Community Development: The citizen led process that is best accomplished by those who share relationship and place and is built upon the strengths of the community and citizens within that community. The organization's role is to bolster these activities and support the process of coming together.

Objectives:

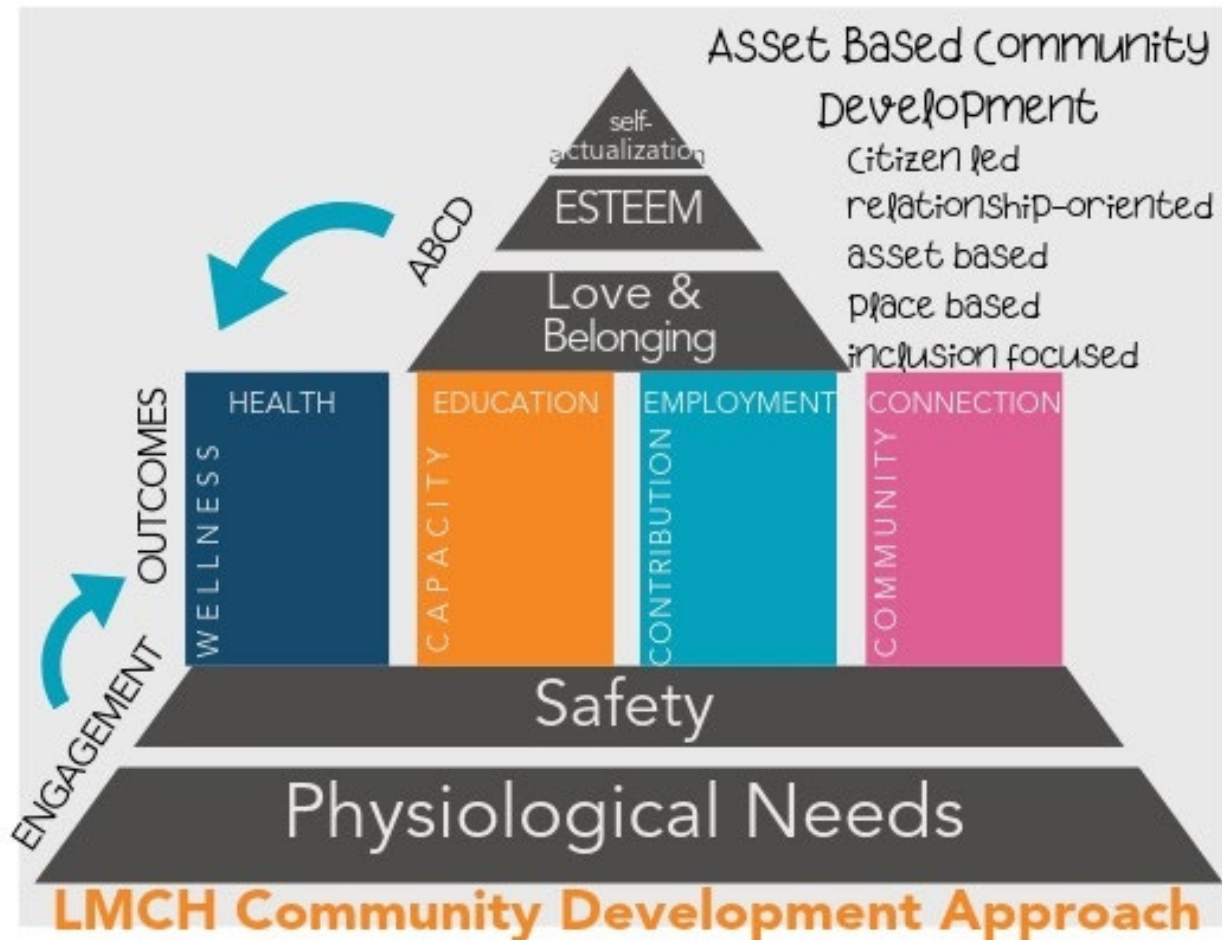
- Put tenants at the center of all tenant related processes
- Amplify the voice of tenants in decision making
- Establish a governance system
- Create an accountability framework
- Knowledge & Information: Site profiles
- Communications
- Increase tenant participation
- Capacity building for tenants and staff

Conceptual Framework:

To achieve these outcomes an organizational shift in approach will be required to impact every service area. This approach will inform how we work with tenants and community members moving forward.

Our tenant engagement approach and strategy must continue to align to our strategic plan and service standards and LMCH will need to provide clarity, training, and support to all staff to engage tenants from a shared philosophical basis that is focused on:

• Person centered	• Responsive	• Invitational
• Anti-oppressive	• Service oriented	• Clear and consistent
• Reduction of barriers	• Compassionate	• Transparent regarding purpose and influence of tenant voice



Community Development Activities will be place based and tenant driven centered on the Asset Based Community Development approach (ABCD) outlined in greater detail in Appendix A.

This asset-based model asserts that physiological needs and safety need to be met in order for people to have the opportunity to fully engage and participate in community. As a community housing provider, we want to ensure that we are anticipating meeting these needs and that our interactions with tenants engage them and are relationally motivated with a focus on identifying and building upon the assets of individuals as they join our communities.

