

**Board Members:**

Phil Squire- Chair

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, March 21, 2024**

**5:30 PM – 7:30 PM**



|   |   |               |
|---|---|---------------|
| <p><b>Reports and Business</b></p> <p>c) Staff Report 2024- 07 Update of Workplace Violence, Harassment, and Sexual Harassment Policy</p> <p>d) Staff Report 2024- 08 Spending Approval for Prior Year Capital Budgets</p> <p>e) Staff Report 2024-09 Contract Award – Albert Street Elevator Modernization</p> <p>f) Staff Report 2024- 10 Self Insurance Reserve Fund</p> <p>g) Staff Report 2024- 11 2024 Multi-Year Budget Update</p> | <p>D. Volschenk</p> <p>T. Whittingham</p> <p>T. Whittingham</p> <p>P. Chisholm</p> <p>P. Chisholm</p> |               |
| <p><b>11. In-Camera:</b></p>  |   |               |
| <p><b>12. New Business/ Enquiries: None</b></p>   | <p>P. Squire</p>  |               |
| <p><b>13. Meeting Adjournment</b></p>   | <p>P. Squire</p>  | <p>7:30pm</p> |

## Recognition of Indigenous Peoples and Lands Statement

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London & Middlesex Community Housing provides housing on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Adda-won-da-run).

We acknowledge the local First Nations communities in this area, the territory of the Chippewa (CHIP-I-WAA) of the Thames, the Oneida (OH-NY-DUH) of the Thames, and the Muncey (m-UH-n-s-ee) Delaware Nation.

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. Today, the City of London & Middlesex County is home to many First Nations, Métis and Inuit people. We are grateful to have the opportunity to work and live in this territory.



## BOARD OF DIRECTORS PUBLIC MEETING MINUTES

February 15, 2024, at 5:30 p.m.  
London & Middlesex Community Housing  
Boardroom, 1299 Oxford Street East, Unit 5C5, London, Ontario, Canada

### Board Members in Attendance:

Shawn Lewis

Phil Squire, Board Chair

Gary Bezaire

John Corboy

Hadleigh McAlister

Mayor Grantham

Kathleen Savoy

Cara Awcock

*\* Virtual Attendance via Zoom*

### Senior Leadership in Attendance:

Paul Chisholm, CEO

Christine Poirier, Senior Manager  
Property Services

Trevor Whittingham, Senior Manager  
Asset Management

Dirk Volschenk, Manager,  
Human Resources

Andrea MacKenzie, Director of Tenant  
Services

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| 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.<br><br><i>We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty known as the London Township Treaty of 1796. Throughout time, this region has also become the current home to the Haudenosaunee and Lenni-Lenape Nations.</i> |
| 3. Completion and Acceptance of the Agenda     | Regarding the completion and acceptance of the agenda, <b>MOVED</b> by Mayor Grantham, seconded by C. Awcock, <b>PASSED</b> 5:31 p.m.   |
| 4. Disclosures of Interest                     | P. Squire called for conflict-of-interest declarations with respect to the agenda. No conflicts - of- interest were declared at 5:31 p.m.   |

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| 5. Approval of Board Meeting Minutes                        | Regarding the Board Meeting Minutes of Dec 14, 2023.<br><br><b>MOVED</b> by C. Awcock, seconded by Mayor Grantham, that the Minutes <b>BE ACCEPTED</b> and <b>APPROVED</b> , item <b>CARRIED</b> at 5:31 p.m   |
| 6. Communications   | Communications: City of London Resolution- 2024-01-16 Resolet 4.2-3-SPPC   |
| 7. Delegations  | None   |
| 8. Presentations  | None   |
| 9. Consent Items<br><br>a. Staff Report 2024- 01 CEO Report | <p>P.Chishlom provided an overview of the report.</p> <ul style="list-style-type: none"> <li>• Community Safety, working with current service providers to increase security at our sites.<br/>We are extending the hours to reduce safety risks to tenants and staff. New hours will take effect March 1, 2024.</li> <li>• MYB – August Business Cases were revised to 5 million from 7 million over the next 4 years.<br/>Most savings were done by deferring the start times.</li> </ul> <p><b>MOTION to RECEIVE</b> the report, <b>MOVED</b> by C. Awcock, seconded by K. Savoy. <b>PASSED</b>, 6:16 pm</p> <p>Review of Security KPI’s being measured.<br/>Data on key areas such as reduction in vandalism, reduction in complaints from tenants, and non-tenant interactions with security are areas to be reviewed and quantified.</p> <p>Focusing on how the Community Safety Unit is being directed, their work when they are on-site, and how LMCH deploys them when they are on-site so tenant interactions are being managed appropriately. These areas will be worked on throughout the year and strategies developed.<br/>Community Safety has been identified as a priority and will be reflected in the Community Safety plan.</p> <p>Currently, LMCH is tracking; trespassing, ESM on site, and looking at this data site by site, time of day, etc. This data will be important</p> |



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| <p>b. Staff Report<br/>2024- 02<br/>Vacancy<br/>Management<br/>Update Report</p>    | <p>to have before we go to RFP, as it will inform the RFP for security services.</p> <p>We have been focused on being proactive and responding to high-level incidents on an organizational level.</p> <p>For the past 3 weeks, daily reports have been going out and staff have been following up on issues.<br/>The Board would like a summary of these stats.</p> <p>Report overview provided by C. Poirier</p> <ul style="list-style-type: none"> <li>• Total vacant units 86, 2.6% units are vacant, below our target of 3%.</li> </ul> <p><b>MOTION</b> to <b>RECEIVE</b> the report for information, <b>MOVED</b> by K. Savoy, seconded by C. Awcock, All in Favour, <b>PASSED</b> at 6:27p.m</p> <p>Discussion: On wait times being reduced for low-income individuals as opposed to high-needs individuals.<br/>The units that require less turnaround are being prioritized.</p> <p>The vacant unit process was reviewed. Staff and managers are looking for quick turnovers. Pest and debris removal takes 2-3 weeks before work starts, light work on units 2-3 weeks, 3% vacancy rate is a reasonable level to maintain, focus now is on reducing the number of days to turn a unit.</p> <p>Board Chair Recommendation, Manage this at the committee level, to be added to the agenda PSC.</p> |
| <p>c. Verbal Update-<br/>Selection of<br/>Director Sub<br/>Committee<br/>Update</p> | <p><b>MOTION</b> to <b>RECEIVE</b> the update, <b>MOVED</b> C. Awcock, seconded by J. Corboy, <b>ALL</b> in Favour <b>PASSED</b> 6:30 p.m</p> <p>P. Squire provided a Verbal update on the sub-committee for candidate selection for new Board member.<br/>Strong candidate pool, Interviews took place over 2 nights and all interviews were strong.<br/>The candidate selected was Gregory Thompson, he has years of</p>  |



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|  | <p>experience in construction, Project management experience and construction finance.</p> <p>Election of the Vice Chair:<br/>C. Awcock nominated Mayor Grantham, and this was seconded by G. Beziare, The Nomination <b>PASSED</b> ALL in Favour, 6:33 p.m.</p>   |
| <b>10. In Camera</b>   | <p>a) A matter pertaining to the progression of litigation, including matters before administrative tribunals, affecting the Corporation.</p>  |
| <b>11. Reports and<br/>Busines</b><br><br><b>HRGC Report for<br/>Information</b><br><br><b>Finance Committee<br/>Reports for<br/>Information</b> | <p><b>MOTION to RECIEVE</b> the report for Information. <b>MOVED</b> by G. Bezaire, seconded by Mayor Grantham, <b>PASSED</b> at 6:33 p.m</p> <ul style="list-style-type: none"><li>• HRGC-24-01 2023 Human Resources Annual Report</li></ul> <p>Report overview given by Committee Chair G. Bezaire</p> <p>Report overview given by P. Chisholm.</p> <ol style="list-style-type: none"><li>I. FC- 2024- 01 Finance &amp; Corporate Services Update</li><li>II. FC-2024-02 Senior Manager Report Asset Management</li><li>III. FC-2024- 03 Reimagine Southdale Annual Report</li><li>IV. FC- 2024- 04 CMHC Annual Report</li><li>V. FC-2024-06 Capital Work Update Report – Summary of 2023 Accomplishments</li></ol> <p>BDO performed a Risk Management assessment in 2019. We are reevaluating this against the work that has been done since then. We will have a third party do a new assessment, to ensure there are no new risks.</p> <p>T. Whittingham, Reimagine is now forming concrete, groundbreaking is scheduled for March 6<sup>th</sup>.<br/>-The Asset management plan is being worked on with the City.</p> <p><b>MOTION to RECIEVE</b> the report for Information. <b>MOVED</b> by, C. Awcock, seconded by G. Bezaire, <b>PASSED</b> at 6:38 p.m</p> |



**d) Staff Report  
2024-03 CMHC  
Budget Projections**

Report overview given by T, Whittingham

- Capital spending revised for 2024, recommendations cover unit modifications, accessibility in individual units, common areas, fire and paving at family sites.

**MOTION to APPROVE** the report and recommendations, **MOVED** K. Savoy, seconded by Mayor Grantham.  
All in Favour, **PASSED** at 6:39 p.m.

**e) Staff Report  
2024-04 LMCH  
Board of Directors  
Committee  
Mandate Update**

Review of current committee structures, and new committees.

- The People Service & Housing committee will cover operations of the organization, staffing matters, organizational structure, staff training, etc.
- The Finance Committee will add, Audit, Risk management and IT management to this committee.
- The Executive Committee will manage Board governance, CEO review, recruitment etc.

**MOTION to APPROVE, MOVED** by G. Bezaire, seconded by J. Corboy, All in Favour, **PASSED** at 6:43 p.m.

Creation of Committees

- PSH: C. Awcock, K. Savoy, G. Beziare, J. Corboy
- Finance, Audit & Risk Management: Mayor Grantham, P. Squire S.Lewis and H. McAlister
- Committee start time will change to 5:30 pm, for all committee meetings.
- Committees will elect a Chair at the next meeting.

**Next Steps**

- The Finance Committee meeting will need to take place the first week of March.
- PSH Committee will need to meet before the March Board meeting. Priority will be to create a work plan and identify areas of priority.



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| New Business               |   |
| 13. MEETING<br>ADJOURNMENT | MOTION to ADJOURNED, moved by C. Awcock, seconded by J. Corboy, ALL in Favour PASSED at 6:50pm. |

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Phil Squire, Chair

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Paul Chisholm, CEO

## Staff Report 2024- 05

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: CEO Update

DATE: March 14, 2024

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### 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:

#### Vacancy Update

LMCH continues to perform at or below the vacancy Target of 3%. A more fulsome report will be provided as part of a quarterly report that will be reviewed in the People, Service, and Housing report. This Committee received a presentation on vacancy management numbers and trends for the past two years at its last meeting and is included as part of this board package. Highlights of current performance include:

- Unit rental activity remains on track with units rented in a timely manner. Target of 1% was consistently met or exceeded.
- Units in Active Restoration are 53 which is below target and represents 1.6% units in active restoration.
- Of the 53 units in active restoration, 14 of these have been in active restoration for more than 90 days. The average age of units in Active restoration is 67 days
- Over the past 12 months the number of units as well as the average age of units in Active Restoration have been reduced by more than 30%.

- Target of 36 units made rent-ready each month was not met in the period. LMCH confirmed 29 units rent-ready. With 22 units confirmed vacant in February LMCH continues to achieve the vacancy target and will monitor moving forward.
- Non-lettable units are noted below:
  - 25 units set aside for CMHC Unit Modifications;
  - 5 units under fire restoration; and
  - 1 unit set aside to support a capital project at William Street.

| Vacancy Rate                      | 2024 Feb | 2024 Jan | 2023 Dec | 2023 Nov | 2023 Oct | 2023 Sep | 2023 Aug | 2023 July | 2023 June | 2023 May | 2023 Apr | 2023 Mar |
|-----------------------------------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|----------|----------|----------|
| Total units in Active Restoration | 1.6%     | 1.8%     | 1.8%     | 2.0%     | 2.2%     | 2.5%     | 2.8%     | 3.2%      | 2.7%      | 2.6%     | 2.9%     | 3.1%     |
| Total units Vacant and ready      | 1.0%     | 0.8%     | 0.9%     | 0.7%     | 1.1%     | 1.1%     | 1.0%     | 0.9%      | 0.9%      | 1.0%     | 0.9%     | 1.1%     |
| Total Vacancy (Units Available)   | 2.6%     | 2.6%     | 2.7%     | 2.7%     | 3.3%     | 3.6%     | 3.9%     | 4.1%      | 3.6%      | 3.5%     | 3.8%     | 4.2%     |

### Re-Imagine Southdale Groundbreaking

The Reimagine Southdale Groundbreaking occurred on Wednesday, March 6, 2024, from 11:00 AM to 1:30 PM at the Southdale Family Site. The event was split into two smaller portions that took place back-to-back.

At 11:00 AM, the press conference portion of the event took place within the construction site. LMCH CEO Paul Chisholm presented the event, which also featured speeches from City of London Mayor Josh Morgan and LMCH Board Member Mayor Colin Grantham.

After the formal presentation, the LMCH Board, LMCH Staff, and Mayor Josh Morgan had a photo opportunity, with everyone holding golden shovels and throwing dirt to officially “break ground” on the project.

The press conference was attended by LMCH staff, LMCH Board Members, Mayor Josh Morgan, City of London Staff, MP Lindsay Mathyssen, MPP Rob Flack, and a representative for MPP Teresa Armstrong. Many Southdale Tenants and local press media were also in attendance.

Following the press conference, attendees were welcomed to continue the conversation at the Southdale Basketball Court for a reception. Under the tent was comfortable seating, food options and hot beverages for guests. Outside, renderings of the project were displayed, offering a visual insight into the project. Additionally, within the tent, an engaging activity encouraged attendees to share what community means to them, further enriching the gathering with diverse viewpoints and shared values.

It was great to share this important occasion with so many stakeholders. We look forward to communicating further updates and continued engagement over the next 18 months as we move the project forward towards occupancy in summer 2025.



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| PREPARED BY:                              |
|   |
| PAUL CHISHOLM,<br>CHIEF EXECUTIVE OFFICER |

# Vacancy Report January 2022 to December 31, 2023

Date: February 26, 2024



**LONDON &  
MIDDLESEX**  
COMMUNITY HOUSING

# Impact on Vacancy Management

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

# Move-Out Process

1. **Debris Removal** – Can take up to one (1) week to complete. Debris removal depends on the degree of sanitation and quantity levels.
2. **Pest Control Management** (Multiple treatments may be necessary). This process can take between two (2) and six (6) weeks to complete.
3. Maintenance Repair (MR's) begin repair of electrical, plumbing etc.
4. **Vendors** are brought in for flooring, kitchen and bathroom repairs. This process can take one (1) to four (4) weeks to complete depending on the amount of damage found in the unit.
5. MR's return for final installation of light fixtures, range hoods and door hardware
6. Final cleaning is completed before Tenant Services begins their process of finding a tenant

In summary, the timeframe of a unit turn will be between six (6) weeks for a good unit to twelve (12) weeks for a an exceptionally damaged unit. Our process can be delayed when there is extensive damage to the units.





