

## AGENDA

### LONDON & MIDDLESEX COMMUNITY HOUSING (LMCH)

#### Board of Directors Meeting

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

Thursday, August 18, 2022

5:30 PM – 6:30 PM

**Board Members:**

Gary Bezaire

Tammy Brooks

Shellie Chowns

Adrian Cornelissen

Shawn Lewis- Chair

Josh Morgan

Anne Marie Mitchell

Phil Squire

John Corboy

**Directors:**

Andrea Mackenzie

Phil Renaud

Diana Taplashvily

**CEO:**

Paul Chisholm



II.	TSC-22-10 HDN 2022-259 - 2023 Rent Increase Guideline (Replaces HDN #2021-255)		A. Mackenzie	
III.	TSC-22-11 HDN 2022-258 - 2023 Ceasing to Meet Occupancy (Replaces HDN #2021-255)			
IV.	TSC-22-14 2023 Capital Budget and Projects Report			
9.	In Camera Matters – None			
<b>10. Reports and Business</b>				5:50
a)	<b>Staff Report 2022- 49</b> ReImagined Southdale. Project Update		P. Chisholm	
<u>Finance Committee Reports for Board Approval:</u>				
b)	<b>Staff Report 2022-50</b> Marconi Asphalt Replacement – Contract Award Recommendation		P. Renaud	
c)	<b>Staff Report 2022-51</b> 2023 Provisional Budget – Operating		P. Renaud	
d)	<b>Staff Report 2022- 52</b> Amendment to Contractor Award – Furnace Replacements – Southdale & Limberlost Town homes (RFP 2022-0022)		D. Taplashvily	
e)	<b>Staff Report 2023 -53</b> Capital Budget		P. Renaud	
<u>Human Resources and Governance Committee Reports for Board Approval:</u>				
	<b>Staff Report 2022- 54</b> LMCH Attendance Management Policy		K. Graham	
a)	<b>New Business / Enquiries</b>		S. Lewis	
b)	<b>Meeting Adjournment</b>		S. Lewis	6:30

## Recognition of Indigenous Peoples and Lands Statement

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





## BOARD OF DIRECTORS MEETING MINUTES

July 21, 2022, at 5:30 p.m.  
London & Middlesex Community Housing  
Boardroom, 1299 Oxford Street East, Unit 5C5, London, Ontario, Canada

### Board Members in Attendance:

Shellie Chowns, Acting Chair\*

Tammy Brooks\*

Adrian Cornelissen\*

Gary Bezaire\*

### Not in Attendance:

John Milson\*

Josh Morgan\*

Ayensley Anderson

### Senior Leadership in Attendance:

Paul Chisholm, CEO

Andrea Mackenzie, Director of Tenant Services

Diana Taplashvily, Director of Finance & Corporate Services

Phil Renaud, Director of Property Services & Asset Management

Laura LeFaive, Temporary Communications Specialist

\* *Virtual Attendance via Zoom*

1. Call to Order	S. Chowns called the meeting to order at 5:40 p.m.
2. Recognition of Indigenous Peoples and Lands	S. Chowns provided the recognition address at 5:40 p.m.  <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, moved by Anne marie, seconded by S. Chowns, PASSED 5:41pm ALL in favour. ALL MEMBERS AGREED that the agenda <b>BE ACCEPTED</b> and <b>APPROVED</b> as presented. <b>PASSED</b> at 5:41pm
4. Disclosures of Interest	S. Chowns called for conflict-of-interest declarations with respect to the agenda. No conflicts - of- interest declared at 5:42 p.m.

5. Approval of Board Meeting Minutes	Regarding the Board Meeting Minutes of June 16, 2022, S. Chowns MOVED, Tammy Seconded that the minutes <b>BE ACCEPTED</b> and <b>APPROVED</b> , item <b>CARRIED</b> at 5:43 p.m. <b>ALL In favour</b>
6. Communications	None
7. Delegations	n/a
8. Presentations	n/a
<p>9. Consent Items</p> <p>a. Staff Report 2022- 41 CEO Report</p> <p>b. Staff Report 2022- 42 Vacancy Management Report</p> <p>c. Finance Committee Reports FC- 22-14 Change in Account Standards Report</p>	<p><b>MOTION to RECIEVE</b> Reports A &amp; B, A. Cornelissen, seconded by A. Mitchell, <b>ALL In favour CARRIED</b> 5:49 pm.</p> <ul style="list-style-type: none"> <li>• P. Chisholm, Provided overview of report</li> <li>• P. Chisholm provided Report Review</li> </ul> <p>Reports for the purpose of information. Verbal update provided by Committee Chair, S. Chowns:</p> <p><b>MOTION to RECIEVE</b> Report FC- 22-14, S. Chowns seconded by A. Mitchell, <b>All in favour</b> 5:51pm.</p>
10. In Camera	a) none
<p>11. Reports and Business</p> <p>a) Staff Report 2022- 43 Committee Update on Candidate recommendations for New Directors'</p>	<p>Over view provided by Committte Chair A.Mitchell, on candidates.</p> <p><b>MOTION to RECIEVE</b> Report, MOVED by T. Brooks, seconded by A. Mitchell , <b>All in favour, CARRIED</b> 5:54pm.</p>



<p>b) <b>Staff Report</b> 2022- 44 Elevator Maintenance Review</p> <p>c) <b>Staff Report</b> 2022- 45 Furnace Replacement Quotes</p> <p>d) <b>Staff Report</b> 2022- 46 Tecumseh Roof Replacement Review</p>	<p><u>Finance Committee Reports for Board Approval:</u></p> <p><b>MOTION to APPROVE</b> Reports B,C &amp; D, <b>Moved</b> by S. Chowns, Seconded by A.Mitchell , <b>All</b> in favour 5:55pm.</p>
<p><b>New Business</b></p>	<p>None- 5:57pm</p>
<p><b>13. MEETING ADJOURNMENT</b></p>	<p><b>MOTION to BE ADJOURNED</b>,A.Mitchell , seconded by S. Chowns,. <b>MOTION PASSED</b> at 5:57 p.m.</p>

\_\_\_\_\_  
Shellie Chowns, Acting Chair

\_\_\_\_\_  
Paul Chisholm, CEO



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

August 3, 2022

P. Chisholm  
Chief Executive Officer  
London & Middlesex Community Housing

I hereby certify that the Municipal Council, at its meeting held on August 2, 2022 resolved:

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

- a) the resubmitted communication dated May 30, 2022 from P. Chisholm, Chief Executive Officer, London & Middlesex Community Housing BE RECEIVED;
- b) the communication dated July 13, 2022 from A.M. Mitchell, Board of Directors, London & Middlesex Community Housing BE RECEIVED; and,
- c) the following BE APPOINTED as Class I Directors to the London & Middlesex Community Housing Board of Directors for the term ending December 31, 2024;
  - Phil Squire
  - John Corboy (4.2/11/SPPC) (2022-C12)

M. Schulthess  
City Clerk  
/hw

cc: A.M. Mitchell, Board of Directors, London & Middlesex Community Housing  
P. Squire  
J. Corboy

## Finance Committee Report 2022-16

TO: LMCH Finance Committee

FROM: Diana Taplashvily, Director of Finance & Corporate Services

SUBJECT: Key Performance Indicators (KPIs)

DATE OF SUBMISSION: August 11, 2022

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**RECOMMENDATION:**

That, on the recommendation of the Director of Finance & Corporate Services, the following report **BE RECEIVED** for information purposes.

**REASONS FOR RECOMMENDATIONS:**

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

**Appendix A** is the newly reformed LMCH BOD KPI summary, with unaudited, preliminary Q2 2022 data. **Appendix B** is the data dictionary for LMCH BOD reported KPIs.

**New Update:**

Data for different quarters have been added on separate columns.


**SIGNATURE:**

PREPARED and SUBMITTED BY:	STAFF CONTACT
DIANA TAPLASHVILY DIRECTOR FINANCE & CORPORATE SERVICES	AHMAD MIAN BUSINESS ANALYST

**Attachments**

- Appendix A:** Q2 2022 KPI
- Appendix B:** LMCH Board of Directors KPI Data Dictionary

Appendix A: LMCH Board of Directors KPI Summary

 LONDON & MIDDLESEX COMMUNITY HOUSING	Q2 2022	Q1 2022	Q4 2021	Q3 2021	Q2 2021	Q1 2021	Avg. 2022	Avg. 2021
Category/Metrics	Current Quarter	Previous Quarter						
<b>Human Resources KPI Metric Summary</b>								
Full Time Staff	69	72	73	74	71	71	71	72
Full Time Equivalent (FTE) <sup>Ω</sup>	70.47	73.26	74.3	75.13	73.18	70.82	71.87	73.36
Business Case 19 Related Hires	19	19	17	14	14	11	19	14
<b>Finance, Information Technology and Data Science KPI Metric Summary</b>								
Surplus/(Deficit)	\$335,081	(\$255,516)	\$158,265	\$924,115	\$603,842	(\$71,500)	N/A	N/A
Rent Arrears	\$869,969	\$676,415	\$294,987	\$303,952	\$355,822	\$357,899	\$869,969	\$294,987
Rent Collection Percentage	87.32%	80.71%	97.55%	96.65%	94.15%	88.26%	78.98%	90.48%
Percentage of Tenants in Good Financial Stand	77.22%	77.35%	85.60%	86.08%	86.70%	85.53%	76.87%	85.62%
<b>Tenant Services KPI Metric Summary</b>								
Total Evictions	16	13	21	17	6	5	29	49
Units Leased	81	97	93	79	82	90	178	344
<b>Property Services KPI Metric Summary</b>								
Total Vacant Units	134	146	182	164	137	139	280	616
Total Vacancy Rate	4.08%	4.44%	5.36%	5.00%	4.17%	4.24%	4.26%	4.69%
Cost of Vacancy <sup>†</sup>	\$115,830	\$132,840	\$142,560	\$119,070	\$108,000	\$112,880	\$124,335	\$120,628
<b>Regeneration and Capital KPI Metric Summary</b>								
Percentage Spent vs Approved Budget	14.75%	4.12%	31.12%	15.70%	10.30%	6.84%	9.44%	31.12%
FCl Score <sup>**</sup>	-	-	-	-	-	-	-	-
<p>'Staff Capacity Percentage' is removed and replaced with 'Full Time Staff' and 'Full Time Equivalent (FTE)'.                      Ω Derivation excludes On Call Manager Hours                      'Percentage Spent vs Approved Budget' has been adjusted to reflect projects with anticipated spend in 2022.                      † Derived from KPMG 'Cost of Vacancy' Metric.</p>								

## **Appendix B: LMCH Board of Directors KPI Data Dictionary**

### **Human Resources KPI Metric Summary**

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

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

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

### **Finance, Information Technology and Data Science KPI Metric Summary**

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

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

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

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

### **Tenant Services KPI Metric Summary**

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

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

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

### **Property Services KPI Metric Summary**

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

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

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

### **Regeneration and Capital KPI Metric Summary**

Percentage Spent vs Approved Budget – (Money Spent/Approved Budget) x 100% For projects with anticipated spend within the reporting year

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

## Finance Committee Report 2022- 17

**TO:** LMCH Finance Committee

**FROM:** Diana Taplashvily, Director of Finance & Corporate Services

**SUBJECT:** Q2 2022 Financial Results

**DATE:** August 11, 2022

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### RECOMMENDATION:

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

### REASONS FOR RECOMMENDATIONS:

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

The YTD operating results on June 31, 2022, ended with an operating surplus of \$335,081 a favorable variance of \$ 481,339 to the budgeted deficit of (\$146,258).

#### Operations Revenue

Total revenue showed a favorable variance of \$602,425 over the 2022 budget:

- Positive variances to budget were realized in rental revenue \$630,352, tenant recoveries \$48,021, interest revenue \$ 30,087 and antenna licenses \$1,505.
- This was offset by higher than anticipated net bad debt write-offs (\$ 103,028) and lower sundry and other revenues (\$4,511).

#### Expenditures

Total expenditures showed an unfavorable variance of (\$126,036) over the 2022 budget.

Building Maintenance, Materials and Services were the primary driver for the variance with an unfavorable variance of (\$205,264). LMCH continues to experience high demand for maintenance and repairs due to the age of buildings and infrastructure. Unfavorable variance is driven by costs in Building General (\$172,704), Snow Removal (\$81,121), Pest Control (\$45,234), Cleaning (\$35,341), Materials & Services (\$22,787) Elevators (\$20,551), Electrical (\$9,474) and Security (\$5,284).



Utilities have an unfavorable variance of (\$137,784) and were only partially offset with a favorable variance in Property \$54,339 and Administration \$83,557.

Salaries, wages, and benefits had a favorable variance of \$79,115.

Please see attached report for a detailed analysis.

**Appendix A – JUNE 2022 Operating Results**

**SIGNATURE:**

PREPARED and SUBMITTED BY:	STAFF CONTACT
DIANA TAPLASHVILY DIRECTOR OF FINANCE & CORPORATE SERVICES	BUSHRA WALJI MANAGER of FINANCE



**LONDON MIDDLESEX COMMUNITY HOUSING**  
**Operating Income Statement as at**  
**(Unaudited)**

30-Jun-2022

	2022 YTD Actuals	2022 YTD Budget	Variance from Budget Better (Worse)	% Var to Budget	2021 YTD Actual	Variance from 2021 Better (Worse)	% Var to 2021	YTD Variance Explanations
<b>OPERATIONS</b>								
<b>Revenue</b>								
Rental Revenue	6,862,666	6,232,314	630,352	10%	6,080,307	782,360	13%	This year we had high number of tenant moving to market rent and expect it to be expected to reduce, also move out charges backlog for 2021 done in January impacting 2022
Tenant Recoveries	119,648	71,627	48,021	67%	68,217	51,432	75%	
Net Bad Debt Write-offs	(227,143)	(124,115)	(103,028)	83%	(116,388)	(110,755)	95%	
Antenna Licenses	79,031	77,527	1,505	2%	72,833	6,199	9%	
Interest	51,087	21,000	30,087	143%	12,424	38,663	311%	
Sundry & other revenue	100,157	104,669	(4,511)	-4%	98,781	1,376	1%	
Municipal Base Funding	6,950,091	6,950,091	-	0%	6,592,222	357,869	5%	
<b>Total Revenue</b>	<b>13,935,538</b>	<b>13,333,113</b>	<b>602,425</b>	<b>5%</b>	<b>12,808,395</b>	<b>1,127,144</b>	<b>9%</b>	
<b>Expenditures</b>								
Salaries, wages & benefits	3,371,127	3,450,242	79,115	2%	3,031,553	(339,575)	-11%	
Maintenance, materials and services								
Roofing	20,399	8,750	(11,649)	-133%	9,710	(10,689)	-110%	Driven by work related to units turnover
Building, general	597,704	425,000	(172,704)	-41%	498,879	(98,825)	-20%	
Cleaning	487,642	452,301	(35,341)	-8%	447,977	(39,665)	-9%	
Pest Control	357,734	312,500	(45,234)	-14%	246,742	(110,992)	-45%	Tenant Driven due to the condition being kept.
Elevators	108,051	87,500	(20,551)	-23%	85,116	(22,935)	-27%	Should come in line with modernization of several elevators
Electrical	119,474	110,000	(9,474)	-9%	110,286	(9,188)	-8%	Additional work related to vacant unit turn overs
Equipment	56,464	55,758	(706)	-1%	53,138	(3,325)	-6%	
Landscaping & parking lot maintenance	132,761	175,000	42,239	24%	113,583	(19,178)	-17%	Should come in budget with no additional work approved till year end
Mold	18,055	20,000	1,945	10%	-	(18,055)		
Snow Removal	456,121	375,000	(81,121)	-22%	489,052	32,930	7%	Completely subject to weather with harsh winter experienced in 2022
Life safety systems	127,518	172,410	44,891	26%	105,260	(22,258)	-21%	
Heating & ventilation	136,479	132,500	(3,979)	-3%	131,206	(5,273)	-4%	
Plumbing	283,690	300,000	16,310	5%	360,461	76,771	21%	
Painting	143,207	150,000	6,793	5%	95,119	(48,088)	-51%	Additional painting of vacant units due to turn overs
Vandalism	22,292	25,000	2,708	11%	36,916	14,624	40%	
Waste Removal	128,033	162,500	34,467	21%	142,475	14,442	10%	

Security	320,780	315,496	(5,284)	-2%	344,486	23,706	7%	Higher than budgeted expenses at 580 Dundas in response to a recognized need for temporary 24/7 security coverage
Social & recreational programs	7,693	61,905	54,213	88%	14,078	6,385	45%	
Sundry materials & services	47,787	25,000	(22,787)	-91%	35,344	(12,444)	-35%	Additional costs from tenant services, security and uniform purchased
	<b>3,571,885</b>	<b>3,366,620</b>	<b>(205,264)</b>	<b>-6%</b>	<b>3,319,828</b>	<b>(252,057)</b>	<b>-8%</b>	

**LONDON MIDDLESEX COMMUNITY HOUSING**  
**Operating Income Statement as at**  
**(Unaudited)**

30-Jun-2022

	2022 YTD Actuals	2022 YTD Budget	Variance from Budget Better (Worse)	% Var to Budget	2021 YTD Actual	Variance from 2021 Better (Worse)	% Var to 2021	YTD Variance Explanations
Electricity	990,546	903,288	(87,259)	-10%	876,978	(113,568)	-13%	Rates for hydro increased compared to 2021
Water Heater Rental	122,841	125,795	2,954	2%	122,131	(710)	-1%	
Water	727,683	708,404	(19,279)	-3%	687,771	(39,912)	-6%	Water rates gone up by nearly 5% since January 2021
Natural Gas	642,100	607,900	(34,201)	-6%	590,194	(51,906)	-9%	
Energy Savings Rebate	-	-	-		(306,796)	(306,796)		Average price of natural gas went up by 2.5 times compared to 2021
	<b>2,483,170</b>	<b>2,345,386</b>	<b>(137,784)</b>	<b>-6%</b>	<b>1,970,278</b>	<b>(512,892)</b>	<b>-26%</b>	
Property								
Insurance	429,959	430,482	523	0%	394,198	(35,761)	-9%	
Municipal taxes	2,640,226	2,694,042	53,816	2%	2,585,963	(54,263)	-2%	
Mortgage payments (Bella St.)	9,275	9,275	-	0%	27,556	18,281	66%	
	<b>3,079,460</b>	<b>3,133,800</b>	<b>54,339</b>	<b>2%</b>	<b>3,007,717</b>	<b>(71,743)</b>	<b>-2%</b>	
Administration								
Corporate and other costs	503,474	577,382	73,907	13%	440,733	(62,741)	-14%	
Transportation & Communication	167,275	182,115	14,840	8%	154,449	(12,826)	-8%	
Supplies & equipment	379,015	373,825	(5,190)	-1%	235,772	(143,243)	-61%	
	<b>1,049,765</b>	<b>1,133,322</b>	<b>83,557</b>	<b>7%</b>	<b>830,954</b>	<b>(218,811)</b>	<b>-26%</b>	
<b>Total Expenditures</b>	<b>13,555,408</b>	<b>13,429,370</b>	<b>(126,036)</b>	<b>-1%</b>	<b>12,160,330</b>	<b>(1,395,078)</b>	<b>-11%</b>	
<b>Net (deficit) surplus from Operations</b>	<b>380,131</b>	<b>(96,258)</b>	<b>476,388</b>	<b>-495%</b>	<b>648,065</b>	<b>(267,934)</b>	<b>-41%</b>	
Extraordinary Losses - Fire, wind etc.	45,049	50,000	4,951	10%	44,197	(852)	-2%	
<b>Net (deficit) surplus from Operations after Extraordinary Losses</b>	<b>335,081</b>	<b>(146,258)</b>	<b>481,339</b>	<b>-329%</b>	<b>603,867</b>	<b>(268,786)</b>	<b>-45%</b>	
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## Finance Committee Report 2022-18

TO: LMCH Finance Committee

FROM: Diana Taplashvily, Director of Finance & Corporate Services

SUBJECT: 2022 Full Year Operations Forecast

DATE: August 11, 2022

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### PURPOSE:

The purpose of the report is to provide updates to the Finance Committee on the LMCH expectations on the Operation's financial performance for the year 2022.

### RECOMMENDATIONS:

That the report from the Director of Finance & Corporate Services on the 2022 Full Year Operations Forecast **BE RECEIVED** for information and authorize to share with the City of London.

### UPDATE:

The forecast for operating results on December 31, 2022 is expected to result in a small deficit of (\$29,318), i.e. unfavorable variance to a break-even 2022 Budget.

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

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

**Appendix A:** 2022 Annual Forecast and Budget, Operating Income Statement as at Aug 3, 2022

### SIGNATURE:

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

**LONDON MIDDLESEX COMMUNITY HOUSING**  
**2022 Annual Forecast and Budget**  
**Operating Income Statement as at Aug 3, 2022**

	<b>2022 Full Year Forecast</b>	<b>2022 Full Year Budget</b>	<b>2021 Full Year Actual</b>	<b>Var. Fcast vs. Budget Better (Worse)</b>	<b>Var. Fcast vs. Last Year Better (Worse)</b>
<b>OPERATIONS</b>					
<b>Revenue</b>					
Rental Revenue	12,347,339	12,347,339	12,046,185	-	301,155
Tenant Recoveries	179,498	179,498	170,951	-	8,548
Net Bad Debt Writeoffs	(392,440)	(392,440)	(384,087)	-	(8,354)
Antenna Licenses	155,054	155,054	148,353	-	6,701
Interest	42,000	42,000	27,635	-	14,365
Sundry & other revenue	209,337	209,337	215,430	-	(6,093)
Municipal Base Funding	13,900,182	13,900,182	13,184,441	-	715,741
<b>Total Revenue</b>	<b>26,440,970</b>	<b>26,440,970</b>	<b>25,408,907</b>	<b>-</b>	<b>1,032,063</b>
<b>Expenditures</b>					
<b>Salaries, wages &amp; benefits</b>	<b>6,900,485</b>	<b>6,900,485</b>	<b>6,311,710</b>	<b>-</b>	<b>(588,775)</b>
Maintenance, materials and services					
Roofing	40,798	35,000	24,394	(5,798)	(16,404)
Building, general	1,015,407	850,000	1,017,838	(165,407)	2,431
Cleaning	975,285	904,602	936,518	(70,683)	(38,767)
Pest Control	715,468	625,000	696,719	(90,468)	(18,749)
Elevators	216,102	175,000	187,254	(41,102)	(28,848)
Electrical	238,947	220,000	211,305	(18,947)	(27,642)
Equipment	112,927	111,516	133,379	(1,411)	20,452
Landscaping & parking lot mtce	265,522	350,000	323,946	84,478	58,423
Mold	36,111	40,000	58,610	3,889	22,499
Snow Removal	600,000	550,000	628,610	(50,000)	28,610
Life safety systems	255,036	344,819	247,222	89,783	(7,814)
Heating & ventilation	272,958	265,000	250,008	(7,958)	(22,950)
Plumbing	567,381	600,000	713,862	32,619	146,481
Painting	286,415	300,000	351,828	13,585	65,414
Vandalism	44,584	50,000	59,404	5,416	14,820
Waste Removal	256,066	325,000	371,553	68,934	115,487
Security	641,560	630,992	580,715	(10,568)	(60,846)
Social & recreational programs	15,386	123,811	29,834	108,425	14,448
Sundry materials & services	95,575	50,000	96,169	(45,575)	594
	<b>6,651,527</b>	<b>6,550,740</b>	<b>6,919,167</b>	<b>(100,787)</b>	<b>267,639</b>
Utilities					
Electricity	1,981,093	1,736,018	1,685,455	(245,074)	(295,638)
Water Heater Rental	245,681	260,142	252,565	14,460	6,883
Water	1,455,366	1,434,513	1,392,732	(20,853)	(62,635)
Natural Gas	970,572	970,572	942,303	-	(28,269)
Energy Savings Rebate	-	-	(306,796)	-	(306,796)
	<b>4,652,712</b>	<b>4,401,246</b>	<b>3,966,258</b>	<b>(251,467)</b>	<b>(686,455)</b>
Property					
Insurance	859,918	882,477	800,296	22,559	(59,622)
Municipal taxes	5,280,451	5,388,084	5,117,741	107,633	(162,710)
Mortgage payments (Bella St.)	9,275	9,275	55,652	-	46,376
	<b>6,149,645</b>	<b>6,279,836</b>	<b>5,973,689</b>	<b>130,191</b>	<b>(175,956)</b>
Administration					
Corporate and other costs	1,006,949	1,174,396	1,267,009	167,448	260,060
Transportation & Communication	334,551	349,946	334,507	15,395	(44)
Supplies & equipment	684,321	684,321	467,580	-	(216,741)
	<b>2,025,820</b>	<b>2,208,663</b>	<b>2,069,095</b>	<b>182,843</b>	<b>43,275</b>
<b>Total Expenditures</b>	<b>26,380,190</b>	<b>26,340,970</b>	<b>25,239,918</b>	<b>(39,220)</b>	<b>(1,140,272)</b>
<b>Net (deficit) surplus from Operations</b>	<b>60,780</b>	<b>100,000</b>	<b>168,989</b>	<b>(39,220)</b>	<b>(108,209)</b>
Extraordinary Losses - Fire, wind etc.	90,098	100,000	10,724	9,902	(79,375)
<b>Net (deficit) surplus from Operations after Extraordinary Losses</b>	<b>(29,318)</b>	<b>0</b>	<b>158,265</b>	<b>(29,318)</b>	<b>(187,583)</b>

**LONDON MIDDLESEX COMMUNITY HOUSING**  
**2022 Annual Forecast and Budget**  
**Operating Income Statement as at Aug 3, 2022**

	<b>2022 Full Year Forecast</b>	<b>2022 Full Year Budget</b>	<b>2021 Full Year Actual</b>	<b>Var. Fcast vs. Budget Better (Worse)</b>	<b>Var. Fcast vs. Last Year Better (Worse)</b>
<b>OPERATIONS</b>					
<b>Revenue</b>					
Rental Revenue	12,347,339	12,347,339	12,046,185	-	301,155
Tenant Recoveries	179,498	179,498	170,951	-	8,548
Net Bad Debt Writeoffs	(392,440)	(392,440)	(384,087)	-	(8,354)
Antenna Licenses	155,054	155,054	148,353	-	6,701
Interest	42,000	42,000	27,635	-	14,365
Sundry & other revenue	209,337	209,337	215,430	-	(6,093)
Municipal Base Funding	13,900,182	13,900,182	13,184,441	-	715,741
<b>Total Revenue</b>	<b>26,440,970</b>	<b>26,440,970</b>	<b>25,408,907</b>	<b>-</b>	<b>1,032,063</b>
<b>Expenditures</b>					
<b>Salaries, wages &amp; benefits</b>	<b>6,900,485</b>	<b>6,900,485</b>	<b>6,311,710</b>	<b>-</b>	<b>(588,775)</b>
Maintenance, materials and services					
Roofing	40,798	35,000	24,394	(5,798)	(16,404)
Building, general	1,015,407	850,000	1,017,838	(165,407)	2,431
Cleaning	975,285	904,602	936,518	(70,683)	(38,767)
Pest Control	715,468	625,000	696,719	(90,468)	(18,749)
Elevators	216,102	175,000	187,254	(41,102)	(28,848)
Electrical	238,947	220,000	211,305	(18,947)	(27,642)
Equipment	112,927	111,516	133,379	(1,411)	20,452
Landscaping & parking lot mtce	265,522	350,000	323,946	84,478	58,423
Mold	36,111	40,000	58,610	3,889	22,499
Snow Removal	600,000	550,000	628,610	(50,000)	28,610
Life safety systems	255,036	344,819	247,222	89,783	(7,814)
Heating & ventilation	272,958	265,000	250,008	(7,958)	(22,950)
Plumbing	567,381	600,000	713,862	32,619	146,481
Painting	286,415	300,000	351,828	13,585	65,414
Vandalism	44,584	50,000	59,404	5,416	14,820
Waste Removal	256,066	325,000	371,553	68,934	115,487
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<b>Total Expenditures</b>	<b>2,025,820</b>	<b>2,208,663</b>	<b>2,069,095</b>	<b>182,843</b>	<b>43,275</b>
	<b>26,380,190</b>	<b>26,340,970</b>	<b>25,239,918</b>	<b>(39,220)</b>	<b>(1,140,272)</b>
<b>Net (deficit) surplus from Operations</b>	<b>60,780</b>	<b>100,000</b>	<b>168,989</b>	<b>(39,220)</b>	<b>(108,209)</b>
Extraordinary Losses - Fire, wind etc.	90,098	100,000	10,724	9,902	(79,375)
<b>Net (deficit) surplus from Operations after Extraordinary Losses</b>	<b>(29,318)</b>	<b>0</b>	<b>158,265</b>	<b>(29,318)</b>	<b>(187,583)</b>



## Finance Committee Report 2022- 21

**TO:** LMCH Finance Committee  
**FROM:** Phil Renaud, Directory of Property Services & Asset Management  
**SUBJECT:** CMHC Q2 2022 Program Update  
**DATE:** August 11, 2022

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### **PURPOSE:**

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

### **RECOMMENDATION:**

It is recommended that the Finance Committee RECIEVE this report for information.

