

Board Members:

Phil Squire- Chair

Shellie Chowns

Gary Bezaire

John Corboy

Shawn Lewis

Hadleigh McAlister

Mayor Grantham

Cara Awcock

Kathleen Savoy

LMCH Leadership

Paul Chisholm,
CEO

Andrea Mackenzie,
Director of Tenant
Services

Trevor
Whittingham,
Senior Manager,
Asset Management

Christine Poirier,
Senior Manager,
Property Services

Dirk Volschenk,
Manager of Human
Resources

PUBLIC AGENDA

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

Board of Directors Meeting

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

Thursday, November 16, 2023

5:30 PM – 7:30 PM

Recognition of Indigenous Peoples and Lands Statement

We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty known as the London Township Treaty of 1896. Throughout time, this region has also become the current home to the Haudenosaunee and Leni-Lenape Nations.

BOARD OF DIRECTORS MEETING MINUTES

October 19, 2023 at 5:30 p.m.
 London & Middlesex Community Housing
 Boardroom, 1299 Oxford Street East, Unit 5C5, London, Ontario, Canada

Board Members in Attendance:

Phillip Squire, Chair
 Shawn Lewis
 Hadleigh McAlister
 Gary Bezaire
 Shellie Chowns
 John Corboy
 Mayor Grantham
 Cara Awcock
 Kathleen Savoy

Senior Leadership in Attendance:

Paul Chisholm, CEO
 Andrea Mackenzie, Director of Tenant Services
 Christine Poirier, Senior Manager Property Services
 Ryan Winter, Business Planner
 Trevor Whittingham, Senior Manager Asset Management
 Dirk Volschenk, Manager, Human Resources

* *Virtual Attendance via Zoom*

1. Call to Order	P. Squire called the meeting to order at 5:30 p.m.
2. Recognition of Indigenous Peoples and Lands	P. Squire provided the recognition address at 5:30 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 J. Corboy seconded by S.Lewis, ALL Members AGREED that the agenda BE ACCEPTED and APPROVED as presented. PASSED at 5:30 p.m.



	<p>-Units in 60+ days , a combination of unit damage and pests is slowing down the completion of the units causing them to remain vacant.</p> <p>-Is there a way to add context to the data and add a separate report that goes to the TSC meeting that speaks to fire units etc. Review of the reporting structure.</p> <p>-Tenant placement waits until the unit is deemed ready, in case an issue arises, this is why units are not offered ahead of time. Current strategies ensure that the tenant gets into the unit as soon as it is ready based on the unit turnover assessment.</p> <p>- When a unit turnover takes place, pest and debris removal have timelines for each turnover stage.</p>
<p>10. Reports and Business</p> <p>c) Staff Report 2023- 54 Director of Tenant Services Update</p> <p>d) Staff Report 2023- 55 Senior Manager, Property Services Update</p> <p>e) Staff Report 2023- 56 Maintenance KPI report</p> <p>f) Staff Report 2023- 57 Renewal of Property and Liability Insurance</p> <p>g) Staff Report 2023- 58 Board of Director Expense Policy</p>	<p>Reports Overview by J. Corboy</p> <p>Community engagement work is received positively, and the Board would like data received from tenant surveys.</p> <p>MOTION to RECEIVE reports C, D, E MOVED BY G. Bezaire seconded by S. Chowns, ALL in Favour PASSED at 5:51pm</p> <p>MOTION to RECEIVE and APPROVE, reports F &G, MOVED by S. Chowns seconded by J. Corboy, ALL in Favour PASSED at 5:52 pm</p>



11. New Business	None
12. In Camera	<p>To provide an opportunity for the board to discuss particularly sensitive matters within the jurisdiction of the board (such as litigation, labour relations, or management performance).</p> <p>MOTION to MOVE to the In Camera Portion of the meeting. MOVED by McAlister, seconded by S. Lewis, 5:52pm.</p> <p>MOTION to end In the Camera portion of the meeting, MOVED by G. Bezair, seconded by Mayor Grantham, All in Favour PASSED at 6:45pm.</p>
13. MEETING ADJOURNMENT	ADJOURNED, MOVED by S. Chowns, seconded by G. Bezair. ALL in Favour, PASSED at 7:08pm.

Phil Squire, Chair

Paul Chisholm, CEO

STAFF REPORT 2023- 59

TO: LMCH Board of Directors
FROM: Paul Chisholm, Chief Executive Officer
SUBJECT: CEO Update
DATE: November 9, 2023

PURPOSE:

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

RECOMMENDATION:

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

UPDATES:

Sector Engagement

ONPHA Conference

LMCH Staff and Directors attended a 2023 ONPHA Conference Building for Belonging. This was a great opportunity to network with community housing providers across Ontario and participate in sector-relevant discussions related to leadership, people and sustainability. The conference included a series of plenary panels that brought perspective on the current housing issues, identified prior successes that we could build forward, and talked about how we should be thinking about building capacity in the sector moving forward.

ONPHA Board of Directors Announcement

Paul Chisholm has been elected to the Board of Directors for the Ontario Non-Profit Housing Association (ONPHA) for a term of three years effective October 28, 2023.



Change in City of London Wait List Prioritization

London City Council approved temporary changes to the Rent-Geared-To-Income (RGI) waitlist placement ratio at their meeting held on November 7, 2023. With the new temporary changes, 20% of households offered housing will have the urgent status with the other 80% of units being allocated based on needs and chronological waitlist households. The next report back to London City Council will be no later than Q2 2024.

Historically, the City of London has prioritized 9 in 10 units housed from the waitlist to applicants with Urgent Status (Homeless, Social, and Medical). LMCH is optimistic that this change in approach will promote successful tenancies over the course of the change process.

LMCH staff have been engaged in discussion on this matter with the City and will monitor this temporary change in the coming months to better understand the impact of the change.

PREPARED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

STAFF REPORT 2023- 60

TO: LMCH Board of Directors

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

SUBJECT: Vacancy Management Report

DATE: November 9, 2023

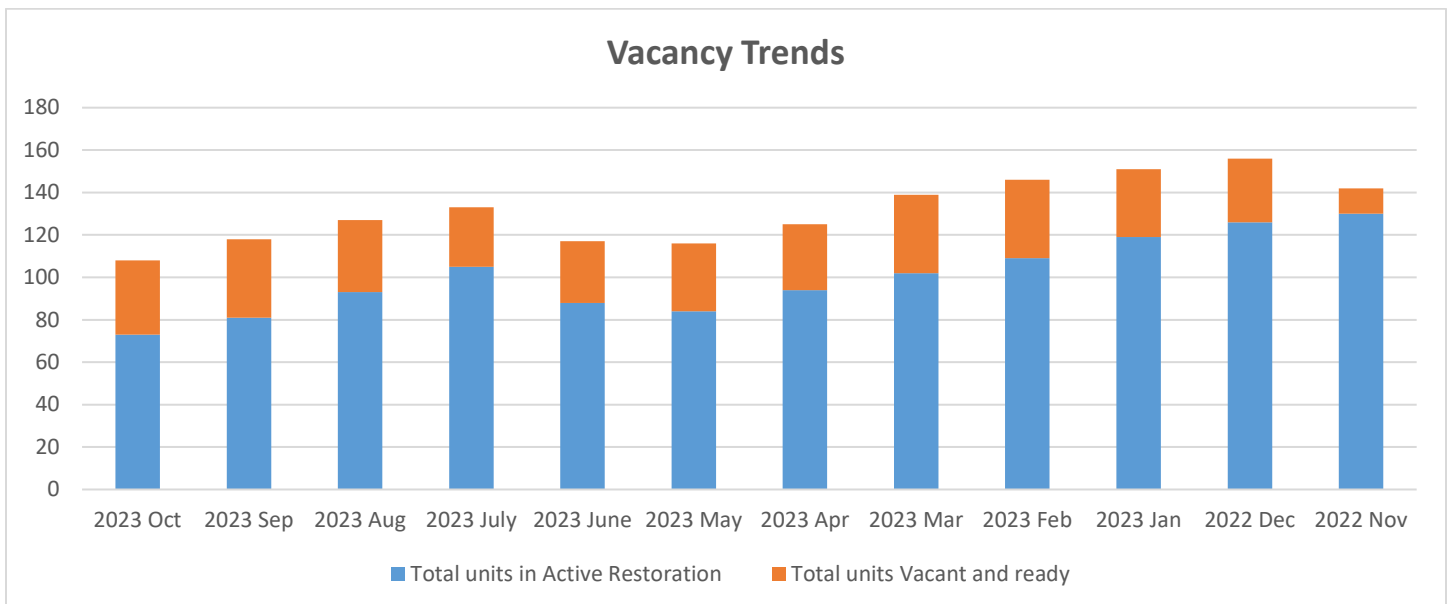
Purpose:

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

RECOMMENDATION:

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

OVERVIEW:



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

- 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 (Units)	2023 Oct	2023 Sep	2023 Aug	2023 July	2023 June	2023 May	2023 Apr	2023 Mar	2023 Feb	2023 Jan	2022 Dec	2022 Nov
Total units in Active Restoration	73	81	93	105	88	84	94	102	109	119	126	130
Total units Vacant and ready	35	37	34	28	29	32	31	37	37	32	30	12
Total Vacancy (Units Available)	108	118	127	133	117	116	125	139	146	151	156	142

Vacancy Rate	2023 Oct	2023 Sep	2023 Aug	2023 July	2023 June	2023 May	2023 Apr	2023 Mar	2023 Feb	2023 Jan	2022 Dec	2022 Nov
Total units in Active Restoration	2.2%	2.5%	2.8%	3.2%	2.7%	2.6%	2.9%	3.1%	3.3%	3.6%	3.8%	4.0%
Total units Vacant and ready	1.1%	1.1%	1.0%	0.9%	0.9%	1.0%	0.9%	1.1%	1.1%	1.0%	0.9%	0.4%
Total Vacancy (Units Available)	3.3%	3.6%	3.9%	4.1%	3.6%	3.5%	3.8%	4.2%	4.4%	4.6%	4.8%	4.3%

2. Non-Rentable Units:

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

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

3. Active Restoration:

The active restoration category includes all remaining units that are slated for restoration and rental. The target for units in active restoration is 2% of the portfolio or 66 units. At the end of October there were 73 units in active restoration which was 2.2 % of the portfolio.

There were 36 units restored in October that took an average of 111 days to return to rent ready.

Age of Units Restored in Period (Count)	2023 Oct	2023 Sep	2023 Aug	2023 July	2023 June	2023 May	2023 Apr	2023 Mar	2023 Feb	2023 Jan	2022 Dec	2022 Nov
0-15 days	0	1	3	0	1	0	0	1	1	0	0	0
16-30 days	2	3	0	1	4	4	1	2	2	2	1	0
31-60 days	9	7	17	8	9	13	3	6	1	4	4	1
61-90 days	10	12	5	6	5	5	7	10	2	8	4	3
91+ days	15	15	16	8	10	16	18	20	29	24	23	6
Total units restored	36	38	41	23	29	38	29	39	35	38	32	10
Average # of days in restoration	111	120	96	109	80	95	137	103	156	122	116	124

At the end of October 2023 there were 73 units in active restoration down from 81 at the end of September 2023. Units in active restoration at the end of October had been vacant for an average of 81 days as of 31st October 2023.

Age of Units in active Restoration (Count)	2023 Oct	2023 Sep	2023 Aug	2023 July	2023 June	2023 May	2023 Apr	2023 Mar	2023 Feb	2023 Jan	2022 Dec	2022 Nov
0-15 days	13	12	16	28	18	17	16	16	15	9	10	15
16-30 days	12	9	11	15	14	16	9	11	11	18	18	15
31-60 days	11	21	26	25	23	10	19	20	22	22	24	29
61-90 days	13	14	17	15	4	11	13	12	24	20	26	17
91+ days	24	25	23	23	29	30	37	43	37	50	48	54
Total units in Active Restoration	73	81	93	105	88	84	94	102	109	119	126	130
Average # of days in restoration at month end	81	85	87	80	100	100	101	100	92	101	97	90

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 October, 26 units were leased that had been rent ready for an average of almost 26 days. In addition to units leased an additional 32 units were accepted by tenants to be leased in November and future periods.

Age of Units Leased in the Period (Count)	2023 Oct	2023 Sep	2023 Aug	2023 July	2023 June	2023 May	2023 Apr	2023 Mar	2023 Feb	2023 Jan	2022 Dec	2022 Nov
0-15 days	12	15	17	11	23	16	20	20	22	11	8	6
16-30 days	6	11	11	7	10	10	8	8	5	5	6	9
31-60 days	7	3	3	4	3	4	9	6	3	2	4	4
61-90 days	0	0	2	2	1	3	1	0	1	0	1	4
91+ days	1	0	1	0	1	0	0	1	0	0	3	4
Total units Leased	26	29	34	24	38	33	38	35	31	18	22	27
Average # of days to commit the unit	26	16	22	21	20	21	19	21	17	14	54	48

At the end of October, the active rental stock was 35 units or 1.1 % of the portfolio. The average days units were in Active Rental at the end of October was 10 days.

Age of Units Vacant and Available (Count)	2023 Oct	2023 Sep	2023 Aug	2023 July	2023 June	2023 May	2023 Apr	2023 Mar	2023 Feb	2023 Jan	2022 Dec	2022 Nov
0-15 days	27	22	31	16	16	26	20	24	31	29	23	7
16-30 days	1	5	0	2	8	1	5	4	3	2	3	2
31-60 days	5	7	0	6	4	2	2	9	3	0	2	0
61-90 days	2	0	1	3	0	1	4	0	0	0	1	3
91+ days	0	3	2	1	1	2	0	0	0	1	1	1
Total units Vacant and ready	35	37	34	28	29	32	31	37	37	32	30	12
Average # of days vacant and ready	10	24	13	22	17	13	16	14	13	13	13	24

Period Summaries:

LMCH had a total of 26 new units confirmed vacant in the month of October which have been added to the active restoration stock.

LMCH restored a total of 36 units during this same period.

LMCH leased 26 units and future leased an additional 32 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.

Work will continue to reduce number of units in active restoration to below 66 to meet target by end of 2023. Transition of units to the CMHC Unit Accessibility Program will reduce the number vacant units moving to active restoration resulting in decreased number of units and the length of time a unit is in the active restoration phase.

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

Finance Committee Report 2023- 49

TO: LMCH Board of Directors, Finance Committee

FROM: Trevor Whittingham, Senior Manager of Asset Management

SUBJECT: Senior Manager Monthly Update

DATE: Nov 1, 2023

PURPOSE:

The purpose of this report is to provide the Finance Committee an update on the status of the work happening within the Asset Management Division.

RECOMMENDATION:

That the Finance Committee **RECEIVE** the November 2023 Senior Manager update report for information.

UPDATES:

Reimagine Southdale

The Reimagine project is finally ready for construction. The construction contract was signed in mid October and the General Contractor mobilized the week of October 23rd. Their first step was erecting construction fence and installing tree protection.

Abatement of hazardous materials in the existing townhomes will begin in early November and will take approximately five weeks. Once hazardous materials have been removed, we can proceed with demolition, and then begin new construction. We anticipate that the foundation will begin to take shape in late January. The General Contractor has estimated that construction will take 19 months, so we are projecting substantial completion in May 2025, and occupancy shortly thereafter.