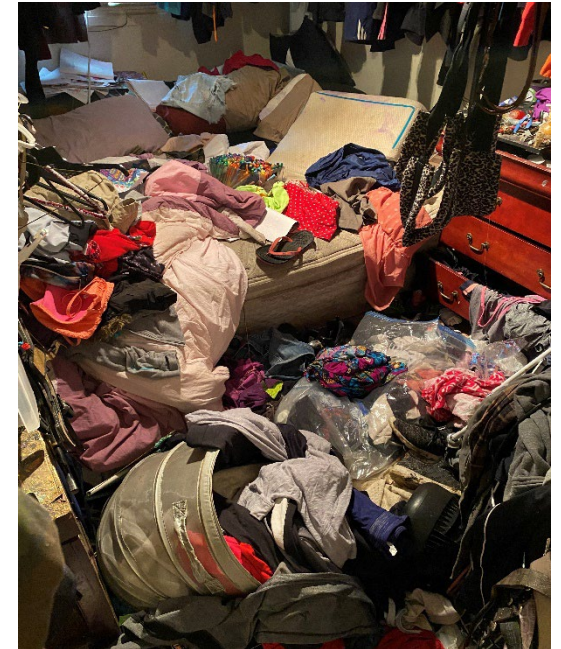
# Move-Out Examples (Well-Maintained)



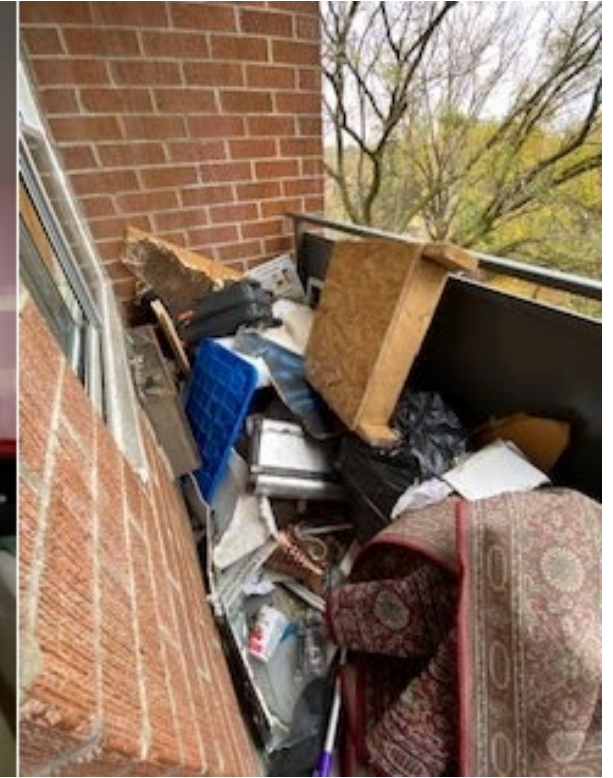
# Move-Out Examples (Destruction)



# Move-Out Examples (Hoarding)

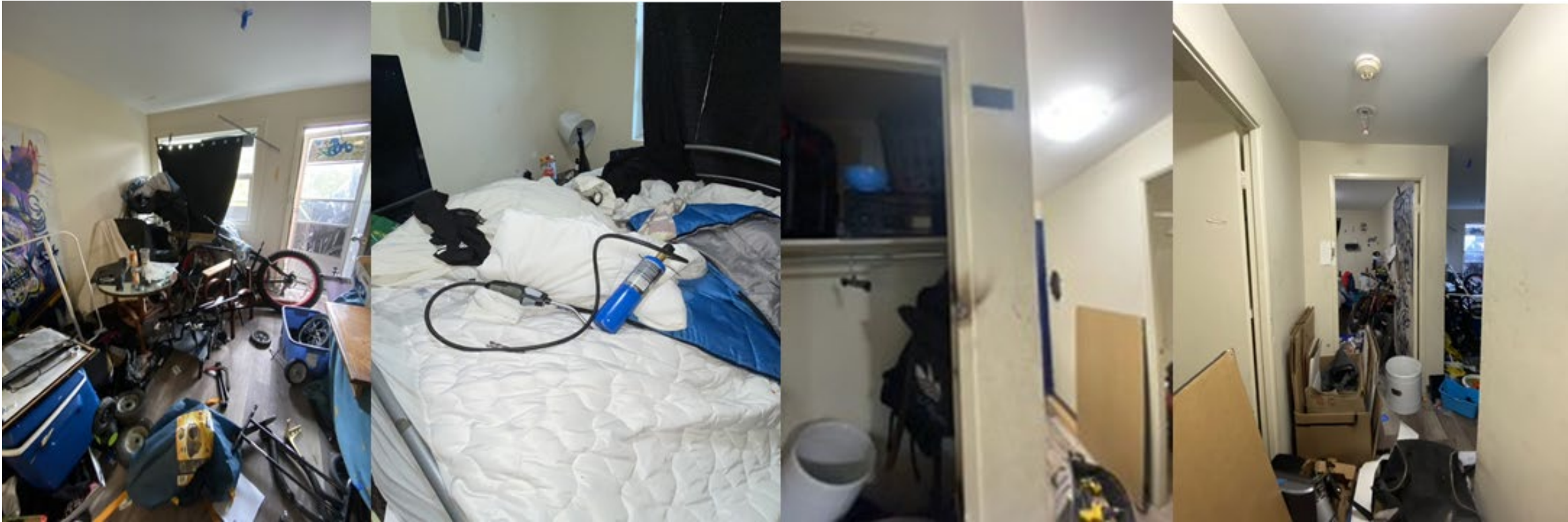


# Move-Out Examples (Destruction)



# Move-Out Examples (Destruction & Hoarding)

Vacancy Report – 2022 / 2023



# Vacancy Analysis January 2022 to December 2023

# Operating Environment

- Aging asset requiring more intensive repairs:
  - water leaks, flooring, electrical, etc.
  - Increase in floors required and managing through ACM
  - Increase in tenant willful damage in units - walls, doors, cabinets, etc.
  - Lack of cleaning through tenancy
  - Tenants leaving unit contents behind
  - Increased issues bed bugs and cockroaches
- Maintenance role balancing work orders with unit make ready
- Vendor management – increased vendor pool improved scopes and quotes but still challenging to ensure competitive pricing, quality of work, and speed of work.

# Vacancy Analysis

## January 2022 to December 2023

Vacancy Report – 2022 / 2023

| Vacancy Results – 2022 vs 2023     |              |              |              |
|------------------------------------|--------------|--------------|--------------|
| Unit Level                         | 2022 Total   | 2023 Total   | Diff +/-     |
| Confirmed Vacant                   | 376          | 394          | +18          |
| Confirmed Ready                    | 328          | 430          | +102         |
| Confirmed Rented                   | 355          | 402          | +47          |
| Average Confirmed Vacant per Month | <b>31.33</b> | <b>32.83</b> | <b>+1.50</b> |
| Average Confirmed Ready per Month  | <b>27.33</b> | <b>35.38</b> | <b>+8.05</b> |
| Average Confirmed Rented per Month | <b>29.58</b> | <b>33.50</b> | <b>+3.92</b> |



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

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

| Units Made Ready 2023 |     |     |     |     |     |     |     |      |     |     |     |      |
|-----------------------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|------|
| JAN                   | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEPT | OCT | NOV | DEC | AVG  |
| 41                    | 32  | 43  | 30  | 38  | 31  | 31  | 42  | 40   | 39  | 33  | 30  | 35.8 |

| Performance        | Count of units 2022 | Count of units 2023 | Diff +/- | Count of Months 2022 | Count of Months 2023 | Diff +/- | Avg./Month 2022 | Avg./Month 2023 | Diff +/- |
|--------------------|---------------------|---------------------|----------|----------------------|----------------------|----------|-----------------|-----------------|----------|
| Green (34+)        | 114                 | 243                 | +129     | 3                    | 6                    | +3       | 38              | 34.5            | -3.5     |
| Yellow (29 – 33)   | 62                  | 187                 | +125     | 2                    | 6                    | +4       | 31              | 31.2            | -0.2     |
| Red (less than 29) | 152                 | 0                   | -152     | 7                    | 0                    | -7       | 22              | 0               | -22      |

# Number of Units per Month – Leased January 2022 to December 2023

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

\*excludes 122 Baseline

| Units Leased 2023* |     |     |     |     |     |     |     |      |     |     |     |       |
|--------------------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-------|
| JAN                | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEPT | OCT | NOV | DEC | Total |
| 19                 | 32  | 35  | 38  | 33  | 39  | 30  | 35  | 34   | 26  | 48  | 33  | 33.5  |

\*excludes 122 Baseline

| Performance        | Count of units 2022 | Count of units May 2023 | Diff +/- | Count of Months 2022 | Count of Months May 2023 | Diff +/- | Avg./Month 2022 | Avg./Month May 2023 | Diff +/- |
|--------------------|---------------------|-------------------------|----------|----------------------|--------------------------|----------|-----------------|---------------------|----------|
| Green (34+)        | 123                 | 229                     | +106     | 3                    | 6                        | +3       | 41              | 38.2                | -2.8     |
| Yellow (29 – 33)   | 96                  | 128                     | +32      | 3                    | 4                        | +1       | 32              | 32                  | 0        |
| Red (less than 29) | 136                 | 45                      | -91      | 6                    | 2                        | -4       | 22.6            | 22.5                | -0.1     |

# Mandate Analysis January 2022 to December 2023

| Mandate                  | Confirmed Vacant |            |              | Confirmed Ready |            |              |             | Confirmed Rented |            |              |             |
|--------------------------|------------------|------------|--------------|-----------------|------------|--------------|-------------|------------------|------------|--------------|-------------|
|                          | Total 2022       | Total 2023 | Diff +/-     | Total 2022      | Total 2023 | Diff +/-     | % Complete  | Total 2022       | Total 2023 | Diff +/-     | % Complete  |
| Adult                    | 145              | 179        |              | 126             | 189        |              |             | 133              | 175        |              |             |
| Senior                   | 137              | 143        |              | 123             | 154        |              |             | 142              | 147        |              |             |
| Family                   | 94               | 72         |              | 79              | 87         |              |             | 80               | 80         |              |             |
| Average Adult per Month  | 12.08            | 14.92      | <b>+2.84</b> | 10.5            | 14.83      | <b>+4.33</b> | <b>99%</b>  | 11.08            | 14.58      | <b>+3.5</b>  | <b>98%</b>  |
| Average Senior per Month | 11.42            | 11.92      | <b>+0.50</b> | 10.25           | 12.83      | <b>+2.58</b> | <b>108%</b> | 11.83            | 12.25      | <b>+0.42</b> | <b>103%</b> |
| Average Family per Month | 7.83             | 6.00       | <b>-1.83</b> | 6.58            | 7.25       | <b>+0.67</b> | <b>121%</b> | 6.67             | 6.67       | <b>0</b>     | <b>111%</b> |

# Unit Breakdown January 2022 to December 2023

Vacancy Report – 2022 / 2023

| Confirmed Vacant        |            |            |          | Confirmed Ready |            |          |             | Confirmed Rented |            |          |             |
|-------------------------|------------|------------|----------|-----------------|------------|----------|-------------|------------------|------------|----------|-------------|
| Units                   | Total 2022 | Total 2023 | Diff +/- | Total 2022      | Total 2023 | Diff +/- | % Completed | Total 2022       | Total 2023 | Diff +/- | % Completed |
| Avg. Bachelor Per month | 4.08       | 4.17       | +0.09    | 3.08            | 5.08       | +2.00    | 122%        | 2.92             | 4.58       | +1.66    | 110%        |
| Avg. 1 Bed Per month    | 19.42      | 22.50      | +3.08    | 17.75           | 23.33      | +5.58    | 104%        | 18.83            | 22.25      | +3.42    | 99%         |
| Avg. 2 Bed Per month    | 1.92       | 1.83       | -0.09    | 1.42            | 1.92       | +0.5     | 105%        | 1.83             | 1.83       | 0        | 100%        |
| Avg. 3 Bed Per month    | 4.58       | 3.67       | -0.91    | 3.58            | 4.50       | +0.92    | 123%        | 4.58             | 3.92       | -0.66    | 107%        |
| Avg. 4 Bed Per month    | 1.25       | 0.50       | -0.75    | 1.42            | 0.83       | -0.59    | 167%        | 1.25             | 0.75       | -0.53    | 150%        |
| Avg. 5 Bed Per month    | 0.08       | 0.17       | +0.09    | 0.08            | 0.17       | +0.09    | 100%        | 0.17             | 0.17       | 0        | 100%        |



# Average Days to Turn Unit January 2022 to December 2023

Vacancy Report – 2022 / 2023

| Unit Type<br>by<br>Mandate | Average Days to Turn Unit |               |             |                |                |             |                |                |             |               |               |             |
|----------------------------|---------------------------|---------------|-------------|----------------|----------------|-------------|----------------|----------------|-------------|---------------|---------------|-------------|
|                            | Adult<br>2022             | Adult<br>2023 | Diff<br>+/- | Senior<br>2022 | Senior<br>2023 | Diff<br>+/- | Family<br>2022 | Family<br>2023 | Diff<br>+/- | Total<br>2022 | Total<br>2023 | Diff<br>+/- |
| <b>Bachelor</b>            | 101                       | 63            | -38         |                |                |             |                |                |             | 101           | 63            | -38         |
| <b>1 Bedroom</b>           | 109                       | 82            | -27         | 84             | 75             | -11         |                |                |             | 93            | 78            | -15         |
| <b>2 Bedroom</b>           |                           | 60*           | N/A         |                | 39*            | N/A         | 102            | 87             | -15         | 102           | 83            | -19         |
| <b>3 Bedroom</b>           |                           |               |             |                |                |             | 95             | 87             | -8          | 95            | 87            | -8          |
| <b>4 Bedroom</b>           |                           |               |             |                |                |             | 90             | 78             | -12         | 90            | 78            | -12         |
| <b>5 Bedroom</b>           |                           |               |             |                |                |             |                | 113*           | N/A         | 0             | 113           | N/A         |
| <b>Total<br/>Average</b>   | <b>106</b>                | <b>76</b>     | <b>-30</b>  | <b>84</b>      | <b>74</b>      | <b>-10</b>  | <b>95</b>      | <b>86</b>      | <b>-9</b>   | <b>95</b>     | <b>78</b>     | <b>-17</b>  |

\*Individual units in 2023.

# Average Days to Turn Unit January 2022 to May 2023

| Average Days to Turn Unit |                                  |                                  |          |
|---------------------------|----------------------------------|----------------------------------|----------|
| Criteria                  | % of Units in Each Criteria 2022 | % of Units in Each Criteria 2023 | Diff +/- |
| Green (60 or less days)   | 32%                              | 32%                              | 0        |
| Yellow (61 – 95 days)     | 27%                              | 23%                              | -4       |
| Red (96+ days)            | 41%                              | 45%                              | +4       |

- Average days to turn a unit in 2022 was 95
- Average days to turn a unit in 2023 is **78** days
- While there has not been a huge shift between criteria there is a 17% reduction in days to turn a unit year over year.

# Vacancy #'s have Declined

Vacancy Report – 2022 / 2023

## **Board Report: February 15, 2024**

- 2022 Vacancy % = **4.75%** (December 31, 2022)
- Current Vacancy % = **2.7%** (December 31, 2023)
  
- In November of 2023 we reached our target of 3% vacancy reporting 2.7%. We have maintained a vacancy rate below 3% since November of 2023. In 2024, LMCH plans to maintain vacancy at or below the target range of 3%, while also stabilizing days to make ready and reduce the number of units that take more than 60 days to turn.

### **December 31, 2023 Baseline and Target Setting Goals:**

**Target:** 60 days (Green) or less target for 50% (2024)

**Baseline:** 60 days (Green) or less result is 34% (2023)

**Target:** 70-day average to turn unit (2024)

**Baseline:** 78-day average to turn unit (2023)

# CMHC Renovations 2023 - 2025

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

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



# CMHC Renovations 2023 - 2025

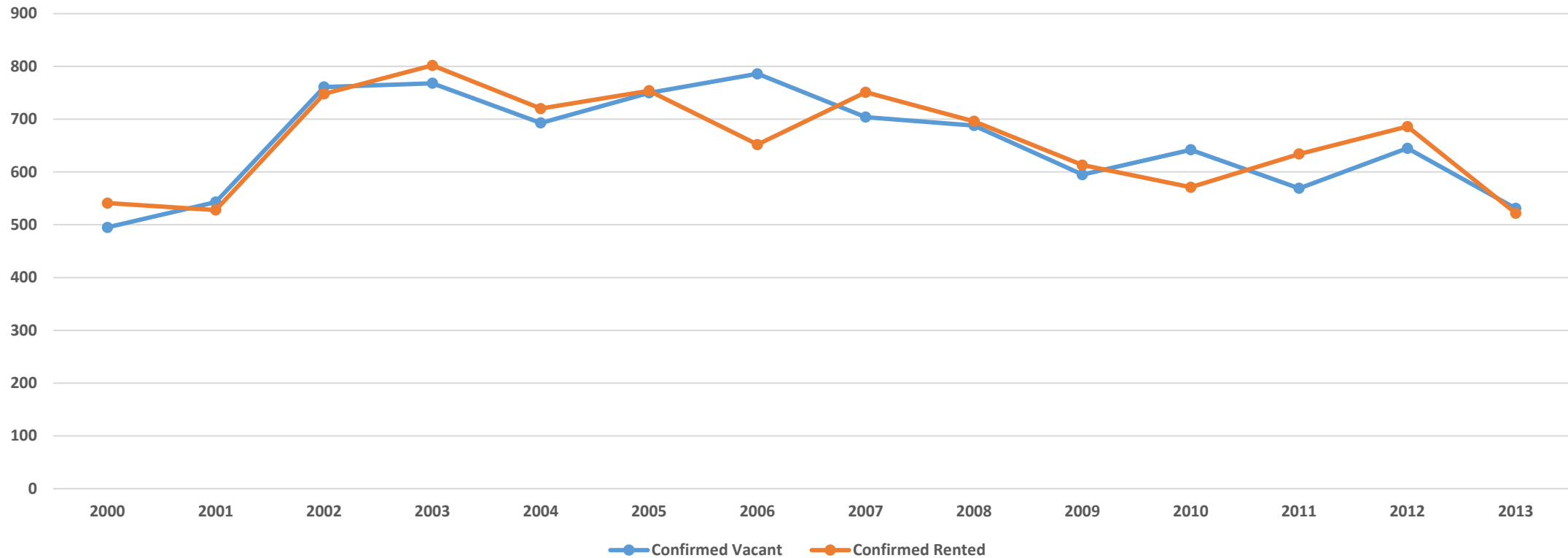
| Projects               |                       | Simcoe    | Baseline (seniors) | Mc Nay (seniors) | Dundas    | Walnut (senior) | Kent (senior) | 345 & 349 Wharncliffe | Yearly Total    |
|------------------------|-----------------------|-----------|--------------------|------------------|-----------|-----------------|---------------|-----------------------|-----------------|
| Unit Mods              | <b>2023 Planned</b>   | 6 units   | 20 units           | 20 units         | N/A       | 10 units        | 15 units      | 16 units              | <b>87</b>       |
|                        | <b>2023 Completed</b> | 0 units   | 2 units            | 1 unit           | N/A       | 6 units         | 0 units       | 5 units               | <b>14 (16%)</b> |
|                        | <b>2024</b>           | 14 units  | 31 units           | 34 units         | 10 units  | 30 units        | 25 units      | 16 units              | <b>160</b>      |
|                        | <b>2025</b>           | 15 units  | 31 units           | 34 units         | 10 units  | 35 units        | 25 units      | 18 units              | <b>168</b>      |
| <b>Total Planned</b>   |                       | <b>35</b> | <b>82</b>          | <b>88</b>        | <b>20</b> | <b>75</b>       | <b>65</b>     | <b>50</b>             | <b>415</b>      |
| <b>Total Completed</b> |                       | <b>0</b>  | <b>2</b>           | <b>1</b>         | <b>0</b>  | <b>6</b>        | <b>0</b>      | <b>5</b>              | <b>14 (3%)</b>  |