### **BACKGROUND:**

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

As of February 25, 2021, CMHC, by way of Letter of Intent, confirmed to LMCH that the provided documentation submitted by LMCH achieved CMHCs criteria for funding. The City of London denoting their commitment to the program signed as guarantor on June 16, 2021.

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



## PROJECT UPDATES:

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

### Energy

- **Energy Management System (EMS):** Installation of the EMS has been completed at 6 of the 8 high rise buildings with substantial completion anticipated by August 2022. Training of maintenance team occurs during each property kick off meeting and a full training of the dashboard will be scheduled in September.
- **Variable Frequency Drive (VFD):** Programming of 9 VFDs at 3 properties has been completed. Installation of new VFDs and timeclocks originally scheduled for June has been rescheduled for August due to delays in procurement. The three buildings completed have the highest rate of return for this project. Recent communications have verified the procurement of the VFDs and timeclocks to be received mid-August.
- **Replacement Projects:** Furnace, hot water tanks, windows, doors, faucets, and lighting replacement have been scheduled for years 2023 – 2025. These years were selected due to their lower impact to the overall energy savings of 25% and existing contracts in place.

### Accessibility

- **Common Areas:** As outlined in last month's staff report, Common Area renovations/modifications have been grouped into 4 main categories and individual scope of work has been prepared to meet site-specific requirements.
- **Hardware, security, and doors:** Requirements vary per building, audits of each building have been completed, and standards are being developed to be utilized at all LMCH properties. These include access control systems, AODA push buttons and vision panels at all entries, laundry rooms and lounges.
- **Amenity Rooms:** Scope of work and drawings have been prepared for the laundry rooms at each of the CMHC high rise properties (8) to include for access control, AODA operators, new fixtures and furniture to meet AODA requirements. Tender issuance August 10, 2022. Kitchens at each of these properties are anticipated to commence in 2024/2025 as Tenant Services prepares program requirements for each property.

- **Signage:** Cost estimates received for new signage to include braille to be installed at all common areas as well at emergency exit routes.
- **Exterior space:** Works for the exterior include curb cut outs, leveled pathways, accessible parking spaces as well improvements to patios inclusive of accessible furnishings. McNay patio modifications to commence in September. Tender drawings being prepared for Simcoe is a reconfiguration and remaining 6 building audits to be finalized to AODA specific requirements.
- **Unit Modifications:** Baseline unit modification contract prepared as final discussions occur with contractor. Wharnccliffe drawings complete with tender issuance August 5<sup>th</sup>, 2022. Anticipate recommendation to board for review September 2022.

### Property Works

- Hard surface repair projects have been identified at all denoted CMHC family sites, (5 sites). Originally scheduled for years 2024 – 2025, due to existing conditions at Marconi and Allan Rush project Startup has been advanced. Tender responses received for Marconi and Allan Rush submissions will be received Aug. 16th. A recommendation for the Marconi project has been prepared.

### **FINANCIAL IMPACT:**

The selected projects outlined below satisfy the criterion requirements as set out by CMHC and the National Housing Co-Investment Fund within budget. Budget estimates have been developed in collaboration with trades and consultants and remain as identified below from the Year End 2021 Report.

### **PROJECT RISK:**

As outlined in the Year End 2021 Report, the most influential risk to this program is product cost increases, inflation and product procurement which have all had a significant impact to the construction industry over the last year. Ongoing monitoring of the market will take place to best interpret when a project should be executed to obtain the greatest value for work incurred whilst ensuring assets and tenants needs are considered.

**CONCLUSION:**

The CMHC Project Agreement was approved in November 2021. Since this time critical projects have been initiated and work to review project plans and timing are ongoing to ensure the timing of the work addresses priority areas and maximizes the benefits for tenants and LMCH.

**Appendix: CMHC Workplan Update Q1 – 2022**

**SIGNATURE:**

PREPARED and SUBMITTED BY:	STAFF CONTACT
PHIL RENAUD DIRECTOR of PROPERTY SERVICES & ASSET MANAGEMENT	WENDY GROVES CONSTRUCTION AND PROJECT MANAGER

## Appendix A: CMHC Workplan Update Q1 – 2022

### Q2 Status Details

The below provides an update of the projects under the CMHC Co-Investment funding program. The updates are a representation of previously noted activities as highlighted in the in the Q1 Quarterly Report and the May Interim report.

Project Activity	Estimated Timing	Status	Comments
EMS installation to be complete at 80% of buildings	June 2022	Complete	
EMS staff training	April 26 2022	Active	Ongoing - Per building initial training with maintenance workers complete. Dashboard training for PSMs and MRs scheduled for September.
VFD installation at remaining 3 buildings.	August 2022	Active	As denoted in the Interim Capital Report due to procurement delays works have been scheduled for August.
Baseline Unit Modifications	June 2002	Planning	As denoted in the Interim Capital Report due to increased costs this project was delayed in contract award and value engineering is complete..
Common Area Contract Award		Cancelled	As denoted in the Interim Capital Report this activity was cancelled. Common area renovations to be handled as individual projects.
Wharnccliffe Unit Modifications Drawing	June 2022	Complete	Permit drawings complete.
Phasing Plan for Allan Rush	May 2022	Complete	Complete

### Q3 Status Update

Project Activity	Estimated Timing	Status	Comments
EMS installation completion	August 2022	Active	On target
EMS dashboard training	September 2022	Active	On target
VFD installation completion	August 2022	Active	2 properties complete, upon procurement of timeclocks and VFD install schedule will be finalized.
Baseline Unit Modifications	August 2022	Pending	Award issuance
Common Area – Laundry Rooms	-----	Planning	Tender documents under development, issuance end of August
Common Area – Access Control	Q4 – Q1 2023	Active	Audits complete at 8 LMCH buildings. Purchase of owner supplied equipment complete with procurement anticipated by December.
Common Area – Exterior Works	Q4	Planning	Audit complete and per property scope of work currently under development. McNay patio bid responses received
Fixture Replacement		Planning	Under development and in discussions with City of London
Wharncliffe Unit Modifications	June 2022	Planning	Tender submission Aug. 25 2022
Marconi Asphalt Replacement	August 2022	On target	Contract Award
Mc Nay Patio Replacement	September	On target	Work order contract signed. Construction Sept.

### Q4 Worked Planned

Project Activity	Estimated Timing	Status	Comments
Marconi Asphalt Replacement	October 2022	On target	Dependent on contract signing date.
Allan Rush Replacement	Oct/Nov. 2022	On target	Contract Sept, construction Oct. 2022
Laundry Room Retrofit		Planning	Tender Submission Sept.
Access Control Installation	Nov/Dec 2022	On target	Walnut commencement
Wharncliffe Modifications	Nov 2022	Planning	Construction start
Signage project		Planning	Estimates received review specifications.

2022 Project Status Per Property

Project Details: A checkmark indicates a change/new information from previously submitted report.

High Rise	Project	Budget	Status	Construction Timeline	Committed To Date	Next Steps/Notes/Risks	Status Change
Baseline	EMS Installation	\$169,460	Complete	July	\$169,460		√
	Common Area Renovations	\$310,000			\$3,000	Common area renovations have been subdivided into small projects that have been identified during property audits. The goal is to create a standard at the CMHC recognized sites and implement throughout LMCH properties. Items chosen are a reflection of the requirements of CMHC. Retaining an arch. Has been removed.	√
	Laundry Room Kitchen Signage Access Control Exterior Works			Q3/4 2022 Future works Future works Future works			
	VFD Installation & Program	\$4,800	Construction	August	\$4,800	Date revised from June	√
Unit Modification	\$1,215,000	Award Issuance				√	
Dundas	EMS Installation	\$165,903	Construction	Aug.	\$165,903	Project remains on schedule change order for new valves will be used from contingency.	√
	VFD Installation & Program	\$4,800	Construction	Aug.	\$4,800	Date revised from June due to procurement	√
Kent	EMS Installation	\$165,903	Complete	April	\$165,903		
	Common Area Renovations Laundry Room Kitchen Signage Access Control	\$310,000			\$2,000	As noted at Baseline.	√

	Exterior Works						
	VFD Installation & Program	\$3,000	Complete	March	\$3,000		
	Unit Modification	\$810,000	Design Development		\$0		√
McNay	EMS Installation	\$ 190,053	Construction	Complete	\$ 190,053		√
	VFD Installation & Program	\$4,800	Construction	August	\$4,800	Date revised from June due to procurement	√
	Unit Modification	\$990,000	Design Development		\$0	Tender execution May 2022	√
<b>High Rise</b>	<b>Project</b>	<b>Budget</b>	<b>Status</b>	<b>Construction Timeline</b>	<b>Committed</b>	<b>Next Steps/Notes/Risks</b>	
Simcoe	EMS Installation	\$165,903	Complete	June	\$165,903	Work complete and remained on budget	√
	Common Area Renovations	\$310,000		2022/2023	\$0	As noted at Baseline	√
	VFD Installation & Program	\$4,800	Construction	Aug.	\$4,800	Date revision from June due to procurement issues.	√
	Unit Modification	\$540,000	Design Development	Aug. – Dec.	\$0	Tender execution Aug. 2022 delayed due to value engineering.	√
Walnut	EMS Installation	\$ 175,503	Complete	June	\$ 175,503	Project remains on schedule and on budget.	√
	Common Area Renovations	\$310,000		2022/2023	\$5,300	As noted at Baseline	
	VFD Installation & Program	\$4,800	Construction	Aug.	\$4,800	Date revision from June due to procurement issues.	√
	Unit Modification	\$900,000	Design Development	Aug. – Dec.	\$0	Tender execution Aug. 2022 delayed due to value engineering.	√

Wharnccliffe - 345	EMS Installation	\$165,903	Complete	April	\$165,903		√
	VFD Installation & Program	\$4,800	Complete	March	\$4,800		
	Unit Modification	\$360,000	Design Development	Aug. – Dec.	\$0	Tender execution Aug. 2022 delayed due to value engineering.	
Wharnccliffe - 349	EMS Installation	\$165,903	Complete	April	\$165,903		
	VFD Installation & Program	\$3,000	Complete	March	\$3,000		
	Unit Modification	\$360,000	Complete	Aug. – Dec.	\$5,000	Drawings complete – tender issued.	√
<b>Family Sites</b>	<b>Project</b>	<b>Budget</b>	<b>Status</b>	<b>Construction</b>	<b>Committed</b>	<b>Next Steps/Notes</b>	
Allan Rush	Hard Surface Repairs	\$725,000	Design Development	Q4	\$3,650	Moved from 2024 to 2022	√
Marconi	Hard Surface Repairs	\$75,000	Prelim Review	Q4		Moved from 2024 to 2022	√

**Projects 2023 – 2026**  
**High Rise**

Property	Project	Budget	Est. Construction	Next Steps/Notes
Baseline	Unit Modification	\$2,430,000	2023 – 2024	Continued
	Common Area Renovations	\$310,000	Q3 - 2023	Continued
	Energy	\$56,726	Q4 2023	
Dundas	Unit Modification	\$900,000	2024 - 2025	



	Common Area Renovations	\$310,000	Q3 – 2023	Surfaces to meet AODA and access controls currently in planning stage.	√
	Energy	\$37,650	Q4 2025		

Property	Project	Budget	Construction	Notes	
Kent	Unit Modification	\$2,115,000	2023 – 2025		
	Common Area Renovations	\$283,000	Q3 2023		
	Energy	\$53,212	Q3 2025		
McNay	Unit Modification	\$2,970,000	2023 – 2025		
	Energy	\$131,775	Q3 2025		
Simcoe	Unit Modification	\$1,035,000	2023 – 2024		
	Energy	\$54,467	Q4 2024		
Walnut	Unit Mods	\$2,475,000	2023 – 2025		
	Energy	\$58,232	Q4 2025		
Wharncliffe – 345	Unit Mods	\$765,000	2023 - 2024		
	Common Area	\$216,000	Q3 2024	In discussion to move to planning in 2022	√
	Energy	\$36,395	Q4 2024		
Wharncliffe – 349	Unit Mods	\$765,000	2023 - 2024		
	Common Area	\$216,000	Q3 2024		
	Energy	\$36,395	Q4 2024		

Projects 2023 – 2026  
Family Sites

Property	Project	Budget	Estimated Construction	Next Steps/Notes	
Allan Rush	Hard Surface Repairs/ Exterior Works		Q3/4 2022	Revised construction timeline due to failing conditions. Tender issued, construction start Oct./Nov.	√
	New Door & Window Installation	\$1,233,000	Q2 2023	Tender for engineer January 2023 Tender for installer March 2023 Commence install May 2023	
	Furnace and Hot Water Tank Installation	\$865,200	Q2 2025	Project development and investigation Nov. 2024 – Jan. 2025 Tender for installer March 2025 Commence install May 2025	
	Energy Retrofits	\$25,000	Q3 2025		
Boullee	Hard Surface Repairs/ Exterior Works	\$725,000	Q3 –2024		
	Furnace and Hot Water Tank Installation	\$1,176,000	Q2 2025	Commence install June 2025	
	Energy Retrofits	\$34,000	Q3 2025		
Huron	Hard Surface Repairs/ Exterior Works	\$630,000	Q4 2025		
	Furnace and Hot Water Tank Installation	\$957,600	Q3 2025	Commence install July 2025	
	Energy Retrofits	\$27,500	Q3 2025		
Marconi	Hard Surface Repairs/ Exterior Works	\$630,000	Q4 2022	Revised construction timeline due to failing conditions. Award pending, construction start Oct.	√

	Furnace and Hot Water Tank Installation	\$453,600	Q3 2025	Commence install Aug. 2025	
	Energy Retrofits	\$12,750	Q3 2025		
Pond Mills	Hard Surface Repairs/ Exterior Works	\$725,000	Q4 2025		
	New Window Installation	\$570,000	Q3 2023	Tender for engineer January 2023 Tender for installer March 2023 Commence install July 2023	
	Furnace and Hot Water Tank Installation	\$697,200	Q3 2025	Commence install Aug/Sept. 2025	
	Energy Retrofits	\$20,250	Q3 2025		

Budget Allocation	Budget Estimate
Unit Retrofits - Accessible	\$ 18,289,275
Common Area Renos - Accessible	\$ 2,255,000
Energy Mgmt. System	\$ 1,302,461
Energy Retrofit	\$ 394,166
VFD at Make Up Air Units	\$ 33,000
Furnace & Hot Water Tank Replacement	\$ 4,149,600
Exterior works	\$ 3,435,000
Windows & Doors	\$ 1,803,000
Total Hard Costs	\$ 31,661,501
Total Soft Costs	\$ 2,628,034
Contingency	\$ 4,265,608
Interest and Non HST Rebate	\$1,580,946
<b>Total</b>	<b>40,136,089</b>

## Finance Committee Report 2022- 22

TO: LMCH Finance Committee

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

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

DATE: August 11, 2022

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### **PURPOSE:**

The purpose of this report is to provide the Finance Committee with an update on the approved Capital Projects under at LMCH.

### **RECOMMENDATION:**

That the Finance Committee **RECEIVE** the April 2022 Capital Work update report for information only.

### **BACKGROUND:**

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

This Report does not include any update information surrounding the CMHC Renovation, Repair and Renew funding program or the Re-Imagine Southdale Project.

### **CURRENT STATE:**

- Balcony restoration work is complete at 241 Simcoe St.
- Roof Inspections are completed across the LMCH portfolio. Per the document specification and scope are being prepared for the replacement of the Kent and Commissioners roofs. A full review of the inspection documents and proposed replacement schedule will be used to create a multi-year roof maintenance/replacement program to be reflected in future years capital budgets.
- The contract for the replacement of furnaces at Southdale and Limberlost family sites has been awarded and work will be complete prior to the heating season.
- The new gas generator for 30 Base Line Rd., along with the new generator

replacement and electrical service upgrades at 85 Walnut St., previously awarded at the December 2021 BOD meeting have been initiated and are on schedule. Project completion is expected in Q4-2022 based on product availability.

- The RFP for Engineering for Elevator Modernizations work has been awarded and work is underway preparing scope and spec documents to support the tender of these projects. We anticipate posting the project tender in October.
- The Generator Replacement Project for Kent and the Electrical Projects related to High Rise Load Centres are currently being scoped for RFP.
- The three-year Building Condition Assessment project is complete. Recommend we repeat this process in three years.

### ACTIVE PROJECTS:

Project	Project Description	Site
2020-0008	Generator Replacement	Walnut
2020-0009	Generator Replacement	Baseline
2020-0010	Main electrical service upgrade	Walnut
2021-0001	Elevators Major Control Modernization: (Engineering)	Simcoe, Hale, Dundas, William, Commissioners, Base Line, Dorchester
2021-0004	Generator Replacement	Kent
2021-0006	Roof Replacement	Tecumseh (3 bldgs.)
2021-0006	Roof Replacement	Kent
2021-0007	Furnace Replacements	Limberlost
2021-0005	Window and door replacement	Penny Lane
2021-0012	Kitchen Cabinet Replacements	Penny Lane
2022-0004	Electrical-High Rise Load Centers & Distribution Panels	Dundas, William, Tecumseh
2022-0020	Furnace Replacements	Southdale/Millbank

### WORK COMPLETED/CLOSED PROJECTS:

Project	Project Description	Site
2020-0001	MUA Hookups	McNay, Simcoe, Walnut, Baseline
2020-0011	Electrical- Panel Board Replacements	Simcoe
2020-0012	Elevators: Capital Repairs	Baseline, Walnut, McNay, Simcoe, 345 Wharncliffe, 349 Wharncliffe, Hale

2020-0022	Building Entrance Doors	Kent, Hale, William, Walnut
2021-0005	Fire System: Comprehensive Review	All High Rises
2021-0002	Balcony Restorations	Simcoe
2022-18	Building Condition Assessment	All sites

**PLANNED PROJECTS:**

Project	Project Description	Site
2021-0003	Balcony Assessments	McNay
2021-0008	Asphalt Restoration & Replacement	Huron/Limberlost
2021-0010	Family Site: Garbage Infrastructure Improvement	Boulee, Huron
2021-0011	Asphalt Restoration & Replacement	High Rises
2021-0020	Outdoor Security Cameras	Boulee
2022-0003	Elevators Major Control Modernization: Construction	Simcoe, Hale, Dundas, William, Commissioners, Base Line, Dorchester
2022-0004	Fire Alarm and Fire Protection Systems	York
2022-0007	Roof Replacement	Commissioners
2022-0009	MUA replacement (Building Two & Three only)	Tecumseh
2022-0010	Fences and Gates	York St./ Dorchester
2022-0011	Asphalt Restoration & Replacement	High-Rises
2022-0013	Family Site: Garbage Infrastructure Improvement	Allan Rush, Pond Mills, Limberlost

**STATUS OF WORK SUMMARY:**

2022 Capital Project Status	Project Count
Planned	12
Active	12
Work Completed/Closed Projects	7
<b>Total all projects</b>	<b>31</b>

**STATUS OF BUDGET SUMMARY**

Funding Code	Funding Name	Allotted Capital Budget	Total Contractual Commitments	Budget Funds Remaining
PD261819	2019 Public Housing Major Upgrades	\$237,862.96	0	\$212,953.89
LMH261820	2020 Public Housing Major Upgrades	\$978,983.28	\$637,885.38	\$341,098.02
LMH261821	2021 Public Housing Major Upgrades	\$1,558,879.62	\$793,671.42	\$765,208.20
LMH261822	2022 Public Housing Major Upgrades	\$1,952,731.20	\$677,096.09	\$1,275,634.91
LMH2619	LMCH Infrastructure Gap	\$8,049,025.42	\$1,907,020.32	\$6142005.10
Budget Totals		\$12,777,482.28	\$4,015,673.21	\$8,761,808.99

PREPARED and SUBMITTED BY:	STAFF CONTACT:
PHIL RENAUD DIRECTOR of PROPERTY SERVICES & ASSET MANAGEMENT	BILL LESLIE MANAGER, CAPITAL PROJECTS & CONSTRUCTION



## Finance Committee Report 2022- 23

**TO:** LMCH Finance Committee  
**FROM:** Paul Chisholm, Chief Executive Officer  
**SUBJECT:** Relmagine Southdale Project  
**DATE:** August 11, 2022

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### **PURPOSE:**

To Provide the Finance Committee a status update on the Relmagine Southdale Project and receive the required approvals from the Committee to forward the recommendations to the Board of Directors for approval.

### **RECOMMENDATION:**

That the Finance Committee:

1. Receive this update for information;
2. Approve submission of the request to the City of London to adjust the timing of the funds approved in Business Case #21 to support Phase 1 of the Relmagine Southdale Project; and
3. Authorize staff to take the necessary actions to support these recommendations.

### **BACKGROUND:**

In December 2020 the LMCH Board of Directors selected Southdale for LMCH's first ever revitalization project. Critical steps to move this forward happened in 2021 including hiring a Project Manager, completing the competitive process to select the Project Architects (Their + Curran Architects Inc. currently known as Curran Gacesa Slote Architects (CGS)), engagement with tenants with a focus on those tenants directly impacted by the redevelopment project and ongoing engagement with staff at the City of London.

Through the first half of 2022 LMCH has been working to finalize a development plan for the site, confirm the requirements for project approvals with the City of London and develop a financial plan that would support this project. This report will provide updates on key project areas and lay out the path forward for this project.



Through Business Case #21 – Regeneration of Public Housing (Attachment A), funding was approved to support the goals of:

- Identifying the first two townhouse sites to redevelop.
- Initiating the first phase of tenant relocation
- Increasing LMCH housing stock and expand to include mixed housing development
- Completing and initial proof of concept for sustainable mixed income housing development
- Work with all levels of government to leverage funds; and
- Increase the value, diversity of stock and asset potential of existing properties.

This report provides updates that demonstrate progress on these goals.

## **ReImagine Southdale Proposal**

Through our Architect, CGS, LMCH has developed a proposal that is ready for submission to the City of London for the Southdale Community. The first submission to the City is the Zoning By-Law Amendment (ZBA) planned for August 2022. The ZBA requests zoning changes for the full site and sets out the long-term plans for this site development. By the end of 2022 LMCH will also submit a Site Plan Amendment that will seek permission to proceed with Phase 1 of the Project. This will allow LMCH to proceed with the first new building on this Site:

### **Zoning Bylaw Amendment**

The proposal involves demolishing 68 existing townhouse units and constructing three 6-storey apartments and multiple landscape amenity areas on the portions of the Subject Lands located at the southeast corner of Southdale Road East and Millbank Drive. The Subject Lands measure approximately 4.32 hectares in size and have approximately 365 m of frontage on Southdale Road East and 152 m frontage on Millbank Drive.

The development proposal represents a density of 64.7 units/ha distributed across three phases via proposing (3) apartment buildings containing 167 affordable apartment units. Vehicular and pedestrian access to the development would build on the existing right of way(s), off of Southdale Road East and Millbank Drive. Access is provided across the Site by way of an internal (private) road system and integrated sidewalks connecting to the parking areas, residential entrances, and on-site amenity areas.

Implementation of the proposed redevelopment requires approval of a Zoning By-law Amendment (ZBA) to add special provisions to the Subject Lands that permit a reduced front yard depth, reduced parking rate, and increased building height. LMCH has prepared a Planning Justification Report that supports the required application and assesses the proposal in the context of the applicable planning framework. The

planning merits of this proposal are evaluated in detail in this Report and are summarized below:

- The project supports the development of lands designated for medium-density residential purposes pursuant to the City of London's new Official Plan (the London Plan)
- The property is well-suited for the intended infill use considering; 1) Size and density, 2) Location at the intersection of a civic boulevard and neighborhood connector, 3) Set within an established residential community, 4) Proximity to established retail/commercial uses, employment areas, recreational areas, and 4) Proximity to public transit routes.
- The proposed redevelopment would help to diversify housing choices and affordable housing options within the community and, more broadly, the City of London. These additional units would also help to promote neighbourhood stability by diversifying the quantity and mix of housing available in the community (to better meet the changing needs of local residents over the long-term)
- The development proposal represents cutting edge intensification and renewal of aged low-density affordable housing stock, a visionary development in London and an excellent exemplar of gentle intensification and a great precedent for future housing developments.
- Design elements integrated into the proposal promotes an attractive site development plus quality architecture that would contribute positively to the local streetscape.
- The proposed development will provide accessible family units that are affordable and will contribute positively to the neighbourhood, improving diversity in housing stock availability.