Now that there is a contractor presence at the site, the realities of construction are beginning to hit home for tenants at the Southdale site. We are committed minimizing the impacts to residents as much as possible, however some changes will impact tenants such as reduced parking and the addition of construction fencing. Our Tenant Engagement group as well as the Project Manager will be available throughout the project to answer questions and address tenant concerns as they arise.

Capital Project Update

The Asset Management team is making good progress on a number of capital projects. Below is a high level update on several jobs.

Recently completed and minor deficiency clean up:

- Roofing replacement at all three buildings at the Tecumseh site
- Balcony restoration at the McNay building
- Roof replacement at the Kent St building

Completion expected within the next month

- Total repaving of the parking lots and roadways at Limberlost family site
- Hale St elevator modernization
- Dundas St elevator modernization

Recently started construction

- Penny Lane window and door replacement
- Boulee St family site parking lot lighting replacement

Ongoing or soon to begin construction

- Walnut St generator and electrical panel replacement – completion expected early spring
- Baseline Rd generator replacement – completion expected by mid January
- Kent St generator replacement – completion expected early spring
- Commissioners Rd elevator modification – construction begins early November
- Simcoe St elevator modernization – construction begins early December
- Albert St front vestibule modification – construction should begin in late Nov

Capital Program Model Changes

As mentioned in past reports, since the start of July, the Asset Management team has been dealing with a reduced staff complement. Through this time LMCH has dealt with the reduced staff capacity by reallocating some resources as well as engaging consultants to assist on several projects.

Looking forward to the capital program needs and funding, LMCH took this opportunity to examine the team structure and make sure that we can build a team that is well positioned for the future of the organization. The new model will increase the number of Project and Construction Managers as centralized coordination of Field Supervisors and support roles to improve flexibility and responsiveness to project priorities. LMCH is in the final stages of recruitment and will be bringing on four new staff members in November to join the team and ensure that all capital projects/programs are delivered professionally and successfully.

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

Finance Committee Report 2023-50

TO: LMCH Finance Committee

FROM: Trevor Whittingham, Senior Manager of Asset Management

SUBJECT: CMHC Q3 – 2023 Update

DATE: October 24, 2023

PURPOSE:

This report is to provide an update to the LMCH Finance Committee on the CMHC Program, and the status of key projects with the allocated budgets representing the secured funding of \$40,136,090 through CMHC.

RECOMMENDATION:

It is recommended that the LMCH Finance Committee **RECEIVE** this report for information.

BACKGROUND:

LMCH began collaborating with CMHC in 2019 to define projects that meet the CMHC requirements under the Renovation, Repair, and Renew funding program. The program developed by LMCH team members followed the guidelines of the National Housing Co-Investment Fund – “Minimum Environmental & Accessibility Requirements – Repairs and Renewals”. The criteria requirements include increasing accessibility in common areas and retrofitting 20% of the units’ interior in order to meet accessibility requirements, while also achieving 25% energy savings and GHG reductions by year-end 2027.

On February 25, 2021, CMHC confirmed to LMCH that the provided documentation met the criteria for funding. The City of London, denoting its commitment to the program, agreed to act as guarantor on June 16, 2021.

On November 25, 2021, LMCH, in conjunction with the City of London (COL) as guarantor, executed the loan agreement with CMHC for \$40,136,090. The funding allocation consists of \$ 15,533,989 as a forgivable loan and \$24,602,101 repayable loan with the City of London guaranteeing \$37,000,000.

PROJECT UPDATES:

The funding can be categorized into three divisions: Energy, Accessibility, and Property Works. The below summary provides the project status of each division.

Energy

Energy Management System (EMS)

In 2022 Demtroys thermostats were installed at 7 of the 8 designated CMHC high-rises buildings. The installation at Dundas was put on hold when it was discovered that the existing wiring was insufficient to power the thermostats. In addition, it was found that many existing thermostats were placed on outside walls rather than inside walls. An altered scope, which will enable the Demtroys units to work at Dundas has been developed, and unit pricing has been received for the installation. A business case will be proposed for this work due to increased installation costs. If approved, this work will likely proceed in 2024.

Windows and Doors

Window installation at Pond Mills is complete. Allan Rush windows and door project commenced October 18th 2023. Due to shipments the installers complete one week of windows and follow up the second week with doors. Work is anticipated to be completed by December 2023.

Future Works

Plumbing Fixture Replacement: This work will be part of a phased project.

- **Phase 1:** Plumbing fixtures will be changed during unit turnovers and when work for CMHC unit modifications are being completed. Work to commence during unit turnovers.
- **Phase 2:** Units not completed through Phase 1 will be addressed in a structured program later in the coming years.

LED Retrofits: LMCH will audit our sites and confirm areas that have not already been transitioned to LED lighting. LED lighting will be installed in chute rooms, laundry rooms, and staff areas and will be combined with sensor lighting to maximize energy savings.

Furnace & Hot Water Tanks: As there is already significant work underway at some of the family sites, and current hot water tanks in use are under rental agreement until 2027, this work is scheduled for future years. A schedule will be finalized by the end of 2023 for this scope.

Accessibility Common Areas Updates

Simcoe Paving

A complete resurfacing of the parking lot off of Simcoe St, as well as significant sidewalk repairs was completed in September of 2023. Project complete.

Highrise Paving

Partial and full paving rehab projects have been completed at all (8) CMHC designated high-rise properties. This included for accessible ramps at designated AODA parking spaces, install of tactiles, curbs and paving.

Family Site Paving

A full rehab project was completed at Marconi, and extensive pathways and 2 parking lots were completed at Allan Rush.

Consultant tender received for 2024 paving works of Huron, Pond mills and Boullee.

Playgrounds:

Installation of new playgrounds at Allen Rush and Huron have been completed.

Highrise Doors

Mock up fire exit stair well door has been completed at 580 Dundas to meet code compliancy and AODA vision glass has been installed. Works will continue into November due to long lead procurement of doors.

Public Kitchens:

Tender currently on bids and tender for redesign of kitchens at CMHC designated seniors buildings (Kent, Walnut, McNay and Baseline). Kitchens do not currently meet AODA requirements or health and safety standards when LMCH partners use the space. We will be upgrading the spaces with new amenities (ie. Designated hand wash sink, eye wash station, etc.) which could allow for the introduction of new programs and initiatives at these properties.

Future Works:

- Drawings are being finalized to re-purpose the lounge at 345 Wharnccliffe into a more usable space.
- Development of standards and requirements to modify common area kitchens to meet accessibility guidelines.
- Development of a wayfinding signage standard that can be adopted not just within the CMHC portfolio, but throughout all LMCH sites.
- A refresh of high-rise laundry rooms to address accessibility requirements.

Accessibility / Barrier-Free Requirements – In Suite

LMCH currently has various levels of retrofits in units that have occurred over the years to meet the on-demand accessibility requests of the residents. CMHC funding provides the opportunity to develop a systematic and consistent program to meet future tenant needs. Implementing a complete program of modifications will ensure LMCH has an inventory of accessible units to meet growing demands rather than completing a reactive retrofit in response to a specific tenant request.

The unit accessibility modifications program will be rolled out to many sites over the next three years. The tentative schedule is shown in the table below:

Unit Modifications	Simcoe	Baseline (seniors)	Mc Nay (seniors)	Dundas	Walnut (senior)	Kent (senior)	345 & 349 Wharndcliffe
2023 Q1- Q2		2	1		6		6
2023 - Q3 - Q4	14	26	29		14	15	10
2024 - 2025	21	54	58	20	55	50	35
Total	35	82	88	20	75	65	51

- Actual timeline of the project, and the number of units completed each year is dependent on the quantity of tenant move-outs.
- Project work can continue into 2026 to address issues that arise in meeting the required program target.

TENANT IMPACT:

Tenant impact varies from project to project. Disruptions for all projects are communicated to the tenants via notice drop-offs at each unit explaining the project and possible impacts. When regular paths of travel are interrupted or parking lots are closed, signage and maps are provided denoting alternate routes.