# Appendix

# Historical Vacancy

Vacancy Report – 2022 / 2023

Historical Vacancy: 2000 - 2013

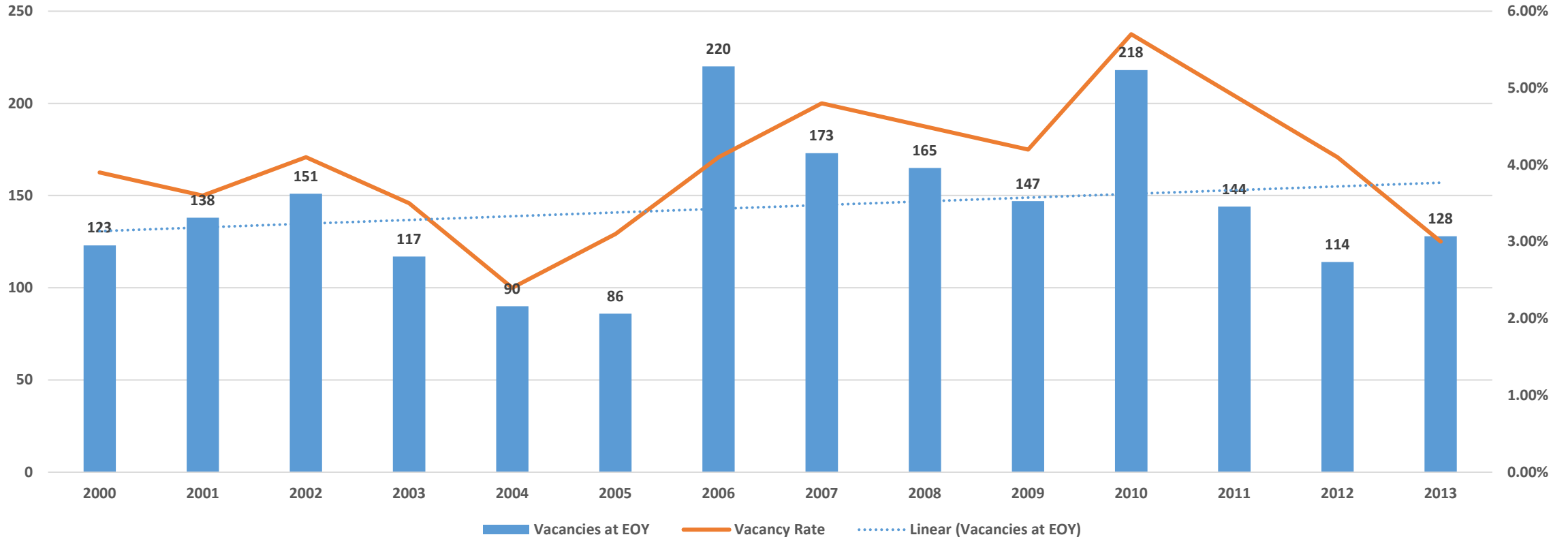


| 14 Years         | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | AVG        |
|------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------------|
| Confirmed Vacant | 495  | 543  | 761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

# Historical Vacancy

Vacancy Report – 2022 / 2023

Historical Vacancies and Vacancy Rate



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

## People Service and Housing Committee Report 2024- 02

**TO:** People, Services & Housing Committee

**FROM:** Christine Poirier, Senior Manager, Property Services

**SUBJECT:** Update from Senior Manager, Property Services

**DATE:** February 28, 2024

---

### PURPOSE:

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

### RECOMMENDATIONS:

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

### Integrated Pest Management/Service Recovery Plan

This is an information update on the steps taken to date with the creation of the Integrated Pest Management (IPM). The first step was to create and implement the Service Recovery Plan.

### The Service Recovery Plan included the following steps:

- Set up dedicated weekly treatment dates per building/property
- Create an internal scheduling and tracking system so we can proactively schedule future treatments and ensure treatments are completed to our standards. By owning, tracking, and monitoring this process, we will improve the tenant experience.
- To improve the NOE (notice of entry) distribution process
- Implementation of an improved service report review system for scheduling all follow-up treatments to clear units of infestations within the appropriate pest treatment cycle based on the best-case scenario.

- **Bed bug pest treatment biweekly cycle:**
  - 1st treatment - Inspect with dust.
  - 2nd treatment - The product or practice used will depend on results found during the inspection. It could include a vacuum and steam or a spray.
  - 3rd treatment - Generally a spray.\*
  - 4th treatment - Final inspection with dust.\*
- **Cockroach pest treatment biweekly cycle:**
  - 1st treatment - Inspect with dust.
  - 2nd treatment - The product or practice used will depend on results found during the inspection. It could include a flush and vacuum or a spray.
  - 3rd treatment - Gel and dust.\*
  - 4th treatment - Final inspection with dust.\*

**\*The infestation level will determine if a repeat of the 2nd treatment is required.**

- **Ants** are baited, and follow-ups are generally biweekly.
  - **Rodents** are baited, and follow-up is determined on the quantity reported.
  - **Wildlife** removal or relocation is on an as-needed basis.
- 
- Implementation of a service report and invoice review process. This is to ensure service confirmation and accurate invoice processing.
  - Creation of a reporting warehouse on SharePoint that all staff can access.

More updates will be shared, providing additional information as the new program ramps up.

## Payquad Initiative

Understanding that LMCH has multiple paper-based processes which have been identified as proven to reduce productivity, LMCH has completed an environmental scan in search of digital and user-friendly products to improve efficiency and the tenant experience. Of the products found, Payquad is based in Canada, has privacy controls with a Canadian centralized database, is integrated with the LMCH current systems (Yardi), cost cost-effective, and can replace the paper-based processes currently in place.

Payquad Solutions will extend mobile tools for staff and integrate them with our current information system. The solution will automate and streamline the inspection and maintenance activities. Key features include scheduling and tracking of maintenance,

scheduling, and tracking tasks, recording inspections, and the ability to generate work orders. There is also an ability to integrate tenant satisfaction surveys which will inform and improve the tenant satisfaction on key tasks.

LMCH is finalizing plans to implement the maintenance and inspection modular to perform the 2024 annual unit inspections which will begin in April 2024.

## Annual Unit Inspections

The planning for the annual unit inspections for 2024 are underway. These inspections will commence in early April and wrap up at the end of October. These inspections are conducted to ensure that the units are safe, clean, and well maintained which aligns with the 2024-2027 Strategic Plan Goal: Improve Tenant Experience.

During these inspections, all annual regulatory inspections will be completed. These inspections include the testing of all fire and life safety systems and devices within all buildings and units.

## Vacancy Overview

LMCH completed a total of 455 unit turnovers in 2023 as of the end of Q4 for all LMCH properties. This number equates to the following:

- 215 or 47% of the units were from Adult Buildings
- 153 or 34% of the units were from Senior Buildings
- 87 or 19% of the units were from Family Properties

In 2022, LMCH completed a total of 366 unit turnovers which equate to the following:

- 143 or 39% of the units were from Adult Buildings
- 134 or 37% of the units were from Senior Buildings
- 89 or 24% of the units were from Family Properties

It appears that the 2023 unit turnover numbers surpassed the 2022 unit turnover numbers by 24%.

As of December 31, 2023, there were 58 units in active restoration with an average of 80 days in restoration at month end. This is 2.7% of the total vacant units available.

- 27 units less than 60 days in restoration
- 13 units between 61 and 89 days in restoration
- 18 units greater than 90 days in restoration

Delays in unit turn processes generally include debris removal, pest treatment, vendor scheduling, and staffing availability.

- Debris removal would depend on the degree of sanitation and quantity levels. This can be up to a one-week process.
- Pest treatment requirements will depend on infestation levels. This can be from a two-week to a six-week process.
- Vendor scheduling and time to complete the scope of work can be a one-week to four-week process depending on the amount of damage found in the unit.
- Asbestos remediation can add further delays of one to two weeks.

In summary, the timeframe of a unit turn will be between six weeks for a good unit, to twelve weeks for an exceptionally damaged unit. The 18 units currently in restoration past 90 days have incurred exceptional amounts of damage and are mainly in the Adult and Senior properties.

**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).

- 27 units are on hold as part of the CMHC Accessible Unit Project.
- 3 units are vacant and undergoing restoration for fire or as part of insurance claims.
- 18 units at our Southdale Project have been demolished as part of the Reimagine Southdale project.

LMCH has completed a full review of vacancy performance through 2022 and 2023 and attached it to this report for information and discussion.

**Attachment:**

**APPENDIX A: Vacancy Report Final - Board of Directors February 27, 2024**

|  |  |
|--|--|
| <b>PREPARED and SUBMITTED BY:</b>                                  | <b>REVIEWED and CONCURRED BY:</b>                |
|  |  |
| <b>CHRISTINE POIRIER<br/>SENIOR MANAGER, PROPERTY<br/>SERVICES</b> | <b>PAUL CHISHOLM<br/>CHIEF EXECUTIVE OFFICER</b> |



## People Service and Housing Committee Report 2024- 03

TO: LMCH People, Services & Housing Committee  
FROM: Andrea Mackenzie, Director of Tenant Services  
SUBJECT: Tenant Services Update  
DATE: February 28, 2024

---

### PURPOSE:

The purpose of the report is to provide an update to the People Service and Housing 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:

#### SHOAC (Social Housing Operational Advisory Committee)

The most recent meeting of the advisory committee was held on January 17, 2024. Discussion around staffing updates at the Housing Division, and information sharing with the attendees on the business cases submitted by the Housing Division requesting additional staff, continuous improvement initiatives, resourcing, and organizational structural adjustments. There were updates provided by the Housing Access Centre outlining the progress they are making in moving applicants to their online portal. Network updates included reminders to housing representatives about Fire Safety Plans, and challenges that providers are having with the Landlord and Tenant Board. The next sector meeting is scheduled for March 20, 2024.

#### Meeting Seniors Where They're At-Seniors Grant

Baseline and Hale Street tenants were treated to a trip down memory lane in January month with over 10 tenants participating weekly in the Music, Memories, and Muffins Program. Members of the Creative Age Network have been on-site sharing songs to inspire tenants to reflect on their experiences and connect with their neighbours.

Tenants shared that this event was a welcomed way to meet others in the building and build new relationships, reducing social isolation.

In addition, the CDW commenced the research requirements by gathering quantitative and qualitative data via surveys and focus groups.

### **Fanshawe Community Employment Services Workshop (Wharncliffe)**

The purpose of this initiative is to educate and draw awareness to what services Fanshawe CES offers which includes connecting with an employment counsellor to support career opportunities and job readiness. Maura Brisbane, of Fanshawe Community Employment Services, facilitated an information session followed by a series of onsite workshops in January and February to introduce some of the topics the organization covers in the hopes of inspiring tenants to continue working with them beyond the series.

### **Literacy Link (Hale Street)**

Literacy Link along with ATN and Fanshawe are offering 2 different digital workshops during the months of February and March. To support registration, a Lunch and Learn was facilitated that drew over 20 tenants to learn about the upcoming workshops.

### **Warm Clothing Donations (Family Sites)**

In partnership with the London Chaplaincy, the CD team coordinated a warm clothing donation at Pond Mills and Allen Rush. Additional bags were given to CRW's to share among families at the communities they support.

### **ReImagine Southdale**

Our Community Development team has been working in coordination with LMCH communications staff around the event planning for the official groundbreaking event scheduled for March 6, 2024, at our Southdale complex. Invitations have been extended to current and potential future partners to come and participate in the event.

**Community Safety & Security**

Our Community Safety Manager (CSM) has been working for the last two months on refining the data that he is capturing to be able to provide monthly reports to SLT that capture total incidents on LMCH sites, incidents being addressed by our internal Community Safety Unit and those being addressed after hours by our contract security company.

In addition to the new detailed monthly reporting, the entire SLT and on-call Managers group are also receiving a daily briefing that includes safety and security concerns but also highlights any property standards concerns that will need to be addressed by staff.

The CSM has also developed and launched a new digital CCTV Search & Tracking system, a tool that automatically assigns a trackable number to every search and all relevant information related to the search, i.e. date, time, cameras, and occurrence numbers. This new system will ensure we have good data and the ability to search historical records moving forward. A procedure for our internal Community Safety Unit as well as our external security services is being rolled out to staff.

The revised security services schedule goes into effect as of March 1, 2024, which includes increased hours of service at our 5 primary locations as well as Mobile Supervisor support that will be available all evenings and weekends.

|  |                             |
|--|-----------------------------|
| <b>PREPARED BY:</b>                                  | <b>REVIEWED BY:</b>         |
|  |                             |
| <b>Andrea Mackenzie</b><br>Director, Tenant Services | <b>Paul Chisholm</b><br>CEO |

**Attachments:**

**APPENDIX A: Ongoing partner-led programming.**

**APPENDIX B: Tenant Services 2024 Workplan Overview**

## APPENDIX A: Ongoing partner-led programming

| Ongoing Programming                      |                                   |   |   |                     |
|--|-----------------------------------|---|---|---------------------|
| Partner                                  | Program Name                      | Program Description   | Location(s)                                   | Frequency           |
| Boys & Girls Club                        | TBD                               | Programming with BGCLondon is currently paused as they are undergoing staffing changes and exploring grants to support intentional connection within LMCH communities bursaries.  | Allen Rush<br>Boullee<br>Limerlost<br>Marconi | TBD                 |
|  | After School Programming          | The Boys and Girls Club offers an After School Program for children ages 5-12; children are supervised and participate in various physical activities and wellness and nutritional programming<br><br>The program runs Monday to Friday from 3:00-6:00 pm   | Pond Mills                                    | Daily               |
| CMHA                                     | Housing Always                    | Program supporting individuals experiencing: <ul style="list-style-type: none"> <li>• Homelessness</li> <li>• Difficulty in obtaining, maintain, safe affordable housing</li> <li>• Staying engaged with supports</li> </ul> Participants are offered permanent independent living with supports that match their presenting needs. CMHA provides designated staff hours, community space, private meeting space and onsite programming.                      | Dundas<br>Simcoe                              | Daily               |
|  | ASH-Addictions Supportive Housing | ASH is intended for people who are prepared to commit to a process of active preparation for independent living. On a voluntary basis, tenants will participate in the development and implementation of an individualized treatment plan.<br><br>Participants are offered permanent independent living with supports that match their presenting needs. CMHA provides designated staff hours, community space, private meeting space and onsite programming. | Simcoe<br>Bella                               | Daily               |
| ELUCO- East London Unity Church Outreach | Community Lunch                   | Community members prepare and serve a hot healthy meal to caregivers, preschoolers, and school age children; also involved is a social component, learning skills and sharing supports, as well as exercises  | Marconi                                       | Weekly              |
| Fanshawe- SSW Students                   | ABCD Group Project                | SSW students will be connecting with LMCH communities to develop, plan, implement, maintain and evaluate a community development project.   | Marconi<br>Walnut<br>Baseline<br>McNay        | Varies<br>Sept- May |
| Families First Westminster               | Parent & Tot Cooking              | Children along with a parent or caregiver will work together to build skills in preparing and eating simple and fun child-friendly meal together  | Family Centre                                 | Weekly              |
|  | Little Learners                   | Little Learners is a 6 week play based learning program that prepares children for school who will be entering junior kindergarten in September   |   |                     |
| Harvest Hands                            | Food Donations                    | As a non-profit distribution centre dedicated to reducing food from bakers, growers and retailers for re-distribution, they are working with LMCH and CMHA staff to increase food security at Dundas Street every other Thursday. CMHA and LMCH staff have come   | Dundas<br>Simcoe                              | Weekly              |