The proposal involves the replacement of 68 existing townhouse units on the Site with three 6-storey, 18 meter apartment buildings. The proposed redevelopment contains a total Gross Floor Area (GFA) of 24,280 sq. m, including 4,648 sq. m of existing townhouses. The proposal provides a total of 265 units, including 98 existing townhouses and 167 apartment units ranging in type from 1 to 4-bedroom. The proposed redevelopment is distributed across three phases of demolition/construction.

- Phase 1 involves demolishing 18 existing units and constructing "Building A" with 6,544 m<sup>2</sup> of GFA representing 53 apartment units.
- Phase 2 involves demolishing 30 existing townhouse units and constructing "Building B" with 6,544 m<sup>2</sup> of GFA offering 57 apartment units.
- Similarly, Phase 3 includes demolishing 20 townhouse units to construct "Building C" with 6,544 m<sup>2</sup> of GFA, culminating in 57 apartment units.

The proposal will have a total Building Floor Area of approximately 7,986.9 m<sup>2</sup> (as opposed to the existing 7,810 m<sup>2</sup>) and, in combination with the existing townhouses,

will have a proposed density of 64.7 units per hectare (in contrast to the current 38.4 units/hectares). The ground floor of the development features proposed non-residential uses, including LMHC office and community partner space. The ground floor also contains indoor amenity areas, residential lobbies, garbage and moving rooms, maintenance workspace, mechanical and electrical rooms, storage, and mailrooms.

**Site Plan Approval**

While the ZBA sets out the plan for the full site and seeks all required zoning approvals, the Site Plan Approval Application will be limited to the work required to complete Phase 1 of the redevelopment. As noted earlier this will include the demolition of 18 existing units of housing and the construction of one 6-storey building. The new building will include 53 units, some office space and community space.

The proposed unit breakdown for Phase 1 is:

Unit Size	Unit Count
1 Bedroom	3
2 Bedroom	15
3 Bedroom	30
4 Bedroom	5

The Site Plan Approval Application will be submitted after initial feedback is received in response to the ZBA Application.

**Project Financial Plan**

Business Case #21 provides funding for the Regeneration of the Public Housing that include both planning activities that assist in setting out a redevelopment roadmap for LMCH as well as specific redevelopment projects. The funding flows on an annual basis and from 2020-2023 committed a total of \$5,250,000 for regeneration. In 2024 this funding is to increase to \$5,000,000 annually.

Discussion with City of London staff identified the preference to fund the ReImagine Southdale project through adjusting the cashflow of funds allocated through Business Case #21. The options of securing a mortgage or other debt financing for the project was discussed and is not being pursued for Phase 1 of the project.

A high-level summary of the project costs are set out below with additional details provided in Appendix C.

- Cost includes soft costs (planning, architectural, etc.) and the estimated construction costs for the new building and upgrades to existing townhomes.
- Exclusions from the project costs include:
  - o Internal costs related to tenant engagement, communication, relocation, and project support that.

- o Projected costs to complete LMCH Regeneration Strategy.
- o these costs will be included in the request to change the cashflow for the project submitted to the City but have not been broken out for the purpose of this report.
- LMCH has been approved for SEED Funding by CMHC in the amount of \$103,000 we are currently in the process of working with CMHC, legal and the City to finalize this funding.
- LMCH also plans to seek a contribution from CMHC to offset the capital costs of this project and this has been included in the calculation of Project Costs.

LMCH will request that the City provide the required capital contribution of \$27,920,941 in 2023 and 2024. This will limit the funds available for future redevelopment work while also ensuring funds remain available to support the development of the LMCH Regeneration Strategy. The Regeneration Strategy is essential to support the prioritization and financing of future LMCH redevelopments.

<b>PROJECT COSTS</b>	
<b><u>SUB-TOTAL SOFT COSTS</u></b>	<b><u>\$ 3,410,732</u></b>
<b>CAPITAL COSTS - HARD COSTS</b>	
Construction Costs	\$ 24,983,658
Renovations to Existing Townhomes	\$ 1,771,022
<b><u>SUB-TOTAL HARD COSTS</u></b>	<b><u>\$ 26,754,680</u></b>
<b><u>HST (Net of Rebate)</u></b>	<b><u>\$ 508,529</u></b>
<b><u>TOTAL CAPITAL COSTS</u></b>	<b><u>\$ 30,673,941</u></b>
<b>CONTRIBUTIONS</b>	
<b>Required through Business Case #21</b>	<b>\$ 27,920,941</b>
CMHC SEED Contribution (approved)	\$ 103,000
CMHC Co-Investment Contribution (projected)	\$ 2,650,000
<b><u>TOTAL CONTRIBUTIONS</u></b>	<b><u>\$ 30,673,941</u></b>

The business case to adjust the timing of funds approved through Business Case #21 is due by the end of August and requires approval of City Council in early 2023.

## Project Timeline

### Task Projected Timeline

Task	Projected Timeline
Board Approval	August 18, 2022
Submission of ZBA	August 22, 2022
Communication Kick off	Week of August 22, 2022
Submission of Site Planning Application	January 2023
Approval of ZBA and SPA	June/July 2023
Finalize Tender Package	June/July 2023
Building Permit	July 2023
RFP to select General Contractor	August 2023

### Tenant Engagement and Communication

LMCH staff have been working closely with the 18 households directly impacted by Phase 1 of the Project. Through the past 11 months most of the families have been relocated within the community or to other LMCH locations of their choosing. At the time of this report, the remaining households have identified their preferred community for relocation and staff will continue to work with them until successfully relocated.

With their submission of the Zoning By-Law Amendment more information will be publicly known to tenants and community members about the future plans for this site. LMCH will reach out to tenants directly impacted by the three phases of the project, all tenants of the Southdale community, neighbors and the broader community, and community partners affected.

### Attachments:

**Appendix A:** Business Case #21 – Regeneration of Public Housing

**Appendix B:** Draft Southdale Architectural Images

**Appendix C:** ReImagine Southdale Project Costs

PREPARED and SUBMITTED BY:
PAUL Chisholm, CEO

## 2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET BUSINESS CASE # 21 - Regeneration of Public Housing

<b>STRATEGIC AREA OF FOCUS:</b>	Strengthening Our Community
<b>STRATEGY:</b>	<b>SOC-01:</b> Establish and revitalize community housing through a Regeneration Plan.
<b>BUSINESS CASE TYPE:</b>	For Consideration - Additional Investment
<b>DESCRIPTION:</b>	Regeneration of Public Housing - To advance the regeneration of deteriorating social housing stock and develop new affordable housing stock in the community.
<b>SERVICE(S):</b>	Housing, Social Services and Dearness Home
<b>LEAD:</b>	Sandra Datars Bere, Managing Director, Housing, Social Services, and Dearness Home

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$500	\$500	\$1,750	\$2,500	\$5,250
Annual Net Incremental Tax Levy	\$500	\$0	\$1,250	\$750	\$2,500
Estimated Tax Levy Impact %	0.08%	0.00%	0.19%	0.11%	0.10% (Average)
Estimated Tax Payer Impact (Dollars) <sup>1</sup>	\$2.34	\$2.34	\$8.20	\$11.71	\$6.15 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

## REGENERATION OF PUBLIC HOUSING: LINK TO THE STRATEGIC PLAN

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STRATEGIC AREA OF FOCUS: Strengthening Our Community

STRATEGY: Establish and revitalize community housing through a Regeneration Plan.

OUTCOME: Londoners have access to the supports they need to be successful.

EXPECTED RESULT: Increase affordable and quality housing options.

LINK TO STRATEGIC PLAN: Establish and revitalize community housing through a Regeneration Plan and create more purpose-built, sustainable, affordable housing stock in London (SOC-01).

### WHAT IS INCLUDED IN THE BASE BUDGET?

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Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
<b>Civic Service Areas:</b>		
<b>Operating</b>	\$ -	\$ -
<b>Full-Time Equivalents</b>	-	-
	Life-to-Date	2020-2023 TOTAL
<b>Capital</b>		
PH2640 – Regenerating Public Housing Plan	\$750	\$3,750*
<b>Total Capital</b>	\$750	\$3,750

#### Base Budget Summary:

London and Middlesex Community Housing (LMCH), a business corporation with the City as its sole shareholder, owns and manages 3,282 units of social housing. Many of these properties, especially within aging townhouse complexes, require significant capital investment. To address the substantial need for affordable housing, the City has identified regeneration of existing sites as part of the Strategic Plan.

The current base capital budget includes \$750,000 in 2020 and of \$1,000,000 per year in 2021-2023 which supports the strategic planning and readiness of land to advance and prepare for regeneration activities.

LMCH staff have been working collectively with the City and the Housing Development Corporation (HDC) to initiate regeneration plans and to stage re-development of LMCH properties. HDC's role is to assist in the capacity of a consultant in the building, planning, finance and development process.

# WHAT IS REQUIRED FROM PROPERTY TAX?

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## BUSINESS CASE DELIVERABLES

The intent of this business case is to advance social housing regeneration project activities. Funds are intended to accumulate sufficient capital to cash flow the first phase of development activities. Proposed funding is intended to be incremented to \$5,000,000 per year starting in 2024, subject to Council approval through the 2024-2027 Multi-Year Budget process.

The provision of more affordable housing and more diverse housing types provides Londoners opportunities for choice, community building and societal inclusion. Stable, supportive and inclusive housing also provides residents with a solid foundation that encourages and maximizes positive citizen engagement. LMCH's regeneration provides housing for more people in need and improves the quality of existing housing. This contributes to the creation of homes and development of community and a sense of belonging for people with diverse needs.

Regeneration can be activated in a number of ways including:

- Redeveloping underutilized parcels of land or sites;
- Retrofitting or upgrading existing units and sites to make them more operationally efficient;
- Making accessibility improvements to better meet a shifting demand for housing;
- Making changes to existing land use and tenant mix;
- Enhanced built-form and site layout resulting in a more vibrant, connected neighbourhood

This business case supports LMCH's goal to:

- Identify the first two existing LMCH townhouse sites to regenerate and foster a strengthened, sustainable community;
- Initiate the first phase of tenant decanting in the least impactful way;
- Increase LMCH housing stock and expand beyond RGI-mandated housing to include a housing mix of affordable, supportive and market housing options;
- Complete an initial proof of concept for sustainable mixed housing development that fits within existing neighbourhoods;
- 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.

Regeneration will be a multi-phased approach with approximately 20 units being completed per phase. LMCH's goal is to complete the regeneration development plan of a priority family site and complete the construction of 50 units by 2023. The number of additional units are subject to site feasibility, funding, and the compatibility for intensification in the surrounding neighbourhood.



This business case is to fund and resource:

1. Development soft costs including legal, land engineering, parcelling, etc. to advance concrete site plans (concept, blueprint, engineering, etc.), completion of due diligence and pre-construction requirements to advance to construction
2. Planning and ongoing implementation of tenant decanting to enable construction
3. Construction for first phase of development

LMCH's next steps are to finalize the site evaluation results and identify two sites for regeneration. The evaluation assesses each site's conformity and suitability as it relates to land use planning, social aspects, financial feasibility, and asset management. By the end of 2021, assessments, preliminary design and proof of concept will be completed. In 2022 the first development with proof of concept, including decanting of tenants, is expected to commence. During 2023, the focus will be on construction, subject to feasibility and funding. Results will be reported back for endorsement by Council. Dates and timelines are subject to LMCH Board, Council and regulatory approval. All estimates and funding are subject to approvals, evaluations and continued discussions with relevant stakeholders including, Canada Mortgage and Housing Corporation (CMHC), Civic Administration, City Council and HDC.

#### Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Social Housing Regeneration Activities	\$500	\$500	\$1,750	\$2,500	\$5,250	\$15,000
<b>Source of Financing:</b>						
New Capital Levy	(\$500)	(\$500)	(\$1,750)	(\$2,500)	(\$5,250)	(\$15,000)
Debenture	-	-	-	-	-	-
Reserve Fund	-	-	-	-	-	-
Other (County Contribution) <sup>1</sup>	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

Note 1 - County funding contributions will be determined once the Regeneration Plan is finalized and the properties to be addressed are determined.

#### BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
# of lives impacted through social housing regeneration	25	70	115	210
# of new revenue sources through the Regeneration Strategy	-	-	1	3
# of additional units	-	-	-	50

## WHAT ARE THE RISKS OF NOT PROCEEDING?

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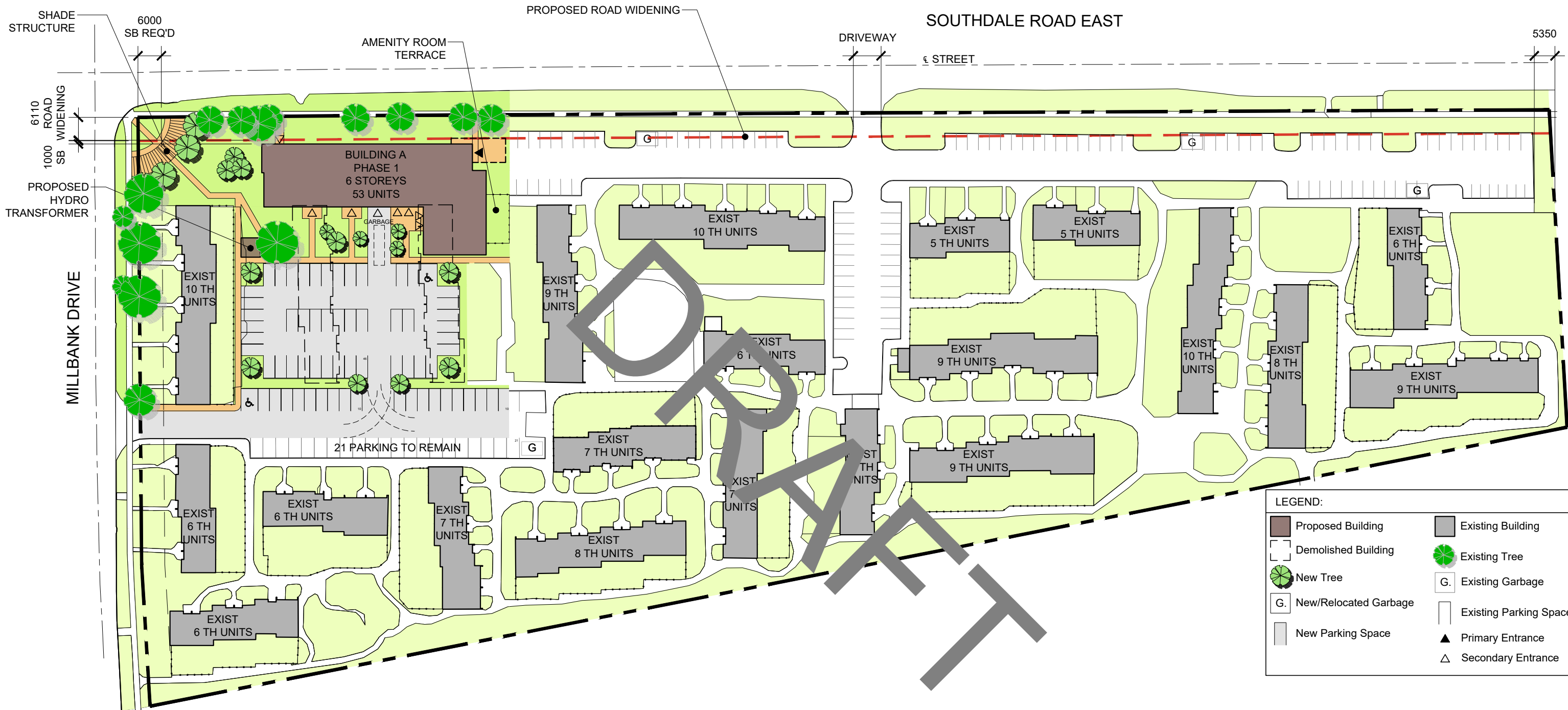
### Some specific risks include:

1	Old social housing stock cannot be sustained and will continue to deteriorate, potentially resulting in unit closure and severely impacting tenants and the community
2	Loss of leveraged funds with other orders of government which may not be in existence in future years
3	Loss of value in the diversity of stock, and asset potential on existing public housing stock
4	Loss of investment in regenerating old social housing infrastructure and in the community
5	Enhanced reliance on rent subsidy as a result of increased demand on affordable housing not being met by supply
6	Lost opportunity to advance new affordable housing and invest in existing social housing
7	City of London's ability to achieve their 2020-2023 strategic goals of Strengthening our Community and Creating a Safe London for Women and Girls are <i>severely</i> hindered
8	Public pressure for tenants to access safe, suitable and stable housing

## OTHER INFORMATION TO REFER TO?

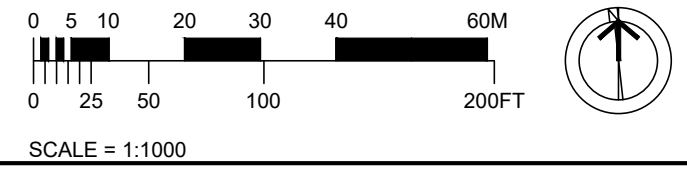
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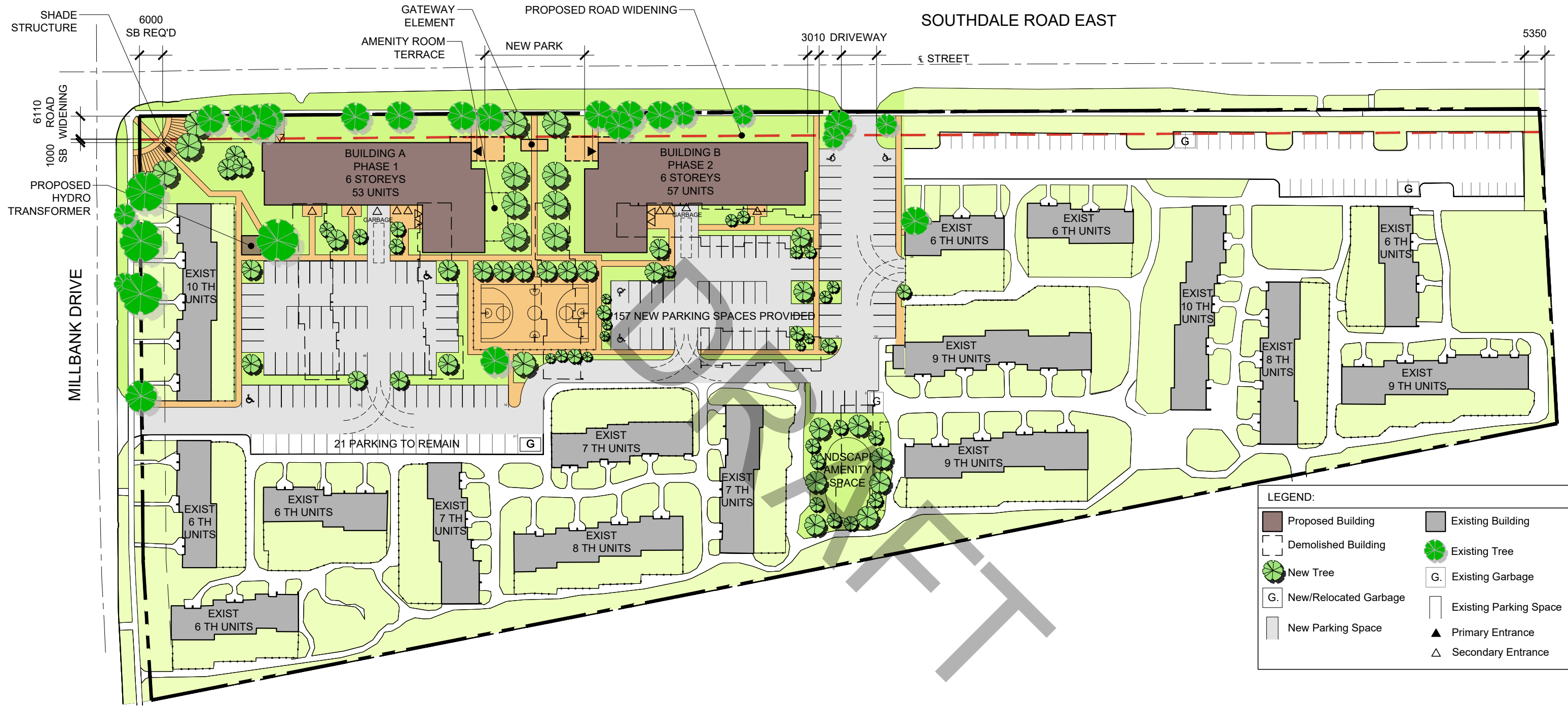
<a href="#">SPPC June 24, 2019:</a>	London and Middlesex Community Housing – 2018 Annual Meeting of the Shareholder
<a href="#">SPPC June 25, 2018:</a>	London and Middlesex Community Housing – 2017 Annual Meeting of the Shareholder and Community Housing Revitalization Strategy
<a href="#">CPSC February 18, 2015:</a>	End of Operating Agreement for Social Housing Providers in London and Middlesex
<a href="#">May 30, 2014</a>	Housing Development Corporation Business Plan as the developer for social housing regeneration
Other:	June 2019 <a href="#">LMCH Regeneration Report</a>



LEGEND:

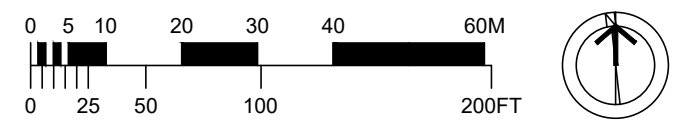
	Proposed Building		Existing Building
	Demolished Building		Existing Tree
	New Tree		Existing Garbage
	New/Relocated Garbage		Existing Parking Space
	New Parking Space		Primary Entrance
			Secondary Entrance





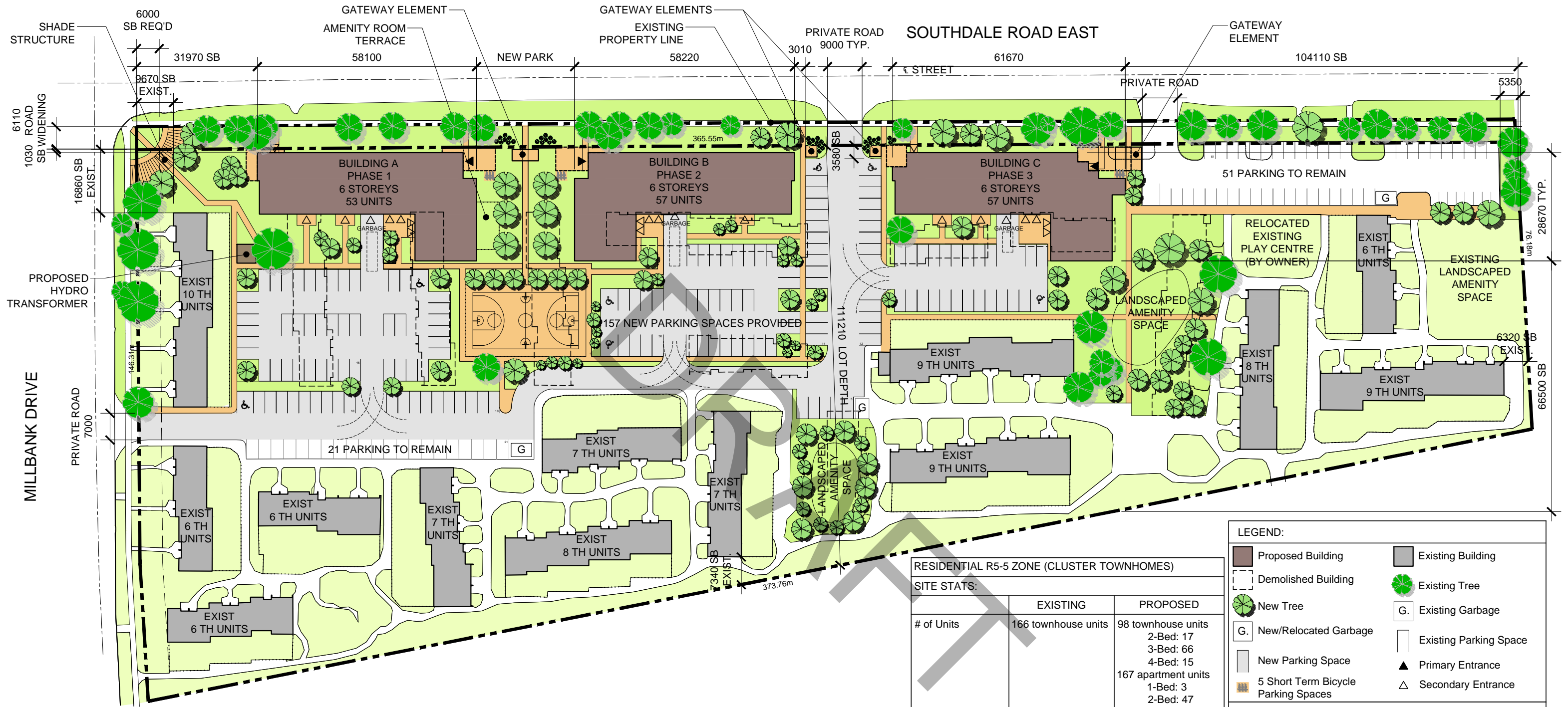
LEGEND:

	Proposed Building		Existing Building
	Demolished Building		Existing Tree
	New Tree		Existing Garbage
	New/Relocated Garbage		Existing Parking Space
	New Parking Space		Primary Entrance
			Secondary Entrance



SCALE = 1:1000





**RESIDENTIAL R5-5 ZONE (CLUSTER TOWNHOMES)**

SITE STATS:		
	EXISTING	PROPOSED
# of Units	166 townhouse units	98 townhouse units 2-Bed: 17 3-Bed: 66 4-Bed: 15 167 apartment units 1-Bed: 3 2-Bed: 47 3-Bed: 100 4-Bed: 17 Total Units: 265
Property Area	4.32 hectares	4.1 hectares
Density	38.4 units/hectare	64.7 units/hectare
Height	±7m	16.4m
Building Floor Area	7,810 m <sup>2</sup>	7,986.97 m <sup>2</sup>
Parking	192* spaces (1.2/unit)	229 spaces (0.86/unit)