Engagement will focus on internal and external programs and processes that bolster the physiological and safety needs, while providing avenues to engage and pursue their own desired outcomes, through implementing the four pillars of outcomes that we are targeting through our tenant engagement and community development programs

around Health, Education, Employment and Connection. We believe that by changing our approach we will see measurable outcomes in each area as tenants determine their own goals and are supported to achieve collective and individual benefits which is the aim of social housing, people living their most satisfied lives with housing as the foundation.

As tenants build trust with the organization and with each other, engagement can turn to development as tenants lead the change through grass roots organizing and mobilizing of community assets. This work will be facilitated by LMCH staff but driven by tenants directly at each site/location.

Structure:

Our structure for Tenant Engagement and Community Development will be fourfold:

1. Governance Structure (Tenant Advisory Council for the Organization);
2. Programs and processes that reach out and engage tenants through each interaction our organization has with tenants, building trust and ensuring Physiological Needs and Safety in the relationship with LMCH;
3. Place based; citizen led community development at the site/building level;
4. Capacity development of staff and tenants to work collaboratively within this new model.

Outcomes:

- A. Tenant Advisory Councils on priority sites,
- B. Community partnership agreements,
- C. Aligning resources for delivery of core service with tenant engagement and community development principles,
- D. Inclusive of tenant engagement principles,
- E. Participatory budgeting,
- F. Participatory priority setting,
- G. Strengthening of staff skills and tools,
- H. Community safety,
- I. Inclusive economy - tenant employment strategy.

CURRENT STATUS

Work on the structure outlined in our approach has already begun, with the establishment in 2020 of our Tenant Advisory Council. In addition, the recognition for the need for greater community safety was clearly articulated and we have begun to address this significant need with the recruitment of the Security Manager in 2019 and the establishment of the Community Safety Unit, who began to work in core LMCH sites in 2021. We will be bringing a comprehensive Community Safety report to the Tenant Services Committee for their next meeting.

NEXT STEPS:

Recruitment of the Community Development Manager, who will once again work to move the additional pieces of our structure for community engagement forward. This work will include a focus on place based, citizen led community development at site level and our approach will be characterized by partnering and shared design, shared stewardship, and shared accountability for outcomes and impacts.

A focus will also need to include capacity development of staff and tenants to work collaboratively with the aim to improving skills for carrying out key functions, solving problems, defining, and achieving objectives.

Capacity development will need to focus on three areas:

- the individual: human resources development i.e., training.
- the organization: organizational development, i.e., integrating life skills training in processes and programs.
- the broader system: institutional development, i.e., capacity building to partner with the private sector to implement projects.

The Community Engagement Manager will report regularly on challenges, achievements and planned actions for the team starting this fall for review by the Tenant Services Committee.

APPENDIX:

Appendix A: Asset Based Community Development Principles

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

APPENDIX A

ASSET-BASED COMMUNITY DEVELOPMENT – CORE PRINCIPLESⁱ

The Asset-Based Community Development approach has a set of principles, which act like a compass not a map. The core principles of ABCD are:

Citizen-led, Relationship oriented, Asset-Based, Placed-Based, Inclusion focused

1. **Citizen-led:** There are certain things that only citizens, in association with one another and the assets around them, can do. ABCD is focused on this domain of change. From this inside-out, citizen-led perspective, socio-political, cultural, environmental, and economic change efforts are viewed through the lens of the following questions:

What is it that residents in communities are best placed to do together?

What is it that residents can best do, with some outside help?

What is it that communities need outside agencies to do for them?

The sequence in which the above questions are asked is critical. If you are a helping practitioner using ABCD principles and practices, you would start by inviting residents to ask of each other: “what can we do best for ourselves and each other?” (a version of the first of the three questions above). By engaging

with that question, people are enabled to identify, connect, and mobilize what they have, to make change happen. That puts them in the driving seat of change. They take the lead by using what they have, to secure what they need. In this way, residents also assume a powerful lead in directing outside helpers in how best they can be helpful. Since, until residents know what they have which is local and within their control, they cannot know what they need from outside (what is not local and not within their control).

2. **Relationship Oriented:** While ABCD considers every person as having irreplaceable gifts, skills, and passions, as an approach it goes beyond individuals and their capacities, to tap into relational (plural) power. Sadly, the power of relationships tends to be undervalued in industrialized societies. Notwithstanding, relational power (outside of hierarchical structures such as the workplace) presents an incredible and often untapped force for good and continues to be the primary energy source for social movements throughout the world.

Relational power enables consensual 'grouping-up' or hive like behaviours to amplify and multiply the capacities of individuals, ensuring the societal whole is greater than the sum of its individual parts. This is not to say that the individuality of members does not matter, it does, but rather to point out that for us to have a good life there are certain things we need to do with each other, as we cannot do them alone, that is where relational power matters. Relational power, also referred to as associational life, is a key determinant of:

- individual wellbeing,
- public safety,
- response to natural disasters, and
- vocational opportunities, to name but a few.

3. **Asset-based:** The starting point for ABCD is with what's strong, not what's wrong. Some misunderstand this as an attempt to minimize life's challenges, or normalize injustices, nothing could be further from the truth. ABCD is the process by which relational power is mobilized to produce sustainable and satisfying change. With that in mind, starting with what's strong enables local people to get organized to address what's wrong and making what's strong even stronger. It also asks searching questions of those who seek to define certain neighbourhoods by the sum of their deficits, challenging them to open their eyes and see what is before them. Being actively present to the capacities and

resources that exist in every community (which include the gifts of individual residents, associational inventiveness, environmental fruitfulness, cultural heritage, and economic possibilities) becomes difficult when you view the people and place you serve by the sum of their problems. To really show up in a neighbourhood you've got to set aside the impulses to fix, save and deliver, and instead be curious, collaborative, and humble.