## APPENDIX A: Ongoing partner-led programming

|                                  |                               |  |   |                          |
|----------------------------------|-------------------------------|--|---|--------------------------|
|                                  |                               | together to put together recipe cards informed by the current food donations to support tenants with coming up with ideas of what to cook.   |   |                          |
| Inter Community Health Centre    | Info Sessions & Rapid Testing | Info sessions about sexual health as well as provide free testing for HIV and Hep C  | Dundas<br>Simcoe<br>Wharnccliffe  | Nov<br>Feb<br>May<br>Aug |
| John Howard Society              | Boys & Girls Group            | Kids aged 5-12 participates in activities that explore other cultures, racism, bullying, healthy relationships, family violence and safety planning—activities include cooking, art and crafts, games and drama.   | Huron   | Weekly                   |
|                                  | Teen Group                    | Co-ed group of teens aged 13-17 participates in group that focuses on career development through an introduction to positive role models, guidance with course selection, volunteering in the community and seeking employment opportunities—teens have also had the opportunity to identify high risk and pro-social behaviors the impact of substance uses and strategies to handle peer pressure. | Boullee   | Weekly                   |
| Literacy Link<br>ATN<br>Fanshawe | Digital Literacy              | Over the course of the 8-10 session workshop facilitators from both Fanshawe and ATN will meet with residents and run workshops weekly. ATN will have workshops on Tuesday & Thursdays 10-12 noon and Fanshawe will offer workshops Wednesday & Fridays  | McNay   | Weekly                   |
| Mobility First                   | Outreach                      | FREE adjustments on existing equipment such as walkers, scooters etc. and sometimes supplying mobility devices for tenants for a minimal fee or through grant programs   | Baseline<br>Commissioners<br>Hale<br>Kent<br>McNay<br>Walnut<br>Wharnccliffe<br>Head Street<br>Dorchester | Bi-Monthly               |
| St. Vincent DePaul               | Social Hour                   | Social Hour for tenants  | Commissioners   | Monthly                  |
|                                  | Seasonal Celebrations         | Brunches, desserts and seasonal celebrations   |   |                          |
| VON                              | Breakfast/Lunch               | Breakfast/ Lunch provided to tenants of a minimal fee  | Baseline<br>Commissioners<br>Dorchester   | Weekly                   |
|                                  | Wellness Link                 | Blood Pressure Clinics   | Hale  |                          |
|                                  | Support groups                | Games, knitting groups, colouring group  | Kent<br>McNay   |                          |
|                                  | Resident Safety Checks        | Residents can pay a small fee to have VON volunteers check on them via door tags twice per day   | Walnut  |                          |
|                                  | Drop- in Hours                | Tenant Led   |   |                          |

## APPENDIX A: Ongoing partner-led programming

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**TENANT SERVICES 2024 WORKPLAN - DRAFT**

| COMMUNITY ENGAGEMENT MANAGER               |  |   | TMS's   | TEAM LEADS   | COMMUNITY SAFETY MANAGER                         |
|--|--|---|---|--|--|
| <u>ReImagine Southdale</u>                 | <u>Tenant Engagement/Community Development</u> | <u>Community Partnerships</u>                         | <u>Community Relations Workers &amp; Legal Services Staff</u> | <u>Tenant Placement &amp; Tenant Services Coordinators</u> | <u>Community Safety Unit &amp; Security</u>      |
| Ground breaking event planning - Phase I   | Tenant Engagement Programs                     | CMHA Partnership review/New MOU                       | Unit flagging, safety alerts procedures                       | Transfer Policy (review & update)                          | Advanced incident data tracking and analysis     |
| Community Canvas                           | Tenant Participatory Budgeting                 | Onboarding package for partners                       | Tenant Handbook (Update)                                      | Applicant Screening procedure                              | Improved CCTV Search and Burn Procedures         |
| Phase II planning (based on MYB approvals) | Community Needs Assessments                    | Updated agreements with all partners, including MOU's | Guest Policy (Review & Update)                                | KPI refinement & reporting                                 | After hours supports for Staff & Residents       |
|  | Community Development Grants                   | Tracking of partnership stats                         | KPI refinement & reporting                                    |  | Emergency Response & Preparedness                |
|  | Tenant Led Events                              |   | LMCH Lease conditions (review & update)                       |  | Community Engagement                             |
|  | Social Circles                                 |   | Staff Coaching & Skills Development                           |  | Implementation of Security Audi recommendations. |
|  | Development of a CD portal on SharePoint       |   |   |  | Enhanced Communication Efficiency & Transparency |
|  | Staff Coaching & Skills Development            |   |   |  | Contract Security RFP                            |
|  |  |   |   |  | Quarterly KPI Report                             |
|  |  |   |   |  | Annual Community Safety Update (AGM)             |
|  |  |   |   |  | Staff Coaching & Skills Development              |



## People Service and Housing Committee Report 2024-04

TO: People, Services, & Housing Committee

FROM: Christine Poirier, Senior Manager, Property Services

SUBJECT: Work Order and Service Requests for Q4 2023

DATE: February 28, 2024

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### PURPOSE:

To update the People Service and Housing Committee regarding the status of LMCH's Q4 work order and service requests broken down by category, Priority, and Vendors.

### RECOMMENDATION:

That the Work Order and Service Requests – Q4 2023 report **BE RECEIVED** for information.

### OVERVIEW:

We created a total of 7,656 work orders in Q4 of 2023 for all LMCH buildings. This number equates to the following:

- 2,552 work orders per month
- 127.6 work orders per day
- 2.33 work orders per unit

A total of 26,792 work orders were created in 2023 which is a 25.6% increase from 2022 (21,326):

- 2,233 work orders per month
- 73 work orders per day
- 8.16 work orders per unit

### Created Work Orders by Category (Q4-2023)

1. **Work Orders:** This includes all work orders created between October 1, 2023, through December 31, 2023. Our top categories during Q4 were pest control, plumbing, and keys/doors which account for 57% of the work orders in this period.

|                       | Pest Control | Plumbing | Keys and Doors | Electric Sys / Repairs | Building General | Cleaning | Door | Waste Removal | Life & Safety System | Other | Total |
|-----------------------|--------------|----------|----------------|------------------------|------------------|----------|------|---------------|----------------------|-------|-------|
| <b>Q4 Work Orders</b> | 2,651        | 1,095    | 636            | 588                    | 427              | 241      | 304  | 227           | 323                  | 1,164 | 7,656 |
| <b>% of WO's</b>      | 34%          | 14%      | 8%             | 8%                     | 6%               | 3%       | 4%   | 3%            | 4%                   | 15%   | 100%  |

### Work Orders by Priority (Q4-2023)

2. **Priority Work Orders:** We broke down the work orders for this quarter by priority and found 55% were routine or non-emergency and 27% were classified as urgent, emergency, or 24 hours.

|                       | Non-Emergency and Routine | Urgent, Emergency or 24 Hours | Turnover | After Hours | Other | Total |
|-----------------------|---------------------------|-------------------------------|----------|-------------|-------|-------|
| <b>Q4 Work Orders</b> | 4,232                     | 2,094                         | 675      | 633         | 22    | 7,656 |
| <b>% of WO's</b>      | 55%                       | 27%                           | 8%       | 8%          | 2%    | 100%  |

### Unit Turnover by Category (Q4-2023)

3. **Turnover Categories:** Of the 675 work orders attributed to the turnover process, 25% were for cleaning services, 19% for keys and doors, 12% for paint and repairs, and 11% for pest control services. Cleaning was the dominant work order category found for the turnover process.

|                       | Cleaning | Keys and Doors | Paint / Repairs | Pest Control | Building General | Other | Total |
|-----------------------|----------|----------------|-----------------|--------------|------------------|-------|-------|
| <b>Q4 Work Orders</b> | 168      | 129            | 84              | 78           | 69               | 147   | 675   |
| <b>% of WO's</b>      | 25%      | 19%            | 12%             | 11%          | 11%              | 22%   | 100%  |

**Total Work Orders – LMCH vs Vendors (Q4-2023)**

4. Analysis of Q4 work orders revealed that LMCH assigned 57% of work orders to vendors, which is up by 3% from the 2022 numbers.

|                       | LMCH  | Vendors | Total |
|-----------------------|-------|---------|-------|
| <b>Q4 Work Orders</b> | 3,317 | 4,339   | 7,656 |
| <b>% of WO's</b>      | 43%   | 57%     | 100%  |

**LMCH vs Vendors per Category (Q4-2023)**  
Minimum 245 Work Orders

5. **Category Breakdown:** LMCH manages at least 75% of work orders for plumbing, keys and doors, electrical repairs, and general maintenance. Conversely, almost all cleaning and pest control tasks are outsourced to vendors.

|                       | Pest Control | Plumbing | Keys and Doors | Electrical Sys / Repairs | Building General | Cleaning | Door |
|-----------------------|--------------|----------|----------------|--------------------------|------------------|----------|------|
| <b>Q4 Work Orders</b> | 2,651        | 1,095    | 636            | 588                      | 427              | 241      | 304  |
| <b>LMCH %</b>         | 1%           | 74%      | 93%            | 67%                      | 66%              | 5%       | 73%  |
| <b>Vendors %</b>      | 99%          | 26%      | 7%             | 33%                      | 34%              | 95%      | 27%  |

**Conclusion**

In 2022, LMCH generated 21,326 work orders. In 2023, LMCH generated 26,792 work orders which is a modest increase of 25.6% compared to 2022.

Furthermore, the pest control work order trend suggested a significant rise from 3,771 in 2022 to 7,742 in 2023, amounting to a year-over-year surge of 105%. This is a result of changes in practice to record individual treatments as work orders versus treatment cycles. This creates greater visibility on the progress of service and supports improved vendor management.

|   |
|---|
| <b>PREPARED BY:</b>   |
|   |
| <b>CHRISTINE POIRIER,<br/>SENIOR MANAGER, PROPERTY SERVICES</b> |

## Finance Audit and Risk Report 2024- 02

**TO:** LMCH Finance Audit and Risk Committee

**FROM:** Bushra Walji, Finance Manager

**SUBJECT:** Q4 2023 Financial Results (Unaudited)

**DATE:** February 29, 2024

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### **PURPOSE:**

The purpose of this report is to share the unaudited financial results for LMCH for the period ending December 31, 2023.

### **RECOMMENDATION:**

That the December 31, 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 December 31, 2023, Operating Financial Results. The YTD operating results on December 31, 2023, ended with an operating deficit of (\$ 33,364) an unfavorable result from projected in the budget.

### **Operations Revenue**

Total revenue showed a favorable variance of \$440,338 compared to the 2023 budget:

- The positive variance was primarily driven by a decrease in bad debt write-offs which showed a favorable \$699,375. 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:
  - LMHC continues to experience unusual activity in our Tenant Rent, Bad Debt and Forgiveness in 2023 Provision.
  - In early 2023, an analysis was done by Tenant Services and it was determined that as a result of Tenants providing updated NOAs, the actual Forgiveness amount was \$ 1.441M compared to the \$863k that was budgeted, with unfavorable results of (\$ 578k). However, based on the higher than usual

Forgiveness amount in 2023, the historical allowance on the Current Tenants taken into consideration in December 2022 of (\$489k) was adjusted in our 2023 Annual bad debts write off which resulted in a favourable amount of \$660k as per our Table. We will continue to monitor this and work with the Auditors to adjust accordingly.

|  | 2023                | 2022                |                     |
|--|---------------------|---------------------|---------------------|
|  | Actuals             | Actuals             | Variance            |
| <b>Forgiveness</b>                       | 1,441,699.87        | 897,599.94          | <b>544,099.93</b>   |
| <b>Former Tenant Bad Debt Write off</b>  | 782,978.00          | 525,693.50          | <b>257,284.50</b>   |
| <b>Current Tenant Bad Debt Write off</b> | 0                   | 489,005.09          | <b>(489,005.09)</b> |
|  | <b>2,224,677.87</b> | <b>1,912,298.53</b> | <b>312,379.34</b>   |

**Tenant Recoveries:** Showed a favourable variance of \$ 42,599 in recoveries. This means that the actual recoveries from tenants for expenses or damages exceeded the budgeted amount.

**Interest Revenue:** This had a favourable variance of \$ 74,834.74 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 unfavorable variance of (\$ 462,727) over the 2023 budget.

Salaries, wages, and benefits have a favorable variance of \$ 153,527.

Tenant Services showed a favourable variance of \$109,328. Driven by a favourable variance of \$46,354 in Security Services and \$62,974 in Social/Recreation Programs.

Building Maintenance, Materials, and Services had unfavorable variance of (\$618,236). A review of this category indicates several program areas as overspent including Building General (\$ 121,575), Cleaning Buildings (\$129,133) Landscaping and Parking Lot Maintenance (\$65,331), Painting (\$179,816), Plumbing (\$112,356), Snow removal (\$114,171), Electrical (\$59,016), Elevators (\$43,781) Heating and Ventilation (\$62,446), Life Safety systems (\$31,709) and Vandalism (\$24,455)

Corporate Costs including Legal, Consulting, and Human resources Expenses have unfavourable variance of (\$11,938).

Utilities have a favourable variance of (\$8,436) in this Fourth quarter with energy rebate received for \$39k, unfavorable variances reported in Property Taxes (\$24,386) due to Tax adjustments and in Transport and communication unfavorable (\$91,284).

Extraordinary Loss shows unfavourable balance of (\$10,976). The presentation of the Extraordinary loss has been revised this year 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 'Insurance claims in Process'.

Please see the attached report for a detailed analysis.

**Appendix A – December 31, 2023, Operating Results**

SIGNATURE:

| PREPARED and SUBMITTED BY:         | REVIEWED and CONCURRED BY:               |
|------------------------------------|--|
|                                    |  |
| BUSHRA WALJI<br>MANAGER of FINANCE | PAUL CHISHOLM<br>CHIEF EXECUTIVE OFFICER |



| 2023<br>YTD<br>Actuals | 2023<br>YTD<br>Budget | Variance from<br>BUDGET<br>Better (Worse) | %<br>Var | 2022<br>YTD<br>Actuals | Variance from<br>2022<br>Better (Worse) | %<br>Var |
|------------------------|-----------------------|---|----------|------------------------|---|----------|
|------------------------|-----------------------|---|----------|------------------------|---|----------|

**OPERATING INCOME STATEMENT**

| REVENUES               |                   |                   |                |           |                   |                  |
|------------------------|-------------------|-------------------|----------------|-----------|-------------------|------------------|
| RENT REVENUES          | 13,402,172        | 13,883,347        | -481,175       | -3%       | 13,621,605        | -219,433         |
| TENANT RECOVERIES      | 160,857           | 118,258           | 42,599         | 36%       | 226,385           | -65,528          |
| NET BAD DEBT WRITE OFF | -254,239          | -953,614          | 699,375        | -73%      | -976,877          | 722,638          |
| ANTENNA LICENSES       | 164,107           | 161,675           | 2,432          | 2%        | 159,092           | 5,015            |
| INTEREST               | 182,588           | 107,580           | 75,008         | 70%       | 142,054           | 40,534           |
| SUNDRY & OTHER REVENUE | 283,377           | 181,278           | 102,099        | 56%       | 222,100           | 61,277           |
| MUNICIPAL BASE FUNDING | 14,676,651        | 14,676,651        | 0              | 0%        | 13,884,173        | 792,478          |
| <b>TOTAL REVENUES</b>  | <b>28,615,512</b> | <b>28,175,174</b> | <b>440,338</b> | <b>2%</b> | <b>27,278,532</b> | <b>1,336,980</b> |

| OPERATING EXPENDITURES                             |                  |                  |                 |             |                  |                   |
|--|------------------|------------------|-----------------|-------------|------------------|-------------------|
| <b>SALARIES, WAGES &amp; BENEFITS</b>              | <b>7,792,335</b> | <b>7,945,863</b> | <b>153,527</b>  | <b>2%</b>   | <b>6,702,575</b> | <b>-1,089,760</b> |
| <b>TENANT SERVICES</b>                             |                  |                  |                 |             |                  |                   |
| SECURITY   | 591,646          | 638,000          | 46,354          | 7%          | 592,398          | 752               |
| SOCIAL & REC PROGRAMS                              | 62,697           | 125,671          | 62,974          | 50%         | 88,987           | 26,290            |
| <b>TENANT SERVICES</b>                             | <b>654,343</b>   | <b>763,671</b>   | <b>109,328</b>  | <b>14%</b>  | <b>681,385</b>   | <b>27,042</b>     |
| <b>MAINTENANCE, MATERIALS &amp; SERVICES</b>       |                  |                  |                 |             |                  |                   |
| ROOFING  | 28,755           | 43,609           | 14,854          | 34%         | 50,956           | 22,200            |
| BUILDING GENERAL                                   | 1,352,485        | 1,230,910        | -121,575        | -10%        | 1,379,290        | 26,805            |
| CLEANING   | 1,133,170        | 1,004,037        | -129,133        | -13%        | 1,011,680        | -121,490          |
| PEST CONTROL                                       | 548,847          | 721,666          | 172,818         | 24%         | 996,811          | 447,964           |
| ELEVATORS  | 137,368          | 93,587           | -43,781         | -47%        | 174,044          | 36,675            |
| ELECTRICAL   | 207,105          | 148,089          | -59,016         | -40%        | 206,663          | -441              |
| EQUIPMENT  | 22,031           | 87,566           | 65,535          | 75%         | 10,972           | -11,059           |
| LANDSCAPING & PARKING LOT MTCE.                    | 286,728          | 221,397          | -65,331         | -30%        | 305,810          | 19,083            |
| MOLD   | 44,505           | 61,872           | 17,367          | 28%         | 37,169           | -7,336            |
| SNOW REMOVAL                                       | 772,713          | 658,542          | -114,171        | -17%        | 771,594          | -1,119            |
| LIFE SAFETY SYSTEMS                                | 296,647          | 264,938          | -31,709         | -12%        | 354,752          | 58,105            |
| HEATING & VENTILATION                              | 269,098          | 206,652          | -62,446         | -30%        | 215,779          | -53,319           |
| PLUMBING   | 654,349          | 541,992          | -112,356        | -21%        | 615,648          | -38,701           |
| PAINTING   | 553,831          | 374,015          | -179,816        | -48%        | 259,746          | -294,085          |
| VANDALISM  | 94,217           | 69,762           | -24,455         | -35%        | 66,614           | -27,603           |
| WASTE REMOVAL                                      | 383,860          | 415,411          | 31,551          | 8%          | 351,862          | -31,997           |
| SUNDRY MATERIALS & SERVICES                        | 17,011           | 40,441           | 23,430          | 58%         | 4,299            | -12,712           |
| <b>TOTAL MAINTENANCE, MATERIALS &amp; SERVICES</b> | <b>6,802,721</b> | <b>6,184,485</b> | <b>-618,236</b> | <b>-10%</b> | <b>6,813,690</b> | <b>10,969</b>     |