\* Excludes 8 former parking spaces currently occupied by waste receptacles

**LEGEND:**

- Proposed Building
- Existing Building
- Demolished Building
- Existing Tree
- New Tree
- Existing Garbage
- New/Relocated Garbage
- Existing Parking Space
- New Parking Space
- Primary Entrance
- 5 Short Term Bicycle Parking Spaces
- Secondary Entrance

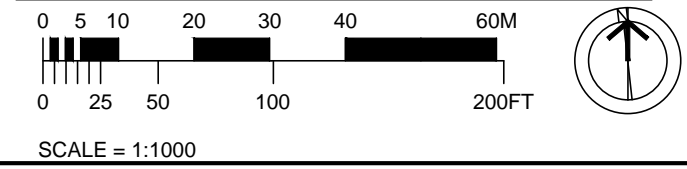
**UNIT AND PARKING STATS:**

Existing:  
192 existing spaces\* (1.16/unit) - 120 demolished = 72 spaces

Parking Required:  
98 Townhouse Units x 1.0 space/unit = 98 spaces  
167 Apartment Units x 0.75 spaces/unit = 125 spaces  
Total Required = 223 spaces  
Parking Provided: 157 new + 72 existing = 229 spaces

Note: The zoning bylaw requires 1.5 spaces/unit for townhouses

**ABBREVIATIONS:**  
 € CENTRE LINE  
 EXIST EXISTING  
 SB SETBACK  
 TH TOWNHOUSE  
 TYP. TYPICAL



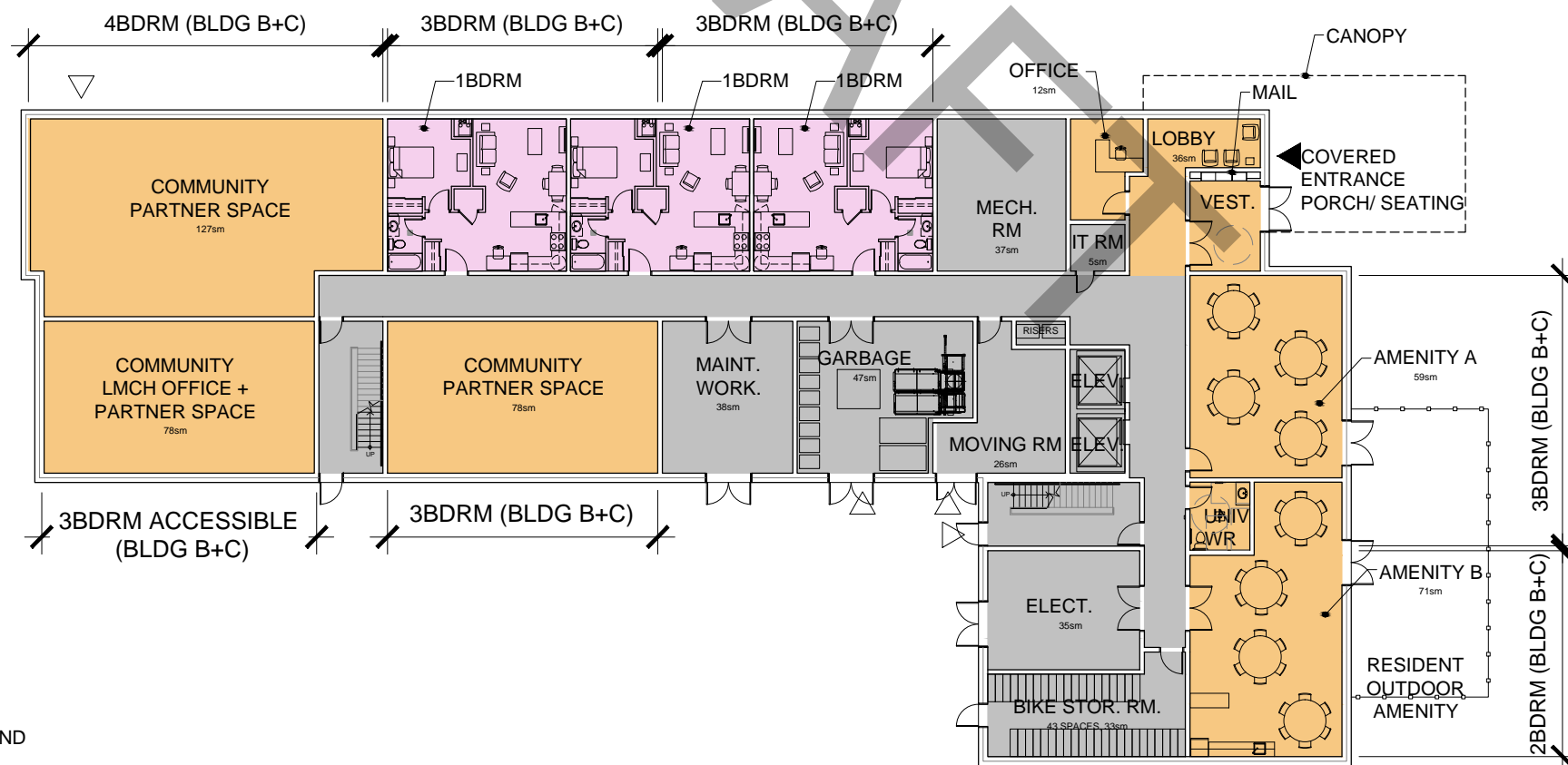


TYPICAL FLOOR PLAN  
(FLOORS 2-6)

BUILDING A (PHASE 1) STATS:	
FLOOR AREA: 1119 SM ( GROUND FLR)	
FLOOR AREA: 1085 SM ( FLOORS 2-6)	
GROSS FLOOR AREA: 6544 SM	
<b>UNITS:</b>	<b>ACCESSIBLE UNITS:</b>
1 BEDROOM: 3 UNITS: 6%	1 BEDROOM: 0 UNITS: 0%
2 BEDROOM: 15 UNITS: 28%	2 BEDROOM: 5 UNITS: 9%
3 BEDROOM: 30 UNITS: 57%	3 BEDROOM: 5 UNITS: 9%
4 BEDROOM: 5 UNITS: 9%	4 BEDROOM: 0 UNITS: 0%
<b>TOTAL: 53 UNITS</b>	<b>TOTAL: 10 UNITS: 18%</b>

BUILDING B ( PHASE 2) STATS:	
FLOOR AREA: 1119 SM ( GROUND FLR)	
FLOOR AREA: 1085 SM ( FLOORS 2-6)	
GROSS FLOOR AREA: 6544 SM	
<b>UNITS:</b>	<b>ACCESSIBLE UNITS:</b>
2 BEDROOM: 16 UNITS: 28%	2 BEDROOM: 5 UNITS: 9%
3 BEDROOM: 35 UNITS: 61%	3 BEDROOM: 6 UNITS: 10%
4 BEDROOM: 6 UNITS: 11%	4 BEDROOM: 0 UNITS: 0%
<b>TOTAL: 57 UNITS</b>	<b>TOTAL: 11 UNITS: 19%</b>

BUILDING C ( PHASE 3) STATS:	
FLOOR AREA: 1119 SM ( GROUND FLR)	
FLOOR AREA: 1085 SM ( FLOORS 2-6)	
GROSS FLOOR AREA: 6544 SM	
<b>UNITS:</b>	<b>ACCESSIBLE UNITS:</b>
2 BEDROOM: 16 UNITS: 28%	2 BEDROOM: 5 UNITS: 9%
3 BEDROOM: 35 UNITS: 61%	3 BEDROOM: 6 UNITS: 10%
4 BEDROOM: 6 UNITS: 11%	4 BEDROOM: 0 UNITS: 0%
<b>TOTAL: 57 UNITS</b>	<b>TOTAL: 11 UNITS: 19%</b>

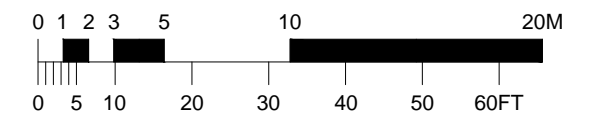


GROUND FLOOR PLAN

BUILDING A  
(BUILDING B MIRRORED AND  
SIMILAR AS NOTED)  
BUILDING C SIMILAR AS NOTED

TOTAL STATS:	
FLOOR AREA: 1119 SM ( GROUND FLR)	
FLOOR AREA: 1085 SM ( FLOORS 2-6)	
GROSS FLOOR AREA: 6544 SM	
<b>TOTAL UNITS:</b>	
1 BEDROOM: 3 UNITS: 2%	
2 BEDROOM: 47 UNITS: 28%	
3 BEDROOM: 100 UNITS: 60%	
4 BEDROOM: 17 UNITS: 10%	
<b>TOTAL: 167 UNITS</b>	

LEGEND:	
<span style="display:inline-block; width:15px; height:15px; background-color:#f08080; border:1px solid black;"></span>	1 BEDROOM
<span style="display:inline-block; width:15px; height:15px; background-color:#90ee90; border:1px solid black;"></span>	2 BEDROOM
<span style="display:inline-block; width:15px; height:15px; background-color:#4682b4; border:1px solid black;"></span>	3 BEDROOM
<span style="display:inline-block; width:15px; height:15px; background-color:#6a5acd; border:1px solid black;"></span>	4 BEDROOM
<span style="display:inline-block; width:15px; height:15px; background-color:#ff8c00; border:1px solid black;"></span>	AMENITY AREA
<span style="display:inline-block; width:15px; height:15px; background-color:#a9a9a9; border:1px solid black;"></span>	CIRCULATION & SERVICES



SCALE = 1:300





BUILDING A (NEAR MILLBANK CORNER)



BUILDING B + GATEWAY



AERIAL VIEW NW CORNER



AERIAL VIEW GATEWAY



## Appendix C: ReImagine Southdale Project Cost Estimates

	2022	2023	2024	Total
<b>CAPITAL COSTS - SOFT COSTS</b>				
Professional Fees	\$ 478,599	\$ 631,941	\$ 452,079	\$ 1,562,619
Site Related Studies	\$ 107,800	-		\$ 107,800
Legal and Organizational Costs	\$ 17,500	\$ 47,500	\$ 93,500	\$ 158,500
Financing Costs	\$ 5,000			\$ 5,000
Fees and Permits	\$ 14,169	\$ 59,594	\$ 1,192,983	\$ 1,266,746
Contingency	\$ 139,530	\$ 94,743	\$ 75,794	\$ 310,067
<b>SUB-TOTAL SOFT COSTS</b>	<b>\$ 762,598</b>	<b>\$ 833,778</b>	<b>\$ 1,814,356</b>	<b>\$ 3,410,732</b>
<b>CAPITAL COSTS - HARD COSTS</b>				
Base Construction Costs		\$ 3,960,481	\$ 16,449,410	\$ 20,409,891
Other Construction Costs (site servicing, FF&E)		\$ 450,254	\$ 285,250	\$ 735,504
Renovations to Existing Townhomes		\$ 393,560	\$ 1,377,462	\$ 1,771,022
Escalation		\$ 328,768	\$ 1,407,130	\$ 1,735,898
Contingency		\$ 398,174	\$ 1,704,190	\$ 2,102,365
<b>SUB-TOTAL HARD COSTS</b>	<b>-</b>	<b>\$ 5,531,238</b>	<b>\$ 21,223,442</b>	<b>\$ 26,754,680</b>
<b>HST (Net of Rebate)</b>	\$ 96,646	\$ 77,079	\$ 334,803	<b>\$ 508,529</b>
<b>TOTAL CAPITAL COSTS</b>	<b>\$ 859,244</b>	<b>\$ 6,442,096</b>	<b>\$ 23,372,601</b>	<b>\$ 30,673,941</b>
<b>CONTRIBUTIONS</b>				
<b>Required through Business Case #21</b>	<b>\$ 756,244</b>	<b>\$ 6,524,947</b>	<b>\$ 20,639,750</b>	<b>\$ 27,920,941</b>
CMHC SEED Contribution (approved)	\$ 103,000			\$ 103,000
CMHC Co-Investment Contribution (projected)		\$ 331,250	\$ 2,318,750	\$ 2,650,000
<b>TOTAL CONTRIBUTIONS</b>	<b>\$ 859,244</b>	<b>\$ 6,856,197</b>	<b>\$ 22,958,500</b>	<b>\$ 30,673,941</b>



## Human Resources and Governance Committee Report HR-22- 02

**TO:** Human Resources and Governance Committee

**FROM:** Paul Chisholm, CEO

**SUBJECT:** Human Resources and Governance Committee Work Plan 2022

**DATE:** July 28, 2022

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### **PURPOSE:**

To receive the Draft Human Resources and Governance (HRG) Committee Work Plan for review and revision.

### **RECOMMENDATION:**

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

### **BACKGROUND:**

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

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

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

### **Appendix A: 2022 Human Resources and Governance Committee Draft Work Plan**

RECOMMENDED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

## 2022 Human Resources & Governance Committee Work Plan

Committee Meeting Date	Board Meeting Date	Anticipated Agenda Items
<ul style="list-style-type: none"> <li>• July 28<sup>th</sup></li> </ul>	<ul style="list-style-type: none"> <li>• August 18<sup>th</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Selection of Chair</li> <li>• Review of Draft Workplan</li> <li>• Human Resources Q1 &amp; 2 Activity report</li> <li>• Attendance Management Policy</li> <li>• CEO Performance Management Program and Review</li> <li>• Delegation Policy Review</li> </ul>
<ul style="list-style-type: none"> <li>• September 27<sup>th</sup> or 28<sup>th</sup></li> </ul>	<ul style="list-style-type: none"> <li>• October 20<sup>th</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Update Report</li> <li>• Review of Board Onboarding &amp; Orientation</li> <li>• Dress Code Policy</li> <li>• Inclement Weather Policy</li> <li>• Clean Desk Policy</li> <li>• Employee Milestone Recognition Policy</li> </ul>
<ul style="list-style-type: none"> <li>• November 29<sup>th</sup> or 30<sup>th</sup></li> </ul>	<ul style="list-style-type: none"> <li>• December 15<sup>th</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Update Report</li> <li>• Collective Agreement Discussion 2023</li> <li>• 2023 Annual Salary Adjustments</li> <li>• Board Onboarding &amp; Orientation Report</li> <li>• Labour Relations: Annual Report</li> <li>• Ergonomics Policy</li> <li>• Educational Assistance Policy</li> <li>• Annual CEO assessment</li> <li>• Health &amp; Safety Policy (annual update)</li> <li>• Workplace Violence, Harassment, and Sexual Harassment Policy (annual update)</li> </ul>

\*Dates to be finalized with Committee Members



## STAFF REPORT HRGC 2022-04

**TO:** Human Resources and Governance Committee  
**FROM:** Kim Graham, Manager of People & Culture  
**SUBJECT:** Human Resources Performance Measures  
**DATE:** July 28, 2022

---

### **PURPOSE:**

To provide the Human Resources and Governance Committee an overview of the key activities in Human Resources through 2022 Q1 & Q2.

### **RECOMMENDATION:**

That the Human Resources and Governance Committee receives this report for information.

### **BACKGROUND:**

LMCH is committed to providing provides quality, accessible, affordable, and sustainable housing to those in need in our community. The work of our Human Resrouces Team is critical to supporting the organization in meeting this objective as well as individual staff reach their full potential at LMCH.

Human Resource 2022 Q1 & Q2 Overview

Human Resource Activity Area	Q1 2022	Q2 2022
Staff Complement (does not include casual on-site staff)	<ul style="list-style-type: none"> <li>As of Dec. 31, 2021 = 80</li> <li>Left during period = 7</li> <li>Added during period = 7</li> <li>As of March 31, 2022 = 80</li> </ul>	<ul style="list-style-type: none"> <li>As of March 31, 2021 = 80</li> <li>Left during period = 6</li> <li>Added during period = 2</li> <li>As of June 30, 2022 = 76</li> </ul>
Recruitment	<ul style="list-style-type: none"> <li>As of December 31, 2021 = 9 (carried over from 2021)</li> <li>4 new recruitments were started</li> <li>4 recruitments were completed in the period</li> <li>5 recruitments were cancelled, amended or reposted in the period</li> <li>4 recruitments carried into the next period</li> </ul>	<ul style="list-style-type: none"> <li>As of March 31, 2022 = 4 (carried over from prior quarter)</li> <li>11 new recruitments were started</li> <li>9 recruitments were completed in the period</li> <li>1 recruitment was cancelled, amended or reposted in the period</li> <li>3 recruitments carried into the next period</li> </ul>
Employees on Leave	<ul style="list-style-type: none"> <li>2 Parental</li> <li>3 sick</li> <li>4 unpaid</li> </ul>	<ul style="list-style-type: none"> <li>3 Parental</li> <li>5 sick</li> <li>0 unpaid</li> </ul>
Sick Time	Average of 1.14 sick days per month per employee	Average of 0.97 sick days per month per employee
Lost time to Injury	0 days	0 days
Policy Development and Review	Right to Disconnect Policy – February 2022	
Training	<ul style="list-style-type: none"> <li>First Aid: 8 staff</li> <li>Occupational Health &amp; Safety Awareness Training for Workers (update): all employees</li> </ul>	<ul style="list-style-type: none"> <li>First Aid: 7 staff</li> <li>MFIPPA: all Managers</li> <li>Customer Service Excellence: all employees</li> <li>Bed Bug Process: Maintenance staff</li> </ul>

	<ul style="list-style-type: none"> <li>• Occupational Health &amp; Safety Awareness Training for Supervisors (update): all supervisors</li> <li>• AODA Customer Service Standards Training (update): all employees</li> </ul>	<p>** Upcoming:</p> <ul style="list-style-type: none"> <li>• Hoarding;</li> <li>• Trauma-Informed Care</li> </ul>
--	---	---

PREPARED and RECOMMENDED BY:

<p>KIM GRAHAM MANAGER OF PEOPLE &amp; CULTURE</p>

DRAFT

## Human Resources and Governance Committee Report HR-22- 05

TO: Human Resources and Governance Committee

FROM: Paul Chisholm, CEO

SUBJECT: LMCH Delegation Policy

DATE: July 28, 2022

---

### PURPOSE:

To receive input from the Human Resources and Governance (HRG) Committee on the process to follow to update the LMCH Delegation Policy.

### RECOMMENDATION:

That the HRG Committee receive this report for information and provide input to staff on the included approach being planned to update the Policy.

### BACKGROUND:

The approved mandate of the HRG Committee includes the responsibility to *"receive and assess from time-to-time Board governance policies and related policy programs ensuring same are current."*

The LMCH Board approved a Delegation Policy in July 2014. The policy provided a framework for the Board to effectively deal with delegations from tenants, City Councillors and other stakeholders wishing to make a direct representation to the Board on matters pertinent to LMCH. The Policy set out the general process for requesting delegations and how these requests were to be managed.

LMCH staff are recommending that this policy be reviewed to ensure that the policy is updated to better support stakeholders and connect to the Board. With the re-introduction of Board Committees and the prevalence of remote and hybrid meeting environments the policy requires an update.

LMCH will conduct a policy review through a process that includes:

- Jurisdictional Reviews
  - Municipalities
  - Housing Providers
  - Non-Profit Organizations
- Engagement of Tenants through the Tenant Advisory Committee and other mechanisms
- Input from Directors and the shareholder
- A revised draft policy for HRG Committee to be review at the end of 2022.

The Board Delegation Policy remains in effect at LMCH. Staff will review any requests for Delegation under the existing policy until such time as a new Policy is approved by the Board.

**Appendix A: DRAFT Delegation Policy**

**Appendix B: LMCH Board Delegation Form\_2022**

**Appendix C: City of London- Council and committee meetings**

**Appendix D: Toronto Community Housing Deputation Policy**

RECOMMENDED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER



## RELATED DOCUMENTATION

Legislation	<ul style="list-style-type: none"><li>• Housing Services Act</li><li>• Municipal Freedom of Information &amp; Protection of Privacy Act</li></ul>
Collective Agreement	N/A
Forms	<ul style="list-style-type: none"><li>• Board Delegation Form</li></ul>
Policies	<ul style="list-style-type: none"><li>• Privacy and Confidentiality Policy</li><li>• Tenant Code of Conduct</li></ul>
Other Resources	

### 1.0 PURPOSE

London and Middlesex Community Housing (LMCH) is committed to and supports the meaningful involvement of tenants in the operations, management, and governance of their communities.

### 2.0 SCOPE

Processes have been developed to assist the Board and delegations to deal effectively with matters being addressed by delegations. Approaches vary depending upon whether or not the matter is an item on the Board's meeting agenda. When presenting to the Board, delegations will be accorded ten (10) minutes.

### 3.0 POLICY STATEMENT

LMCH's Board of Directors is open to receiving delegations from tenants, City Councilors, or other individuals or groups wishing to make direct representation to the Board on matters pertinent to LMCH. It is anticipated that most delegations will be LMCH tenants or tenant leaders who wish to address broad tenant-related policy matters. The Board will not permit solicitations for products or services under its Delegation Policy. Delegations should be mindful that the Board's role is one of setting the overall policy directions of the corporation and monitoring their achievement, rather than being operational. Operational matters will be referred for staff review. In accordance with LMCH's Privacy and Confidentiality Policy, issues identifying an individual (tenant or staff) will not be considered in public but may be heard in-camera.





## Items on the Board Agenda

Delegations wishing to address items on the Board’s public meeting agenda will be heard at the Board meeting. Delegations will register with the Executive Assistant at least 24 hours before the meeting, using the Board Delegation Form, and will indicate the agenda item(s) on which they wish to speak.

## Items not on the Board Agenda

Delegations are required to register their name and issue with the Executive Assistant at least 8 days in advance of the Board meeting, using the Board Delegation Form. The Chair will determine if the delegation may present at the meeting. Normally, such delegations will be referred to staff for review. LMCH will notify applicants in writing within 2 business days of receiving the application if they have been granted delegation status. If applicable, there will be a staff report back at the next or a subsequent Board meeting. *Delegations are reminded that the Board considers broad policy issues rather than individual situations.*

Delegations are expected to have exhausted LMCH’s existing internal staff review processes prior to the Board considering if it will hear a matter. Appeals Individuals wishing to appeal LMCH decisions related to housing should refer to the Appeal Policy and related documents.

## 4.0 DOCUMENT CONTROL

Date Drafted	May 2014
Date Approved	<b>July 24, 2014</b>
Dates Revised	June 2014
Review Cycle	<ul style="list-style-type: none"><li>• Review and update every two (2) years.</li><li>• Included in orientation package for new employees</li><li>• General review by all employees every two (2) years.</li></ul>
Inquiries to Policy Owner	Human Resources

## Board Delegation Form

This form is used to request **Delegation Status** at a London and Middlesex Housing Corporation (LMHC) board of directors meeting, **to make a presentation to the board of directors about matters important to LMHC.** Please see LMHC's Delegation Policy for more information about the kinds of issues that the board of directors will hear. You will be given **10 minutes** for your presentation.

<b>Your name:</b>	
Your mailing address:	Postal code:
<b>Your phone number:</b>	Other contact number:
Are you our tenant right now? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If you answered no, please tell us if you were our tenant, and the address you lived at then.	
Time you were our tenant: (mm/yy)	to (mm/yy)
If your last name has changed, please tell us the name you used when you were our tenant.	
Your previous name:	

**Section A-** Fill out this section if you want to make a presentation to the board of directors about something that is **already on the meeting agenda.** You must return this form to the **Executive Assistant** at least **24 hours** before the board meeting. If you have **written materials** to present to the board of directors, you must give them to the Executive Assistant when you return this form. The board of directors will not read materials submitted after this deadline.

I would like to make a presentation to the board of directors about this <b>agenda item:</b>
<input type="checkbox"/> I have written materials that I would like to present to the board of directors.

---

Please also complete and sign the other side of this form.

---

**Section B-Fill** out this section if you want to make a presentation to the board of directors about something that is **NOT on the meeting agenda**. You must return this form to the Executive Assistant at least **8 days** before the board meeting. If you have **written materials** to present to the board of directors, you must give them to the Executive Assistant when you return this form. The board of directors will not read materials submitted after this deadline.

**Note:** The board of directors is interested in **broad, tenant-related policy matters**.

Operational matters (such as feedback about service) will be referred to staff for review before being considered by the board of directors. LMHC will let you know in writing within 2 business days after you return this form, if you have been granted delegation status. **If you would like to make an appeal, please complete and submit the *Request for an Appeal Form*.**

I would like to make a presentation to the board of directors about:

I have written materials that I would like to present to the board of directors.

**On the day of your presentation to the board of directors:**

- Please arrive at the board of directors meeting at least **10 minutes** before the scheduled meeting start time, and report to the Executive Assistant. He or she will let you know where you may sit, and when your presentation will be heard.
- You will have only **10 minutes** for your presentation.
- If you mention individuals in your presentation (staff members or tenants), your presentation will only be heard in camera (in private), not in the public part of the meeting.

I have read, understand, and will comply with LMHC's *Delegation Policy* and the processes described on this form.

---

Your Signature

---

Date

# Council and committee meetings

## Public Participation Meeting Process



City Hall is currently open to the public for public participation meetings. If you wish to attend in person to speak to a matter that is on an agenda you are encouraged to pre-register by email or phone. Please note that the Elected Officials may attend the meetings virtually.

Anyone wishing to speak at a Public Participation Meeting can do so by:

- using Zoom online or by phone
- by attending in person.

Please note:

- **In person** – Members of the public are encouraged to pre-register for the public participation meeting.
- **Virtually** – Members of the public are required to pre-register to speak virtually, either by Zoom or by phone. Directions on how to participate will be provided upon registration.
- To register, this must be requested no later than 9:00 a.m., the day of the meeting. Speakers will be limited to five minutes of verbal presentation.
- Pre-register by calling **519-661-2489 ext. 7100** or by emailing [PPMClerks@london.ca](mailto:PPMClerks@london.ca) Please indicated the meeting and item when contacting the Clerk's Office.
- Member of the public can also participate by submitting written communications to the committee or to the Members of Council prior to the meeting.