4. **Place-based:** Small local places are the stage on which a good, sustainable, and satisfying life unfolds. Seeing the neighbourhood as the primary unit of change is a powerful strategy for addressing some of our most intractable socio-political challenges. It is, however, a strategy that is counter-cultural, in that it seems to contradict the vast swathe of helping strategies, which see individuals or institutions as the most legitimate domains for change.

While personal transformation and institutional interventions have their place, we have seen that by intentionally organizing relational power at neighbourhood level, local residents can connect local human, associational, environmental, economic, and cultural resources together and by aggregating them at a hyper-local level come up with incredibly inventive solutions which are not within the reach of top-down institutions.

Neighbourhoods, small towns, villages, and estates are the scale at which local residents come to believe they can make an impact. This neighbour-to-neighbour impact is not about service provision, it is about neighbourliness. A small local place also provides the context within which the multiplicity of helping agencies (each currently working within their own siloes) can agree a common ground that automatically takes them beyond their administrative boundaries, to work across siloes.

'Neighbourhood' is the potential context and scale within which everything can come together, where relational and civic power can, when needed, join with enterprising individuals and the power of civic professionals and their institutional resources. In sum, places can exist and thrive without people, but people cannot exist and thrive without places. Therefore, advocating for health, safety, learning, prosperity, or justice, while behaving as though they have nothing to do with our places and cultures is like trying to grow a flower in a potted plant with limited soil, when we have an entire meadow at our disposal.

5. **Inclusion Focused:** Communities have imperceptible boundaries, inside which are those deemed to belong, and outside are those considered to be strangers. ABCD therefore, as well as supporting residents to discover and connect local assets, is about actively creating a welcome for 'strangers' at the edge of those unnamed boundaries. Since there is nobody who's gifts are not needed, when it comes to creating an environment within which everyone's gift is given and received.

In short, the 5 principles of ABCD are about investing in the group life of the neighbourhood, recognizing that collective efficacy is measured not by the strengths or capacities of its leaders, but by the power and connectivity of its groups and their connectivity to each other, their ecology, culture, economy, and the gifts of those at the edge.

ⁱ Cormac Russell, Creative Commons License, 2017.

Tenant Services Committee Report TSC-22- 05

TO: Tenant Services Committee, London Middlesex Community Housing

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: Summer Programming & Activities

DATE: June 7, 2022

PURPOSE

The purpose of the report is to provide an update to the Tenant Services Committee on summer programming and activities across LMCH sites that may be of interest to the Committee.

RECOMMENDATION:

That the Summer Programming & Activities Report BE RECEIVED for information.

While recruitment is underway for the permanent Community Engagement Manager as well as a permanent Community Development worker the Tenant Programming team will continue to provide summer programming and activities on sites as well as support many tenant led initiatives.

The team has continued working closely with community partners to adapt programs and support services to be able to serve our communities in a safe manner. Some programs will still be adapted by service providers for this year with the hope that by summer 2023 we will be able to see much greater levels of programming and services being offered in all our communities.

Kings College Social Work Placements:

Interviews will be taking place in the coming weeks for a BSW student placement for fall practicum. The scope of the practicum will be established with the Community Engagement Manager and may include providing counselling like services, community engagement workshops, and finding creative ways to engage the community.

COMMUNITY OUTREACH

London Community Chaplaincy maintain their units on both our Southdale and Limberlost sites and provide several outreach programs for residents in these communities.

Glen Cairn Resource Center will be hosting a fresh market pop up in our Allan Rush community, this is a program aimed at supporting food security programs within our communities this season. THE NRC staff in collaboration with our team will be providing fresh produce boxes for families that have registered for the program.

Sisters of St. Joseph have been actively engaging with our Dundas and Simcoe Gardens communities by providing meals, bread, and fresh produce to our tenants on a weekly basis.

Saint Vincent de Paul are hosting a monthly social at our Commissioners Road site throughout the summer months. In addition, they will be attending our core sites this summer to provide support to tenants through the distribution of food and clothing vouchers.

Goodwill Industries host a quarterly cooking and nutrition group for residents of 241 Simcoe Street.

The VON will be continuing to provide their in-house meal service to our 6 senior's sites during the summer season through their weekly lunch program.

MEDICAL SUPPORT

The VON is providing on-site weekly programming at Seniors sites, which include drop-in office hours for consultations as well as running their blood-pressure clinics.

Canadian Mental Health Association/Addiction Services Thames Valley continue to provide daily supports with on-site staff at our Simcoe, Dundas, and William Street locations.

Mobility 1st Is booked for the summer months to be back into all our seniors' communities to provide free onsite services monthly to tenants who have accessibility needs and would like support in modifying or correcting any accessibility aids they may use (wheelchair, walker etc.)