|   | 2023              | 2023              | Variance from   | %           | 2022              | Variance from     | %           |
|---|-------------------|-------------------|-----------------|-------------|-------------------|-------------------|-------------|
|   | YTD               | YTD               | BUDGET          | Var         | YTD               | 2022              | Var         |
|   | Actuals           | Budget            | Better (Worse)  |             | Actuals           | Better (Worse)    |             |
| <b>UTILITIES</b>                                |                   |                   |                 |             |                   |                   |             |
| ELECTRICITY                                     | 1,724,818         | 1,615,850         | -108,968        | -7%         | 1,729,694         | 4,877             | 0%          |
| WATER HEATER RENTAL                             | 248,215           | 247,728           | -486            | 0%          | 250,991           | 2,776             | 1%          |
| WATER   | 1,639,400         | 1,651,572         | 12,171          | 1%          | 1,500,973         | -138,427          | -9%         |
| NATURAL GAS                                     | 1,125,786         | 1,192,177         | 66,391          | 6%          | 1,068,158         | -57,628           | -5%         |
| ENERGY SAVING REBATE                            | -39,328           | 0                 | 39,328          |             |                   |                   |             |
| <b>TOTAL UTILITIES</b>                          | <b>4,698,891</b>  | <b>4,707,327</b>  | <b>8,436</b>    | <b>0%</b>   | <b>4,549,817</b>  | <b>-149,074</b>   | <b>-3%</b>  |
| <b>PROPERTY</b>                                 |                   |                   |                 |             |                   |                   |             |
| INSURANCE                                       | 1,061,607         | 1,065,959         | 4,352           | 0%          | 860,366           | -201,241          | -23%        |
| MUNICIPAL TAXES                                 | 5,434,420         | 5,410,034         | -24,386         | 0%          | 5,285,587         | -148,833          | -3%         |
| MORTGAGE PAYMENTS                               | 0                 | 0                 | 0               |             | 9,046             | 9,046             | 100%        |
| <b>TOTAL PROPERTY</b>                           | <b>6,496,027</b>  | <b>6,475,992</b>  | <b>-20,034</b>  | <b>0%</b>   | <b>6,154,999</b>  | <b>-341,028</b>   | <b>-6%</b>  |
| <b>ADMINISTRATION</b>                           |                   |                   |                 |             |                   |                   |             |
| <b>CORPORATE</b>                                |                   |                   |                 |             |                   |                   |             |
| FINANCE   | 120,138           | 89,455            | -30,683         | -34%        | 87,006            | -33,132           | -38%        |
| HR  | 177,093           | 162,505           | -14,589         | -9%         | 199,928           | 22,834            | 11%         |
| L&C   | 303,206           | 396,000           | 92,794          | 23%         | 438,166           | 134,960           | 31%         |
| OFFICE  | 479,114           | 471,329           | -7,786          | -2%         | 480,392           | 1,277             | 0%          |
| OTHER   | 74,175            | 22,500            | -51,675         | -230%       | 86,968            | 12,793            | 15%         |
| <b>TOTAL CORPORATE</b>                          | <b>1,153,727</b>  | <b>1,141,789</b>  | <b>-11,938</b>  | <b>-1%</b>  | <b>1,292,460</b>  | <b>138,733</b>    | <b>11%</b>  |
| <b>TRANSPORTATION &amp; COMMUNICATION</b>       |                   |                   |                 |             |                   |                   |             |
| TELECOM   | 277,314           | 230,165           | -47,150         | -20%        | 224,283           | -53,031           | -24%        |
| TRAVEL & TRANSPORTATION                         | 103,158           | 80,418            | -22,740         | -28%        | 73,887            | -29,271           | -40%        |
| OTHER   | 22,395            | 1,000             | -21,395         | -2140%      | 553               | -21,842           | -3953%      |
| <b>TOTAL TRANSPORTATION &amp; COMMUNICATION</b> | <b>402,867</b>    | <b>311,583</b>    | <b>-91,284</b>  | <b>-29%</b> | <b>298,723</b>    | <b>-104,144</b>   | <b>-35%</b> |
| <b>SUPPLIES &amp; EQUIPMENT</b>                 |                   |                   |                 |             |                   |                   |             |
| EQUIPMENT                                       | 28,787            | 60,151            | 31,363          | 52%         | 158,459           | 129,671           | 82%         |
| OTHER   | 508,201           | 484,312           | -23,889         | -5%         | 543,005           | 34,804            | 6%          |
| <b>TOTAL SUPPLIES &amp; EQUIPMENT</b>           | <b>536,989</b>    | <b>544,463</b>    | <b>7,475</b>    | <b>1%</b>   | <b>701,464</b>    | <b>164,475</b>    | <b>23%</b>  |
| <b>TOTAL ADMINISTRATION</b>                     | <b>2,093,583</b>  | <b>1,997,835</b>  | <b>-95,748</b>  | <b>-5%</b>  | <b>2,292,646</b>  | <b>199,063</b>    | <b>9%</b>   |
| <b>TOTAL OPERATING EXPENDITURES</b>             | <b>28,537,900</b> | <b>28,075,174</b> | <b>-462,727</b> | <b>-2%</b>  | <b>27,195,112</b> | <b>-1,342,788</b> | <b>-5%</b>  |
| EXTRAORDINARY LOSS                              | 110,976           | 100,000           | -10,976         | -11%        | 83,420            | -27,556           | -33%        |
| <b>NET SURPLUS (DEFICIT)</b>                    | <b>-33,364</b>    | <b>0</b>          | <b>33,364</b>   |             | <b>0</b>          | <b>-33,364</b>    |             |



## Finance Audit and Risk Report 2024- 03

**TO:** LMCH Finance Audit and Risk Committee

**FROM:** Ahmad Mian, Business Analyst

**SUBJECT:** Key Performance Indicators (KPIs)

**DATE:** February 29, 2024

**RECOMMENDATION:**

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

**ATTACHMENTS:**


**Appendix A:** LMCH BOD KPI summary, with unaudited, preliminary Q4 2024 data.

**Appendix B:** Data dictionary for LMCH BOD reported KPIs.

**SIGNATURE:**

|                                |  |
|--------------------------------|--|
| PREPARED and SUBMITTED BY:     | REVIEWED and CONCURRED BY:               |
|                                |  |
| AHMAD MIAN<br>BUSINESS ANALYST | PAUL CHISHOLM<br>CHIEF EXECUTIVE OFFICER |

## Appendix A: LMCH Board of Directors KPI Summary

|  LONDON & MIDDLESEX COMMUNITY HOUSING   | Q4 2023         | Q3 2023          | Q2 2023   | Q1 2023     | Avg. 2023 | Avg. 2022   |
|--|-----------------|------------------|-----------|-------------|-----------|-------------|
| Category/Metrics   | Current Quarter | Previous Quarter |           |             |           |             |
| <b>Human Resources KPI Metric Summary</b>  |                 |                  |           |             |           |             |
| Full Time Staff  | 88              | 87               | 83        | 85          | 86        | 74          |
| Full Time Equivalent (FTE) <sup>Ω</sup>  | 90.05           | 88.81            | 84.4      | 86.36       | 87.66     | 75.39       |
| Business Case 19 Related Hires   | 22              | 22               | 19        | 19          | 20        | 20          |
| <b>Finance, Information Technology and Data Science KPI Metric Summary</b>   |                 |                  |           |             |           |             |
| Surplus/(Deficit)*   | (\$33,364)      | \$392,802        | \$235,357 | (\$502,204) | N/A       | N/A         |
| Rent Arrears   | \$829,424       | \$913,096        | \$962,814 | \$1,094,658 | \$829,424 | \$1,143,684 |
| Rent Collection Percentage   | 93.81%          | 90.92%           | 85.58%    | 69.21%      | 83.14%    | 84.42%      |
| Percentage of Tenants in Good Financial Standing   | 80.19%          | 79.21%           | 79.74%    | 80.07%      | 79.23%    | 76.95%      |
| <b>Tenant Services KPI Metric Summary</b>  |                 |                  |           |             |           |             |
| Total Evictions*   | 12              | 18               | 19        | 20          | 69        | 36          |
| Units Leased   | 98              | 87               | 109       | 84          | 378       | 350         |
| <b>Property Services KPI Metric Summary</b>  |                 |                  |           |             |           |             |
| Total Vacant Units   | 87              | 118              | 117       | 139         | 121*      | 148*        |
| Total Vacancy Rate   | 2.65%           | 3.60%            | 3.56%     | 4.24%       | 3.70%     | 4.52%       |
| Cost of Vacancy <sup>†</sup>   | \$76,680        | \$102,060        | \$96,660  | \$117,720   | \$98,280  | \$120,218   |
| <b>Capital KPI Metric Summary</b>  |                 |                  |           |             |           |             |
| Percentage Spent vs Approved Budget**  | 79.61%          | 68.47%           | 61.08%    | 47.57%      | 79.61%    | 25.64%      |
| FCI Score  | -               | -                | -         | -           |           | -           |
| <p>Ω Derivation excludes On Call Manager Hours<br/> *Updated to Yearly Avg. instead of quarterly total<br/> <sup>†</sup>Derived from KPMG 'Cost of Vacancy' Metric.<br/> **Percentage Spent vs Approved Budget has been adjusted to reflect projects with anticipated spend in 2023.</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

### 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 2024- 07

**TO:** People Service and Housing Committee

**FROM:** Dirk Volschenk, Manager of Human Resources

**SUBJECT:** Update of Workplace Violence, Harassment, and Sexual Harassment Policy

**DATE:** March 14, 2024

---

### PURPOSE:

To receive and approve the Workplace Violence, Harassment, and Sexual Harassment Policy for Employees which has been reviewed and updated to ensure compliance with our obligations for annual review under the *Occupational Health and Safety Act*.

### RECOMMENDATION:

That the LMCH Board of Directors APPROVE the following recommendations:

1. **APPROVE** the attached Update of Workplace Violence, Harassment, and Sexual Harassment Policy
2. That the Appendices be **RECEIVED** for information.

### BACKGROUND:

The Occupational Health and Safety Act requires all Employers in Ontario to prepare and maintain a written policy in respect of workplace violence and harassment and review at least annually. The included was last reviewed on March 16, 2023.

As part of the Terms of Reference with LMCH's Joint Health and Safety Committee and on request of the worker representatives a thorough review was undertaken during February of 2024. During this review, multiple updates and corrections were made by agreement of the Committee.

It is highlighted that the definition of Domestic Violence was updated to include a non-restrictive list of signs of domestic violence in the workplace and to include a specific reference to the option to request a personal safety plan.

It is also highlighted to the Committee that LMCH performed its annual review of its Health and Safety Policy in December of 2023.

**ATTACHMENT:**

**ATTACHMENT:** DRAFT Workplace Violence Harassment and Sexual Harassment Policy  
PSH Feb 24

**Appendix A:** Workplace Violence and Harassment Incident Reporting Form

**Appendix B:** Workplace Violence and Harassment Incident form – Manager Report

| PREPARED and SUBMITTED BY:                 | REVIEWED and CONCURRED                   |
|--|--|
|  |  |
| Dirk Volschenk<br>Manager, Human Resources | PAUL CHISHOLM<br>CHIEF EXECUTIVE OFFICER |



RELATED DOCUMENTATION

|                      |  |
|----------------------|--|
| Legislation          | <ul style="list-style-type: none"> <li>Occupational Health and Safety Act, 1990, including Bills 168 &amp; 132<br/><a href="http://www.labour.gov.on.ca/english/hs/laws/regulations.php">www.labour.gov.on.ca/english/hs/laws/regulations.php</a></li> <li>Human Rights Code<br/><a href="http://www.ohrc.on.ca">www.ohrc.on.ca</a></li> </ul>   |
| Collective Agreement | Articles 3, 4  |
| Forms                | <ul style="list-style-type: none"> <li>Appendix A: Workplace Violence and Harassment Incident Reporting Form</li> <li>Appendix B: Workplace Violence and Harassment Incident Form – Manager Report</li> <li>Staff Occurrence Reporting Program -<br/><a href="https://forms.monday.com/forms/147d4f2aa201763204af479501a49b6e">https://forms.monday.com/forms/147d4f2aa201763204af479501a49b6e</a></li> </ul>  |
| Policies             | <ul style="list-style-type: none"> <li>Code of Conduct Policy</li> <li>Health and Safety Policy</li> </ul>   |
| Other Resources      | <ul style="list-style-type: none"> <li>Tenant Code of Conduct</li> <li>Employee Assistance Program (EAP)</li> <li>London Abused Women Centre<br/><a href="https://www.lawc.on.ca/">https://www.lawc.on.ca/</a></li> <li>Sexual Assault Centre of London/Anova<br/><a href="http://www.anovafuture.org/">http://www.anovafuture.org/</a></li> <li>Victim Services, London Police Services<br/><a href="https://www.londonpolice.ca/Modules/contact/search.aspx?s=jFuV9WkBBXGefKkbDlsz3geQuAleQuAl">https://www.londonpolice.ca/Modules/contact/search.aspx?s=jFuV9WkBBXGefKkbDlsz3geQuAleQuAl</a></li> <li>Canadian Mental Health Association (CMHA)<br/><a href="https://cmha.ca/">https://cmha.ca/</a></li> </ul> |

**1.0 PURPOSE**

London & Middlesex Community Housing (LMCH) is committed to building and maintaining a safe, productive, and healthy working environment for its employees, free from violence and harassment. LMCH will take all reasonable measures to ensure job candidates, employees, and managers are not subject to any form of violence or



harassment, sexual harassment, bullying, discrimination, or any other unwelcomed behaviour. This commitment applies to all areas of business, including training, performance, assessment, promotions, transfers, layoffs, remuneration, and all other employment practices and working conditions.

## SCOPE

This policy applies to everyone providing service at LMCH including:

- Board Members
- Management
- Bargaining-Excluded Staff
- Unionized Employees
- Temporary Staff
- Volunteers including Students
- Contractors

Acts of violence or harassment against or by any employee will not be condoned or tolerated by LMCH. This policy outlines LMCH's violence and harassment program, including how incidents of violence and harassment will be handled and investigated.

## 2.0 DEFINITIONS

In accordance with the *Occupational Health and Safety Act* and the *Ontario Human Rights Code*, the following definitions apply to our Workplace Harassment and Violence Program.

Complainant: A person who has made a complaint about another individual who they believe committed an act of violence or harassment against them.

Respondent: A person whom another individual has accused of committing an act of violence or harassment.

Workplace harassment: Engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome, or workplace sexual harassment.

Workplace sexual harassment: Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity, or gender expression, where the course of comment or conduct is known or ought



reasonably to be known to be unwelcome, or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant, or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Workplace violence: The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or a statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

Bullying: Engaging in actual or perceived acts or verbal comments that could mentally hurt or isolate a person in the workplace.

- Bullying can involve negative physical contact.
- Bullying usually involves repeated incidents or a pattern of behaviour that is intended to intimidate, offend, degrade or humiliate a particular person or group of people.
- It has also been described as the assertion of power through aggression.
- Bullying can be face-to-face or cyber-bullying.

Discrimination: Engaging in differential treatment of an individual or group of individuals which is based, in whole or in part, on one or more than one of the prohibited grounds of discrimination and which has an adverse impact on the individual or group of individuals. Discrimination may be direct (from an individual or group of individuals) or systemic (through systems and attitudes perpetuated within organizations).

Domestic Violence: Domestic violence refers to violent or abusive acts committed by one family or household member against another, such as child, elder, or spousal abuse. Domestic violence can refer to physical harm, or behavior that is controlling, coercive, or threatening. It can occur in any kind of intimate relationship -- married or unmarried, living together, or simply dating. Signs of Domestic Violence in the workplace may include, but are not limited to:

- Repeated phone calls, emails and/or social media messages to the employee at work
- Stalking





- Unexpected person showing up at the workplace and asking personal questions about the employee to other co-workers
- Verbal Abuse
- Employee exhibiting different behaviors than usual, including being more withdrawn, isolated, appearing uncomfortable while on the phone etc.

Workplace:

- At the workplace, including all LMCH facilities, work sites, and vehicles;
- Any land, premises, locations or things at, upon, in or near where the business of LMCH is being conducted;
- At employment-related social functions;
- In the course of work assignments outside the workplace;
- During work-related travel;
- Over the telephone, if the conversation is work-related; or
- LMCH-related activities, including Corporation-sanctioned social functions, or business performed at any other location away from LMCH, during or outside of normal working hours.
- Elsewhere, if the person is there as a result of work-related responsibilities or a work-related relationship.