<sup>1</sup> Notice of Collection of Personal Information – personal information is collected under the authority of the *Municipal Act, 2001* and will be used by Members of Council and City of London staff in their consideration of this matter. Questions about this collection should be addressed to Manager, Records and Information Services, 3rd floor, City Hall, 300 Dufferin Ave., London, ON N6A 4L9. Tel: 519-661-2489 ext. 5590, email: [eskalski@london.ca](mailto:eskalski@london.ca).

Council/Committee Calendar  
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**SEARCH MEETINGS** ▶

**COUNCIL AND STANDING COMMITTEE MEETINGS** ▶

**ADVISORY AND OTHER COMMITTEE MEETINGS** ▶

Last modified: Tuesday, April 12, 2022

## Upcoming Meetings

### Ecological Community Advisory Committee

**Thursday, July 21, 2022 – 4:30 PM**

Advisory Committee Virtual Meeting

Please check the City website for current details

[Agenda \(PDF\)](#).

[Agenda \(HTML\)](#).

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Toronto Community Housing



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## Policies and programs

# Deputation Policy

## Summary of Policy

This policy provides guidelines for using deputations as a means to further inform the Board of Directors of Toronto Community Housing on an item that is before them. The Policy confirms Toronto Community Housing's commitment to the consideration of stakeholder opinion and input.

## Contents

- Introduction
- Purpose
- Application of Policy
- Policy Statement
- Principles
- Policy Guidelines
- Education and Communication Strategies
- Annual Requirements
- Accountability
- Policy Review
- Approvals
- Policy Contact

---

**Download a PDF version of the policy**  
**(/about/Documents/Board%20Deputation%20Policy.pdf)**

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## Introduction

Toronto Community Housing has a commitment toward open and transparent decision making and tenant input into decisions that have an impact in their community. In January 2002 the Toronto Community Housing Board of Directors approved the Interim Deputation Policy. The aim of the Interim Deputation Policy was to provide tenants with an opportunity to advise the Board of an important piece of information that they felt was missing in the Board's knowledge of the agenda item before them.

Corporate-wide decisions that require Board approval or information are generally at a high level reflecting policy, principles, Toronto Community Housing's reputation and/or financial management. Even in those cases, implementation decisions of Board approved items/initiatives are most often left for local consideration and decision making. It is important that, prior to Board deliberations, Toronto Community Housing ensures that stakeholders have been provided with an opportunity to provide input into Toronto Community Housing decisions that have an impact on their community.

Through the engagement processes that Toronto Community Housing has in place the Board is assured that stakeholders have the opportunity to provide input and influence related to Toronto Community Housing items before those items reach the Board. There are a number of ways in which tenants and other stakeholders provide input into items going before the Board, including through: Tenant Representatives, Neighbourhood Councils, local business planning, focus groups, building level meetings and theme groups. Deputations are an additional avenue where stakeholders can provide input to the Board on decision-making items before them.

## **Purpose**

The purpose of this policy is to further enhance Toronto Community Housing's commitment to ensuring that tenants and staff have input on decisions that directly affect them. This policy sets out the framework for principles and guidelines for deputations to the Toronto Community Housing Board.

## **Application of Policy**

This policy applies to tenants, staff and other stakeholders of Toronto Community Housing Corporation.

This policy applies to matters that are on the public agenda of the Toronto Community Housing Board of Directors or Committees of the Board.

## **Policy Statement**

Toronto Community Housing provides a range of mechanisms for stakeholder input in the development of key policies and corporate plans. Where stakeholders feel that their input has not been captured in the report before the Board, deputations provide an alternate method of



input to the Committees of the Board and to the Board of Directors itself.

## Principles of the Deputation Policy

- Commitment to open and transparent decision-making
- Access to decisions that impact stakeholders
- Policy-making processes that contribute to building partnerships with stakeholders
- Tenants and staff have input into decisions that directly affect them
- Respect for Toronto Community Housing values and policies
- Deputations benefit stakeholders, committee members and the board

## Policy Guidelines

- All items under consideration by the Board that have a direct impact on tenants and/or staff will have received input from those affected before recommendations are made to the committee or Board.
- Deputations may be made on all public agenda items at meetings of the Committees of the Board or the Board of Directors.
- Deputations to the Board should further the Director's understanding of the issue.
- Deputations are not a forum for debate between deputants and Directors, but are to be used as an opportunity for sharing information and clarifying issues.
- Reports to Committee and the Board will include information on the involvement of stakeholders including a summary of concerns/issues/support raised by stakeholders
- Committee reports to the Board will clearly identify that deputations were received and the Committee Chair will record and inform the Board of:
  1. the type of consultation undertaken, including Stakeholder contributions through deputation at Committee meetings,
  2. how stakeholder input affected the decision or recommendations.
  3. written deputations will be appended to the meeting minutes.
- The Board will consider deputations in the context of the broader stakeholders input considered in the Board/Committee report and recommendations.
- Deputants are requested to inform the Board Secretary of their intent to depute one day in advance of the meeting in order that the Chair may confirm that the deputation is related to the recommendations before the Board/Committee.
- While it is preferred that deputants inform the Board Secretary of their intention to depute it is not a requirement, however stakeholders who wish to ensure that their concerns can be adequately addressed by Directors at the meeting may submit a written or alternate format\* copy of their deputation at least 3 days ahead of the meeting in order to allow enough time for:

1. the distribution of deputation materials to Board/Committee members for their review prior to the meeting
2. information-gathering by the Board/Committee Chair and/or Board/Committee members
3. briefing of Board/Committee members on the issues raised
4. clarification of issues/concerns raised

**\*Alternative formats will be accepted in cases where accommodation for a disability is required**

- At the start of each public meeting the Chair will poll the attendees to identify those wishing to depute to public items on the agenda. Only those deputants who identify themselves through the Chair's poll, or who have informed the Board Secretary prior to the meeting of their intention to depute, will be heard when their item arises.
- Deputants may only depute once on the same item.
- The Chair will generally hold deputations to 5 minutes to ensure that all deputants have an opportunity to speak and Board/Committee members have the time and opportunity to ask questions or engage in discussion of key issues.
- In keeping with Toronto Community Housing values and policies, the Chair is responsible for ensuring that the behaviour of all parties to the process is respectful and is not damaging towards any tenant, stakeholder, Director or Toronto Community Housing staff.

## Education and Communication Strategies

- Toronto Community Housing will inform tenants and staff of the deputation policy and related expectations by postings in Operating Unit offices and on the Toronto Community Housing internet site.
- Tenant Representatives will receive a copy of the policy.
- Every attempt will be made to have Board and Committee public agendas available in Operating Unit offices and on the Internet up to 10 days before the meeting.

## Annual Requirements

- Information on Committees' mandates and functions, and meeting schedules will be made available to stakeholders.
- Annual workplans for the Board and Committees will be kept as up to date as possible and will be available on the Internet.

## Accountability

- Toronto Community Housing will make the policy publicly available on our website.

- written deputations will be appended to Committee meeting minutes going forward to the Board and form part of the Toronto Community Housing public record.

## Policy Review

This policy will be reviewed periodically as part of Toronto Community Housing's overall policy review cycle. The policy review will include feedback from tenants, staff and stakeholders.

## Approvals

Approved by the Toronto Community Housing Board of Directors, November 2010.

## Policy Contact

Corporate Governance

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### ▶ **About us (/About)**

- ▶ Our mission (/our-mission)
- ▶ Our strategic plan (/strategicplan)
- ▶ Our housing (/our-housing)
- ▶ Our subsidiaries (/subsidiaries)
- ▶ Annual reports (/annual-review)
- ▶ Board of directors (/board)
- ▶ Executive leadership team (/ELT)
- ▶ Divisions and units (/divisions)
- ▶ Policies and programs (/policies-programs)

### ▶ **Contact us (/Contacttchc)**

Call our Client Care Centre at **416-981-5500**. We're here for residents 24 hours a day, seven days a week.

Call our Community Safety Unit at **416-921-2323**.

### ▶ **Complaints (/residents/your-tenancy/Pages/Complaints.aspx)**

### ▶ **Accessibility (/Accessibility)**

- ▶ Resize text (/resize-text)
- ▶ Accessibility plan (/accessibility-plan)





## Tenant Services Committee Report TS-22- 09

TO: Tenant Services Committee  
FROM: Andrea Mackenzie, Director of Tenant Services  
SUBJECT: Community Safety Unit Report  
DATE: August 10, 2022

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### PURPOSE

The purpose of the report is to provide an update to the Property & Tenant Services Committee on the work of our Community Safety Unit.

### RECOMMENDATION

That the Community Safety Unit Report **BE RECEIVED** for information.

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### BACKGROUND

London and Middlesex Community Housing set out ambitious objectives in our 2019-2023 multi-year budget requests that included additional funding for the creation of a new service area for LMCH, the Community Safety Unit.

Through the development this business case, we identified the need to be able to better address safety concerns within many of our communities, a need to focus on building better relationships with residents within our communities and we identified current risks impacting tenants, staff, and the broader organization.

Several key deliverables were established for our Community Safety Unit (CSU) which included an added security presence on site, this provided alternative supports for tenants as well as a diversion of emergency calls to the appropriate response service.

With the establishment of the CSU, LMCH understood that in order to address some of the systemic issues on our sites this new team would need to be provided with a comprehensive training program. All team members participated in training



that included an in-depth scenario-based training, along with a variety of courses designed to meet the needs of both LMCH as well as individuals that the CSU staff may encounter. Some of the courses in their training include Mental Health, First Aid, Trauma Informed Care, Non-Violent Crisis Intervention, Effective Communications, Crisis Management and De-escalation. This training provides the CSU staff key tools for achieving the best outcomes as they provide support to LMCH and tenants.

## NEXT STEPS

In the coming year we will see continued investment into safety and security measures within LMCH communities. Funds will be allocated to additional Electronic Access Control (EAC) systems to all high-rise sites, with a projected date of completion to be the end of 2022.

The CSU team will also be working on broader community outreach that expands to all of the LMCH sites we support. Build relationships with residents across the LMCH communities is our focus as we move into the new year.

LMCH knows that tenant participation is key to the continued advancement of our communities. The focus will continue to be on community engagement, increasing communication between staff and tenants, and encouraging tenants to be a larger part of safety solutions and crime reduction strategies. This will include initiatives such as a vertical watch programs, neighbourhood watch programs, community lunch and learns, youth basketball programs, college co-op placements and more.

We will also be working closely with our Business Analyst to review all internal and external analytics, feedback from tenants and community partners, ensuring we are tracking and reporting on meaningful key performance indicators for the CSU team. This reporting will be included as part of the regular Safety Unit updates we will provide to this committee moving forward.

## APPENDIX A: Community Safety Unit – Annual Report 2021/2022

PREPARED and SUBMITTED BY:	STAFF CONTACT
Andrea Mackenzie Director, Tenant Services	Bryce Porter Security Manager



# LONDON & MIDDLESEX

## COMMUNITY HOUSING

Tenant Services  
Community Safety Unit – Annual Report  
2021/2022



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# Executive Summary

London and Middlesex Community Housing (LMCH) was awarded funding through Business Case 2019. The funding allocation was intended to help LMCH better align our staffing model with our mission to provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities, in part, through increased safety and security initiatives. A portion of the funding allocation was earmarked for the creation of the Community Safety Unit (CSU) - comprised of one Security Manager and three Community Safety Specialists.

Since the COVID-19 pandemic has unfolded, LMCH has seen unprecedented changes and challenges for many individuals and households leading to increased mental health and addictions issues, isolation, depression, higher prevalence of concurrent disorders. The pandemic has highlighted a much higher and more intense level of need for many individuals and households in LMCH communities as well as in the broader community in London and Middlesex County.

LMCH residents and staff have seen significant increases in the challenges that individuals and households face which consequently put their housing stability at risk. The CSU was integrated into the Tenant Services Department as an additional resource for tenants and to provide a greater feeling of safety within our LMCH communities.

The CSU has worked over the course of the last year to raise awareness of the Unit within our tenant population and has begun to build what is visioned to be lasting relationships with both residents and community partners in our core buildings - 241 Simcoe Street, 580 Dundas Street as well as 345 and 349 Wharncliffe Road.

Tenants who reside in our core sites where the CSU is most active have also seen an additional investment of security measures. These include, increased, and upgraded technological solutions such as cameras and digital video recording equipment, and with the addition of third-party security personnel contracted through RFP 2021-0029 to compliment the CSU.

This report outlines the history and purpose of the CSU as funded, and envisioned, through Business Case 19, and details the components, training, and overview of the unit, the unit's community engagement projects, and provides a baseline of safety and security related statistics within LMCH communities that we will continue to track and report on regularly. This report will also show the success of the initial stages of the CSU as well as the importance of the continued investment into safety and security measures within LMCH communities.

# Business Case 19

Business case 19 was created to address safety concerns within many of our communities - a focus was placed on our need to establish our own internal team, which would align with LMCH's mission, vision, and core values. One goal of this team was to build relationships with residents within our communities. Another goal was to start to fill some of the gaps the broader community faces with individuals struggling with addictions and mental health. Internally, the need for more regular welfare checks and support for those in distress was identified. There was also recognition of the added burden on the London Police Service for these types of calls, their increased response times, and how LMCH could begin to divert and manage many of these calls internally.

Business Case 19 allocated funds to address these types of incidents, as the interventions required were deemed to be addressable by increased security measures.

LMCH, and subsequently the CSU's specific deliverables, are outlined below:

- *Internal staffing to provide additional safety and security through a roaming team.*
- *Crisis response through the roaming team.*
- *Alternative supports for tenants, diverting emergency calls to more appropriate service response through the use of the roaming team.*
- *Comprehensive security response focused on highest acuity buildings and designed to be scalable in future budgets or be agile should needs of buildings/locations change.*
- *Movement from a reactive and insufficient security approach to a proactive, comprehensive, and scalable response.*
- *Support for exporting camera footage for investigations and tenancy support issues.*

Business Case 19 also identified specific organizational risks impacting tenants, staff as well as reputational risks.

- LMCH was identified as being at risk for not meeting standards under the Residential Tenancies Act: safety and reasonable enjoyment of the residential complex.*
- Potential work refusals and WSIB/health and safety complaints occurring on residential sites contributed to inadequate service delivery of core business: vacancy, maintenance, tenant services, customer service.*
- Increased criminal elements and reputational risks associated with social housing prevail and are confirmed by increasing onsite incidents, statistics collected, the volume of police calls, and negative media reports.*

# Risk Management

Business Case 19 identified three properties as the highest acuity/highest need sites: Simcoe, Dundas, and the two Wharncliffe properties. These sites were selected, in part, based on London Police Services (LPS) statistical data that identified the LPS were averaging more than 2 calls, per unit, per year in 2019 to these four buildings.

The Security Manager conducted qualitative and quantitative risk assessments to identify, classify and evaluate LMCH's buildings to review the level of acuity, vulnerabilities, and organizational risk tolerance. These risk assessments identified three levels of risk tolerance: Primary, Secondary and Tertiary.

The levels of risk tolerance (Primary, Secondary and Tertiary) are comprised of the following criteria:

- A) Total number of incidents per property.
- B) Type and severity of incidents per property.
- C) Restoration expenditures (cost of repairs resulting from incidents, per property).
- D) Comparative analysis of (a), (b) and (c).

As a result of the risk assessments, risk tolerance, and criteria, properties were evaluated and categorized into the three levels of risk tolerance:

- Three (3) properties were evaluated at the *Primary* tier which resulted in a classification of *Significant Risk*: Simcoe Street, Dundas Street and Wharncliffe Road.
- Four (4) properties were evaluated at the *Secondary* tier which resulted in a classification of *Elevated Risk*: Kent Street, Albert Street, Hale Street and Walnut Street.
- Three (3) properties were evaluated at the *Tertiary* tier which resulted in a classification of *Moderate Risk*: William Street, McNay Street, Baseline Road.

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

- The *Primary* tier requires improvement upon existing control measures as well as the implementation of additional control measures.
- The *Secondary* tier requires the review and improvement of existing control measures.
- The *Tertiary* tier requires ongoing monitoring and assessment of existing control measures.

## Formation of the Community Safety Unit

LMCH began the establishment of the Community Safety Unit (CSU) by creating and hiring the role of Security Manager. LMCH then became a *Registered Employer* under the *Private Security and Investigative Services Act (PSISA)* enabling LMCH to hire internal staff to act as Security Guards. Once registered, the design of the Community Safety Specialist (CSS) uniform was developed to comply with the regulations under the *PSISA*, but also to include a trauma informed care approach, recognizability, approachability, durability, authority as well as health and safety.

Working interdepartmentally with both the Tenant Services and the Property Services teams, LMCH began to initialize some roles and responsibilities, resources, assets, and awareness of the CSU. Various procedures, policies, processes and controls (see *Policies and Procedures* section) were created and implemented to better align with strategic initiatives, to ensure interdepartmental efficiencies, as well as compliance with regulations under the *PSISA* and the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*.

The CSS position was defined by hiring requirements, roles and responsibilities, training, as well as the department which the CSU would work under. The CSU was established to operate under the Tenant Services Department; the Director of Tenant Services oversees the Security Manager, Tenant Services Managers (TSM), and the Community Engagement Manager (CEM) allowing for efficient and collaborative projects between these teams; benefiting tenants. The placement of the CSU under the Tenant Services Department also ensures continuity with tenant related matters and establishes efficient and expedient communication.

The CSU has developed more efficient communication processes for both internal and external uses. A security specific email address was created and implemented that each team member has access to - and is monitored daily. The CSU email address is available to both internal and external users, including residents, community partners and emergency services, as well as staff as part of an organizational communication strategy.

The CSU has also established a process for collaborative investigations with law enforcement agencies with the creation and implementation of a CCTV email address that each team member has access to - and is also monitored daily. The email address is used for external CCTV footage requests, to ensure greater adherence to privacy laws, continuity of evidence standards, as well as industry best practices. This email address has been made available to select community partners and emergency services.

# Formation of the Community Safety Unit

The CSU has also launched an emergency phone line which is used by internal staff, as well as select community partners, and notifies all CSU members of an emergency simultaneously; this line is utilized as part of LMCH's *Emergency Management Program*.

To best serve each LMCH community and their individual needs, Community Safety Specialists were assigned a primary portfolio (Team 1, 2 or 3) with the Security Manager overseeing all three Community Safety Specialist and their respective portfolios. Each portfolio has assigned specific buildings within it and has associated staffing teams from both Property Services and Tenants Services, as well as external community partners and supports.

Although Community Safety Specialists are assigned primary portfolios, they work collectively at all properties in response to urgent and emergency incidents as well as high priority investigations.

Community Safety Specialists were created as a mobile response team for LMCH. They conduct proactive patrols within our communities, build rapport with tenants, non-tenants, and community partners, as well as respond to emergencies and other urgent matters.

Community Safety Specialists' responsibilities include, but are not limited to, parking enforcement, enforcement of the Trespass to Property Act as well as other provincial and federal laws, conducting lock changes for tenants, aiding staff during unit inspections, conducting fire safety audits and code compliance checks, assisting with fire code assessments as well as conducting building risk assessments, CCTV investigations, and CCTV compliance and maintenance audits, recording and submitting building and tenant maintenance requests, and collecting and submitting tenant reports and complaints.

The CSU also provides training to other LMCH personnel in several key areas, including Non-Violent Crisis Intervention (NVCI), Trauma-Informed Care, Naloxone Administration, Trespassing Procedure, CCTV Procedure, the Trespass to Property Act, Crisis Management and De-escalation.

# Training and Certifications

Community Safety Unit personnel are licensed Security Guards and/or Private Investigators by the Ministry of the Solicitor General and governed by the Private Security and Investigative Services Act.

The CSU has one of the most comprehensive training programs in the industry. The CSU implements industry best practices, conducts in-depth scenario-based training, and utilizes proven safety and security tools and equipment to effectively mitigate or resolve incidents they are faced with. The team, utilizing their skills, abilities, training, experience, and equipment has been successful in diverting most incidents away from external resources; mitigating or resolving them internally.

The CSU's training program includes information and courses on poverty, addictions, cultural awareness and humility, diversity and inclusion, unconscious bias, and anti-oppression. This training includes but is not limited to, the following:

- Medical First Responder
- Naloxone Administration
- Mental Health First Aid
- Trauma Informed Care
- Non-Violent Crisis Intervention
- Ontario Use of Force
- Effective Communications
- Crisis Management and De-escalation
- Incident Management System
- High-Rise Building Fire Safety/Evacuation
- Situational Awareness and Safety
- Infection Prevention and Control
- Heat Stress Awareness Training
- Safe Driving for Work Training
- Unit Entry and Room Clearing
- Accessibility for Ontarians with Disabilities Act
- Scenario-Based Training
- Cold Stress Awareness Training
- Complaint/Active Subject Control (Handcuffing)
- Expandable Baton
- Sharp-Edged Weapons Defence
- Electronic Access Control (EAC)
- Preservation of Crime Scenes and Evidence
- PTSD Awareness, Prevention, and Intervention Training for First Responders
- Portable Fire Extinguisher Training
- Residential Tenancies Act
- Child and Family Services Act
- Criminal Code of Canada
- Charter of Rights and Freedoms
- Body-Worn Camera (BWC)
- Secure Radio Communications
- Closed-Circuit Television (CCTV)
- Parking Enforcement Procedure

# Policies and Procedures

LMCH has seen the creation of over 30 policies, procedures, and process standardizations, along with the amalgamation of existing safety and security systems, upgrades to existing systems, and new installations through capital budget allocations. LMCH has also seen the creation of a comprehensive Emergency Management program, which includes an Emergency Notification System.

Since the formation of the CSU, the following policies, procedures, and process standardizations have been created and/or implemented:

- Electronic Access Control (EAS) Procedure
- Asset Management Procedure
- Body Worn Camera (BWC) Procedure
- Closed-Circuit Television (CCTV) Procedure
- Emergency Colour Codes Procedure (12 individual procedures developed to assist staff in the event of a serious occurrence)
- Emergency Management Procedure
- Incident Debrief Tool
- Emergency Notification System Procedure
- Use of Force Policy
- Community Safety Unit Dress Code
- Unit Entry and Room Clearing Procedure
- Welfare Checks Procedure
- Trespassing Procedure
- Tenant Safety Alert Procedure
- LMCH Trespass Notice
- Non-Tenant Safety Alert Procedure
- Search Incident to Arrest Procedure
- Risk Assessments Procedure
- Radio Communications Procedure
- Notebook and Notetaking Procedure
- Naloxone Procedure
- Medical Bag Inventory Procedure
- Lost and Found Procedure
- Contraband Management Procedure
- LMCH CCTV Acquisition Form
- Frivolous and Vexatious Complaints
- LMCH BWC Acquisition Form
- Preservation of Crime Scenes and Evidence Procedure
- Parking Enforcement Procedure
- Unit Lock Change Procedure
- LMCH Witness Statement



# Community Engagement

One of the initial goals of this team was to work in our LMCH communities to make the unit known to all tenants and to build and maintain rapport. The CSU team also prides itself on building and maintain rapport with non-tenants. The CSU has also begun to create and participate in community engagement and community support events and campaigns, with a goal to expand on these engagement opportunities in the coming year. Here are a few key programs or partnerships the CSU has been able to participate in or lead in the last year:

## Canadian Mental Health Association Collaboration

The CSU has worked collaboratively with the Canadian Mental Health Association (CMHA), and the larger tenant services team, to support CMHA's implementation into our highest acuity building. The CSU also participated in weekly meetings regarding the safety and security of the CMHA program, assisted in the Crime Prevention Through Environmental Design (CPTED) assessments during the renovations of their workspace, created a communication procedure and escalation list, emergency response procedures, as well as conducted wellness checks, medication administration oversight and unit inspections with CHMA personnel.

## "Bundle up" Campaign!

Beginning in the Winter of 2021 the CSU created and implemented the first annual *Bundle up Campaign!* The CSU created this campaign to help keep those sleeping rough in the community warm by collecting new or gently used clothing and providing it free to those who they interact with within LMCH buildings.

LMCH is challenged with increasing occurrences of individuals who sleep rough in the community who enter our buildings for warmth and shelter. When removing individuals from the building, especially in the winter months, the CSU will attempt to offer individuals community resources and information, by way of community recourse information sheets, and will try to secure the individual(s) a place in a shelter, warming center etc. or attempts to find them an alternative warm, safe place to go.



# Community Engagement

## Harm Reduction Program

The Community Safety Unit partnered with the Middlesex-London Health Unit (MLHU) and has signed a Letter of Agreement to implement a *Harm Reduction Program* at LMCH. As such, an internal Naloxone Procedure was created and implemented along with training for LMCH personnel.

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

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

## Rookie Ball League

The CSU has become a point-of-contact for the London Police Service's *Rookie Ball League*. In 2021, the CSU assisted London Police with the promotion and registration of children from all family properties. The CSU has also been part of the logistics, as well as actively participated in the tournament, and look forward to continuing this on an annual basis. We are looking forward to being active with the League again this summer.

## Community Clean-Ups

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

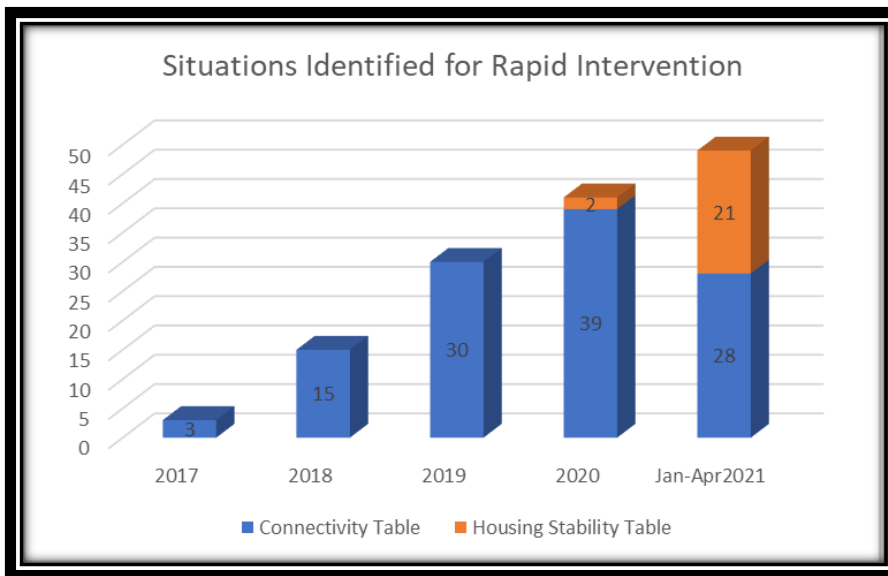
# Analytics – Internal

Since the COVID-19 pandemic has unfolded, LMCH has seen unprecedented changes and challenges for many individuals and households leading to increased mental health and addictions issues, isolation, depression, higher prevalence of concurrent disorders, self-harm and suicidal ideation, and a large increase in the number of situations rapidly escalating and reaching the point of acutely elevated risk. The pandemic has highlighted a much higher and more intense level of need for many individuals and households in LMCH communities.