Health Outreach Mobile Engagement (H.O.M.E) Provide primary care, harm reduction, support with substance use, basic needs, and wrap-around care services at our 241 Simcoe Street site on a bi-monthly basis and is supported through staff from London InterCommunity Health Center, CMHA, London Cares Homeless Response Services, Regional HIV/AIDS Connection and the Middlesex-London Paramedic Services.

CHILDREN'S PROGRAMMING

Once again, the Rookie Ball baseball program will be recruiting teams from all our family sites. Practices and games will be held throughout July and August, games are Wednesday mornings at Labatt Park. This program is supported by a number of organizations including the London Police Service, Joe Kool's, Forest City Slow Pitch, the Canadian Tire Jump Start program, the London Majors baseball club, Corus Entertainment, Lang's Bus Service, Your Neighbourhood Credit Union, Baseball Life 463, Strath Craft Awards, Harvey's, and Subway.

The Boys & Girls Club of London will be providing onsite programming for their Junior Map and Map programs, a Reading Program as well as their Stem2Stern program at our family sites in London during the summer months. In addition, they will continue to host a daily afterschool program at our Pond Mills location until the end of June.

The John Howard Society will be hosting their weekly Girls Club at our Huron sites through the summer. They will also be hosting a weekly Teen Group and Boys group at our Boullee Street location.

Glen Cairn will be hosting drop-in events through July and August at our Pond Mills site.

The London Community Chaplaincy will also be on-site at both our Southdale and Limberlost sites and offering a wide range of children's programming throughout the summer months. Programming will include day camps, drop-in recreational activities like sports, music, art, and science-based activities. In addition, the Chaplaincy will run literacy-based programs such as "Reading Buddies" and run a week-long literacy camp called "Alphabet Soup."

TENANT LED EVENTS

As lounges at our sites began to reopen, we have started to see tenant led events being booked, include regular coffee times, euchre nights, birthday celebrations, the

Caring Cupboard initiative at 30 Baseline Road, and we anticipate as more residents become comfortable with social gatherings that these events will continue to increase.

In addition, we have had requests from three of our sites to date for gardening supplies including flowers, shrubbery, and soil. Several LMCH sites have very active gardening groups and we will continue to coordinate the purchase and delivery of supplies from one of our local gardening centers.

All tenant led events are welcomed, supported, and booked through our Tenant Programming Coordinator.

We look forward to continuing to see our programming and activities grow across all of our communities in both London and Middlesex County in the coming months with the addition of the key staff for this service area.

PREPARED and SUBMITTED BY:
Andrea Mackenzie Director, Tenant Services

Tenant Services Committee Report TSC-22- 06

TO: Tenant Services Committee

FROM: Phil Renaud, Director of Property Services and Asset Management

SUBJECT: Director of Property Services and Asset Management Update

DATE: June 7, 2022

PURPOSE:

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

RECOMMENDATION:

That the Director of Property Services and Asset Management Update report BE RECEIVED for information.

UPDATES:

Property Services

Annual tenant unit inspections have been completed at.

Portfolio	Completed YTD	Scheduled
1	<ul style="list-style-type: none"> Albert Pond Mills Walnut Marconi Semis Marconi Townhomes 	<ul style="list-style-type: none"> Allan Rush (June 30, 2022)
2	<ul style="list-style-type: none"> 241 Simcoe 341 Oxford 	<ul style="list-style-type: none"> Bella and Ellen St. (June 7,2022) Simpson and York Streets & Newbury Semis (June 14th)
3	<ul style="list-style-type: none"> 30 Base Line Rd. 580 Dundas 	<ul style="list-style-type: none"> 200 Berkshire (June 7, 2022) 872 William St (June 21, 2022)

Asbestos Management Program

Pinchin Environmental have completed the ACM (Asbestos Containing Material) surveys and we expect to begin receiving them before the end of May 2022. These reports will be imbedded in the draft LMCH Asbestos Management Program which will then be rolled out to the organization. Pinchin will also support the development of building specific Asbestos Logs. This program will bring LMCH into compliance with Ontario Regulation 278/05. The Program will be implemented starting in July 2022.

Procurement/Contract Award – Operating

- Tenders have been received and are being reviewed for the 3-year agreement for Fire Alarm System inspection and verification. We anticipate a recommendation to award this agreement for the June Board Meeting. Contract is currently on month-to-month extensions.
- Elevator Maintenance agreement is posted with a close date of Friday June 10, 2022. Contract Expires September 30, 2022.
- The first draft of the Public Space Cleaning contract has been received and is under review with a tender date of mid-June. Contract expires July 31, 2022.

Capital Planning

- Planning for the 2023 Provisional Capital Budget has begun. The structure for this review is as follows:
 1. Review of Capital Plan from 2021 and 2022 to establish a realistic picture of what will be carried forward into 2023.
 2. Review of draft 2023 plan found in the 10-year Capital Plan Forecast.
 3. Detailed reviews of all existing consultant reports to see if any urgent safety issues remain outstanding
 4. Meetings with all PSM to get an understanding of items they view as high priority
 5. Meetings with the Security and Tenant Services teams to understand if they have any requests
 6. Review of VFA information to ensure there were no high priority projects that were missed during previous iteration of the Capital Plan
- Capital Budget details and timelines will be received from the City of London in the First week of June.
- The Capital Budget will go to the Finance Committee for approval in August 2022

Capital Delivery

- Simcoe St. Balcony repair project (Phase 2) is currently 5 weeks ahead of schedule and is expected be complete by end of June.