Bullying and harassing behaviour does not include:

- Expressing differences of opinion.
- Offering constructive feedback, guidance, or advice about work-related behaviour.
- Reasonable action taken by an employer or supervisor relating to the leadership and direction of employees or the place of employment (e.g., managing a worker's performance, taking reasonable disciplinary actions, assigning work).

### 3.0 PROCESS

This policy has been developed in consultation with the LMCH Joint Health & Safety Committee (JHSC). It will be reviewed annually, or more frequently if necessary to ensure that it accurately represents the LMCH prevention program.

LMCH will provide all employees with appropriate training and information regarding LMCH's violence and harassment prevention practices and procedures. Employees are responsible for adhering to this policy, and should report every incident of violence



and/or harassment immediately to management. This includes any incidents that have been witnessed, experienced by, or reported to an employee.

For the purposes of this policy, workplace harassment or violence can occur:

- At the workplace, including all LMCH facilities, work sites, and vehicles;
- Any land, premises, locations or things at, upon, in or near where the business of LMCH is being conducted;
- At employment-related social functions;
- In the course of work assignments outside the workplace;
- During work-related travel;
- Over the telephone, email or social media, if the communication is work-related; or
- LMCH-related activities, including Corporation-sanctioned social functions, or business performed at any other location away from LMCH, during or outside of normal working hours.
- Elsewhere, if the person is there as a result of work-related responsibilities or a work-related relationship.

Reasonable action taken by an employer or supervisor relating to the management and direction of employees or the workplace that helps manage, guide, or direct employees or the workplace and appropriate employee performance reviews, counselling, or discipline by a manager does not constitute harassment.

Reasonable management actions would be part of a manager's or supervisor's normal work function, and could include changes in work assignments, scheduling, job assessment and evaluation, workplace inspections, implementation of health and safety measures, and disciplinary action.

#### 4.0 PREVENTION

Preventing violence, harassment, bullying, and sexual harassment is everyone's responsibility. All employees or person's acting on behalf of LMCH is expected to:

- Set a good example.
- Act against workplace violence/harassment.
- Refrain from comments and/or behaviour that is considered violent/harassment in nature.



- Express their disapproval if they encounter or witness violent or harassing behaviour in the workplace.

## **5.0 RESPONSIBILITIES**

LMCH will not tolerate any level of workplace violence or harassment directed at employees, between employees, by tenants or members of the public towards employees, or by an employee towards a member of the public or a tenant. We take every reasonable precaution to prevent or minimize violence and harassment in the workplace. Any employee, whether knowingly or not, who fails to follow any rule outlined, will be subjected to the disciplinary process, up to and including termination of their employment and subject to the provisions of the Collective Agreement (if applicable) or any other relevant policy or legislation.

### **LMCH shall:**

- Provide information, instruction, and supervision to employees to protect their health and safety as it relates to workplace violence and harassment;
- Take every reasonable precaution to protect employees from workplace violence and harassment;
- Review and update this policy at least annually, and develop and maintain a workplace violence and harassment program to eliminate identified hazards from the workplace;
- Post a copy of this policy in a conspicuous location in the workplace;
- Ensure supervisors/managers are competent in dealing with workplace violence and harassment matters;
- Investigate all incidents and complaints for workplace violence and harassment; and
- Assist the joint health and safety committee, in carrying out functions related to workplace violence and harassment, and provide them with copies of any reports, investigations, or documents related to workplace violence and harassment.

### **Employees shall:**

- Not engage in any level of workplace violence or harassment.
- Work in compliance with all applicable legislation and all policies and procedures related to workplace violence and harassment prevention;
- Report all instances of workplace violence and harassment they become aware of to their supervisor or management;



**Supervisors/Managers shall:**

- Ensuring their behaviour always reflects this policy.
- Advise employees of all potential or real hazards and dangers they are aware of involving workplace violence and harassment;
- Provide employees with written instruction when necessary to prevent workplace violence and harassment; and
- Take every reasonable precaution to protect employees from workplace violence and harassment.

## **6.0 Violence Risk Assessment**

LMCH will conduct a risk assessment of the work environment to identify potential risks that could affect the organization and the health and safety of employees and will institute measures to eliminate or control any identified risks to employee safety.

The following factors will be considered during the assessment:

- Past incidents of violence;
- Violence that is known to occur in similar workplaces;
- The circumstances in which work takes place, including the type of work and conditions of work;
- The interactions that occur in the course of performing work; and
- The physical location and layout of the workplace.

The risk assessment may include reviews of records, security reports, employee incident reports, staff perception surveys, health and safety inspection reports, first aid records, or other related records. Areas that will be considered and may contribute to risk of violence include but are not limited to contact with the public, exchange of money, and working alone or at night.

LMCH will provide the JHSC with a written copy of the assessment and advise of the results. The JHSC has various powers, including monitoring health and safety in the workplace, identifying hazards in the workplace, and recommending health and safety improvements where and when required.

LMCH will disclose information to employees who are likely to encounter a known person with a history of violence in the performance of their job duties, or if there is a potential



risk of workplace violence as a result of interactions with the person with a history of violence. However, LMCH will only disclose personal information that is deemed reasonably necessary to protect the worker from harm.

## **7.0 Workplace Violence and Harassment Program**

### Control Measures and Procedures

The following measures have been implemented to eliminate or reduce the identified risks of workplace violence:

- Access control measures at buildings and offices
- Emergency buttons at front counter
- Trespassing procedure
- Master Trespass List
- Non-Tenant Safety Alerts
- Unit Safety Alerts
- Staff Occurrence Reporting Procedure
- Tenant Code of Conduct
- Safety Line Lone Worker application
- Email alerts – active emergency situations
- Third party Security Guards
- Community Safety Unit presence and interventions
- Non violent crisis intervention training
- Body-Worn Cameras
- CCTV system

### Reporting Incidents of Workplace Violence and Harassment

An employee who believes they have been subject to violence or harassment should submit a complaint to their immediate Manager/designate and report the incident through the Staff Occurrence Reporting program. The complaint should be made as soon as possible following the incident and must include the following information (See Appendix A and Appendix B):

- The date and time of the incident;



- The name of any persons involved in the incident;
- The name of any persons who witnessed the incident; and
- A thorough description of what occurred.

An employee who believes they have been subject to harassment may also choose to confront the harasser without filing a formal complaint. They can confront the harasser directly or through writing, detailing the unwelcome behaviour and requesting it to stop.

If the alleged harasser is the employee's manager, or in a position of power, the complainant is welcome to file a complaint with Human Resources. If the alleged harasser is the employee's manager and working in Human Resources, the complainant is welcome to file a complaint with a Director.

#### Immediate Assistance Procedures

The following measures and procedures should be followed when an incident of violence has occurred or is likely to occur and immediate assistance is required:

- Get yourself to a safe space if possible
- Immediately call emergency services by dialing 911
- Inform immediate supervisor
- Use other resources available (example: emergency phone line, Safety Line app, panic button, contact Community Safety Unit)

#### Investigation Procedures

Once a complaint has been received, LMCH will complete a thorough investigation as soon as possible. The organization will ensure that, where practicable, the investigation is completed within 90 days of the complaint being filed.

The investigation will include:

- Informing the respondent of the complaint and inviting them to reply in writing;
- Interviewing the complainant and any persons involved in the incident;
- Identifying and interviewing any witnesses; and,
- Obtaining statements from all parties involved.



All of the above information will be documented and used to determine whether an incident of violence or harassment occurred. If necessary, LMCH may employ outside assistance or request the use of legal counsel.

A copy of the complaint, detailing the complainant's allegations will be provided to the respondent, who will be invited to reply in writing to the complainant's allegations. The reply will be made known to the complainant before the case proceeds.

LMCH will take all measures to prevent any disclosure of the incident and the identities of the parties involved, unless the disclosure is necessary for the investigation, for taking corrective action, or required by law.

#### Results of Investigation

Upon completion of an investigation, LMCH will provide both the complainant and respondent a written summary of the findings of the investigation and may include any information regarding corrective action that has been or will be taken as a result of the investigation. This written notification will be provided within ten working days of the investigation being completed, and will not include the investigation report unless required by law.

#### Control Measures

Where LMCH determines that violence or harassment has occurred, control measures will be implemented to eliminate or control the risk of violence or harassment to a worker as a result of the investigation. These control measures will be determined on a case-by-case basis, depending on the situation investigated. Any control measure enacted will be communicated to the complainant and respondent, as well as any other employees the measure affects.

#### Disciplinary Measures

Any disciplinary action will be determined by the appropriate manager, in coordination with Human Resources, and will be proportional to the seriousness of the behaviour or action involved in the incident.

If LMCH determines that an employee has been involved in an incident of violence or harassment towards another employee, immediate disciplinary action will be taken, up to and including immediate dismissal.



## Domestic Violence

If LMCH becomes aware that an employee is likely to be exposed to Domestic Violence in the workplace, LMCH will take every precaution reasonable in the circumstances for the protection of the worker, which may include the development of a Personal Safety Plan

## Recommendations to Employees

LMCH will provide appropriate assistance to any employee who has experienced violence or harassment. LMCH recommends that a worker who has been harmed as a result of an incident of violence at the workplace consult their health care provider for treatment or referral for post-incident counselling.

LMCH provides an EAP to all staff. Information is posted in the offices and is available through Managers and Human Resources.

## The Right to Refuse Unsafe Work

As per the Occupational Health & Safety Act, employees have the right to refuse work that they believe is unsafe to themselves or another worker. A worker who believes that they are endangered by workplace violence may also refuse work. Upon refusing to work, the employee must report the circumstance of the refusal to their manager. An investigation will follow in the presence of a JHSC representative.

## Fraudulent, Malicious, or Vexatious Complaints

It is a violation of this policy for anyone to knowingly make a fraudulent, malicious, or vexatious complaint, or to provide false information about a complaint. Unfounded or frivolous allegations may cause both the respondent and LMCH significant damage. Any employee who knowingly makes a false allegation related to violence or harassment will be subject to immediate disciplinary action, up to and including termination of employment.

## Recordkeeping

LMCH will ensure that appropriate records of complaints and investigations relating to incidents of violence and workplace harassment are kept, including:

- A copy of the complaint or details about the incident;





- Any records related to the investigation, including notes;
- A copy of the investigation report (if applicable);
- A summary of the investigation results, including the reports provided to the complainant and respondent; and
- A copy of any corrective action taken to address the complaint or incident.

### Confidentiality

LMCH will not disclose the name of a complainant or a respondent or the circumstances related to the complaint to any person except where disclosure is necessary to investigate the complaint or take corrective action with respect to the complaint, or required by law. LMCH will only disclose the minimum amount of personal information or details necessary for these purposes.

All records of harassment, and subsequent investigations, are considered confidential and will not be disclosed to anyone except to the extent required by law. LMCH will do everything reasonably possible to protect the privacy of any individuals involved and to ensure that complainants and respondents are treated fairly and respectfully.

### Policy Review

In accordance with the *Occupational Health and Safety Act*, this policy will be posted in a conspicuous place in the workplace and reviewed annually.

## 7.0 DOCUMENT CONTROL

|                           |   |
|---------------------------|---|
| Date Drafted              | <ul style="list-style-type: none"> <li>• January 2017</li> </ul>  |
| Date Approved             | <ul style="list-style-type: none"> <li>• February 23, 2017</li> <li>• Update approved by Board of Directors January 20, 2022</li> <li>• Update approved by Board of Directors March 16, 2023</li> </ul> |
| Date Revised              | <ul style="list-style-type: none"> <li>• February 26, 2024</li> </ul>   |
| To be reviewed            | <ul style="list-style-type: none"> <li>• Review and update every twelve months (in consultation with the JHSC)</li> <li>• General review by all employees every twelve months</li> </ul>                |
| Inquiries to Policy Owner | <ul style="list-style-type: none"> <li>• Human Resources</li> </ul>   |



**Appendix A: Workplace Violence and Harassment Incident Reporting Form**

Complete this form if you are the victim of OR witness to an alleged incident of workplace violence, workplace harassment, or workplace domestic violence incident. Print or photocopy additional copies as needed. Sign and forward this report to your supervisor and/or HR.

|   |   |  |
|---|---|--|
| Name:   | Date and time of Incident:  | Date Incident Reported:  |
| <input type="checkbox"/> Victim<br><input type="checkbox"/> Witness         | Address/location of incident:   |  |
| Name of alleged perpetrator:  |   | Your Relationship to the perpetrator:                                |
| Assailant's Description   |   |  |
| Height:   |   |  |
| Weight:   |   |  |
| Hair Colour:  |   |  |
| Eye Colour:   |   |  |
| Race:   |   |  |
| Distinguishing Features:  |   |  |
| Check the box describing the incident:                                      |   |  |
| <input type="checkbox"/> Threatened by email or other written communication | <input type="checkbox"/> Assault<br><input type="checkbox"/> Sexual Assault | <input type="checkbox"/> Robbery<br><input type="checkbox"/> Stalked |
| <input type="checkbox"/> Threatened Verbally                                | <input type="checkbox"/> Assaulted with Weapon                              | <input type="checkbox"/> Bomb Threat                                 |
| <input type="checkbox"/> Threatened with a Weapon                           | <input type="checkbox"/> Arson  | <input type="checkbox"/> Mischief to Property                        |
| <input type="checkbox"/> Workplace Harassment                               | <input type="checkbox"/> Workplace Bullying                                 | <input type="checkbox"/> Domestic Violence                           |
| <input type="checkbox"/> Other (please specify):                            |   |  |



Describe the incident in detail. Include what happened, where, who was involved, other witnesses, what you heard, saw, etc.

Please provide the names and contact information, if known, of any additional witnesses; the name of any persons involved in the incident:

Signature:

Date:

Person Receiving this Report:

Date:



**Appendix B: Workplace Violence and Harassment Incident form – Manager Report**

As soon as is reasonably possible, Managers of employees or an area impacted by workplace violence should document incidents by completing and filing this report form to the Human Resources Manager. Not all questions may be applicable to each particular circumstance reported.

| SECTION 1   |                 |
|---|-----------------|
| Date of Incident:   | Date of Report: |
| Location of Incident, be specific (include map or sketch if necessary): |                 |

| SECTION 2              |                              |
|------------------------|------------------------------|
| Victim's Information   | Victim's Contact Information |
| First Name:            | Contact Phone Number(s):     |
| Last Name:             |                              |
| Home Address:          | Email Address(es):           |
| City:                  |                              |
| Postal Code:           |                              |
| Job Title:             |                              |
| Manager's Name:        |                              |
| Time Manager notified: | Date Manager Notified:       |



| SECTION 3   |             |                                 |   |                         |
|---|-------------|---------------------------------|---|-------------------------|
| Assailant's Information   |             | Assailant's Contact Information |   | Assailant's Description |
| First Name:   |             | Work Telephone Number:          | Home Telephone Number:  |                         |
| Last Name:  |             |                                 |   |                         |
| Home Address:   |             | Cell Telephone #                | Email Address:  |                         |
| City:   | Postal Code | Assailant's Gender:             |   |                         |
| Work Location:  |             |                                 |   |                         |
|   |             |                                 |   |                         |
| Relationship of Assailant to Victim ( <i>if any</i> ):  |             |                                 | Use of Weapons ( <i>if any</i> ):   |                         |
| <input type="checkbox"/> Co-worker<br><input type="checkbox"/> Family<br><input type="checkbox"/> Supervisor<br><input type="checkbox"/> Spouse/Partner<br><input type="checkbox"/> Tenant<br><input type="checkbox"/> Other ( <i>please describe</i> ) |             |                                 | Did the Assailant use a weapon?<br><input type="checkbox"/> Yes <input type="checkbox"/> No |                         |
|   |             |                                 | If yes, describe:   |                         |
|   |             |                                 | Describe how it was used:   |                         |

| SECTION 4   |  |   |
|---|--|---|
| <input type="checkbox"/> Threatened by email or other written communication | <input type="checkbox"/> Assault               | <input type="checkbox"/> Robbery              |
| <input type="checkbox"/> Threatened Verbally                                | <input type="checkbox"/> Sexual Assault        | <input type="checkbox"/> Stalked              |
| <input type="checkbox"/> Threatened with a Weapon                           | <input type="checkbox"/> Assaulted with Weapon | <input type="checkbox"/> Bomb Threat          |
| <input type="checkbox"/> Workplace Harassment                               | <input type="checkbox"/> Arson                 | <input type="checkbox"/> Mischief to Property |
| <input type="checkbox"/> Workplace Harassment                               | <input type="checkbox"/> Workplace Bullying    | <input type="checkbox"/> Domestic Violence    |
| <input type="checkbox"/> Other (please specify):                            |  |   |





**SECTION 8**

Measures taken to prevent recurrence:

**SECTION 9**

Is the victim presenting any concerns that have not been addressed?