FINANCIAL IMPACT

Budget estimates were submitted for the CMHC program contract. On a quarterly basis, submissions are made to CMHC to confirm our spending to date and more accurately project future spending. Interest on the repayable portion of the loan is calculated only on actual spending and is locked in on an annual basis.

CMHC Quarterly Draw and Funds received:

Draw 1 - 7	Repayable 61%	\$ 1,866,663.78
	Forgivable 39%	\$ 1,193,258.33
Receipt anticipated Oct. 30 th , 2023		
Draw 8	Repayable 61%	\$1,029,899.61
	Forgivable 39%	\$658,460.40
Total		\$ 4,748,282

LEGAL IMPACT / RISK MANAGEMENT:

All tender responses for construction projects require the submission of WSIB, insurance and any relevant certificates. Projects are reviewed individually for surety and bonding requirements.

Where Asbestos Containing Materials have been identified, this information has been included in the bid documents and all required precautions will be taken by the selected vendor for the project (s).

Excess soils regulation 406/19 came into effect Jan. 1, 2023. Under this regulation soil testing can be required for the dumping of 'excess soils' when completing excavation works. Due to the large volume of paving works occurring it is prudent to be aware that additional costs that may stem from soil contamination.

PREPARED and SUBMITTED BY:	STAFF CONTACT:
Trevor Whittingham Senior Manager, Asset Management	Wendy Groves Project Manager, CMHC Repair and Renew

Finance Committee Report 2023- 51

TO: LMCH Finance Committee

FROM: Bushra Walji, Finance Manager

SUBJECT: Q3 2023 Financial Results

DATE: October 25, 2023

RECOMMENDATION:

That the September 30, 2023, 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 September 30, 2023, Operating Financial Results. The YTD operating results on September 30, 2023, ended with an operating surplus of \$ 399,297 a favorable result from the \$ 6,495 surplus projected in the budget.

Operations Revenue

Total revenue showed a favorable variance of \$324,406 compared to the 2023 budget:

- The positive variance was primarily driven by a decrease in bad debt write-offs which showed a favorable \$ 391,485, This indicates that the actual debt written off was lower than what was budgeted. The bad debt write-offs are significantly under budget as a result of the following factors:
 - For the year ended December 31, 2022, an allowance of \$1.014 million was provided for potential bad debts. This figure was a result of a thorough historical analysis of receivables that were unlikely to be collectible. This figure was based upon the premise that 60% of total receivables at year-end would not be collectible.
 - In early 2023, an analysis was done by Tenant Service and it was determined that actual bad debt write-offs were approximately \$520k. This means that approximately \$500k in provision remained for balances that existed on December 31, 2022, that could still potentially be bad debts. Because of this

- carry-forward balance, the amount of bad debt provision required in 2023 is less.
- It was determined that in 2023, the post-pandemic factors that plagued the receivables balances had been substantially resolved i.e. RGI/Market Rates have been more appropriately applied as a result of tenants providing updated NOAs, that excluded government subsidies, and a more normalized approach to following up with overdue tenants.
 - The allowance for doubtful debts has been adjusted downwards on the balance sheet to \$836,000 from ~\$960k, which represents a more conservative provision, supported by the ratio of 60% of the Rent Receivables (excludes other receivable balances). A more thorough analysis will be conducted at year-end.

Tenant Recoveries: Showed a favourable variance of \$35,658. This means that the actual recoveries from tenants for expenses or damages exceeded the budgeted amount.

Interest Revenue: This had a favourable variance of \$ 34,836 as a result of the Bank of Canada's interest rate hikes. From Jan 1, 2023 interest rates have increased ~¾% which results in increased bank interest on deposits held.

Expenditures

Total expenditures showed a favorable variance of \$ 42,912 over the 2023 budget.

Salaries, wages, and benefits have a favorable variance of \$ 172,136.

Tenant Services showed a favourable variance of \$114,423. Driven by a favourable variance of \$50,765 in Security Services and \$63,658 in Social/Recreation Programs.

Building Maintenance, Materials, and Services had unfavorable variance of (\$199,987). A review of this category indicates several program areas as overspent including Building General (\$ 180,282), Cleaning Buildings (\$64,096) Landscaping and Parking Lot Maintenance (\$47,149), Painting (\$66,907), Plumbing (\$42,831), Elevators (\$22,625) Heating and Ventilation (\$19,308) and Vandalism (\$3,285)

Corporate Costs including Legal, Consulting, and Human resources Expenses have a favourable variance of \$58,808.

Utilities have an unfavourable variance of (\$13,157) in this Third quarter with unfavorable variances reported in Property Taxes (\$10,682) due to Tax adjustments and in Transport and communication (\$43,912).

Extraordinary Loss shows a favourable balance of \$25,485. The presentation of the Extraordinary loss has been revised this quarter, so that the amount reflects only the cost to LMCH, which is the deductibles paid on insurance claims. The current and accrued expenditures that are to be recouped from insurance/City, have been capitalized on the balance sheet under 'Sundry Receivables'.

Please see the attached report for a detailed analysis.

Appendix A – September 30, 2023, Operating Results

SIGNATURE:

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
BUSHRA WALJI MANAGER of FINANCE	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

Appendix A – September 30, 2023,
Operating Results

LONDON MIDDLESEX COMMUNITY HOUSING
Income Statement
(Unaudited)

30-Sep-2023

	2023	2023	Variance from	%	2022	Variance from	%	2023	2022
	YTD	YTD	BUDGET	Var	YTD	2022	Var	FY	FY
	Actuals	Budget	Better (Worse)		Actuals	etter (Worse)		Budget	Actuals
OPERATING INCOME STATEMENT									
REVENUES									
RENT REVENUES	10,053,431	10,252,941	-199,510	-2%	10,233,755	-180,325	-2%	13,883,347	13,621,605
TENANT RECOVERIES	132,916	97,258	35,658	37%	167,984	-35,068	-21%	118,258	226,385
NET BAD DEBT WRITE OFF	-317,085	-708,570	391,485	-55%	-331,555	14,470	-4%	-953,614	-976,877
ANTENNA LICENSES	122,632	121,246	1,386	1%	118,899	3,733	3%	161,675	159,092
INTEREST	127,416	92,580	34,836	38%	103,842	23,573	23%	107,580	142,054
SUNDRY & OTHER REVENUE	210,312	149,760	60,552	40%	158,953	51,359	32%	181,278	222,100
MUNICIPAL BASE FUNDING	11,007,488	11,007,488	0	0%	10,425,137	582,352	6%	14,676,651	13,900,182
TOTAL REVENUES	21,337,109	21,012,703	324,406	2%	20,877,014	460,095	2%	28,175,174	27,294,541
OPERATING EXPENDITURES									
SALARIES, WAGES & BENEFITS	5,787,261	5,959,397	172,136	3%	4,978,290	-808,971	-16%	7,945,863	6,702,575
TENANT SERVICES	473,622	588,045	114,423	19%	451,001	-22,621	-5%	763,671	681,385
MAINTENANCE, MATERIALS & SERVICE	4,848,081	4,648,094	-199,987	-4%	4,502,132	-345,950	-8%	6,184,485	6,813,690
UTILITIES	3,477,971	3,464,814	-13,157	0%	3,369,922	-108,049	-3%	4,707,327	4,549,817
PROPERTY	4,838,532	4,828,098	-10,434	0%	4,615,137	-223,396	-5%	6,475,992	6,154,999
ADMINISTRATION	1,462,829	1,442,760	-20,069	-1%	1,534,560	71,730	5%	1,997,835	2,292,646
TOTAL OPERATING EXPENDITURES	20,888,297	20,931,208	42,912	0%	19,451,041	-1,437,255	-7%	28,075,174	27,195,112
			0						
EXTRAORDINARY LOSS	49,515	75,000	25,485	34%	60,304	10,788	18%	100,000	83,420
NET SURPLUS (DEFICIT)	399,297	6,495	392,802	6048%	1,365,669	-966,372	-71%	0	16,009

Finance Committee Report 2023- 52

TO: LMCH Finance Committee

FROM: Paul Chisholm, CEO

SUBJECT: Key Performance Indicators (KPIs)

DATE : October 25, 2023

RECOMMENDATION:


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

Appendix A is LMCH BOD KPI summary, with unaudited, preliminary Q3 2023 data.
Appendix B is the data dictionary for LMCH BOD reported KPIs.