LMCH staff have seen significant increases in the challenges that individuals and households face which consequently put their housing stability at risk and situations reaching the level of acutely elevated risk.

The data below demonstrates the growing tenant needs at LMCH sites as the number of cases deemed an acutely elevated risk and presented at the London Connectivity Table or Housing Stability Table for rapid intervention is increasing exponentially. The total number of situations referred for intervention through the aforementioned resources increased by approximately 25% in 2020. This trend continued as the first quarter of 2021 surpassed the entire year of 2020 (Figure 1).

Figure 1.



These situations have been rapidly increasing and as the complexity of their needs increase, a direct correlation to the housing stability of individuals, and households, can be observed.

## Analytics – Internal

The increasing need for rapid interventions puts the safety and well-being of other residents and staff at greater risk.

London, Ontario is in the top five (5) most dangerous cities in Ontario according to *Statistics Canada's Crime Severity Index (CSI) 2020*. London has a CSI of 74.22 which is well above Ontario's average of 55.66.

LMCH, and our tenants, have endured serious occurrences such as homicides, suicides, shootings, stabbings, and high levels drug trafficking – including the London Police Service's largest drug bust in their history – and the daily use of illicit substances in both external and internal common areas.

LMCH sees high foot-traffic of non-tenants which bring drug trafficking, drug use, as well as weapons into our buildings. (A 30-day survey at one of our highest acuity buildings showed that over 1500 non-tenants were logged, equating to an average of 94 people per day attempting to enter the building). Consequently, the conflicts these individuals bring into our buildings, damages the reputation of LMCH and is in contravention of one of our core values of "providing safe and supportive housing."

The top three most frequent incidents occurring on LMCH properties are Trespassing/Arrets, Weapons Offences and Property Damage. Property Damage, although the least frequent of the incidents, costs LMCH over six figures in repair and replacement costs per annum; 416% increase. (2019-2020 year-to-date comparison).

# Analytics – Internal

The anticipated trend, and goal, for LMCH is to support safer communities for tenants and to provide appropriate services in collaboration with external partners such as the London Police Service, London Fire Department, and the Elgin-Middlesex Paramedic Service.

The CSU's maturity model strives to create a more self-reliant and self-sufficient team which would see added supports and recourses for tenants, an increased ability to process complaints, respond, mitigate and/or resolve incidents in a timely manner. The goal is to secure additional staff, training, and equipment to meet the needs of the people we serve in our communities, increase the safety and security for tenants, visitors, and staff, as well as create and implement policies, procedures, and processes, and implement industry best practices; further reducing the need for external resources.

In total, nearly 80% of all internal incidents are serious, high stress and dynamic in nature - which require extensive and specific resources, and training, to mitigate or resolve. (50% being comprised of Trespassing, Assault, and Weapons offenses and 30% being comprised of Medicals/Overdoses and Mental Health/suicidal ideation incidents).

LMCH's Community Safety Unit works 5 days per week at all LMCH properties and has a rate of:

- 15 calls per day.
- 76 calls per week.
- 306 calls per month.
- 3672 calls per year.

The contract security provider works 7 nights per week at three properties and has a rate of:

- 7 calls per day.
- 52 calls per week
- 206 calls per month.
- 2474 calls per year.

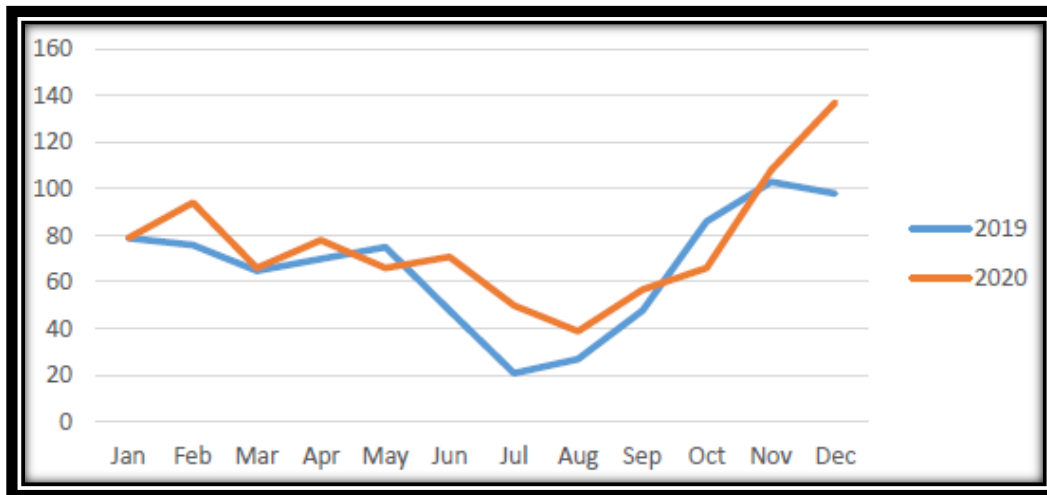
Combined, LMCH's incident rate is:

- 22 calls per day
- 128 calls per week.
- 512 calls per month.
- 6146 calls per year.

# Analytics – External

The following incident statistics were provided by the LPS and contains analytics from the top three highest acuity LMCH buildings. (Simcoe, Wharncliffes, Dundas).

## LPS Incidents by Month at LMCH Properties – YTD Comparison 2019-2020



## LPS Incident Totals at LMCH Properties – YTD Comparison 2019-2020

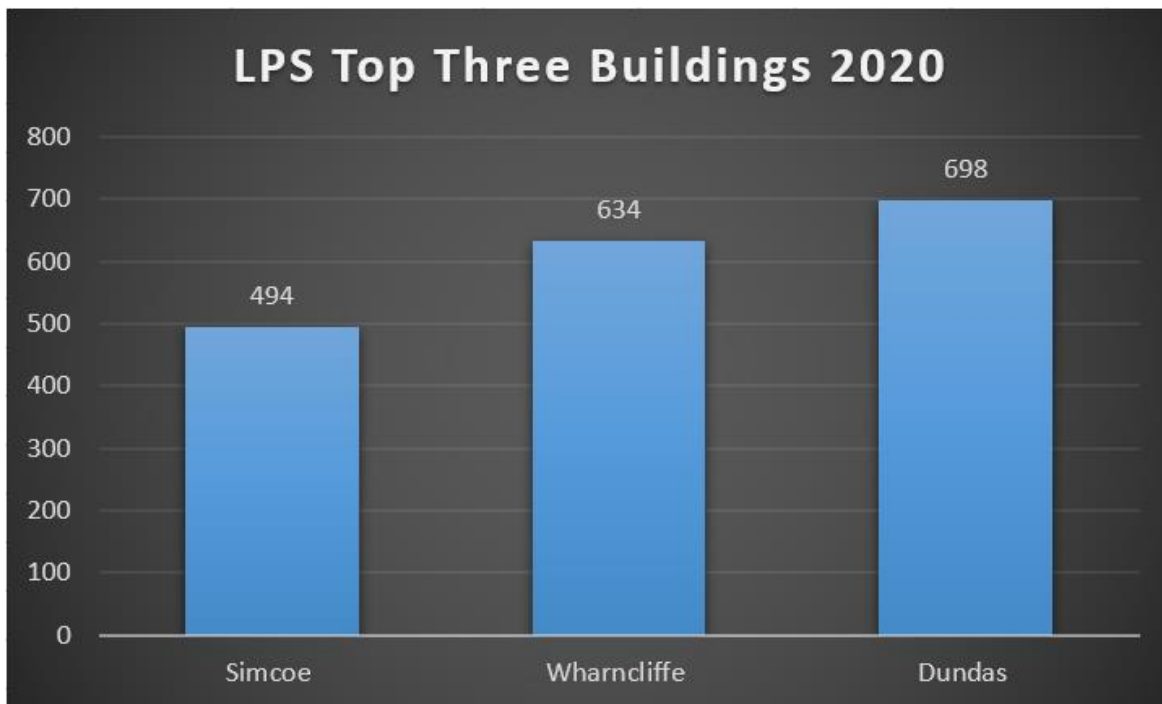
Total Incidents 2019/2020	% Change
All Other	0%
Medical / Check Welfare	+28%
Domestic Dispute	+24%
Disturbance	+165%
Assault/Battery	+95%
Loud Party / Music	+70%
Theft	+62%
Suspicious Activity	-31%
Vandalism or Criminal Damage	+100%
Weapons Violation	+325%

## Analytics - External

The analytics that follow make use of the London Police Services' incident statistics (2020-2021) which are classified by the Canadian Centre for Justice and Community Safety Statistics (CCJCSS - Statistics Canada) Criminal Code violations. According to their analysis 64% of all LPS involvement with LMCH takes place at the following three properties: 580 Dundas, 345/349 Wharncliffe, and 241 Simcoe.

In 2020, the London Police Service responded to approximately 1,826 *Calls for Service* at LMCH's top three highest acuity properties:

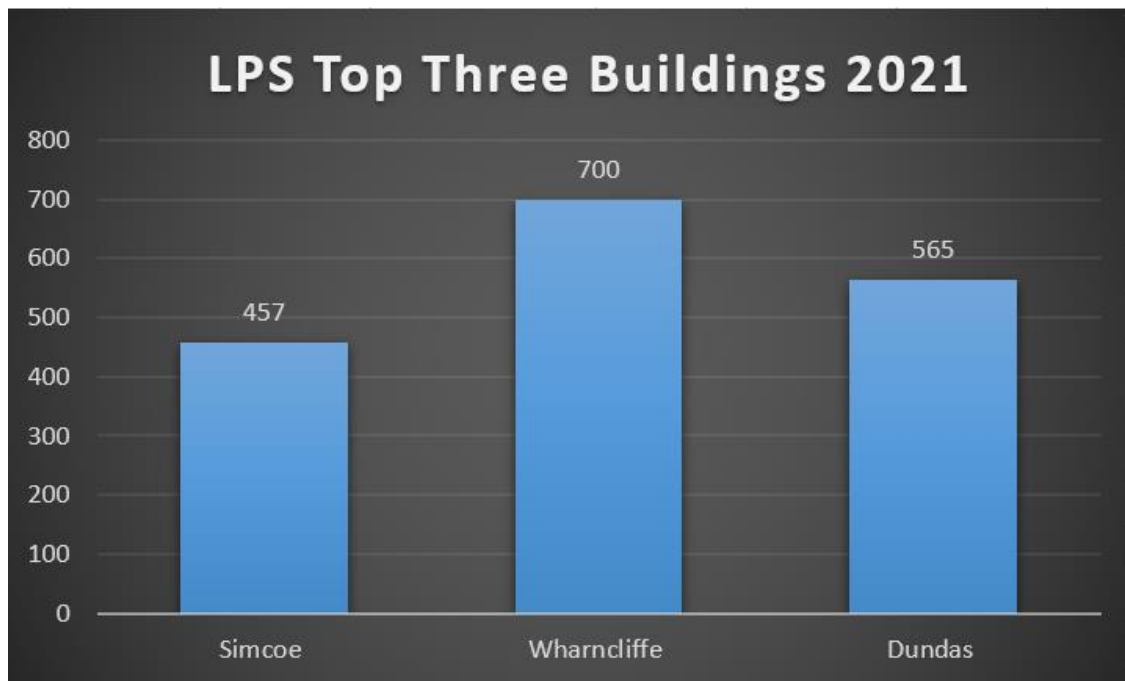
- 6 calls per day.
- 38 calls per week.
- 152 calls per month.



## Analytics – External

In 2021, the London Police Service responded to approximately 1,722 *Calls for Service* at LMCH's top three highest acuity properties:

- 5 calls per day.
- 36 calls per week.
- 144 calls per month.



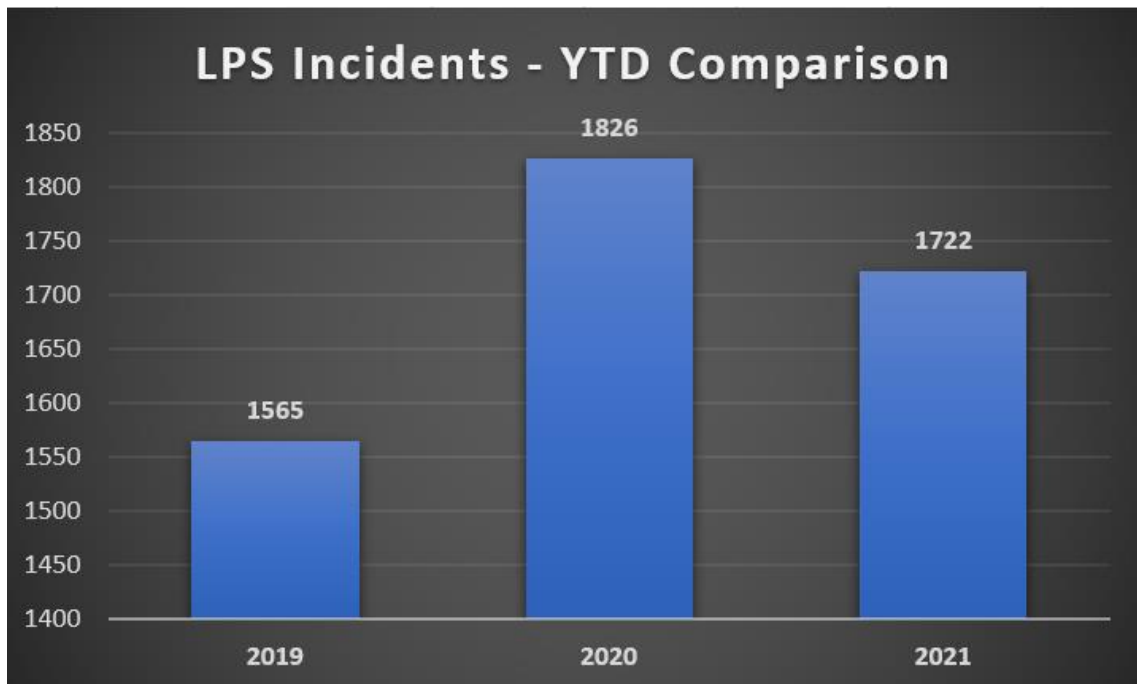
## Analytics – External

There has been a proven ability to mitigate and resolve incidents by trained LMCH personnel as envisioned by Business Case 19. As the graph below shows, the initial reports indicate that the *Calls for Service* at the top three highest acuity buildings were exponentially increasing without the intervention of the CSU and has since begun to trend downward at an average rate of 5% per year.

This, with the internal analytics, shows that LMCH has been able to rely less on community partners such as the London Police Service - increasing efficiency and effectiveness, improving the resolution rate and timeframe of incidents and has succeeded with building trust and rapport within LMCH communities.

The CSU has strengthened the relationships between tenants and staff, promoted incident reporting, reduced stigma, assisted with ensuring that alternative community resources are available and are being utilized effectively within the greater community.

LMCH intends to continue to work toward being able to rely less on community partners such as the London Police Service. This will continue with a minimum downward target of 5% year-over-year with continued investment into technology, equipment and personnel.





## Next Steps

This year, tenants will see continued investment into safety and security measures within LMCH communities. LMCH has implemented a comprehensive, multifaceted approach to safety and security. We have invested into additional Electronic Access Control (EAC) systems, with a strategic plan which has been implemented to ensure the installation at all main entry doors, laundry rooms and tenant lounges by the end of 2022.

To complement the EAC systems, continued upgrades, and new installations of Closed-Circuit Television (CCTV) systems will see enhanced tenancy support, increased ability to investigate and mitigate criminal activity as well create a more accurate, efficient, and expedient complaint investigation and resolution process. In addition to technological solutions, LMCH has retained a contract for external security guard services to compliment the CSU; services are provided at the three highest acuity buildings.

Tenants who reside in our core sites where the CSU is be most active will continue to see the additional investment into contracted security personnel with additional training, equipment, and increased responsibility for emergency response.

LMCH will continue to implement its comprehensive and staged communication strategy, which will see the distribution of CSU information pamphlets to all LMCH households by the end of 2022. Tenants will continue to see the CSU work with, and present to, the Tenant Advisory Council (TAC).

The CSU's proven ability to resolve complex tenant and non-tenant challenges, increase the feeling of safety, respond to urgent matters as well as emergencies at every LMCH property, as well as assist the organization interdepartmentally has shown the importance of this additional resource for LMCH, our tenants and community partners. The CSU has demonstrated they are able to assist LMCH to better align with our mission to provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities. The CSU will continue to focus on community engagement and development with potential initiatives such as vertical watch programs, neighbourhood watch programs, community lunch and learns, youth basketball tournaments, college co-op placements, and more.

LMCH will review all internal and external analytics, feedback from tenants and community partners, and will review the CSU's maturity model to improve and expand upon existing practices, technology, and personnel.



## Tenant Services Committee Report TS-22- 10

TO: Tenant Services Committee

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: 2022 – 2023 Minimum Rent and Market Rent Increases

DATE: August 10, 2022

---

### PURPOSE:

The purpose of the report is to provide an update to the members of the Property & Tenant Services Committee on the Province of Ontario's guidelines for 2023 rent increases.

### RECOMMENDATION

That, on the recommendation of the Director of Tenant Services with the concurrence of the Chief Executive Officer, the Property & Tenant Services Committee **APPROVE** the proposed increase of 2.5 percent in market rents for 2023.

### BACKGROUND

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

LMCH has a market/maximum rent that can be charged to tenants with size of the unit and utilities being taken into consideration. Market rent amounts were last increased in 2022.

The proposed increase for 2023 follows the province's rent increase guideline of 2.5%, which will take effect for all tenants in accordance with their Annual Lease Renewals in 2023.

Additionally, minimum rents for the July 1, 2022, to June 30, 2023 time period will increase from \$131 to \$134 based on the Ontario government announcement.

The Housing Services Act, 2011 (HSA) (O. Reg. 316/19: Determination of Geared-To-Income Rent Under Section 50 Of The Act, Section 2.

Minimum rent will increase annually on July 1st of each year at the same rate as the Rent Increase Guideline under the Residential Tenancies Act, 2006 (annually adjusted minimum rent).

For new households, their minimum rent for the purposes of their rent-geared-to-income (RGI) determination will be the annually adjusted minimum rent and adjusted annually at the same rate as the Rent Increase Guideline under the Residential Tenancies Act, 2006.

For existing households currently paying less than the annually adjusted minimum rent as determined by their most recent RGI calculation, their rent will be increased gradually by \$8 a year until the household reaches the annually adjusted minimum rent. Minimum rent change within existing households will occur during the Annual Review process.

**CONCLUSION:**

Approval of this recommendation bears no costs to the Corporation or Residents regarding the implementation.

<b>PREPARED BY:</b>
<b>Andrea Mackenzie</b> Director, Tenant Services

**Attachments:**

**Appendix A:** HDN #2022 – 259 202 Rent Increase Guideline

**Appendix B:** 2023 LMCH Maximum Rents Chart, outlining the increase progression year over year.



Corporation of the City of London  
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London  
CANADA

# Housing Division Notice

**Date: July 22, 2022**

**HDN# 2022 – 259**

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

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

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

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**Subject: 2023 RENT INCREASE GUIDELINE (*REPLACES HDN#2021 – 255*)**

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

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

**Note: Minimum rent effective July 1, 2022 to June 30, 2023 will increase from \$131 to \$134 based on the Rent Increase Guideline.**

For more information, please see the following links:

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

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

Francais:

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

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

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

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

*Original signed by*

Dave Purdy,  
Manager, Housing Services

**London Middlesex Community Housing - Maximum Rents**

**Guideline Increases**

1.016      1.02      1.015      1.8      1.8      2.2      0      1.2

<b>LONDON PROPERTIES</b>	<b>Bdrms</b>	<b>Scale</b>	2015	2016	2017	2018	2019	2020	2021	2022
Allan Rush Gardens	3	-22	814	830	842	857	872	891	891	902
	4	-24	872	889	902	918	935	956	956	967
Huron Street	2	-25	785	801	813	827	842	861	861	871
	3	-30	848	865	878	894	910	930	930	941
Southdale Road, Pond Mills	2	-25	785	801	813	827	842	861	861	871
	3	-25	848	865	878	894	910	930	930	941
	4	-36	906	924	938	955	972	993	993	1005
Limberlost Road	2	-25	785	801	813	827	842	861	861	871
	3	-30	848	865	878	894	910	930	930	941
	4	-36	906	924	938	955	972	993	993	1005
	5	-36	942	961	975	993	1011	1033	1033	1045
Marconi (townhouses) and Boullee Street	3	-4	860	877	890	906	922	942	942	953
	4	-4	918	936	950	967	984	1006	1006	1018
	5	-4	953	982	997	1015	1033	1056	1056	1069
Marconi (semis)	3	-4	872	889	902	918	935	956	956	967
	4	-4	942	961	975	993	1011	1033	1033	1045
	5	-4	965	984	999	1017	1035	1058	1058	1071
<b>All hi-rises</b>	Bach	30	541	552	560	570	580	593	593	600
	1	30	662	675	685	697	710	726	726	735
	2	43	797	813	825	839	854	873	873	883
All scattered except 205 Cairn St.	3	-4	925	947	961	978	996	1018	1018	1030
205 Cairn St.	3	-4	872	889	902	918	935	956	956	967

<b>COUNTY PROPERTIES</b>	<b>Bdrms</b>	<b>Scale</b>	2015	2016	2017	2018	2019	2020	2021	2022
49 Bella St. Strathroy	1	30	592	604	613	624	635	649	649	657
	2	43	709	723	734	747	760	777	777	786
125 Head St. Strathroy	1	30	592	604	613	624	635	649	649	657
Penny Lane - Strathroy	2	39	854	871	884	900	916	937	937	948
	3	46	872	889	902	918	935	956	956	967
	4	49	889	907	921	938	955	976	976	988
	5	49	906	924	938	955	972	993	993	1005
7 & 9 Tucker St. Newbury	3	46	872	889	902	918	935	956	956	967
28 & 30 York St. Newbury	3	46	872	889	902	918	935	956	956	967
23 & 25 Broadway St. Newbury	3	46	872	889	902	918	935	956	956	967
10 York St. Newbury	1	30	592	604	613	624	635	649	649	657
249 Ellen St. Parkhill	1	30	592	604	613	624	635	649	649	657
157 Simpson St. Glencoe	1	30	592	604	613	624	635	649	649	657
2061 Dorchester Rd. Dorchester	1	30	592	604	613	624	635	649	649	657

**London Middlesex Community Housing - Maximum Rents**

2.2      0      1.2      2.5

<b>LONDON PROPERTIES</b>	<b>Bdrms</b>	<b>Scale</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Allan Rush Gardens	3	-22	891	891	902	925
	4	-24	956	956	967	991
Huron Street	2	-25	861	861	871	893
	3	-30	930	930	941	965
Southdale Road, Pond Mills	2	-25	861	861	871	893
	3	-25	930	930	941	965
	4	-36	993	993	1005	1030
Limberlost Road	2	-25	861	861	871	893
	3	-30	930	930	941	965
	4	-36	993	993	1005	1030
	5	-36	1033	1033	1045	1071
Marconi (townhouses) and Boullee Street	3	-4	942	942	953	977
	4	-4	1006	1006	1018	1043
	5	-4	1056	1056	1069	1096
Marconi (semis)	3	-4	956	956	967	991
	4	-4	1033	1033	1045	1071
	5	-4	1058	1058	1071	1098
<b>All hi-rises</b>	Bach	30	593	593	600	615
	1	30	726	726	735	753
	2	43	873	873	883	905
All scattered except 205 Cairn St.	3	-4	1018	1018	1030	1056
205 Cairn St.	3	-4	956	956	967	991

<b>COUNTY PROPERTIES</b>	<b>Bdrms</b>	<b>Scale</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
49 Bella St. Strathroy	1	30	649	649	657	673
	2	43	777	777	786	806
125 Head St. Strathroy	1	30	649	649	657	673
Penny Lane - Strathroy	2	39	937	937	948	972
	3	46	956	956	967	991
	4	49	976	976	988	1013
	5	49	993	993	1005	1030
7 & 9 Tucker St. Newbury	3	46	956	956	967	991
28 & 30 York St. Newbury	3	46	956	956	967	991
23 & 25 Broadway St. Newbury	3	46	956	956	967	991
10 York St. Newbury	1	30	649	649	657	673
249 Ellen St. Parkhill	1	30	649	649	657	673
157 Simpson St. Glencoe	1	30	649	649	657	673
2061 Dorchester Rd. Dorchester	1	30	649	649	657	673

## Tenant Services Committee Report TS-22- 11

TO: Tenant Services Committee

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: Housing Division Notice (HDN) #2022 - 258

DATE: August 10, 2022

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### PURPOSE:

To inform the Board of the receipt of a new Housing Division Notice received from the Service Manager for the City of London and identify issues, risks and impacts associated with the new guideline.

### RECOMMENDATION:

That the Housing Division Notice (HDN) #2022 - 258 Report **BE RECEIVED** for information.

### BACKGROUND:

From time to time, Housing Division Notices (HDN's) are issued by the City of London in its capacity as Service Manager, to communicate the mandatory policies and procedural guidelines that housing providers must follow. As best practice these guidelines are provided to the Board of Directors for their review.

### OVERVIEW:

The Housing Services Act (HSA) establishes the Service Managers authority to make local eligibility rules providing for a household to cease being eligible for rent-geared-to-income assistance if the household occupies a unit that is larger than the largest size permissible under the Service Managers occupancy standards, which is commonly referred to as "Overhoused" in the sector.

The updated HDN #2022 – 258 replaces HDN #2012 – 178 that was issued in September 2012, and with this update to the local rule – Ceasing to Meet Occupancy Standards, the following are the changes that have been implemented by the Service Manager:



## Policy

### Section vii

*"After one year of being notified that the household has been overhoused, the household is required to select a minimum of ten (10) housing preferences."*

This is an increase from of 5 preferences from the previous policy.

### Section viii

*The household may select or indicate a preference for units supported by the Rent Supplement program.*

This is a new section as the Rent Supplement program had not been identified in the previous policy as an option.

### Section x

*"After one year, the household has been placed on the centralized social housing waitlist, the Service Manager will reinstate the households original application date."*

This is a new section of the policy.