**SECTION 10**

Current status of Assailant, if known (arrested, discipline, transferred, etc.):



| SECTION 11                                   |                          |
|--|--------------------------|
| Manager's Information                        | Contact Information      |
| First Name:                                  | Contact Phone Number(s): |
| Last Name:                                   |                          |
| Home Address:                                | Email Address(es):       |
| Time Manager notified:                       |                          |
| Date notified:                               |                          |
| Relationship to victim or assailant, if any: |                          |
| <br><br><br><br><br><br><br><br><br><br>     |                          |
| _____  | _____                    |
| Name of person completing this report        | Date report completed    |
| _____  |                          |
| Signature                                    |                          |



## Staff Report 2024- 08

**TO:** LMCH Board of Directors

**FROM:** Trevor Whittingham, Senior Manager of Asset Management

**SUBJECT:** Spending Approval for Prior Year Capital Budgets

**DATE:** March 14, 2024

---

### **PURPOSE:**

The purpose of this report is to receive Board approval authority to proceed with Capital spending on projects for Unallocated that were identified prior to 2024, in accordance with the LMCH Procurement Policy

### **RECOMMENDATION:**

That the LMCH Board of Directors APPROVE the following recommendations:

1. APPROVE the list of Capital Projects in Appendix A, inclusive of the individual funding requests that have been allocated to each project.
2. RECOMMEND that this be approved by the Board of Directors of LMCH.
3. AUTHORIZE LMCH staff to take the necessary steps to give effect to the above recommendation(s).

### **BACKGROUND:**

In the spring of 2023, the LMCH Board of Directors approved a change to the Procurement Policy which enabled staff to enter into contracts for Capital projects without seeking Board authorization. As long as the projected spending is under the project budget identified in the annual Capital Plan, a separate board report seeking permission to proceed is no longer required. This change was made to speed up the pace of capital work by eliminating the waiting period inherent within the Board approval process. In the past, it was not unusual to wait 4-6 weeks between the close of an RFP and receiving approval to proceed.

The 2024 Capital Budget was approved by the Board with identified projects and individual project budgets. This report is to receive approval for projects and project budgets from prior year Capital budgets that have not yet been awarded. This includes projects from the 2022 and 2023 Public Housing Major Upgrades budgets totaling \$675,000 and funds from the LMCH Infrastructure Gap budget totaling \$5,025,397.

The public attachment includes the list of projects for each budget that includes the project description, project site (s) as well as the scope/status of the project. Included is a separate In-Camera attachment is the Project budget for each of the projects.

**FINANCIAL IMPACT**

The funding for each identified project comes from one of three City of London business units – each business unit represents a separate funding year or business case. The authorization to spend being requested is allocated to each business unit as follows:

|  |           |                  |
|--|-----------|------------------|
| LMH2619 – LMCH Infrastructure Gap              | \$        | 5,025,397        |
| LMH261822 – Public Housing Major Upgrades 2022 | \$        | 450,000          |
| LMH261823 – Public Housing Major Upgrades 2023 | \$        | <u>225,000</u>   |
| <b>Total:</b>                                  | <b>\$</b> | <b>5,700,397</b> |

As per the procurement policy, staff are required to report to the Board and request additional approvals should spending on any project be forecasted to exceed the original project budget by more than 20%.

**CONCLUSION:**

The 2024 capital budget has been fully approved and staff have the authority to spend and enter contracts on those projects. We are requesting similar authority on projects from past Capital years in order to move those projects forward in an expedited way.

**Appendix A:** 2022/23 Outstanding Project List

**Appendix B:** 2022/23 Outstanding Project List – In-Camera Version

|  |
|--|
| PREPARED and SUBMITTED BY:                                 |
|  |
| TREVOR WHITTINGHAM,<br>SENIOR MANAGER, ASSET<br>MANAGEMENT |

# Capital Project Budget Approvals Appendix A : 202223 Outstanding Project List

| Project #                    | Business Unit (COL)                       | Project Description                             | Site                         | Scope and Status   |
|------------------------------|---|---|------------------------------|--|
| <b>High Priority</b>         |   |   |                              |  |
| 2022-0022                    | LMH261822 - Public Housing Major Upgrades | Fire Alarm and Fire Protection Systems          | 10 York Street               | Replace fire alarm panel in front lobby. Not yet started   |
| 2022-0005                    | LMH261822 - Public Housing Major Upgrades | Mechanical Systems: Comprehensive Review        | Various                      | Assess mechanical systems of high rise properties to determine future needs  |
| 2022-0006                    | LMH2619 - LMCH Infrastructure Gap         | Plumbing Riser Replacement                      | 30 Baseline Road West        | Work not yet scoped  |
| 2023-0002                    | LMH2619 - LMCH Infrastructure Gap         | Replace 347V electrical panels in corridors     | 241 Simcoe Street            | 120V panels completed previously. Building scope of work for consultant RFP  |
| 2023-0003                    | LMH2619 - LMCH Infrastructure Gap         | Main Electrical Room Equipment Replacement      | 345 Wharncliffe Road         | Building scope of work for consultant RFP  |
| 2023-0004                    | LMH2619 - LMCH Infrastructure Gap         | Corridor Distribution Panel Replacements        | 345 Wharncliffe Road         | Building scope of work for consultant RFP  |
| 2023-0005                    | LMH2619 - LMCH Infrastructure Gap         | Main Electrical Room Equipment Replacement      | 349 Wharncliffe Road         | Building scope of work for consultant RFP  |
| 2023-0006                    | LMH2619 - LMCH Infrastructure Gap         | Corridor Distribution Panel Replacements        | 349 Wharncliffe Road         | Building scope of work for consultant RFP  |
| 2023-0007                    | LMH2619 - LMCH Infrastructure Gap         | Generator Replacement                           | 349 Wharncliffe Road         | Building scope of work for consultant RFP  |
| 2023-0008                    | LMH2619 - LMCH Infrastructure Gap         | Corridor Distribution Panel Replacements        | 632 Hale Street              | Building scope of work for consultant RFP  |
| 2023-0009                    | LMH2619 - LMCH Infrastructure Gap         | Main Electrical Room Equipment Replacement      | 202 McNay Street             | Building scope of work for consultant RFP  |
| 2023-0010                    | LMH2619 - LMCH Infrastructure Gap         | Corridor Distribution Panel Replacements        | 202 McNay Street             | Building scope of work for consultant RFP  |
| 2023-0011                    | LMH2619 - LMCH Infrastructure Gap         | Corridor Distribution Panel Replacements        | 304 Oxford Street West       | Building scope of work for consultant RFP  |
| 2023-0014                    | LMH2619 - LMCH Infrastructure Gap         | Repair to sunken unit steps                     | 160-430 Bouleee Street       | Steps have settled so much that the rise into the front door no longer meets building code. Design Complete, tendering this spring   |
| 2023-0015                    | LMH261823 - Public Housing Major Upgrades | Fix falling brickwork on chimneys               | Allan Rush                   | Remove chimneys entirely and patch roof. Design complete. Tendering this spring  |
| 2023-0017                    | LMH261823 - Public Housing Major Upgrades | Repave parking lot                              | 2061 Dorchester Road         | Replace base layer and asphalt in parking lots. Also include curbs, and traffic markings. Design complete. Tender this spring  |
| <b>Total High Priority</b>   |   |   |                              |  |
| <b>Medium Priority</b>       |   |   |                              |  |
| 2023-0022                    | LMH2619 - LMCH Infrastructure Gap         | Elevator Mod                                    | 85 Walnut Street             | Working on tender for design consultant  |
| 2023-0023                    | LMH2619 - LMCH Infrastructure Gap         | Elevator Mod                                    | 202 McNay Street             | Working on tender for design consultant  |
| 2023-0024                    | LMH2619 - LMCH Infrastructure Gap         | Elevator Mod                                    | 304 Oxford Street West       | Working on tender for design consultant  |
| 2023-0025                    | LMH2619 - LMCH Infrastructure Gap         | Elevator Mod                                    | 200 Berkshire Drive          | Working on tender for design consultant  |
| 2023-0026                    | LMH2619 - LMCH Infrastructure Gap         | Roofing replacement                             | 10 York Street               | Design underway. Hopeful to tender this spring   |
| 2023-0027                    | LMH2619 - LMCH Infrastructure Gap         | Repair of pedestrian surfaces and railings      | 304 Oxford Street West       | Scope under review   |
| 2023-0030                    | LMH261823 - Public Housing Major Upgrades | Repairs to concrete stairs, walls and sidewalks | 200 Berkshire Drive          | Scope under review   |
| 2023-0045                    | LMH2619 - LMCH Infrastructure Gap         | Dorchester Exterior Door Replacement            | 2061 Dorchester Road         | Replace front entrance door and two side doors to service areas that are in very poor shape  |
| <b>Total Medium Priority</b> |   |   | <b>Total Medium Priority</b> |  |
| <b>Low Priority</b>          |   |   |                              |  |
| 2022-0009                    | LMH261822 - Public Housing Major Upgrades | MUA replacement (Building Two & Three only)     | 39 Tecumseh Avenue East      | Project currently on hold as we review potential of redevelopment at Tecumseh site   |
| <b>Total Low Priority</b>    |   |   |                              |  |
| <b>Limited Priority</b>      |   |   |                              |  |
| 2022-0011                    | LMH2619 - LMCH Infrastructure Gap         | Asphalt Restoration & Replacement               | To be Determined             | Designs complete for expansion of York, Head, and Ellen. Tendering this spring   |
| 2022-0013                    | LMH2619 - LMCH Infrastructure Gap         | Family Site: Garbage Infrastructure Improvement | Allan Rush                   | Scope under review   |
| 2022-0013                    | LMH2619 - LMCH Infrastructure Gap         | Family Site: Garbage Infrastructure Improvement | 370 Pond Mills Road          | Scope under review   |
| 2022-0013                    | LMH2619 - LMCH Infrastructure Gap         | Family Site: Garbage Infrastructure Improvement | 1481 Limbertost Road         | Scope under review   |
| 2023-0031                    | LMH2619 - LMCH Infrastructure Gap         | Landscaping enhancements                        | Various                      | Scope under review   |
| 2023-0034                    | LMH2619 - LMCH Infrastructure Gap         | Exterior lighting upgrades                      | 961-1183 Huron Street        | Replace all pole and building mounted lights with LED  |
| 2023-0036                    | LMH261823 - Public Housing Major Upgrades | Building Envelope Study - Family Sites          | All family sites             | Noticeable deterioration of envelope (siding, soffits, fascia, eavestroughs, and roofs) at several family sites. Engineering study to determine priority and sequence of repairs. Also consider insulation level |

## Staff Report 2024- 09

**TO:** LMCH Board of Directors

**FROM:** Trevor Whittingham, Senior Manager Asset Management

**SUBJECT:** Contractor Award – Elevator Major Control Modernization – 136 Albert Street

**DATE:** March 14, 2024

---

### **PURPOSE:**

The purpose of this report is to seek the LMCH Board of Directors' approval to award a contract for Elevator Major Control Modernizations – 136 Albert St. as set out in the tender (RFP 2023-0021) summarized in this report.

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

### **RECOMMENDATION:**

That the LMCH Board of Directors APPROVE the following recommendations:

1. APPROVE the award of the work to Atta Elevator Corp. for the sum of \$462,000.00 + adjusted HST (\$470,131.20) to perform the work as specified in tender RFP 2023-0021
2. AUTHORIZE LMCH staff to take the necessary steps to give effect to the above recommendation(s).

### **BACKGROUND:**

In 2020, KJA Consultants conducted a detailed inspection of the elevators and associated machine rooms at this site. They recommended that the major equipment components needed to be replaced as they were out of date and nearing the end of life. Interior cab finishes also required upgrading to meet accessibility standards.

In 2023, Rooney Irving & Associates developed the scope of work based on this report and submitted tender documents for review and estimate. A budget of \$500,000.00 was approved based on this scope of work.

## **SCOPE OF WORK:**

The Scope of Work (simplified for this report) includes a complete non-proprietary system with an engineered design lifespan of at least twenty-five (25) years.

- New geared traction machine, AC hoist motor, and motor drive.
- New non-proprietary, microprocessor-based, solid-state electrical controller.
- Completely refurbish the cab interior finishes.
- New stainless steel illuminated car and hall push buttons to comply with accessibility requirements
- New signals, including car direction and position indicators and lobby position Indicators
- New heavy-duty car door operator, clutch assembly, and related hardware.
- Provision of automatic emergency recall and in-car emergency service.
- Installation of controlled access equipment to restrict the basement level to authorized persons only.

## **TENANT IMPACT:**

One elevator is expected to be out of commission for approximately 10-12 weeks at a time. It is noted that if the other elevator malfunctions during this period, emergency calls will be implemented to reduce the unavailability of elevator service to the tenants.

## **PROCUREMENT PROCESS:**

An RFP was posted to Bids & Tenders on December 18, 2023, and closed on January 22, 2024. Three (3) submissions were received. The submissions were evaluated and scored, factoring: Bid compliance, Fees, Qualifications and Comparable projects as outlined in the Selection Criteria section of the tender.

Atta Elevator Corp. submitted the successful bid and is recommended for this work. Overall, Atta Elevator Corp. submission satisfied all mandatory requirements. LMCH Staff interviewed Atta Elevator Corp. to confirm their understanding of the scope of work as well as their methodology to minimize impact to the tenants, staff, and visitors during construction. The recommendation is based on awarding the work as per the RFT requirements.

## **FINANCIAL IMPACT:**

The 2023 Capital Budget allocates \$500,000 (Including HST) allocated for this project. The proposed cost of \$470,131.20 is within this budget allocation, including adjusted HST.

IN-CAMERA ATTACHMENT:

APPENDIX A: Bid Evaluation

| PREPARED and SUBMITTED BY:                             | STAFF CONTACT                                |
|--|--|
|  |  |
| Trevor Whittingham<br>Senior Manager, Asset Management | Terry Maslen<br>Construction Project Manager |

## Staff Report 2024- 10

**TO:** LMCH Board of Directors

**FROM:** Paul Chisholm, Chief Executive Officer

**SUBJECT:** 2024 SIRF and Insurance Premiums payable to the City of London

**DATE:** March 14, 2024

---

### **PURPOSE:**

The purpose of this report is to seek the LMCH Board of Directors' **APPROVAL** to pay the annual premium for coverage through the City of London Self Insurance Reserve Program.

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

### **RECOMMENDATION:**

That the LMCH Board of Directors;

1. Authorize LMCH to participate in the City of London Self Insurance Reserve Fund (SIRF) Program and Vehicle Insurance.
2. Authorize LMCH to make a payment to the City of London for the full cost of the SIRF Program for coverage year 2023 which is currently estimated in the amount of \$247,504.75 and Vehicle Insurance Premiums of \$1,389.75.
3. Recommend to the Board of Directors that LMCH participates in the SIRF Program and approve the payment in full of the invoice received from the City of London for these programs.
4. Authorize LMCH staff to take the necessary steps to give effect to the above recommendations.

### **BACKGROUND:**

LMCH works closely with the Risk Management Team at the City of London to receive support and advice to ensure LMCH has the appropriate level of insurance in place.

The Risk Management team provides the following critical services:

- Acts as an Agent for LMCH with the Housing Services Corporation to provide property, general liability, and other core insurance programs. This insurance coverage comes to the Board under a separate cover in the fall each year.
- Acts as an Agent for LMCH to put vehicle insurance in place. This annual fee is included in the attached invoice from the City of London.
- Administers the Self Insurance Reserve fund for the City of London, including setting the annual contribution for LMCH and other participants.
- Ensures liability claims related to insurable events are assessed and managed in the interest of LMCH.
- Supports LMCH staff in claim administration, reimbursement of expenses, and other activities related to these programs.

The SIRF Program provides additional insurance coverage to LMCH for eligible claims.

- For large claims that would normally be covered by property or other liability programs, the SIRF Program reduces the deductible payable to the insurance provider to \$1,000 from approximately \$50,000 reducing the direct cost to LMCH by \$49,000.
- The SIRF Program also covers small claims not traditionally processed as part of the primary insurance program as the claim amount is lower than the deductible. This would include vandalism, floods, and criminal acts where the damage is between \$2,500 and \$25,000.

The SIRF program reduces the cost of adverse events like fires, floods, and vandalism and allows LMCH to focus on addressing the damage related to the claim regardless of the current financial position.

The SIRF Program runs from January 1, 2024, to December 31, 2024. The Contribution for participants is calculated based on claims submitted to the City over prior years and is finalized in March of each year.

The premium is based on settlement history from property losses and the trend is for higher annual claim expenses as outlined in **Attachment 1**.



## FINANCIAL IMPACT

The contribution required from LMCH in 2023 is estimated at \$247,504.75. The premium has increased by 46.5% from \$168,857.35 paid for 2023. The value is based on loss history, open claim reserves, and exposure.

The increase for 2023 is in line with the number and amount of claims filed. These funds are included in the LMCH operating budget and assist the organization in managing the financial uncertainty related to fires, floods, and other adverse insurable events.