SIGNATURE:

STAFF CONTACT:	REVIEWED and CONCURRED BY:
AHMAD MIAN BUSINESS ANALYST	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

Appendix A: LMCH Board of Directors KPI Summary

 LONDON & MIDDLESEX COMMUNITY HOUSING	Q3 2023	Q2 2023	Q1 2023	Q4 2022	Q3 2022	Avg. 2023	Avg. 2022
Category/Metrics	Current Quarter	Previous Quarter					
Human Resources KPI Metric Summary							
Full Time Staff	87	83	85	84	75	85	74
Full Time Equivalent (FTE) ^Ω	88.81	84.4	86.36	85.39	76.43	86.52	75.39
Business Case 19 Related Hires	22	19	19	21	20	20	20
Finance, Information Technology and Data Science KPI Metric Summary							
Surplus/(Deficit)*	\$392,802	\$235,357	(\$502,204)	\$16,009	\$1,258,212	N/A	N/A
Rent Arrears	\$913,096	\$962,814	\$1,094,658	\$1,143,684	\$1,065,373	\$913,096	\$1,143,684
Rent Collection Percentage	90.92%	85.58%	69.21%	91.60%	89.59%	79.89%	84.42%
Percentage of Tenants in Good Financial Standing	79.21%	79.74%	80.07%	78.44%	76.52%	79.05%	76.95%
Tenant Services KPI Metric Summary							
Total Evictions*	18	19	20	4	3	57	36
Units Leased	87	109	84	83	89	280	350
Property Services KPI Metric Summary							
Total Vacant Units	118	117	139	156	136	374	572
Total Vacancy Rate	3.60%	3.56%	4.24%	4.75%	4.14%	3.97%	4.52%
Cost of Vacancy [†]	\$102,060	\$96,660	\$117,720	\$117,990	\$114,210	\$105,480	\$120,218
Capital KPI Metric Summary							
Percentage Spent vs Approved Budget**	68.47%	61.08%	47.57%	25.64%	12.31%	68.47%	25.64%
FCI Score	-	-	-	-	-	-	-
Ω Derivation excludes On Call Manager Hours * Total Evictions are updated for Q1 & Q2 2023 † Derived from KPMG 'Cost of Vacancy' Metric. ^ FTE has been updated for Q2 **Percentage Spent vs Approved Budget has been adjusted to reflect projects with anticipated spend in 2023.							

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 the 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

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.

STAFF REPORT 2023- 61

TO: LMCH Board of Directors

FROM: Trevor Whittingham, Senior Manager of Asset Management

SUBJECT: Multi-Family Site Consultant Paving - 2021-CMHC-0014

DATE: November 9, 2023

PURPOSE:

The purpose of this report is to inform the LMCH Board of Directors of our intention to award a contract for consulting services for Family Site Hard Surface Repairs. The services will be provided at Boullee, Huron, and Pond Mills as part of the approved budget for Exterior Works and Property Improvements within the CMHC Co-Investment Funding Program.

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

RECOMMENDATION:

That the update on this project **BE RECEIVED and APPROVED.**

1. APPROVE the award of the work to Edison Engineers Inc. for the value of \$19,800 (excluding taxes) to perform the work as specified in the RFP for engineering services.
2. APPROVE the payment of the standard construction administration fee of 2.55% of the final value of the paving projects estimated to bring total project costs to exceed \$50,000 in additional fees (excluding taxes) dependent on final project scope and value of contract awards.
3. RECOMMEND that this contract ward be approved by the Board of Directors of LMCH.
4. Authorize LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

As part of the CMHC Co-Investment program, LMCH has been promised funding of up to \$40,139,939, to be spent between 2021 and 2027. The funding allocation consists of

\$15,533,989 as a forgivable loan and \$24,602,101 as a repayable loan, with the City of London guaranteeing \$37,000,000.

LMHC identified several projects to fulfill the CMHC program requirements that, when fully implemented, would meet the energy savings, accessibility requirements, and property enhancements required to secure the funding. LMCH identified hard surface repairs and site improvements as a project initiative at 5 of the CMHC family sites. Parking lot repaving at Marconi was completed in early 2023, and two parking lots, extensive pathways, and curbs were refurbished in July 2023 at Allan Rush.

The work planned for the additional family sites will finalize the budget for Exterior Works and Hard Surface Repairs. The first step in this process is to engage an engineering consultant to assist with scope and design.

REASONS FOR RECOMMENDATIONS

An RFP for engineering services was posted to Bids and Tenders on September 25th and closed on October 18th. Submissions were received from MK2, Rimkus, Edison Engineering, and RJC Engineers. The scope included an initial report upon a full site review with the Project Manager to include multiyear phasing if anticipated construction costs exceed per-property budget amounts. The RFP also requested schematic designs, details, and specifications, as well as a fee proposal for construction administration. As a result, the selected consultant will be engaged in the tender process, project start-up with the contractor, project meetings, reviews, pay certifier, and close-out documents.

After evaluation of the submissions, Edison Engineering is the successful bidder. Edison provided a complete, comprehensive, and on-time bid response with significant relevant experience. Benefits of working with Edison include:

- Trusted consultant who has worked with LMCH on paving and window projects for many years.
- Strong project experience.
- Low bidder
- No current litigations
- Listed as a preferred vendor for municipalities.

The bid response is below the threshold (\$75,000) where Board approval is required, this report will serve as a notification that a Work Order Contract will be executed once this document has been authorized. The initial contract value will be \$19,800 (excluding HST) for consulting services to Edison Engineering Ltd.

It is estimated the value of the future construction contract will be approximately \$2,000,000. Edison Engineering's proposal includes a construction administration fee of 2.55% (approximately \$51,000). A change order to Edison's contract will be required once the construction contract has been awarded. This will increase the total contract value with Edison Engineering to approximately \$70,800, excluding taxes.

Board approval is requested to ensure that required work on these projects will proceed in the event the construction costs come in higher than current estimates and exceed the \$75,000 limit within the procurement policy.

TENANT IMPACT:

Tenant notice of project letters will be delivered by Feb. 2024, with an anticipated construction start in Spring 2024. Similar to how work was completed on previous properties, the work will be phased to ensure parking is available for tenants. Site maps will be provided highlighting areas of construction. When required, alternate routing will be highlighted and a field supervisor will be available to support.

Tenants will be informed of possible dust, noise, and fumes during the construction. Pylons/fencing will be in place identifying the construction area(s). There will be no construction on weekends and holidays.

FINANCIAL IMPACT:

The Project is fully funded through the CMHC Co-Investment Program Funding. The table below outlines per property allocated funds for hard surface repairs and exterior works. Depending on the final design, the paving budget at Pond Mills and Boullee may increase.

Exterior Works	Allocated Budget	Current Commitments	Anticipated Costs	EAC Completion
Marconi	\$717,444	\$378,370		\$380,000
Allan Rush	\$825,630	\$825,533		\$825,533
Pond Mills	\$825,630		\$724,450	\$724,450
Boullee	\$825,630		\$724,450	\$724,450
Huron	\$717,444	\$78,892	\$624,450	\$704,450

LEGAL IMPACT / RISK MANAGEMENT:

Depending on the scope of work required it may be necessary to reallocate a portion of the remaining Marconi budget to Huron. The unspent funds at Marconi can be considered a construction contingency for future works.