### Section xv

*"An over-housed household is subject to HDN 248, Refusal of Offer local rule"*

This is a change from the previous policy that allowed a household to refuse a maximum of three (3) offers of accommodation and will now see households given only one (1) offer.

As part of the local rule LMCH as a housing provider must review that RGI households are within the allowable range of occupancy standards as part of the annual review process and any time we are made aware of a change in the size or composition of a household.

When we determine that a household occupies a unit that is larger than the largest unit for which the household is eligible, we begin the process of notification of both the tenant(s) and the Service Manager. LMCH maintains an internal waitlist for all current tenants that are in need of a transfer and work with the residents to move individuals who are deemed to be "overhoused" as quickly as we can while ensuring they are able to make informed selections when transferring within their existing site or to a new site to ensure it offers a best fit for their household.

LMCH currently has 18 household in London and 1 household in Middlesex County that are overhoused and we will work with these households as appropriately sized units, that meet their housing selections, become available.

The most significant impact for current households on our internal waitlist will be the change to **Section xv** in this new policy, as we will need to inform everyone at the time of offer that they will only have one offer of housing if it meets the size and site selection criteria they have requested, and if they do not accept the offer it would count as a refusal and may make the household ineligible for RGI assistance.

The Service Manager may determine that the household remains eligible for RGI waitlists if they are satisfied that there are extenuating circumstances. In regard to circumstances whereby a household has been deemed ineligible for RGI assistance due to a refusal and they wish to have this decision reviewed, the Internal and Final Review process must be followed.

### COMMUNICATIONS IMPLICATIONS:

Changes in policy or procedure resulting from guidelines are communicated to London & Middlesex Community Housing staff and this updated HDN has already been distributed.

### CONCLUSION:

Based on direction from the Service Manager, LMCH will implement the updated policies and procedures as outlined in the HDN immediately.

### Attachments:

**Appendix A:** HDN #2022-258

PREPARED and SUBMITTED BY:
Andrea Mackenzie Director of Tenant Services



Housing Services  
355 Wellington Street,  
Suite 248  
London, ON  
N6A 3N7

**London**  
CANADA

# Housing Division Notice

**Date: July 14, 2022**

**HDN# 2022 – 258**

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

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

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

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**Subject: LOCAL RULE - CEASING TO MEET OCCUPANCY STANDARDS** (*Replaces HDN#: 2012-178*)

**1. PURPOSE:**

To inform all housing stakeholders of the local rule, background and compliance standard under the *Housing Services Act, 2011 (HSA)*, Section 42 & 43 and Ont. Reg 357/11, S. 38, which sets out parameters for a local rule when tenants cease to meet occupancy standards.

**2. BACKGROUND AND COMPLIANCE STANDARD:**

The *HSA, 2011* under Ont. Reg 367/11 s. 38, establishes the service manager's authority to make a local eligibility rule providing for a household to cease to be eligible for rent- geared-to-income (RGI) assistance if the household occupies a unit that is larger than the largest size permissible under the Service Manager's occupancy standards.

If a local rule is established for the service area, the following provisions must be made:

- i. household occupies a unit that is larger than the largest size permissible under the service manager's occupancy standards.
- ii. The local eligibility rule must provide that the household does not cease to be eligible if the household is following the process, specified in the rule or by the Service Manager, to be transferred to a unit that is permissible under the service manager's occupancy standards.

### **3. POLICY**

- i. The local occupancy standards set out a range of unit sizes for which RGI households may be eligible for.
  - Under local occupancy standards, the largest unit for which an RGI household is normally eligible has one bedroom for any two members of the household who are spouses or partners of each other, plus one bedroom for each additional member of the household.
  - The smallest unit for which an RGI household is eligible has one bedroom for every two members of the household, plus an additional bedroom if there are an odd number of members in the household.
- ii. A housing provider must review that an RGI household is within the allowable range of occupancy standards at the time of offer, as part of the annual review process, and/or if there has been a change in the size or composition of the household.
- iii. A household is considered over-housed when they have fewer members living in the unit than the number established under the local occupancy standards.
- iv. If the housing provider determines that a household occupies an RGI unit that is larger than the largest unit in respect of which the household is eligible to receive RGI assistance, the housing provider shall give the household written notice of that determination with a copy sent to the Service Manager.
- v. A household does not cease to be eligible for RGI assistance until at least a year after the household has been notified, by the housing provider, that the household occupies a unit that is larger than the largest size permissible under the local occupancy standards.
- vi. After one year of being notified that the household has been over-housed, the household shall be placed on the housing provider's internal transfer list for a suitably sized unit (if available within the housing provider's portfolio) and on the centralized social housing waitlist for RGI assistance.
- vii. After one year of being notified that the household has been over-housed, the household is required to select a minimum of ten (10) housing preferences (not including their current housing location) by submitting a signed and dated Building Selection form within thirty (30) days following the one-year over-housed notification date.

- viii. The household may select or indicate preferences for units supported by the Rent Supplement program however those selections will not be counter towards the minimum selection criteria for housing preferences.
- ix. Over-housed households will be placed on the centralized social housing waitlist with an urgent transfer status based on the over-housed notification date.
- x. After one year, the household has been placed on the centralized social housing waitlist, the Service Manager will reinstate the household's original application date.
- xi. For each year, the household remains over-housed, an additional 5 (five) housing preferences will be added to the household's application up to a maximum of 20 (twenty) housing preferences.
- xii. Households may change their housing preferences at any time, provided that the minimum number of housing preferences are maintained.
- xiii. Over-housed households may be exempt from sections of this policy at the discretion of the Service Manager on a case-by-case basis if extenuating circumstances exist.
- xiv. An over-housed household is subject to HDN 248, Refusal of Offer local rule which states that the household must accept the offer of housing for which they have indicated preference. Refusal to accept the offer of housing will result in the household ceasing to qualify for RGI assistance.
- xv. An over-housed household does not cease to be eligible for rent-geared-to-income assistance if the household is following the process to be transferred to a unit that is permissible under the local occupancy standards.

#### **4. ACTION:**

Effective immediately, the policies and procedures in this Housing Division Notice are to be implemented by all Housing Providers in the City of London and County of Middlesex included under the provisions of Ontario Regulation 367/11, s. 38, under the Housing Services Act, 2011, S.O. 2011, c.6, Sched. 1. S. 42 & 43.

#### **5. AUTHORIZATION:**

*Original Signed By*

Dave Purdy  
Manager, Municipal Housing

Date: July 14<sup>th</sup>, 2022

## Tenant Services Committee Report TS-22- 14

TO: LMCH Board of Directors

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

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

DATE: August 10, 2022

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### **PURPOSE:**

The purpose of this report is to provide the Board of Directors with an update on the approved Capital Projects under at LMCH.

### **RECOMMENDATION:**

That the Board of Directors **RECEIVE** the April 2022 Capital Work update report for information only.

### **BACKGROUND:**

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

This Report does not include any update information surrounding the CMHC Renovation, Repair and Renew funding program or the Re-Imagine Southdale Project.

### **CURRENT STATE:**

- Balcony restoration work is complete at 241 Simcoe St.
- Roof Inspections are completed across the LMCH portfolio. Per the document specification and scope are being prepared for the replacement of the Kent and Commissioners roofs. A full review of the inspection documents and proposed replacement schedule will be used to create a multi-year roof maintenance/replacement program to be reflected in future years capital budgets.
- The contract for the replacement of furnaces at Southdale and Limberlost family sites has been awarded and work will be complete prior to the heating season.

- The new gas generator for 30 Base Line Rd., along with the new generator replacement and electrical service upgrades at 85 Walnut St., previously awarded at the December 2021 BOD meeting have been initiated and are on schedule. Project completion is expected in Q4-2022 based on product availability.
- The RFP for Engineering for Elevator Modernizations work has been awarded and work is underway preparing scope and spec documents to support the tender of these projects. We anticipate posting the project tender in October.
- The Generator Replacement Project for Kent and the Electrical Projects related to High Rise Load Centres are currently being scoped for RFP.
- The three-year Building Condition Assessment project is complete. Recommend we repeat this process in three years.

#### ACTIVE PROJECTS:

Project	Project Description	Site
2020-0008	Generator Replacement	Walnut
2020-0009	Generator Replacement	Baseline
2020-0010	Main electrical service upgrade	Walnut
2021-0001	Elevators Major Control Modernization: (Engineering)	Simcoe, Hale, Dundas, William, Commissioners, Base Line, Dorchester
2021-0004	Generator Replacement	Kent
2021-0006	Roof Replacement	Tecumseh (3 bldgs.)
2021-0006	Roof Replacement	Kent
2021-0007	Furnace Replacements	Limberlost
2021-0005	Window and door replacement	Penny Lane
2021-0012	Kitchen Cabinet Replacements	Penny Lane
2022-0004	Electrical-High Rise Load Centers & Distribution Panels	Dundas, William, Tecumseh
2022-0020	Furnace Replacements	Southdale/Millbank

#### WORK COMPLETED/CLOSED PROJECTS:

Project	Project Description	Site
2020-0001	MUA Hookups	McNay, Simcoe, Walnut, Baseline
2020-0011	Electrical- Panel Board Replacements	Simcoe
2020-0012	Elevators: Capital Repairs	Baseline, Walnut, McNay, Simcoe, 345 Wharncliffe, 349 Wharncliffe, Hale

2020-0022	Building Entrance Doors	Kent, Hale, William, Walnut
2021-0005	Fire System: Comprehensive Review	All High Rises
2021-0002	Balcony Restorations	Simcoe
2022-18	Building Condition Assessment	All sites

**PLANNED PROJECTS:**

Project	Project Description	Site
2021-0003	Balcony Assessments	McNay
2021-0008	Asphalt Restoration & Replacement	Huron/Limberlost
2021-0010	Family Site: Garbage Infrastructure Improvement	Boullee, Huron
2021-0011	Asphalt Restoration & Replacement	High Rises
2021-0020	Outdoor Security Cameras	Boullee
2022-0003	Elevators Major Control Modernization: Construction	Simcoe, Hale, Dundas, William, Commissioners, Base Line, Dorchester
2022-0004	Fire Alarm and Fire Protection Systems	York
2022-0007	Roof Replacement	Commissioners
2022-0009	MUA replacement (Building Two & Three only)	Tecumseh
2022-0010	Fences and Gates	York St./ Dorchester
2022-0011	Asphalt Restoration & Replacement	High-Rises
2022-0013	Family Site: Garbage Infrastructure Improvement	Allan Rush, Pond Mills, Limberlost

**STATUS OF WORK SUMMARY:**

2022 Capital Project Status	Project Count
Planned	12
Active	12
Work Completed/Closed Projects	7
<b>Total all projects</b>	<b>31</b>

**STATUS OF BUDGET SUMMARY**



Funding Code	Funding Name	Allotted Capital Budget	Total Contractual Commitments	Budget Funds Remaining
PD261819	2019 Public Housing Major Upgrades	\$237,862.96	0	\$212,953.89
LMH261820	2020 Public Housing Major Upgrades	\$978,983.28	\$637,885.38	\$341,098.02
LMH261821	2021 Public Housing Major Upgrades	\$1,558,879.62	\$793,671.42	\$765,208.20
LMH261822	2022 Public Housing Major Upgrades	\$1,952,731.20	\$677,096.09	\$1,275,634.91
LMH2619	LMCH Infrastructure Gap	\$8,049,025.42	\$1,907,020.32	\$614,2005.10
Budget Totals		\$12,777,482.28	\$4,015,673.21	\$8,761,808.99

PREPARED and SUBMITTED BY:	STAFF CONTACT:
PHIL RENAUD DIRECTOR of PROPERTY SERVICES & ASSET MANAGEMENT	BILL LESLIE MANAGER, CAPITAL PROJECTS & CONSTRUCTION

## STAFF REPORT 2022-47

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: CEO Update

DATE: August 18, 2022

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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 to provide updates on meetings, events or operational activities that may be of interest to the Board.

### RECOMMENDATION:

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

### UPDATES:

#### Community Townhalls

LMCH has started townhall meetings for LMCH tenants. Nine townhall meetings have been scheduled for August. The focus is on sites with community rooms available for meetings and those buildings that are part of the CMHC Project. Additional meetings will be scheduled in September and into the fall. Different approaches will need to be taken for some of the smaller sites and family sites to find engagement methods that will work for each community.

The purpose of the meeting is to:

- Make a direct connection with tenants.
- Provide an overview of Tenant Services – different roles of the team (Community Safety Team, Housing Stability Case Coordinators), key information and points of contact.
- Provide an overview of Property and Asset Management - how to make requests, introduce the new website, provide an overview of capital work planned for the site, provide an overview of CMHC funding for site (if applicable)
- Provide an opportunity for tenant feedback, dialogue and information exchange on key areas
  - What they like about living where they live and what's working
  - What they don't like and what's not working

A report back will be prepared after each meeting and distributed to tenants– Who was there (LMCH), what we said and what we heard.

Information will be used to feed into planning for each site and will inform the development of strategic initiatives for LMCH. The meetings to date have been held at Baseline, Simcoe and Commissioners. These buildings are in three different communities and the issues being identified at each site are expressed differently by the tenants. We look forward to completing the next six meetings in August and moving forward across the portfolio.

## Human Resources Updates

### Staffing

Work continues to fill vacant positions at LMCH. This includes vacancies created through attrition as well as new positions created through Business Case # 19. LMCH is pleased to be making progress in recruitment:

- The Tenant Services Team has welcomed two new staff:
  - Preston Haynes has started in the role of Legal Services Coordinators.
  - Rebecca David has started as a temporary Tenant Placement Coordinator to support filling vacant and ready units
- The Property Services Team welcomes Hasan Ali as the Manager of Facility Renewal supporting the implementation of capital projects.
- There are three additional recruitments where applicants have accepted offers of employment but have not yet started.
- There are ten recruitments being managed at this time with three of these in the interview stage.

PREPARED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

## STAFF REPORT 2022 – 48

**TO:** LMCH Board of Directors

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

**SUBJECT:** Vacancy Management Update

**DATE:** August 18, 2022

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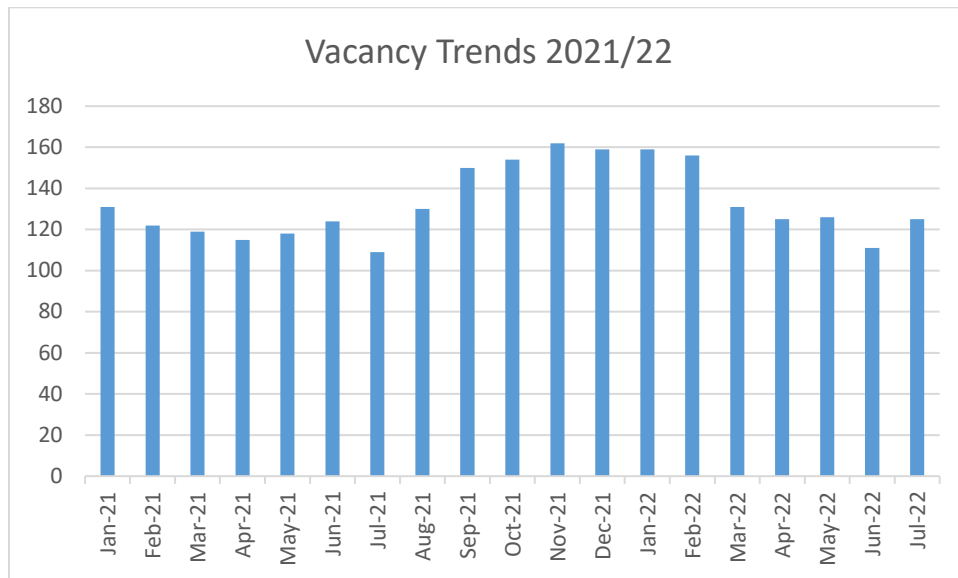
### Purpose:

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

### RECOMMENDATION:

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

### OVERVIEW:



## Monthly Vacancy Progress (Reported as of July 31<sup>st</sup>, 2022)

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

Count	July	June	May	April	March	February	January
<b>Total Vacancy</b>	147 units	134 units	144 units	148 units	146 units	172 units	174 units
<b>Future Leased</b>	12 units	23 units	18 units	23 units	15 units	16 units	15 units
<b>Final Vacancy</b>	135 units	111 units	126 units	125 units	131 units	156 units	159 units

%	July	June	May	April	March	February	January
<b>Total Vacancy</b>	4.48 %	4.08%	4.38%	4.5%	4.44%	5.24%	5.3%
<b>Future Leased</b>	0.3 %	0.7%	0.5%	0.7%	0.5%	0.5%	0.5%
<b>Final Vacancy</b>	4.18 %	3.38%	3.8%	3.8%	3.99%	4.75%	4.8%

### 2. Non-Rentable Units:

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

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

### 3. Active Restoration:

The active restoration category includes all remaining units that are slated for restoration and rental. The target for units in active restoration is 2% of the portfolio or 66 units. At the end of July there were 80 units in active restoration which was 2.43% of the portfolio.

There were 24 units restored in July 2022 that took an average of 101 days to return to rent ready.

Age of Units Restored in Period (Count)	July	June	May	April	March	February	January
0-15 days	0	0	0	0	0	1	0
16-30 days	2	1	2	4	1	7	0
31-60 days	7	6	10	13	10	9	7
61-90 days	6	10	3	7	5	7	6
91+ days	9	11	16	22	15	29	22
Total units restored	24	28	31	45	31	53	35
<b>Average # of days in restoration</b>	<b>101</b>	<b>95</b>	<b>112</b>	<b>107</b>	<b>96</b>	<b>100</b>	<b>104</b>

At the end of July there were 80 units in active restoration up from 70 at the end of June. Units in active restoration at the end of July had been vacant for an average of 56 days as of July 31<sup>st</sup>, 2022.

Age of Units in active Restoration (Count)	July	June	May	April	March	February	January
0-15 days	8	10	17	15	16	8	17
16-30 days	24	16	10	14	11	16	15
31-60 days	20	22	24	15	16	9	20
61-90 days	14	13	4	8	11	19	29
91+ days	4	9	17	27	42	55	43
Total units in Active Restoration	80	70	72	79	96	107	124
<b>Average # of days in restoration at month end</b>	<b>56</b>	<b>56</b>	<b>59</b>	<b>76</b>	<b>91</b>	<b>98</b>	<b>77</b>

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

In the month of July, 31 units were leased that had been rent ready for an average of almost 63 days. In addition to units leased an additional 12 units were accepted by tenants to be leased in August and future periods.

Age of Units Leased in the Period (Count)	July	June	May	April	March	February	January
0-15 days	0	6	10	5	23	16	21
16-30 days	9	4	9	2	8	1	8
31-60 days	8	13	10	7	8	3	2
61-90 days	9	5	3	0	2	0	0
91+ days	5	4	2	1	2	1	2
<b>Total units Leased</b>	<b>31</b>	<b>32</b>	<b>34</b>	<b>15</b>	<b>43</b>	<b>21</b>	<b>33</b>
<b>Average # of days to commit the unit</b>	<b>63</b>	<b>47.1</b>	<b>35.7</b>	<b>26.5</b>	<b>28.2</b>	<b>19.7</b>	<b>19.7</b>

At the end of July, the active rental stock was 67 units or 2.04% of the portfolio. The average days units were in Active Rental at the end of July was 52 days

Age of Units Vacant and Available (Count)	July	June	May	April	March	February	January
0-15 days	20	24	22	26	23	42	18
16-30 days	4	9	6	14	2	7	4
31-60 days	18	10	26	14	19	8	9
61-90 days	12	8	8	13	4	5	4
91+ days	13	13	10	5	2	3	0
Total units Vacant and ready	67	64	72	72	50	65	35
<b>Average # of days vacant and ready</b>	<b>52</b>	<b>47</b>	<b>42</b>	<b>37</b>	<b>31</b>	<b>21</b>	<b>20.1</b>

#### Period Summaries:

LMCH had a total of 34 new units confirmed vacant in the months of July which have been added to the active restoration stock.

LMCH restored a total of 24 units during this same time-period.

LMCH leased 31 units and future leased an additional 12 during this reporting period.

## Conclusion

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

With 80 units in Active Restoration, this measure remains 14 units above target. Staff and vendor availability during key vacation periods is impacting restoration time and this will persist through August. A return to an increased volume of units made rent ready is expected in September and October.

Vacancy filling activity will continue to lag in performance reports as many units become rent ready in the last few days of the month not providing sufficient time to offer the unit to applicants. Increase in both number of units vacant and ready and the average days to fill vacancies are the result of staffing issues that have now been resolved and month over month reductions in unit count and days to rent are expected over the next 3 months.

<b>PREPARED and RECOMMENDED BY:</b>
<b>PHIL RENAUD, DIRECTOR, Assets and Property Services</b>





## STAFF REPORT 2022-49

**TO:** LMCH Board of Directors  
**FROM:** Paul Chisholm, Chief Executive Officer  
**SUBJECT:** Relmagine Southdale Project  
**DATE:** August 18, 2022

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### **PURPOSE:**

To Provide the Board of Directors a status update on the Relmagine Southdale Project and receive the required approvals from the Committee to forward the recommendations to the Board of Directors for approval.

### **RECOMMENDATION:**

That the Board of Directors:

1. Receive this update for information;
2. Approve submission of a request to the City of London to adjust the timing of the funds approved in Business Case #21 to support Phase 1 of the Relmagine Southdale Project; and
3. Authorize staff to take the necessary actions to support these recommendations.

### **COMMITTEE UPDATES:**

This report was received and reviewed by both the Tenant Services Committee and the Finance Committee.

The Tenant Services Committee received this report for information at their August 10, 2022 meeting.

The Finance Committee met on August 11, 2022, to review the Relmagine Southdale Project update. After an update from the Chief Executive Officer, the Committee members discussed timelines and received clarification around City Council approvals, the financing of the project and deliverables from LMCH to the City of London. Timelines were discussed as was the target set out in Business Case # 21 to have 50 new units built by the end of 2023. The Finance committee approved a recommendation to forward the report to the Board of Directors for approval.

## **BACKGROUND:**

In December 2020 the LMCH Board of Directors selected Southdale for LMCH's first ever revitalization project. Critical steps to move this forward happened in 2021 including hiring a Project Manager, completing the competitive process to select the Project Architects (Their + Curran Architects Inc. currently known as Curran Gacesa Slote Architects (CGS)), engagement with tenants with a focus on those tenants directly impacted by the redevelopment project and ongoing engagement with staff at the City of London.

Through the first half of 2022 LMCH has been working to finalize a development plan for the site, confirm the requirements for project approvals with the City of London and develop a financial plan that would support this project. This report will provide updates on key project areas and lay out the path forward for this project.

Through Business Case #21 – Regeneration of Public Housing (Attachment A), funding was approved to support the goals of:

- Identifying the first two townhouse sites to redevelop.
- Initiating the first phase of tenant relocation
- Increasing LMCH housing stock and expand to include mixed housing development
- Completing and initial proof of concept for sustainable mixed income housing development
- Work with all levels of government to leverage funds; and
- Increase the value, diversity of stock and asset potential of existing properties.

This report provides updates that demonstrate progress on these goals.

## **Reimagine Southdale Proposal**

Through our Architect, CGS, LMCH has developed a proposal that is ready for submission to the City of London for the Southdale Community. The first submission to the City is the Zoning By-Law Amendment (ZBA) planned for August 2022. The ZBA requests zoning changes for the full site and sets out the long-term plans for this site development. By the end of 2022 LMCH will also submit a Site Plan Amendment that will seek permission to proceed with Phase 1 of the Project. This will allow LMCH to proceed with the first new building on this Site:

## **Zoning Bylaw Amendment**

The proposal involves demolishing 68 existing townhouse units and constructing three 6-storey apartments and multiple landscape amenity areas on the portions of the Subject Lands located at the southeast corner of Southdale Road East and Millbank Drive. The Subject Lands measure approximately 4.32 hectares in size and have approximately 365 m of frontage on Southdale Road East and 152 m frontage on Millbank Drive.

The development proposal represents a density of 64.7 units/ha distributed across three phases via proposing (3) apartment buildings containing 167 affordable apartment units. Vehicular and pedestrian access to the development would build on the existing right of way(s), off of Southdale Road East and Millbank Drive. Access is provided across the Site by way of an internal (private) road system and integrated sidewalks connecting to the parking areas, residential entrances, and on-site amenity areas.

Implementation of the proposed redevelopment requires approval of a Zoning By-law Amendment (ZBA) to add special provisions to the Subject Lands that permit a reduced front yard depth, reduced parking rate, and increased building height. LMCH has prepared a Planning Justification Report that supports the required application and assesses the proposal in the context of the applicable planning framework. The planning merits of this proposal are evaluated in detail in this Report and are summarized below:

- The project supports the development of lands designated for medium-density residential purposes pursuant to the City of London's new Official Plan (the London Plan)
- The property is well-suited for the intended infill use considering; 1) Size and density, 2) Location at the intersection of a civic boulevard and neighborhood connector, 3) Set within an established residential community, 4) Proximity to established retail/commercial uses, employment areas, recreational areas, and 4) Proximity to public transit routes.
- The proposed redevelopment would help to diversify housing choices and affordable housing options within the community and, more broadly, the City of London. These additional units would also help to promote neighbourhood stability by diversifying the quantity and mix of housing available in the community (to better meet the changing needs of local residents over the long-term)
- The development proposal represents cutting edge intensification and renewal of aged low-density affordable housing stock, a visionary development in London and an excellent exemplar of gentle intensification and a great precedent for future housing developments.
- Design elements integrated into the proposal promotes an attractive site development plus quality architecture that would contribute positively to the local streetscape.
- The proposed development will provide accessible family units that are affordable and will contribute positively to the neighbourhood, improving diversity in housing stock availability.

The proposal involves the replacement of 68 existing townhouse units on the Site with three 6-storey, 18 meter apartment buildings. The proposed redevelopment contains a total Gross Floor Area (GFA) of 24,280 sq. m, including 4,648 sq. m of existing

townhouses. The proposal provides a total of 265 units, including 98 existing townhouses and 167 apartment units ranging in type from 1 to 4-bedroom. The proposed redevelopment is distributed across three phases of demolition/construction.

- Phase 1 involves demolishing 18 existing units and constructing "Building A" with 6,544 m2 of GFA representing 53 apartment units.
- Phase 2 involves demolishing 30 existing townhouse units and constructing "Building B" with 6,544 m2 of GFA offering 57 apartment units.
- Similarly, Phase 3 includes demolishing 20 townhouse units to construct "Building C" with 6,544 m2 of GFA, culminating in 57 apartment units.