*LMCH TSC Meeting
June 7, 2022*

- Elevator Modernization Engineering contract to be awarded in June. Timing of Elevator Modernization Project tenders will be determined in July.
- Furnace replacement project (Limberlost and Southdale) tender closed on May 17, 2022, and bids are currently under review for contract award for the July Board Meeting.
- Tecumseh Ave. roof tender has a close date of June 10, 2022.
- A condition assessment of asphalt roadways and parking lots at Huron St. and Limberlost is being conducted to determine extent of repair needed by site to support 2022 capital funds allocation.

CMHC Update

Energy

- **Energy Management System (EMS):** Installation of the EMS has been completed at 3 of the 8 high rise buildings with substantial completion anticipated by August 2022. Training of maintenance team occurs during each property kick off meeting and a full training of the dashboard will be scheduled in July.
- **Variable Frequency Drive (VFD):** Programming of 9 VFDs at 3 properties has been completed. Installation of new VFDs and timeclocks originally scheduled for June has been rescheduled for August due to delays in procurement. The three buildings completed have the highest rate of return for this project.
- **Replacement Projects:** Furnace, hot water tanks, windows, doors, faucets, and lighting replacement have been scheduled for years 2023 – 2025. These years were selected due to their lower impact to the overall energy savings of 25% and existing contracts in place.

Accessibility

- **Common Areas:** Responses to the architectural tender came in over budget. To mitigate these costs the project has been sub divided into several projects focusing on 1. Hardware, security, and doors, 2. kitchenettes and laundry rooms, 3. signage, and 4. exterior space. Utilizing the detailed report from Pretium, LMCH will complete a prioritize assessment of each property based on the recommendations from Pretium and its impact to the tenants and the building. In selecting these projects LMCH will work directly with individual consultants and vendors for cost efficient and effective solutions. Though works maybe scheduled separately, the percentage of work complete will meet the original completion date of 2024.
- **Unit Modifications:** Drawing revisions to meet budget has delayed project start up. Contractor responses for tender due May 31st for Baseline. Wharnccliffe architectural drawings complete with M&E to be finalized week of June 6th. As layouts for

Baseline drawings can be utilized for the similar layouts at the remaining properties there will be minimal lag in completing the remaining drawings required for permit.

Property Works

- Hard surface repair projects have been identified at all denoted CMHC family sites, (5 sites). Originally scheduled for years 2024 – 2025, it was identified due to existing conditions at Marconi and Allan Rush that project start up would need to be escalated. RJC engineers have provided a phasing plan and cost estimates for the Allan Rush site and IRC has prepared a proposal for Marconi. Project specifications for tender issuance to be prepared for Q3 with works commencing end of Q3/Q4.

Reimagine Southdale Update

ZBA – Zoning Bylaw Amendment:

- TCA (architects) and MHBC (planners) have been engaged to complete the ZBA approval process with the City of London Planning department.
- Our ZBA kickoff meeting is scheduled for Friday May 27th. This meeting will outline our next steps moving through the ZBA process for REIMAGINE Southdale
- As a requirement of the ZBA process Lincoln Environmental has been retained by LMCH to complete an Archaeological assessment (Stage 1 and 2). This assessment will be completed in the next two weeks.

PREPARED and SUBMITTED BY: Phil Renaud
Director of Property Services & Asset Management • Assets and Property Services



Tenant Services Committee Report 2022- 07

TO: Tenant Services Committee

FROM: Bill Leslie, Manager, Capital Projects & Construction

SUBJECT: Capital Work Update Report June 2022

DATE: June 7, 2022

RECOMMENDATION:

That the Tenant Services and Finance Committee **RECEIVE** the June 2022 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.

NOTE: This Report includes status highlights of capital projects for May 31, 2022.

Capital Project Status Review

From 2020-2022 LMCH approved 111 Capital Projects. This includes any projects approved prior to 2020 but not completed. These projects were given a new project numbers and carried forward in the 2020 Capital Budget. A full listing of Approved Capital Project and Current Status is included as part of Appendix A.

2020 Capital Projects

- 39 projects
- 87% of projects are completed or were cancelled.
- 3 projects were awarded earlier in 2022 that relate to the generator replacement project. This work is planned for Q4 when the generators are expected to arrive on site.
- 1 project is in progress. This is the Asbestos Assessments that is nearing completion



2021 Capital Projects

- 41 projects
- 44% of projects cancelled or completed
- 22% (9 projects) have procurement underway – these include:
 - Elevator Engineering services
 - Furnace replacements
 - Roof replacement - Tecumseh
 - Kitchens – Penny Lane
- 20% (8 Projects) are being scoped, assessed or have engineering requirements that are active
 - 4 projects relate to roof work with the assessments underway;
 - The generator replacement at Kent Street need engineering assessment completed prior to finalizing scope of project to determine if it can proceed as planned.
 - Hard Surface repair work for Huron has been scoped and report is pending from consultant

2022 Capital Projects

- 31 Projects
- 6% (2 projects) cancelled
- 48% (15 Projects) in Engineering/scoping
 - 7 projects relate to elevator modernization
 - 3 projects are major electrical contract awards
 - 1 project is a window replacement
 - 1 project is to replace the MUA air unit at Tecumseh
 - 1 project is for outdoor security at Boullee – CCTV and lighting
- 23% (7 projects) are under review by staff to determine how to best proceed with the work
 - 2 projects relate to site fence work
 - 3 projects relate to upgrades to garbage infrastructure