Based on learnings from paving construction completed in 2023, we will also be completing some additional soil testing prior to construction start to ensure we are compliant with legislation on contaminated soils

IN-CAMERA ATTACHMENTS:

Attachment A: Edison Submission

Attachment B: Scoring Matrix

PREPARED and SUBMITTED BY:	STAFF CONTACT:
NAME: Trevor Whittingham POSITION: Sr Manager, Asset Management	Wendy Groves Construction and Project Manager

Appendix B to be completed in its entirety.

Schedule A: Check list

I/We hereby submit our proposal for consideration under the terms, conditions and provisions outlined in this tender document. By submitting your bid you are agreeing to having the required insurance, WSIB, and any associated certificates and or training to complete the work tasks associated with the scope of work. Enclosed herewith as part of our submission are responses to mandatory requirements, mark Y to denote included in submission and all documents in the package are to be completed and form the submission, including

Required	Schedule/Documents	Yes/No
Check List	Schedule A	
Bid Form	Schedule B	
Banking	Schedule C	
Relevant Work	Schedule D	
Conflict of Interest	Schedule E	
Litigation	Schedule E2	
Estimated Schedule/Timelines	Schedule F	
Scoring	Schedule G	
Project Team	Schedule H	
WSIB	Consultant to submit	
Insurance	Consultant to submit	

The following documentation has been provided and make up the tender package:

- RFP - Accessibility & Paving – Family Sites
- Appendix B – Bid Package – to be completed & submitted by proponent.
- Appendix C Reference Drawings

Consultant Name _____

Schedule B - Bid Form

Bidder Information

Company Name	
Contact Person	
Phone	
Email	
Address	

Sub Total: \$ _____

HST: \$ _____

Total Cost: \$ _____

Total Cost: _____

_____ / 100 DOLLARS (in writing)

Plus _____ % for contract administration services to be issued as a change order upon contractor selection.

Signing
Officer:



Name:

(Signature)

(Print)

Title:

Date:

Addendum: of read and issued and make up the bid submission value.

(affix Bidders Seal)

Bids shall remain open to acceptance for a period of thirty (30) days after the bid closing date.

***** End of Section *****

Schedule B Continued

Company Name: _____

Each project must be invoiced separately.

	Huron	Pond Mills	Boullee
Report	\$	\$	\$
Schematic and Design Development	\$	\$	\$
Tender Documents	\$	\$	\$
Contract Admin	<input type="checkbox"/>	%	%
Close Out	\$	\$	\$
Total Excluding Contract Admin	\$	\$	\$

Schedule C

BANK REFERENCE

Name: _____

Branch: _____

Address: _____

Phone: _____

Does your company have a line of credit with the bank noted above?

- Yes
- No

Line of Credit Amount \$ _____

Company Name: _____

Schedule D – Relevant Work

Project Name / City Located:	
Client/Title:	
Client Phone No./Email:	
Description: (scope, construction timeline, budget etc.) Asphalt repairs & replacement work, as well as accessibility improvements completed at 6 residential high-rise properties. The work comprised of asphalt and base material replacements where needed, new curb ramps, new patios / landings, localized sidewalk and curb replacements, and other miscellaneous accessibility improvements. Edison completed engineering design specifications and drawings, assisted in tendering, and provided construction oversight and contract administration support. Overall, the project came in slightly over budget due to concealed poor base materials. Budget - \$950,000.	

Project Name / City Located:	
Client/Title:	
Client Phone No./Email:	
Description: (scope, construction timeline, budget etc.) Asphalt paving replacement at a residential condominium complex. The work comprised of the full removal of existing asphalt, proof rolling and repairing poor granular sub-base, re-compacting and sloping, and new asphalt pavement. Localized damaged concrete curbs were also replaced. Edison managed the project from start to finish, including the condition assessment investigation work, engineering design specifications and drawings, tendering to qualified contractors and overseeing the contract administration and engineering. Overall, the project came in on budget and on time in 2020. Budget - \$225,000.	


Project Name / City Located:	
Client/Title:	
Client Phone No./Email:	
Description: (scope, construction timeline, budget etc.) Asphalt paving replacement at a residential condominium complex. The work comprised of the full removal of existing asphalt, proof rolling and repairing poor granular sub-base, re-compacting and sloping, and new asphalt pavement. Localized damaged concrete curbs were replaced. A concrete garbage pad was replaced. Concrete catch basin pads were replaced. Edison managed the project from start to finish, including the engineering design specifications and drawings, tendering to qualified contractors and overseeing the contract administration and engineering. Overall, the project came in on budget and on time (2022). Budget = \$150,000.	

Company Name: _____

Schedule E – Conflict of Interest

I/We certify that, I/We have a financial interest in other firms, businesses, or enterprises which presently, or in the past, are or have rendered goods to London & Middlesex Community Housing or which are also bidding on the present job.

YES _____ NO _____

Signature:  _____

If "YES" (applies to above declaration), please list below firms, businesses or enterprises in which a financial interest is held.

Schedule E2 - Litigation

That (company name) _____ (i) No current or pending litigation, investigation before or by any arbitrator or Governmental Bodies.

YES _____ NO _____

If "YES" (applies to above declaration), provide details

Company Name: _____

Schedule F – Timelines

Upon award, work will commence within _____ days.

Tender package for client review completed within _____ weeks.

Schedule G – Scoring

Mandatory fail – incomplete submission, late responses

Pricing: 55%
Relevant Work: 20%
Schedule: 25%

Schedule H – Project Team

Lead: _____

Associate _____

STAFF REPORT 2023- 62

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: 2024 – 2027 Strategic Plan

DATE: November 09, 2023

PURPOSE:

The purpose of the report is to receive approval for the London and Middlesex Community Housing 2024 – 2027 Strategic Plan 'Toward a Shared Vision'.

RECOMMENDATION:

That, the LMCH Board of Directors APPROVE the following recommendation(s):

1. **APPROVE** the LMCH 2024-2027 Strategic Plan 'Towards a Shared Vision' (Attachment 1)
2. **Authorize** staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

The LMCH Board of Directors is responsible for providing the strategic direction for the corporation. Through 2022 and into 2023 the LMCH staff have engaged with the Board, tenants, staff, and other stakeholders to identify priorities and develop priorities to support LMCH in fulfilling their mission.

Through this process, common themes emerged. These have been incorporated within the plan:

- Community Safety
- Communication with LMCH
- Responsiveness
- Pest Control
- Improvements in programming/services at LMCH sites

The plan includes initiatives to address the issues raised through the townhalls, builds on current initiatives related to investment in our communities and sustainability, and also focuses on fostering a Health Organization.

The Mission, Vision and Values of LMCH have additionally been recast based on feedback of key stakeholders to create clarity and focus on the strategic priorities of LMCH.

LMCH Strategic Priorities

To drive our vision and enable positive and sustainable change, London Middlesex Community Housing has identified the following strategic priorities. Anchored in our values, they will ensure we maintain our unwavering focus on enhancing the housing experience for all our tenants.

1. **Improving the Tenant Experience:** Demonstrate that it is a priority to ensure that residents feel comfortable, safe, and supported in their homes.
2. **Developing an Enhanced Service Model:** Ensure services meet the needs of our tenants while actively involving tenants in decision-making processes.
3. **Investing in our Communities:** Create vibrant and thriving neighbourhoods by investing in our buildings, beautifying our grounds, and redeveloping our communities.
4. **Focusing on Environment and Governance:** Deepen our commitment to a sustainable future by reducing environmental impact and promoting sustainable options while strengthening risk management practices and vendor oversight.
5. **Foster a Healthy Organization:** Build a positive and inclusive work culture, ensuring the well-being and professional growth of staff members.