## ATTACHMENT:

APPENDIX A: LMCH Property Claims 2016- March 1, 2024

## SIGNATURE:

|   |
|---|
| PREPARED and SUBMITTED BY:                |
|   |
| PAUL CHISHOLM,<br>CHIEF EXECUTIVE OFFICER |



**APPENDIX A: LMCH Property Claims 2016- March 1, 2024**

LMCH PropertyClaims 2016- March 1 2024

As of 2024-02-29 08:31:47 Eastern Standard Time/EST • Generated by Jason Wills • Sorted by Gross Paid (Descending)

**Filtered By**

Show: All occurrences

Department contains London Middlesex

Claim Status equals Closed

Claim: Record Type equals Property

Occurrence Date greater than 12/31/2015

| Occurrence Date | Sum of Net Paid        | Sum of Gross Paid      | Record Count |
|-----------------|------------------------|------------------------|--------------|
| CY2016          | CAD122,387.52          | CAD453,106.02          | 12           |
| CY2017          | CAD220,239.83          | CAD373,719.63          | 22           |
| CY2018          | CAD169,080.07          | CAD403,191.46          | 29           |
| CY2019          | CAD183,372.19          | CAD406,191.11          | 31           |
| CY2020          | CAD256,204.24          | CAD659,022.01          | 48           |
| CY2021          | CAD417,355.69          | CAD925,001.68          | 34           |
| CY2022          | CAD181,242.80          | CAD249,508.70          | 35           |
| CY2023          | CAD66,938.83           | CAD83,938.83           | 17           |
| <b>Total</b>    | <b>CAD1,616,821.17</b> | <b>CAD3,553,679.44</b> | <b>228</b>   |

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## STAFF REPORT 2024- 11

**TO:** LMCH Board of Directors

**FROM:** Paul Chisholm, Chief Executive Officer

**SUBJECT:** Multi-Year Budget Approval Update

**DATE:** March 14, 2024

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### PURPOSE:

The purpose of the report is to provide an Update to the Board of Directors on the LMCH budget approved as part of the Multi-Year Budget Approval at the City of London.

### RECOMMENDATION:

That the Board of Directors:

1. **RECEIVE** this budget update for information.
2. **APPROVE** the revised 2024-2027 LMCH Operating and Capital Budget (Appendix A) that was approved as part of the 2024-2027 Multi-Year Budget of the City of London.
3. **APPROVE** the Capital funding of \$32,500,000 outlined below as Business Case #21 – LMCH Regeneration of Community Housing.
4. **APPROVE** the Operating Funding of \$4,997,500 and capital funding of \$730,000 outlined below as Business Case #22 – LMCH Service Improvement Plan.
5. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

### BACKGROUND:

Operating and Capital Budgets for LMCH are part of the consolidated budget for the City of London. Every four years the City of London along with its ABCCs (Agencies Board, Commissions, and Corporations) goes through a multi-year budgeting process. The process is designed to align strategies and long-term goals across City Divisions and the associated ABCCs. The process also supports improved accountability and transparency in funding allocations.



LMCH continues to balance budget constraints against increasingly complex challenges in supporting tenants, addressing the service needs of tenants, and managing infrastructure. In August 2023 LMCH staff presented a draft 2024-2027 Operating and Capital Budget (Staff Report 2023-45) to the Board of Directors for approval. At this same meeting the Board reviewed and approved a report recommending Business Cases be submitted to support service improvements and capital investments (Staff Report 2023-46). With the approval of the Multi-Year Budget on February 29, 2024, LMCH is providing this report to confirm the funds approved and identify any changes to the budget amounts approved by the Board in August 2023.

## **LMCH 2024 – 2027 OPERATING BUDGET**

Attached in Appendix A is the approved LMCH 2024 – 2027 Operating Budget.

This report is the same as approved by the Board of Directors in August 2023 with the following exception:

- In reviewing the budget submission there was an additional FTE included in the operating budget that was also included in a Business Case. This resulted in a reduction in the Salaries, Wages, and Benefit Lines as well as a corresponding reduction in Municipal Base Funding. The reduction in both lines in 2024 was approximately \$93 thousand dollars.

A reminder that in the budget request was a request for increases in Security, Snow Clearing, Insurance and Natural Gas to address higher inflation increases on these line items.

LMCH has identified two matters that will need to be managed and monitored through the course of the 2024 – 2027 Budget.

- **Rent Revenue** – LMCH has seen unusual activity related to tenant arrears, bad debt and rent collected in the past few years. LMCH will develop additional KPIs to monitor rent revenues on a monthly basis to be able to better forecast rental revenues.
- **Property Tax** – LMCH did not anticipate the increase in property taxes when the budget was submitted in August 2023. LMCH will need to identify internal savings to address property tax increases over the course of this budget.

## Business Case #21 – LMCH Regeneration of Community Housing

The City of London approved the following capital funding to support LMCH Regeneration. This amount is unchanged from the amount approved by the Board of Directors in August 2023.

| Capital Budget Table<br>(\$ Thousands) | 2024  | 2025     | 2026     | 2027    | 2024 to<br>2027 Total |
|--|-------|----------|----------|---------|-----------------------|
| Expenditure                            | \$500 | \$12,000 | \$14,000 | \$6,000 | \$32,500              |

### Business Case Summary

The intent of this business case is to advance social housing regeneration project activities for LMCH. Funds are intended to provide funding to invest in capital planning and delivery that will include:

- Developing a Regeneration Strategy that provides a development roadmap for existing LMCH properties to provide individual asset strategies to support investment, divestment, and regeneration opportunities.
- Develop a financial plan that will identify opportunities to support regeneration.
- Provide funding to move Phase 2 of Reimagine Southdale forward with up to 57 new units of RGI and affordable housing.
- Identify site intensification opportunities including the use of secondary suites in select properties to increase affordable rental options in the LMCH portfolio.
- Provide seed funding to support development planning activities, land acquisition and building acquisition.
- Add more affordable housing options across the City of London.
- Redeveloping underutilized parcels of land or sites.
- Work with all orders of government to leverage funds using a mix of housing and municipal tools; and,
- Increase the value, diversity of stock and asset potential on existing public and other social housing properties.

## Business Case #22 – Service Improvement Plan

In August 2023, the LMCH Board of Directors approved the submission of Business Cases to support service improvement (Staff Report 2023-46). As part of the discussions with the City of London on the Multi-Year Budget, LMCH was advised that the business case request would need to be at or below \$5 million dollars over four years to be supported. The City Approved Business Case budget is set out below.



| Operating Budget             | 2024      | 2025        | 2026        | 2027        | 2024-2027   |
|------------------------------|-----------|-------------|-------------|-------------|-------------|
| Board Approved Business Case | \$938,000 | \$1,731,000 | \$2,054,000 | \$2,209,000 | \$6,932,000 |
| City Approved Business Case  | \$515,000 | \$1,387,500 | \$1,455,000 | \$1,640,000 | \$4,997,500 |

| Capital Budget                        | 2024      | 2025      | 2026      | 2027 | 2024-2027 |
|---------------------------------------|-----------|-----------|-----------|------|-----------|
| Board and City Approved Business Case | \$330,000 | \$200,000 | \$200,000 | \$0  | \$730,000 |

LMCH staff are finalizing a revised Service Improvement Plan that supports the key objectives outlined below and meets the budget set out in the City of London approved business case. Savings have been achieved by delaying implementation timelines for key projects and the reduction of new staff hires to support some of the initiatives. LMCH will bring a revised implementation plan for the Service Improvement Plan to the Board at future meetings.

### Business Case Summary

The impact across LMCH communities is broad and is experienced as increased vandalism and damage to property, more non-tenant activity in buildings, more tenant complaints, increasing issue with building and unit cleanliness, increasing pest control issues, increased reports by tenants and staff not feeling safe and increased damage to units on unit turnover. The extended timelines to deal with problematic behaviours through the Landlord and Tenant Board and the lack of community resources to respond, provides an additional challenge for LMCH and our tenants.

LMCH has developed a plan to respond to tenants' concerns, improve service levels and continue to improve the quality of housing provided by LMCH:

- Develop a new building operating model that will transition away from contracted services for building cleaning and provide this service with LMCH staff. Increasing the LMCH staff presence at buildings supports improved service and responsiveness for tenants. Resetting cleaning service standards and monitoring will ensure the level of building cleanliness improves where needed. These staff will be better able to support minor maintenance issues for tenants, support Integrated Pest Management and provide improved vendor oversight.



- Increasing staff of the Community Safety Unit will permit LMCH to increase the number of proactive community patrols completed daily, improve capacity to respond to complaints and provide additional weekend/evening hours to be available when many of the community safety issues are occurring.
- Reviewing and strengthening the tenant service and support model will refocus the supports to connect tenants with supports earlier in their tenancy/issue, communicating and engaging differently with tenants to improve the success of tenancies and finding better ways to support tenant accountability that addresses the behaviours without putting the tenancy at risk.
- Additional funding is being requested to increase training and development of staff. This will include training in role-specific courses, customer service training, general Health, and Safety Training as well as professional development to prepare staff to assume different roles within LMCH.

Additional staff added will include:

- Up to fifteen (15) staff will be hired to provide cleaning and support the improvement of the cleaning program.
- New staff will be hired to provide increased community safety services and community safety planning.
- New staff will be brought in to support the set-up of new community offices and improve supports for tenants.
- New staff will be hired to strengthen Human Resources functions including Health and Safety as well as an additional communications role to improve communication with tenants across our communities.

Capital Investments:

- Purchase of cleaning equipment to support bringing cleaning services in-house.
- The addition of three (3) corporate fleet vehicles to support community safety patrols and presence in the community.
- The buildout of new office space to support community-based offices.
- Investment in electronic message boards and notice boards at high-rise sites.



## CONCLUSION

LMCH has received significant investment from the City of London to support service improvement for tenants, address capital repair, invest in communities and continue regeneration initiatives. In addition to moving key initiatives forward, LMCH will need to prioritize finding internal efficiencies to offset increased inflation and cost pressures through the course of this Multi-Year Budget cycle.

|   |
|---|
| PREPARED BY:                              |
|   |
| PAUL CHISHOLM,<br>CHIEF EXECUTIVE OFFICER |



**Appendix A : 2024-2027 Multi Year Operating Budget**

Excluding Reimagine Project

|                               |  | MYB 2024-2027          |                        |                        |                        |
|-------------------------------|--|------------------------|------------------------|------------------------|------------------------|
|                               |  | 2027 Budget            | 2026 Budget            | 2025 Budget            | 2024 Budget            |
| <b>REVENUES</b>               |  |                        |                        |                        |                        |
|                               | RENT REVENUES                                      | \$ 14,590,460.39       | \$ 14,374,837.82       | \$ 14,162,401.80       | \$ 14,022,180.00       |
|                               | TENANT RECOVERIES                                  | 145,905                | 143,748                | 141,624                | 140,222                |
|                               | NET BAD DEBT WRITE OFF                             | (1,021,332)            | (1,006,239)            | (991,368)              | (981,553)              |
|                               | ANTENNA LICENSES 3.50%                             | 185,525                | 179,252                | 173,190                | 167,333                |
|                               | INTEREST   | 30,000                 | 30,000                 | 30,000                 | 30,000                 |
|                               | SUNDRY & OTHER REVENUE                             | 222,553                | 220,585                | 218,675                | 216,821                |
|                               | MUNICIPAL BASE FUNDING                             | 19,177,164             | 18,300,774             | 17,469,064             | 16,266,288             |
|                               | <b>TOTAL REVENUES</b>                              | <b>33,330,275</b>      | <b>32,242,959</b>      | <b>31,203,587</b>      | <b>29,861,291</b>      |
| <b>OPERATING EXPENDITURES</b> |  | 4.8%                   | 4.8%                   | 7.4%                   | 10.8%                  |
|                               | <b>SALARIES, WAGES &amp; BENEFITS</b>              | <b>\$ 9,846,332.56</b> | <b>\$ 9,476,368.35</b> | <b>\$ 9,066,359.25</b> | <b>\$ 8,637,174.54</b> |
|                               | <b>TENANT SERVICES</b>                             |                        |                        |                        | <b>10.0%</b>           |
|                               | SECURITY   | \$ 879,900             | \$ 879,900             | \$ 838,000             | \$ 701,800             |
|                               | SOCIAL & REC PROGRAMS                              | 138,697                | 135,977                | 133,311                | 126,000                |
|                               | <b>TOTAL TENANT SERVICES</b>                       | <b>1,018,597</b>       | <b>1,015,877</b>       | <b>971,311</b>         | <b>827,800</b>         |
|                               | <b>MAINTENANCE, MATERIALS &amp; SERVICES</b>       |                        |                        |                        |                        |
|                               | ROOFING 3.50%                                      | \$ 50,042              | \$ 48,350              | \$ 46,715              | \$ 45,135              |
|                               | BUILDING GENERAL 3.50%                             | 1,527,250              | 1,475,604              | 1,425,704              | 1,304,765              |
|                               | CLEANING 3.50%                                     | 1,152,156              | 1,113,194              | 1,075,550              | 1,039,178              |
|                               | PEST CONTROL 3.50%                                 | 828,128                | 800,124                | 773,066                | 746,924                |
|                               | ELEVATORS 3.50%                                    | 137,703                | 133,046                | 128,547                | 124,200                |
|                               | ELECTRICAL 3.50%                                   | 172,128                | 166,308                | 160,684                | 155,250                |
|                               | EQUIPMENT 3.50%                                    | 45,901                 | 44,349                 | 42,849                 | 41,400                 |
|                               | LANDSCAPING & PARKING LOT MTCE. 3.50%              | 254,058                | 245,467                | 237,166                | 229,146                |
|                               | MOLD 3.50%   | 71,000                 | 68,599                 | 66,279                 | 64,038                 |
|                               | SNOW REMOVAL                                       | 972,000                | 868,000                | 868,000                | 737,567                |
|                               | LIFE SAFETY SYSTEMS 3.50%                          | 344,257                | 332,615                | 321,368                | 310,500                |
|                               | HEATING & VENTILATION 3.50%                        | 237,138                | 229,119                | 221,371                | 213,885                |
|                               | PLUMBING 3.50%                                     | 621,948                | 600,916                | 580,596                | 560,962                |
|                               | PAINTING 3.50%                                     | 429,191                | 414,677                | 400,654                | 387,106                |
|                               | VANDALISM 3.50%                                    | 80,053                 | 77,346                 | 74,731                 | 72,204                 |
|                               | WASTE REMOVAL 3.50%                                | 459,009                | 443,487                | 428,490                | 414,000                |
|                               | SUNDRY MATERIALS & SERVICES 3.50%                  | 17,213                 | 16,631                 | 16,068                 | 15,525                 |
|                               | <b>TOTAL MAINTENANCE, MATERIALS &amp; SERVICES</b> | <b>7,399,175</b>       | <b>7,077,831</b>       | <b>6,867,837</b>       | <b>6,461,784</b>       |
|                               |  | 5%                     | 3%                     | 6%                     | 3%                     |

|                                  |                                | MYB 2024-2027     |                   |                   |                   |              |
|----------------------------------|--------------------------------|-------------------|-------------------|-------------------|-------------------|--------------|
|                                  |                                | 2027 Budget       | 2026 Budget       | 2025 Budget       | 2024 Budget       |              |
| TOTAL UTILITIES<br>PROPERTY      | ELECTRICITY                    | 3.50%             | \$ 1,854,225      | \$ 1,791,522      | \$ 1,730,939      | \$ 1,672,405 |
|                                  | WATER HEATER RENTAL            | 2.50%             | 273,446           | 266,776           | 260,270           | 253,922      |
|                                  | WATER                          | 2.50%             | 1,823,026         | 1,778,562         | 1,735,182         | 1,692,861    |
|                                  | NATURAL GAS                    |                   | 1,380,000         | 1,380,000         | 1,380,000         | 1,380,000    |
|                                  | ENERGY SAVINGS REBATE          |                   |                   |                   |                   |              |
|                                  |                                | <b>5,330,697</b>  | <b>5,216,860</b>  | <b>5,106,391</b>  | <b>4,999,187</b>  |              |
| TOTAL PROPERTY<br>ADMINISTRATION | INSURANCE                      |                   | \$ 1,434,000      | \$ 1,365,000      | \$ 1,300,000      | \$ 1,238,000 |
|                                  | MUNICIPAL TAXES                | 2.50%             | 5,971,665         | 5,826,015         | 5,683,917         | 5,545,285    |
|                                  | MORTGAGE PAYMENTS              |                   |                   |                   |                   |              |
|                                  |                                | <b>7,405,665</b>  | <b>7,191,015</b>  | <b>6,983,917</b>  | <b>6,783,285</b>  |              |
| TOTAL ADMINISTRATION             | CORPORATE                      | 2.50%             | \$ 1,260,321      | \$ 1,229,582      | \$ 1,199,592      | \$ 1,170,334 |
|                                  | TRANSPORTATION & COMMUNICATION | 3.00%             | 350,690           | 340,475           | 330,559           | 320,931      |
|                                  | SUPPLIES & EQUIPMENT           | 3.00%             | 612,798           | 594,950           | 577,621           | 560,797      |
|                                  |                                | <b>2,223,809</b>  | <b>2,165,007</b>  | <b>2,107,771</b>  | <b>2,052,061</b>  |              |
| TOTAL OPERATING EXPENDITURES     |                                | <b>33,224,276</b> | <b>32,142,958</b> | <b>31,103,586</b> | <b>29,761,291</b> |              |
| NET SURPLUS (DEFICIT)            | EXTRAORDINARY LOSS             |                   | 100,000           | 100,000           | 100,000           | 100,000      |
|                                  |                                |                   | <b>6,000</b>      | <b>0</b>          | <b>0</b>          | <b>(0)</b>   |