	2020	2021	2022
Cancelled	5	9	2
Completed	29	9	
Contract Awarded	3		
In progress	1	1	1
Procurement Underway	0	9	1
Engineering/Scoping	0	11	15
Contingency	1	1	2
Under Review	0	1	7
recurring	0	0	3
Grand Total	39	41	31



HIGHLIGHTS:

- Second phase balcony restoration work is continuing at 241 Simcoe St. This work is approximately two months ahead of schedule with completion expected by the end of June 2022. (2021-0002)
- Bidding has closed for furnace replacements at Southdale/Millbank & Limberlost. Evaluations are underway to award the contract. Work is expected to be completed by the end of Q3-2022 (2022-0020)
- Engineering is underway for new windows & doors at Penny Lane, Strathroy. This contract is expected to go out for tender at the end of June 2022 (2022-0008)
- The contract for Engineering design work in support of the Elevator Modernizations will be awarded in June, tender for Elevator Modernizations to be completed in Q3. (2021-0001)
- Roof replacements 39 Tecumseh is out for tender. Tender closes June 10, 2022. This work is expected to be completed during Q3-2022. (2022-0006)

Appendix A: TS-22-07 Capital Project Status Report June 2022

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
BILL LESLIE MANAGER, CAPITAL PROJECTS & CONSTRUCTION	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER
REVIEWED and CONCURRED BY:	
PHIL RENAUD DIRECTOR of PROPERTY SERVICES & ASSET MANAGEMENT	

Appendix A: Capitol Projects Status Report

Budget Year	Funding Source	Project #	Site	Project Description	Status
2020	LMH261820	2020-0001	Baseline	MUA Hookup	Completed
2020	LMH261820	2020-0001	McNay	MUA Hookup	Completed
2020	LMH261820	2020-0001	Simcoe	MUA Hookup	Completed
2020	LMH261820	2020-0001	Walnut	MUA Hookup	Completed
2020	LMH261820	2020-0002	Various	Balcony Study	Completed
2020	LMH2619	2020-0003	Simcoe	Balcony Fall Protection	Completed
2020	LMH261820	2020-0004	Albert	Boiler (heating) Replacement	Cancelled
2020	LMH261820	2020-0004	William	Boiler (heating) Replacement	Cancelled
2020	LMH261820	2020-0005	Various	Elevators: Capital Repairs	Completed
2020	LMH2619	2020-0006	Tecumseh	Fire System Replacement	Completed
2020	LMH261820	2020-0007	Albert	Fire Alarm Annunciators	Cancelled
2020	LMH261820	2020-0008	Walnut	Generator Replacement	Contract Awarded
2020	LMH2619	2020-0009	Baseline	Generator Replacement	Contract Awarded
2020	LMH261820	2020-0010	Walnut	Main electrical service upgrade	Contract Awarded
2020	LMH261820	2020-0011	Simcoe	Main electrical service upgrade	Completed
2020	LMH261820	2020-0012	Various	Elevators: Capital Repairs	Completed
2020	LMH261820	2020-0013	Albert/Commissioners	Fire Alarm Devices	Cancelled
2020	LMH2619	2020-0014	McNay	Penthouse Roof Replacement	Completed
2020	LMH261820	2020-0015	Various	Technical Contingency	Completed
2020	LMH2619	2020-0017	Dundas	Physical Security Upgrade	Completed
2020	LMH2619	2020-0018	Baseline	Plumber Riser Replacement	Cancelled
2020	LMH2619	2020-0019	Various	Asphalt Parking Lots/Walkways	Completed
2020	LMH2619	2020-0020	Various	Bathroom Rebuilds	Completed
2020	LMH261820	2020-0021	Dundas	Corridor Painting	Completed
2020	LMH261820	2020-0021	McNay/Hale	Corridor Painting	Completed
2020	LMH261820	2020-0021	Wharncliffe/Simcoe	Corridor Painting	Completed
2020	LMH2619	2020-0022	Hale, Kent, William	Exterior Entrance Doors Replacements	Completed
2020	LMH261820	2020-0023	Simpson/Tecumseh	High Rise Lighting-Exit Signs	Completed
2020	LMH2619	2020-0024	Various	Kitchen Cabinets & Counter: Replacement	Completed