Moving the Plan into Action

With each strategic priority, LMCH has developed an action plan that identifies key steps to drive success. LMCH will develop a workplan based on the identified initiatives, create timelines and begin reporting on this workplan as part of a semi-annual report back to the Board of Directors. This workplan will expand on the Actions identified, break them into smaller initiatives, and add to these plans through the course of the plan.



As workplans are finalized the reporting of Key Performance Indicators provided to the Board will be adjusted to better support improved monitoring and reporting on key initiatives.

Communication

LMCH will develop a plan to communicate the strategic plan to key stakeholders including tenants, staff, and other partners. This includes ensuring the plan is shared across multiple formats (e.g. print and web) to ensure it is readily accessible.

Attached is the draft version of the strategic plan for your review. Pending your approval, it will be moved into design for communication.

ATTACHMENT: LMCH Strategic Plan 2024-2027 (Draft)

PREPARED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

STRATEGIC PLAN

2024 - 2027



LONDON & MIDDLESEX
COMMUNITY HOUSING

DRAFT

TOWARD A
SHARED VISION



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Land Acknowledgement

We acknowledge that we are gathered today on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron.

We acknowledge all the treaties that are specific to this area: the Two Row Wampum Belt Treaty of the Haudenosaunee Confederacy/Silver Covenant Chain; the Beaver Hunting Grounds of the Haudenosaunee NANFAN Treaty of 1701; the McKee Treaty of 1790, the London Township Treaty of 1796, the Huron Tract Treaty of 1827, with the Anishinaabeg, and the Dish with One Spoon Covenant Wampum of the Anishnaabek and Haudenosaunee.

This land continues to be home to diverse Indigenous people (First Nations, Métis and Inuit) whom we recognize as contemporary stewards of the land and vital contributors to society. We hold all that is in the natural world in our highest esteem and give honour to the wonderment of all things within Creation. We bring our minds together as one to share good words, thoughts, feelings and sincerely send them out to each other and to all parts of creation. We are grateful for the natural gifts in our world, and we encourage everyone to be faithful to the natural laws of Creation.

The three Indigenous Nations that are neighbours to London are the Chippewas of the Thames First Nation; Oneida Nation of the Thames; and the Munsee-Delaware Nation who all continue to live as sovereign Nations with individual and unique languages, cultures and customs.

This Land Acknowledgement is a first step towards reconciliation. Awareness means nothing without action. It is important that everyone takes the necessary steps towards decolonizing practices. We encourage everyone to be informed about the traditional lands, Treaties, history, and cultures of the Indigenous people local to their region.

Message from LMCH

London Middlesex Community Housing is steadfast in our vision to build inclusive communities where safe, affordable, and accessible housing is the foundation for positive change. Our new 2024-2027 Strategic Plan, *Towards a Shared Vision*, the roadmap that will help us make this vision a reality. Carefully crafted with valuable input from our tenants, staff, board of directors, and community partners, it sets the framework for us to work together and drive positive change and elevate the overall housing experience for our tenants.

Our journey over the next five years is focused on five strategic priorities, beginning with the **tenant experience**. We believe every tenant deserves a home that is comfortable, safe, and supported. To achieve this, we are developing an **enhanced service model** to improve how we deliver services and communicate with our tenants. By actively involving tenants in decision-making processes, we ensure that their voices shape the services and initiatives we provide.

LMCH faces challenges of maintaining aging assets with an average age of 50 years. Through ongoing **investing in our communities**, LMCH will create vibrant and thriving neighbourhoods that will contribute to tenants' quality of life and foster thriving communities.

We recognize the importance of sustainability and renewable practices in preserving our planet for future generations, and we are determined to play our part in creating a greener future. With a **focus on the environment** and investing in sustainability projects, we reduce our environmental impact, promote energy efficiency, and create healthier living environments for our tenants and our whole community.

People are our greatest strength, and we must support them by fostering a **healthy organization**. This means building a positive and inclusive work culture that values the well-being and professional growth of our staff members. By creating an environment that nurtures talent and supports personal development, we empower our team to deliver exceptional service and make a meaningful difference in tenants' lives.

As we continue to recover from the pandemic, we do so with an eye to our ever-changing environment and the needs of our tenants. We must remain nimble and responsive while continuing to make smart, strategic decisions to drive us into the future.

We are excited about the possibilities that lie ahead and are deeply grateful for the continued trust and support of our stakeholders. Let us embark on this journey together as we shape a brighter future for all.

Paul Chisholm
CEO

Phil Squire
Chair, Board of Directors

Developing Our Strategic Plan

LMCH's 2024-2027 Strategic Plan was developed collaboratively by incorporating valuable input from diverse stakeholders. Guided by a robust engagement strategy throughout 2022-2023, more than 300 tenants actively participated in town hall sessions, sharing ideas, concerns, and insights into community goals and challenges. The engagement of LMCH staff and the board of directors was also instrumental, contributing their expertise and perspectives in shaping the plan. Workshops, meetings, and brainstorming sessions identified key priorities and the overall vision of the organization. Community partners, including local organizations and agencies, supported the plan's development, providing crucial feedback to align goals and leverage resources effectively.

We want to thank everyone for their engagement, involvement, transparency, and support in this process. This plan reflects the collective wisdom and aspirations of the community and our stakeholders and together we will create thriving, sustainable communities for all. Thank you.

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Our Mission, Vision, & Values

Mission

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

Vision

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

Values

To Collaborate

To be Accountable

To be Responsive

To promote Equity

DRAFT

Community Environmental Context

Economic Conditions

Increasing global inflation and rising interest rates have driven up the cost of living across Canada. Families across London Middlesex are struggling to afford basic necessities like housing, food and other essentials. Economic conditions have impacted LMCH as well. Supply chain challenges and increased costs of labour and materials have contributed to delays in key projects. These economic conditions are placing tremendous pressure on the LMCH operating and capital budgets.

Government Policies

Federal, Provincial and Municipal programs and policies directly influence community housing and the communities we serve. Decisions on the design of income support programs, investment in community agencies and housing investment will impact the access to and affordability of housing. Investment in housing development will shape future communities. We must recognize and act on the need for more housing. While progress is being made, it takes time for these programs and policies to have an impact.

Climate Change

Ontario, along with the rest of the world, is grappling with climate change. More frequent extreme weather such as floods and heat events threaten community housing. With a majority of our assets more than 50 years, they were built for during a different time with different needs. To prepare for the future, we must build new homes to a higher standard and identify options to improve how our current buildings can withstand these weather changes.

Food Security and Access

Food insecurity has been an issue in communities across Ontario. Access to affordable, nutritious food is crucial for the well-being of our communities. Efforts such as community gardens or food bank programs can be significant, but they require sustained support.

Housing Conditions and Availability

London is one of the fastest growing cities in Canada and the impact is placing a squeeze on the availability of affordable housing. In the past six years, rents have doubled, pushing tenants out of affordable housing options and into overflowing shelters or onto the street. Housing wait times have grown, and even tenants who may have been able to move on from community housing once their situation stabilized, can no longer afford to do so as the leap is simply too costly.

Health and Homelessness

Since the pandemic, the number of homeless individuals in London has doubled. Thriving communities need access to support systems; this is particularly true for tenants living in community housing. With upwards of 2,000 people living on the streets, the community needs increased supportive housing options, and community housing providers need more access to funding to help individuals successfully manage the transition from homelessness to home. When access to these supports is lacking, the entire housing community is often impacted.

Our Strategic Priorities

To drive our vision and enable positive and sustainable change, London Middlesex Community Housing has identified the following strategic priorities. Anchored in our values, they will ensure we maintain our unwavering focus on enhancing the housing experience for all our tenants.