Budget Year	Funding Source	Project #	Site	Project Description	Status
2020	LMH2619	2020-0025	Various	Lobby Upgrades	Completed
2020	LMH2619	2020-0026	Various	Flooring: Replacement	Completed
2020	LMH261820	2020-0027	Various	Windows/Doors County and Scattered Units	Completed
2020	LMH261820	2020-0028	Various	Mould Abatement	Completed
2020	LMH2619	2020-0029	Various	BCA 30% Portfolio	Completed
2020	LMH2619	2020-0030	Various	CRW Office Security Upgrades	Completed
2020	LMH2619	2020-0031	Various	Universal Access Upgrades	Completed
2020	LMH2619	2020-0032	Various	Asbestos Reassessments	In progress
2020	PD261819	2020-0035	Limberlost/Marconi/Southdale	Playground Equipment	Completed
2020	PD261819	2020-CONT	Various	2020 Contingency	Contingency
2021	LMH261821	2021-0001	Baseline	Elevator Major Control Modernization: Engineering	Procurement Underway
2021	LMH261821	2021-0001	Commissioners	Elevator Major Control Modernization: Engineering	Procurement Underway
2021	LMH261821	2021-0001	Dundas	Elevator Major Control Modernization: Engineering	Procurement Underway
2021	LMH261821	2021-0001	Hale 7 Dorchester	Elevator Major Control Modernization: Engineering	Procurement Underway
2021	LMH261821	2021-0001	Simcoe	Elevator Major Control Modernization: Engineering	Procurement Underway
2021	LMH261821	2021-0002	Simcoe	Balcony Repair	In progress
2021	LMH261821	2021-0003	Various	Balcony Studies	Under Review
2021	LMH261821	2021-0004	Kent	Generator Replacement	Engineering/Scoping
2021	LMH2619	2021-0005	Various	Fire System: Comprehensive Review	Completed
2021	LMH2619	2021-0006	Berkshire	Roof Investigation / Repair / Replacement	Engineering/Scoping
2021	LMH2619	2021-0006	Commissioners	Roof Investigation / Repair / Replacement	Engineering/Scoping
2021	LMH2619	2021-0006	Tecumseh	Roof Investigation / Repair / Replacement	Procurement Underway
2021	LMH2619	2021-0006	Various	Roof Investigation / Repair / Replacement	Engineering/Scoping
2021	LMH2619	2021-0006	William	Roof Investigation / Repair / Replacement	Engineering/Scoping
2021	LMH2619	2021-0007	Various	Furnace Contingency	Procurement Underway
2021	LMH2619	2021-0007	Limberlost	Furnace Replacement	Procurement Underway
2021	LMH2619	2021-0008	Huron	Hard Surface Site restoration and replacement	Engineering/Scoping

Budget Year	Funding Source	Project #	Site	Project Description	Status
2021	LMH2619	2021-0009	Boulee	Exterior site furnishings (picnic tables, benches)	Cancelled
2021	LMH2619	2021-0009	Huron	Exterior site furnishings (picnic tables, benches)	Cancelled
2021	LMH2619	2021-0009	Marconi (towns)	Exterior site furnishings (picnic tables, benches)	Cancelled
2021	LMH2619	2021-0010	Boulee	Family Site: Garbage Infrastructure Improvement	Engineering/Scoping
2021	LMH2619	2021-0010	Huron	Family Site: Garbage Infrastructure Improvement	Engineering/Scoping
2021	LMH261821	2021-0011	Various	Asphalt Restoration & Replacement	Engineering/Scoping
2021	LMH2619	2021-0012	Penny Lane	Kitchen Cabinets & Counter: Replacement	Procurement Underway
2021	LMH2619	2021-0013	Allan Rush	Bathroom Fans on Censors/Light Switch	Cancelled
2021	LMH2619	2021-0013	Boulee	Bathroom Fans on Censors/Light Switch	Cancelled
2021	LMH2619	2021-0013	Huron	Bathroom Fans on Censors/Light Switch	Cancelled
2021	LMH2619	2021-0013	Marconi (towns)	Bathroom Fans on Censors/Light Switch	Cancelled
2021	LMH2619	2021-0013	Pond Mills	Bathroom Fans on Censors/Light Switch	Cancelled
2021	LMH261821	2021-0014	Various	Lobby Upgrades	Engineering/Scoping
2021	LMH261821	2021-0015	Various	General Contingency	Contingency
2021	LMH2619	2021-0017	Head	Major Horizontal Plumbing Line	Cancelled
2021	LMH261821	2021-0018	Various	BCA 40% Portfolio	Completed
2021	LMH261821	2021-0019	Various	Universal Access Upgrades	Completed
2021	LMH261821	2021-0020	Boulee	Outdoor Security Cameras	Engineering/Scoping
2021	LMH2619	2021-0021	Various	Bathroom Rebuilds	Completed
2021	LMH2619	2021-0022	Various	Kitchen Cabinets & Counter: Replacement	Completed
2021	LMH2619	2021-0023	Various	Flooring: Replacement	Completed
2021	LMH261820	2021-0024	Various	Mould Abatement	Completed
2021	LMH2619	2021-0025	Various	Corridor Painting	Completed
2021	PD261819	2021-0026	Various	Appliances: Capital Purchases	Completed
2022	LMH2619	2022-0003	Baseline	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0003	Commissioners	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0003	Simcoe	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0003	Hale	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0003	Dundas	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0003	Albert	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0003	Dorchester	Elevator Major Control Modernization	Engineering/Scoping
2022	LMH2619	2022-0004	Albert	Electrical Investigation Water Infiltration	Cancelled
2022	LMH2619	2022-0004	Dundas	Electrical Main Circuit Breaker	Engineering/Scoping

Budget Year	Funding Source	Project #	Site	Project Description	Status
2022	LMH2619	2022-0004	William	Electrical Replace Load Centers	Engineering/Scoping
2022	LMH2619	2022-0004	Tecumseh	Electrical Unit Splitter & Disconnect	Engineering/Scoping
2022	LMH2619	2022-0004	Walnut	Main Electrical Equipment Replacement	Engineering/Scoping
2022	LMH261822	2022-0005	Various	Mechanical Systems Comprehensive Review	Under Review
2022	LMH2619	2022-0006	Baseline	Plumbing Riser Replacement	Cancelled
2022	LMH261822	2022-0007	Various	Roof Repair Replacement Construction	Contingency
2022	LMH2619	2022-0008	Penny Lane	Window Replacement	Engineering/Scoping
2022	LMH261822	2022-0009	Tecumseh (2&3)	MUA Replacement	Engineering/Scoping
2022	LMH2619	2022-0010	York	Fences and Gates	Under Review
2022	LMH2619	2022-0010	Dorchester	Wood Fencing Renewal	Under Review
2022	LMH2619	2022-0011	Various	Asphalt Restoration & Replacement	Engineering/Scoping
2022	LMH2619	2022-0013	Allan Rush	Family Site Garbage Infrastructure Improvement	Under Review
2022	LMH2619	2022-0013	Pond Mills	Family Site Garbage Infrastructure Improvement	Under Review
2022	LMH2619	2022-0013	Limberlost	Family Site Garbage Infrastructure Improvement	Under Review
2022	LMH261822	2022-0014	Various	Interior Common Areas Upgrades	Under Review
2022	LMH2619	2022-0015	Various	General Contingency	Contingency
2022	LMH261822	2022-0015	Various	Flooring Capital	recurring
2022	LMH2619	2022-0016	Various	Appliances: Capital Purchases	recurring
2022	LMH2619	2022-0016	Boullee	Outdoor Security Cameras	Engineering/Scoping
2022	LMH2619	2022-0018	Various	BCA 40% Portfolio	In progress
2022	LMH2619	2022-0019	Various	Universal Access Upgrades	recurring
2022	LMH261822	2022-0020	Southdale	Furnace Replacement	Procurement Underway

Staff Report 2022- 40 Contract Award

TO: LMCH Board of Directors

FROM: Bill Leslie, Manager, Capital Projects & Construction

SUBJECT: Contract Award – Fire Alarm, Sprinkler Testing & Maintenance - 2022-R001
(3 Year Contract)

DATE OF REPORT: June 3, 2022

PURPOSE:

The purpose of this report is to seek the approval of the Board of Directors to award a contract for – Fire Alarm, Sprinkler Testing & Maintenance 2022-R001

Board of Directors approval is required for this contractor award as it exceeds the \$75,000 financial approval limit of LMCH's CEO as set out in the LMCH "Purchasing Policies and Guidelines".

RECOMMENDATION:

That the LMCH Board of Directors approve the following recommendations:

1. Approve the award of the Fire Alarm, Sprinkler Testing & Maintenance to **Troy Life & Fire Safety LTD.** For three years for the sum of \$259,575.69 (exclusive of taxes) divided equally over three years (\$86,525.23/year) as per the outcome of Request for Proposal (RFP) 2022-R001; and
2. Authorize LMCH staff to take the necessary steps to give effect to the above recommendation(s).

FINANCE COMMITTEE UPDATE:

The Finance Committee met on June 7, 2022 to review the Contractor Award – Fire Alarm, Sprinkler Testing & Maintenance - 2022-R001 (3 Year Contract). After a verbal presentation from the Director, Property Services & Asset Management, the Committee members discussed the contract details and asked questions to staff. The Finance committee approved a recommendation to forward the report to the Board of Directors for approval.

CONTRACT INFORMATION:

The Fire Alarm, Sprinkler Testing & Maintenance contract is a three-year service agreement to test and maintain all the fire life safety equipment at all LMCH sites in London and in the County of Middlesex.

The work specified in this contract is intended to fulfill the majority of requirements specified by the Fire Marshall's Act (Fire Code) November 1997, and the National Standard of Canada. The contract specifies the required third part testing for the checking, testing, inspection and reporting of portable fire extinguishers, fire hoses, devices, life safety systems, and related equipment.

There is additional work completed by LMCH staff and other third-party vendors completed each year that addresses the remaining of the compliance standards under the legislation. These contracts are on different renewal timelines, are with specialized vendors and includes work such as generator testing and fire hydrant inspections. Staff complete additional inspections including the monthly inspections for buildings.

PROCUREMENT PROCESS:

An RFP was posted to Bids & Tenders and closed May 31, 2022. Four (4) companies registered, and all four (4) companies submitted bids.

Troy Life & Fire Safety LTD. was the lowest bidder of the four (4) submissions and satisfied all mandatory requirements.

The professional references, submitted by the proponent were contacted to verify that Troy Life & Fire Systems LTD. Inc. would be able to fulfill the tender as per the project contract. The recommendation is based on awarding the work as per the RFP requirements.

LEGAL IMPACT / RISK MANAGEMENT:

Vendor insurance and WSIB confirmations were included in the bid submission received from Troy Life Safety & Fire Systems LTD.

LMCH has had success working with Troy Life Safety & Fire Systems LTD. on after hours emergency repairs where their work has always been carried out in courteous and professional manner that reflects LMCH's CARE values.

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
----------------------------	----------------------------

BILL LESLIE MANAGER, CAPITAL PROJECTS & CONSTRUCTION	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER
REVIEWED and CONCURRED BY:	
PHIL RENAUD DIRECTOR of PROPERTY SERVICES & ASSET MANAGEMENT	