1. **Improving the Tenant Experience:** Demonstrate that it is a priority to ensure that residents feel comfortable, safe, and supported in their homes.
2. **Developing an Enhanced Service Model:** Ensure services meet the needs of our tenants while actively involving tenants in decision-making processes.
3. **Investing in our Communities:** Create vibrant and thriving neighbourhoods by investing in our buildings, beautifying our grounds, and redeveloping our communities.
4. **Focusing on Environment and Governance:** Deepen our commitment to a sustainable future by reducing environmental impact and promoting sustainable options while strengthening risk management practices and vendor oversight.
5. **Foster a Healthy Organization:** Build a positive and inclusive work culture, ensuring the well-being and professional growth of staff members.

Achieving our Strategic Priorities

1. Improve Tenant Experience

As a landlord, our core commitment is maintaining clean, safe, and well-maintained buildings, continuously elevating service standards, and fostering a safe and thriving community.

Overview of Objectives

LMCH is committed to ensuring clean and well-maintained buildings. Our goal is to go beyond mere words and demonstrate our commitment through tangible actions that promote a sense of security. We continuously work to build trust with our tenants, addressing their concerns and actively involving them in safety initiatives. Together, we can create an environment where tenants feel safe, protected, and secure in their homes.

Strategic Objectives

1.1 Clean and Well-Maintained Buildings

1.2 Improve Community Safety

Action Plan

- Create an integrated pest management program to address ongoing pest concerns.
- Implement a new cleaning program that will enhance livability.
- Ensure feedback from tenants is heard by optimizing channels and improving our standards for work orders.
- Collaborate with tenants, employees, and city resources to develop comprehensive safety initiatives. Leverage open conversations and partner with local authorities to create a safer living environment for our tenants.
- Create a Community Safety Plan to help keep our communities safe.

2. Develop an Enhanced Service Model

At LMCH, the tenant experience is at the core of everything we do, valuing feedback, fostering collaboration, and empowering decision-making. Together, we can build a stronger community, prioritizing open communication and inclusive partnerships.

Overview Of Objectives

Through open communication channels and collaborative initiatives, we strive to co-create an inclusive and empowering community environment. By embracing tenant insights and requirements, we will work to continuously improve our services, revise our processes to better meet the needs of the community, and foster a sense of ownership and belonging. At LMCH, our commitment is to prioritize tenants, ensuring their voices are heard and their satisfaction remains paramount.

Strategic Objectives

- 2.1 Review and Reset Service Standards
- 2.2 Improve Communication with Tenants
- 2.3 Improve Engagement with Tenants
- 2.4 Support Tenant Success

Action Plan

- Review and refresh the application and intake process for new tenants to better identify the support needed.
- Establish additional channels for tenant feedback to encourage open lines of communication.
- Increase access and responsiveness of staff, including creating community-based offices.
- Strengthening the Community Engagement Program.

3. Investing in Our Communities

With an average asset age of 50 years, LMCH faces challenges of maintaining and renewing buildings to revitalize our communities. Every person deserves access to clean, safe and well-maintained housing, and by remaining steadfast to this commitment LMCH will help build a vibrant London-Middlesex.

Overview of Objectives

Committed to a transformative journey, LMCH is investing over \$90 million to repair, renew, and reimagine LMCH communities through this plan dedicated to uplifting our communities through strategic investments. By prioritizing energy efficiency, enhancing accessibility, and creating vibrant living spaces, projects like the Reimagine Southdale Project exemplify our dedication to tenants' well-being and the prosperity of their communities.

Strategic Objectives

3.1 Deliver on LMCH Asset Management Plan Priorities

3.2 Repair and Renew LMCH Communities

3.3 Regenerate LMCH Communities

Action Plan

- To develop a four-year Capital Investment Program that addresses critical infrastructure needs, while improving the vibrant living spaces of our tenants.
- Develop a comprehensive communication strategy that includes regular updates, community meetings, and accessible channels to ensure transparency and timely information sharing.
- Craft a forward-looking regeneration road map that guides our redevelopment initiatives, including accessibility improvements for our current and future tenants.

4. Focusing on Environment and Governance

Through innovative practices, responsible resource management, risk management and strategic decision-making, we aim to create a greener, more sustainable future. LMCH has a responsibility to our partners, tenants and the broader community and our long-term viability and prosperity will be enabled by a focus on environmental practices and organizational governance.

Overview of Objectives

LMCH is dedicated to creating positive change and fostering a thriving community for our tenants. We will proactively implement initiatives to reduce energy consumption, enhance waste management, and prioritize responsible sourcing. We will create a sustainable future that benefits our communities, improves living conditions, and ensures a healthier and more environmentally conscious environment for all.

Strategic Objectives

4.1 Reduce Environmental Footprint

4.2 Improve Value for Money

4.3 Strengthen Risk Management

Action Plan

- Establish measurable targets, collaborate with experts, and implement sustainable practices and technologies to reduce carbon footprint.
- Establish a vendor management program to establish rigorous standards for vendors and suppliers, leading to improved quality control.
- Proactively develop and implement risk management strategies to identify, mitigate and manage potential risks.

5. Foster a Healthy Organization

LMCH believes a healthy organization values its people, promotes a positive work environment, encourages growth and development, and aligns its practices with ethical and sustainable principles. We recognize that our staff is our greatest asset, and their commitment to LMCH's mission, vision and values drives the achievements of LMCH.

Overview of Objectives

LMCH is committed to attracting top talent and cultivating a workforce that embodies our organizational values. We aim to foster a culture of professional growth and dedication to serve our community with dignity and respect. Together, we work collaboratively, leveraging our collective strengths and expertise to ensure the well-being and satisfaction of our tenants.

Strategic Objectives

- 5.1 Create an Organization that Effectively Attracts People
- 5.2 Foster a Safe and Engaging Workplace
- 5.3 Professionalism, Clarity & Accountability
- 5.4 Staff Development and Succession Planning

Action Plan

- Streamline our recruitment cycle, which includes revising the onboarding and orientation program for new employees.
- Encourage and support staff in their efforts to give back to the community by seeking opportunities for engagement with organizations that align with our mission, vision, and values.
- Cultivate a positive company culture by fostering a sense of accountability among staff.
- Create a professional development strategy for all staff to initiate succession and career growth.

Moving Towards a Shared Vision

Our strategic plan represents the collective efforts and expertise of the various stakeholders – from tenants and staff to our board and community partners. **This plan represents LMCH's commitment to achieving a brighter future.**

Reflecting on what we see in our communities and responding to what we have heard from our stakeholders, this document unveils a profound understanding of LMCH's strengths and challenges. It identifies opportunities to leverage emerging technologies, capitalize on market trends, and invest in critical areas to provide an enhanced service model that sets the tenant experience as a top priority.

The strategic objectives outlined provide a framework for our journey towards excellence. These objectives pave the way for a transformative roadmap that seamlessly integrates vision, objectives, and actionable steps, ensuring a synchronized approach to achieving organizational goals.

After laying the groundwork for a future-focused approach through this strategic document, LMCH is focused on the experience of our tenants, delivering on our asset investments, and creating sustainable practices that will safeguard our assets for generations to come. By focusing on tenants, fostering collaborations, and staying attuned to emerging trends, we will improve the quality of our housing.

As a community housing provider that has been serving the London-Middlesex community for over 50 years, we know we need to plan for the next 50 years and ensure that we proactively address the needs of our communities. Focusing on the tenant experience also means tenants' needs will be at the forefront of all future initiatives. This approach is supported by the commitment to invest in a healthy organization, including staff growth and development, to create a solid foundation to sustain these initiatives.

Let this strategic document guide us as we navigate the path ahead, adapt to evolving landscapes, and welcome new opportunities. Through the combined efforts of all stakeholders, LMCH will achieve success by implementing these strategic priorities. The possibilities are boundless, and with steadfast determination, unwavering focus, and collaborative efforts, we shall realize our shared vision.