The proposal will have a total Building Floor Area of approximately 7,986.9 m<sup>2</sup> (as opposed to the existing 7,810 m<sup>2</sup>) and, in combination with the existing townhouses, will have a proposed density of 64.7 units per hectare (in contrast to the current 38.4 units/hectares). The ground floor of the development features proposed non-residential uses, including LMHC office and community partner space. The ground floor also contains indoor amenity areas, residential lobbies, garbage and moving rooms, maintenance workspace, mechanical and electrical rooms, storage, and mailrooms.

### Site Plan Approval

While the ZBA sets out the plan for the full site and seeks all required zoning approvals, the Site Plan Approval Application will be limited to the work required to complete Phase 1 of the redevelopment. As noted earlier this will include the demolition of 18 existing units of housing and the construction of one 6-storey building. The new building will include 53 units, some office space and community space.

The proposed unit breakdown for Phase 1 is:

Unit Size	Unit Count
1 Bedroom	3
2 Bedroom	15
3 Bedroom	30
4 Bedroom	5

The Site Plan Approval Application will be submitted after initial feedback is received in response to the ZBA Application.

### Project Financial Plan

Business Case #21 provides funding for the Regeneration of the Public Housing that include both planning activities that assist in setting out a redevelopment roadmap for LMCH as well as specific redevelopment projects. The funding flows on an annual basis

and from 2020-2023 committed a total of \$5,250,000 for regeneration. In 2024 this funding is to increase to \$5,000,000 annually.

Discussion with City of London staff identified the preference to fund the ReImagine Southdale project through adjusting the cashflow of funds allocated through Business Case #21. The options of securing a mortgage or other debt financing for the project was discussed and is not being pursued for Phase 1 of the project.

A high-level summary of the project costs are set out below with additional details provided in Appendix C.

- Cost includes soft costs (planning, architectural, etc.) and the estimated construction costs for the new building and upgrades to existing townhomes.
- Exclusions from the project costs include:
  - o Internal costs related to tenant engagement, communication, relocation, and project support that.
  - o Projected costs to complete LMCH Regeneration Strategy.
  - o these costs will be included in the request to change the cashflow for the project submitted to the City but have not been broken out for the purpose of this report.
- LMCH has been approved for SEED Funding by CMHC in the amount of \$103,000 we are currently in the process of working with CMHC, legal and the City to finalize this funding.
- LMCH also plans to seek a contribution from CMHC to offset the capital costs of this project and this has been included in the calculation of Project Costs.

LMCH will request that the City provide the required capital contribution of \$27,920,941 in 2023 and 2024. This will limit the funds available for future redevelopment work while also ensuring funds remain available to support the development of the LMCH Regeneration Strategy. The Regeneration Strategy is essential to support the prioritization and financing of future LMCH redevelopments.

<b>PROJECT COSTS</b>	
<b>SUB-TOTAL SOFT COSTS</b>	<b>\$ 3,410,732</b>
<b>CAPITAL COSTS - HARD COSTS</b>	
Construction Costs	\$ 24,983,658
Renovations to Existing Townhomes	\$ 1,771,022
<b>SUB-TOTAL HARD COSTS</b>	<b>\$ 26,754,680</b>
<b>HST (Net of Rebate)</b>	<b>\$ 508,529</b>
<b>TOTAL CAPITAL COSTS</b>	<b>\$ 30,673,941</b>
<b>CONTRIBUTIONS</b>	
<b>Required through Business Case #21</b>	<b>\$ 27,920,941</b>
CMHC SEED Contribution (approved)	\$ 103,000
CMHC Co-Investment Contribution (projected)	\$ 2,650,000
<b>TOTAL CONTRIBUTIONS</b>	<b>\$ 30,673,941</b>

The business case to adjust the timing of funds approved through Business Case #21 is due by the end of August and requires approval of City Council in early 2023.

### Project Timeline

#### Task Projected Timeline

Task	Projected Timeline
Board Approval	August 18, 2022
Submission of ZBA	August 22, 2022
Communication Kick off	Week of August 22, 2022
Submission of Site Planning Application	January 2023
Approval of ZBA and SPA	June/July 2023
Finalize Tender Package	June/July 2023
Building Permit	July 2023
RFP to select General Contractor	August 2023

**Tenant Engagement and Communication**

LMCH staff have been working closely with the 18 households directly impacted by Phase 1 of the Project. Through the past 11 months most of the families have been relocated within the community or to other LMCH locations of their choosing. At the time of this report, the remaining households have identified their preferred community for relocation and staff will continue to work with them until successfully relocated.

With their submission of the Zoning By-Law Amendment more information will be publicly known to tenants and community members about the future plans for this site. LMCH will reach out to tenants directly impacted by the three phases or the project, all tenants of the Southdale community, neighbors and the broader community, and community partners affected.

**Attachments:**

**Appendix A:** Business Case #21 – Regeneration of Public Housing

**Appendix B:** Draft Southdale Architectural Images

**Appendix C:** Relmagine Southdale Project Costs

PREPARED and SUBMITTED BY:
PAUL Chisholm, CEO

## 2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET BUSINESS CASE # 21 - Regeneration of Public Housing

<b>STRATEGIC AREA OF FOCUS:</b>	Strengthening Our Community
<b>STRATEGY:</b>	<b>SOC-01:</b> Establish and revitalize community housing through a Regeneration Plan.
<b>BUSINESS CASE TYPE:</b>	For Consideration - Additional Investment
<b>DESCRIPTION:</b>	Regeneration of Public Housing - To advance the regeneration of deteriorating social housing stock and develop new affordable housing stock in the community.
<b>SERVICE(S):</b>	Housing, Social Services and Dearness Home
<b>LEAD:</b>	Sandra Datars Bere, Managing Director, Housing, Social Services, and Dearness Home

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$500	\$500	\$1,750	\$2,500	\$5,250
Annual Net Incremental Tax Levy	\$500	\$0	\$1,250	\$750	\$2,500
Estimated Tax Levy Impact %	0.08%	0.00%	0.19%	0.11%	0.10% (Average)
Estimated Tax Payer Impact (Dollars) <sup>1</sup>	\$2.34	\$2.34	\$8.20	\$11.71	\$6.15 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).



## REGENERATION OF PUBLIC HOUSING: LINK TO THE STRATEGIC PLAN

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STRATEGIC AREA OF FOCUS: Strengthening Our Community

STRATEGY: Establish and revitalize community housing through a Regeneration Plan.

OUTCOME: Londoners have access to the supports they need to be successful.

EXPECTED RESULT: Increase affordable and quality housing options.

LINK TO STRATEGIC PLAN: Establish and revitalize community housing through a Regeneration Plan and create more purpose-built, sustainable, affordable housing stock in London (SOC-01).

### WHAT IS INCLUDED IN THE BASE BUDGET?

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Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
<b>Civic Service Areas:</b>		
<b>Operating</b>	\$ -	\$ -
<b>Full-Time Equivalents</b>	-	-
	Life-to-Date	2020-2023 TOTAL
<b>Capital</b>		
PH2640 – Regenerating Public Housing Plan	\$750	\$3,750*
<b>Total Capital</b>	\$750	\$3,750

#### Base Budget Summary:

London and Middlesex Community Housing (LMCH), a business corporation with the City as its sole shareholder, owns and manages 3,282 units of social housing. Many of these properties, especially within aging townhouse complexes, require significant capital investment. To address the substantial need for affordable housing, the City has identified regeneration of existing sites as part of the Strategic Plan.

The current base capital budget includes \$750,000 in 2020 and of \$1,000,000 per year in 2021-2023 which supports the strategic planning and readiness of land to advance and prepare for regeneration activities.

LMCH staff have been working collectively with the City and the Housing Development Corporation (HDC) to initiate regeneration plans and to stage re-development of LMCH properties. HDC's role is to assist in the capacity of a consultant in the building, planning, finance and development process.

# WHAT IS REQUIRED FROM PROPERTY TAX?

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## BUSINESS CASE DELIVERABLES

The intent of this business case is to advance social housing regeneration project activities. Funds are intended to accumulate sufficient capital to cash flow the first phase of development activities. Proposed funding is intended to be incremented to \$5,000,000 per year starting in 2024, subject to Council approval through the 2024-2027 Multi-Year Budget process.

The provision of more affordable housing and more diverse housing types provides Londoners opportunities for choice, community building and societal inclusion. Stable, supportive and inclusive housing also provides residents with a solid foundation that encourages and maximizes positive citizen engagement. LMCH's regeneration provides housing for more people in need and improves the quality of existing housing. This contributes to the creation of homes and development of community and a sense of belonging for people with diverse needs.

Regeneration can be activated in a number of ways including:

- Redeveloping underutilized parcels of land or sites;
- Retrofitting or upgrading existing units and sites to make them more operationally efficient;
- Making accessibility improvements to better meet a shifting demand for housing;
- Making changes to existing land use and tenant mix;
- Enhanced built-form and site layout resulting in a more vibrant, connected neighbourhood

This business case supports LMCH's goal to:

- Identify the first two existing LMCH townhouse sites to regenerate and foster a strengthened, sustainable community;
- Initiate the first phase of tenant decanting in the least impactful way;
- Increase LMCH housing stock and expand beyond RGI-mandated housing to include a housing mix of affordable, supportive and market housing options;
- Complete an initial proof of concept for sustainable mixed housing development that fits within existing neighbourhoods;
- Work with all orders of government to leverage funds using of 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.

Regeneration will be a multi-phased approach with approximately 20 units being completed per phase. LMCH's goal is to complete the regeneration development plan of a priority family site and complete the construction of 50 units by 2023. The number of additional units are subject to site feasibility, funding, and the compatibility for intensification in the surrounding neighbourhood.

This business case is to fund and resource:

1. Development soft costs including legal, land engineering, parcelling, etc. to advance concrete site plans (concept, blueprint, engineering, etc.), completion of due diligence and pre-construction requirements to advance to construction
2. Planning and ongoing implementation of tenant decanting to enable construction
3. Construction for first phase of development

LMCH's next steps are to finalize the site evaluation results and identify two sites for regeneration. The evaluation assesses each site's conformity and suitability as it relates to land use planning, social aspects, financial feasibility, and asset management. By the end of 2021, assessments, preliminary design and proof of concept will be completed. In 2022 the first development with proof of concept, including decanting of tenants, is expected to commence. During 2023, the focus will be on construction, subject to feasibility and funding. Results will be reported back for endorsement by Council. Dates and timelines are subject to LMCH Board, Council and regulatory approval. All estimates and funding are subject to approvals, evaluations and continued discussions with relevant stakeholders including, Canada Mortgage and Housing Corporation (CMHC), Civic Administration, City Council and HDC.

#### Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Social Housing Regeneration Activities	\$500	\$500	\$1,750	\$2,500	\$5,250	\$15,000
<b>Source of Financing:</b>						
New Capital Levy	(\$500)	(\$500)	(\$1,750)	(\$2,500)	(\$5,250)	(\$15,000)
Debenture	-	-	-	-	-	-
Reserve Fund	-	-	-	-	-	-
Other (County Contribution) <sup>1</sup>	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

Note 1 - County funding contributions will be determined once the Regeneration Plan is finalized and the properties to be addressed are determined.

#### BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
# of lives impacted through social housing regeneration	25	70	115	210
# of new revenue sources through the Regeneration Strategy	-	-	1	3
# of additional units	-	-	-	50

## WHAT ARE THE RISKS OF NOT PROCEEDING?

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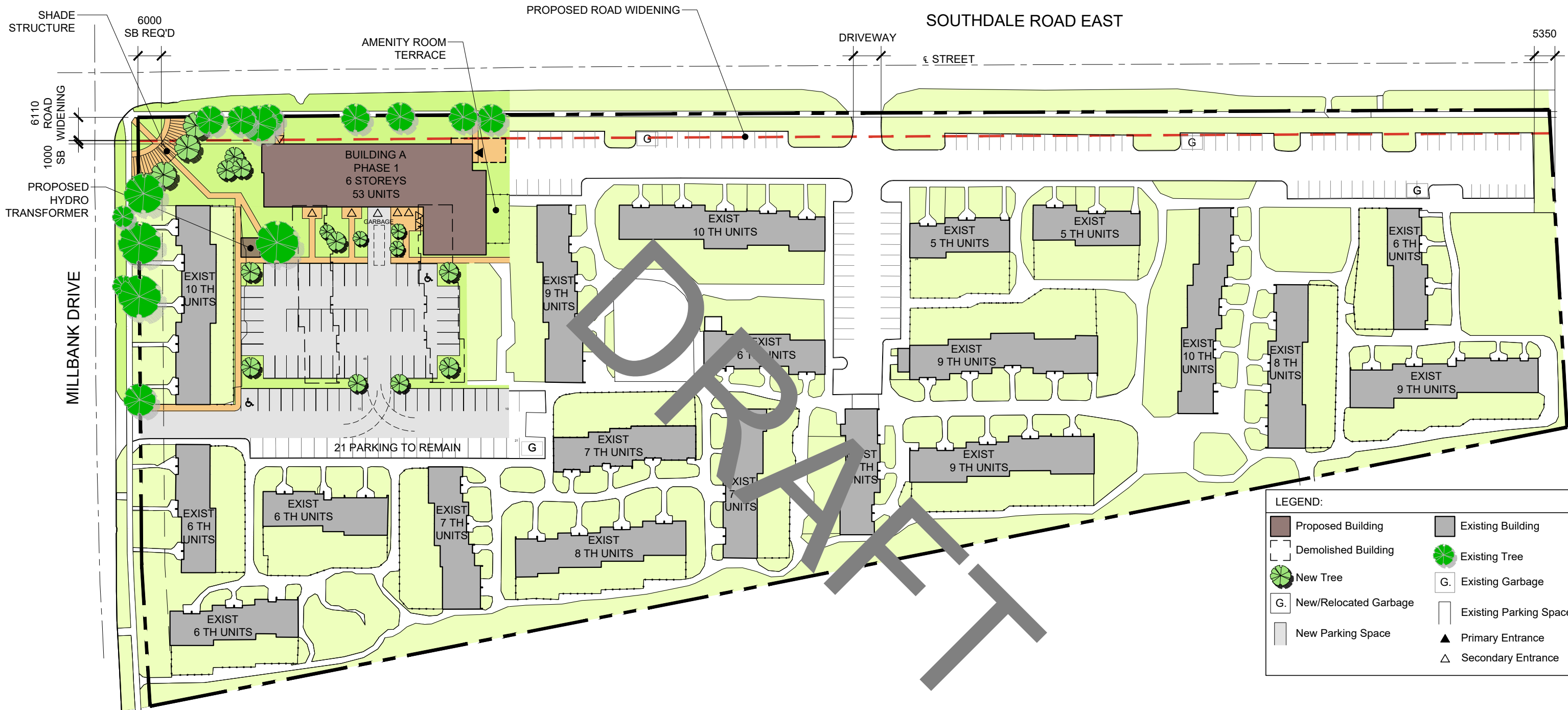
### Some specific risks include:

1	Old social housing stock cannot be sustained and will continue to deteriorate, potentially resulting in unit closure and severely impacting tenants and the community
2	Loss of leveraged funds with other orders of government which may not be in existence in future years
3	Loss of value in the diversity of stock, and asset potential on existing public housing stock
4	Loss of investment in regenerating old social housing infrastructure and in the community
5	Enhanced reliance on rent subsidy as a result of increased demand on affordable housing not being met by supply
6	Lost opportunity to advance new affordable housing and invest in existing social housing
7	City of London's ability to achieve their 2020-2023 strategic goals of Strengthening our Community and Creating a Safe London for Women and Girls are <i>severely</i> hindered
8	Public pressure for tenants to access safe, suitable and stable housing

## OTHER INFORMATION TO REFER TO?

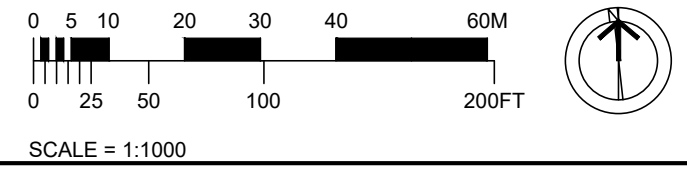
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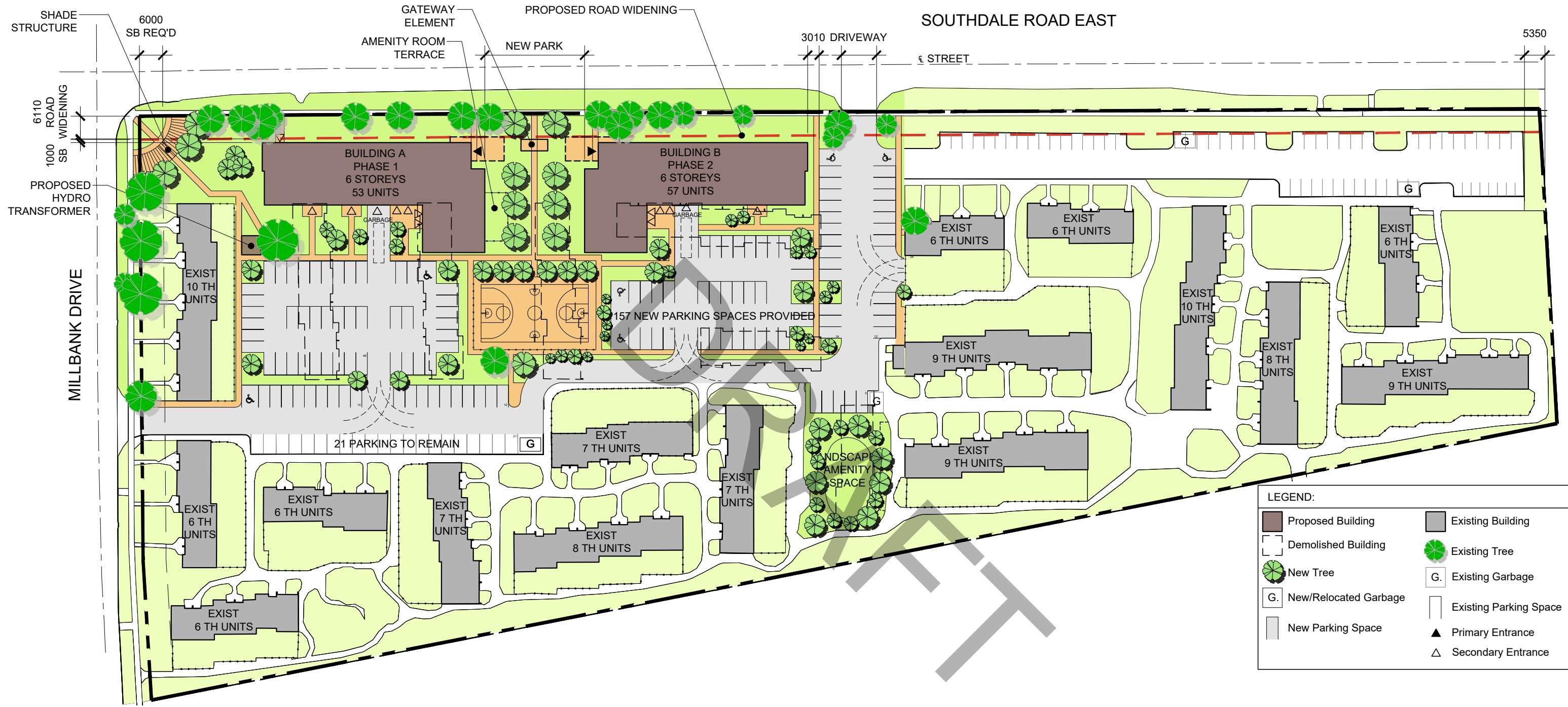
<a href="#">SPPC June 24, 2019:</a>	London and Middlesex Community Housing – 2018 Annual Meeting of the Shareholder
<a href="#">SPPC June 25, 2018:</a>	London and Middlesex Community Housing – 2017 Annual Meeting of the Shareholder and Community Housing Revitalization Strategy
<a href="#">CPSC February 18, 2015:</a>	End of Operating Agreement for Social Housing Providers in London and Middlesex
<a href="#">May 30, 2014</a>	Housing Development Corporation Business Plan as the developer for social housing regeneration
Other:	June 2019 <a href="#">LMCH Regeneration Report</a>



LEGEND:

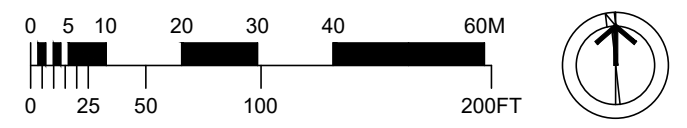
	Proposed Building		Existing Building
	Demolished Building		Existing Tree
	New Tree		Existing Garbage
	New/Relocated Garbage		Existing Parking Space
	New Parking Space		Primary Entrance
			Secondary Entrance





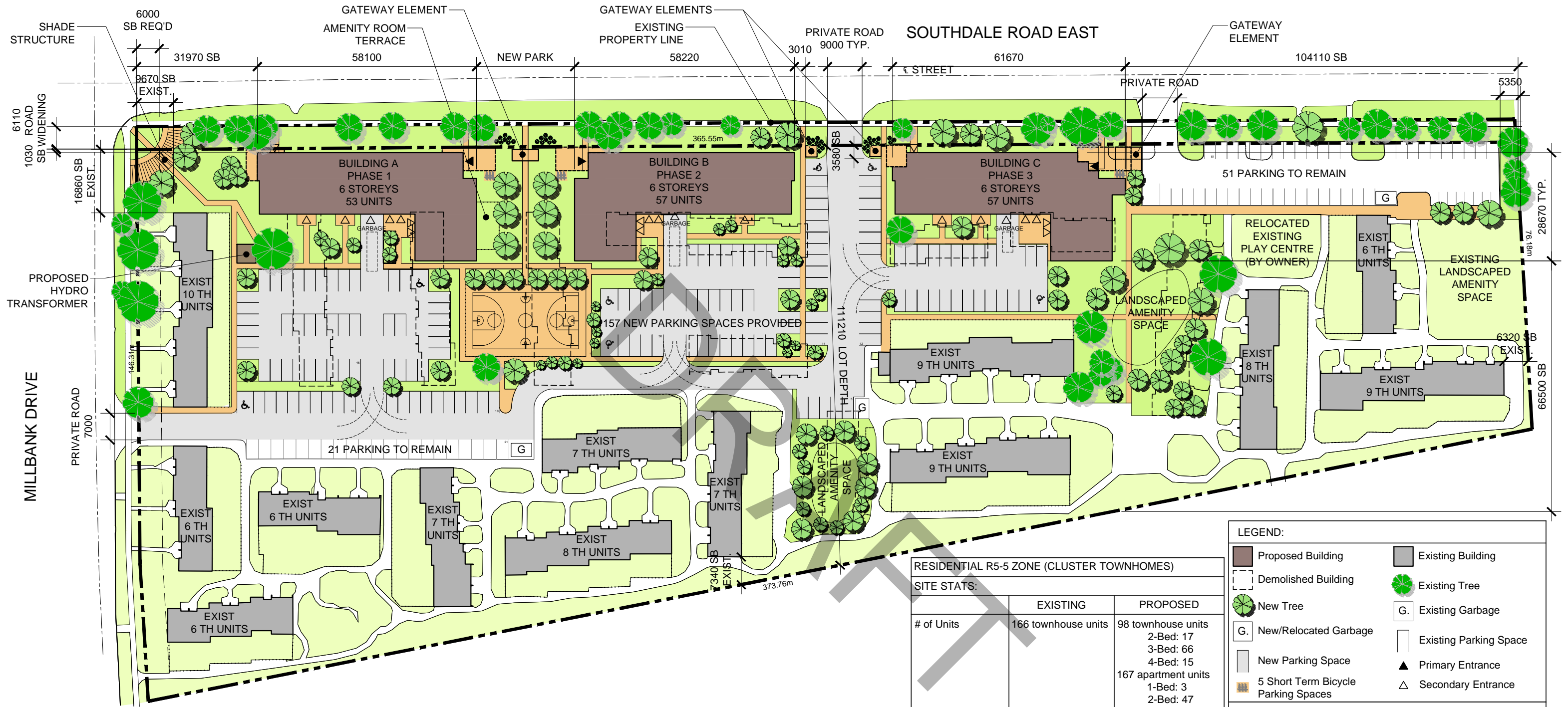
LEGEND:

	Proposed Building		Existing Building
	Demolished Building		Existing Tree
	New Tree		Existing Garbage
	New/Relocated Garbage		Existing Parking Space
	New Parking Space		Primary Entrance
			Secondary Entrance



SCALE = 1:1000





**RESIDENTIAL R5-5 ZONE (CLUSTER TOWNHOMES)**

SITE STATS:		
	EXISTING	PROPOSED
# of Units	166 townhouse units	98 townhouse units 2-Bed: 17 3-Bed: 66 4-Bed: 15 167 apartment units 1-Bed: 3 2-Bed: 47 3-Bed: 100 4-Bed: 17 Total Units: 265
Property Area	4.32 hectares	4.1 hectares
Density	38.4 units/hectare	64.7 units/hectare
Height	±7m	16.4m
Building Floor Area	7,810 m <sup>2</sup>	7,986.97 m <sup>2</sup>
Parking	192* spaces (1.2/unit)	229 spaces (0.86/unit)

\* Excludes 8 former parking spaces currently occupied by waste receptacles

<b>ABBREVIATIONS:</b>		
€	CENTRE LINE	TH TOWNHOUSE
EXIST	EXISTING	TYP. TYPICAL
SB	SETBACK	

**LEGEND:**

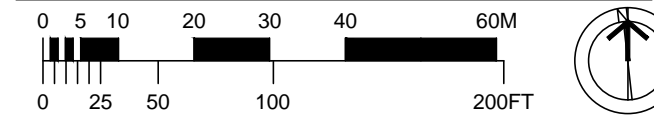
- Proposed Building
- Demolished Building
- Existing Tree
- New Tree
- Existing Garbage
- New/Relocated Garbage
- Existing Parking Space
- New Parking Space
- 5 Short Term Bicycle Parking Spaces
- Primary Entrance
- Secondary Entrance

**UNIT AND PARKING STATS:**

Existing:  
192 existing spaces\* (1.16/unit) - 120 demolished = 72 spaces

Parking Required:  
98 Townhouse Units x 1.0 space/unit = 98 spaces  
167 Apartment Units x 0.75 spaces/unit = 125 spaces  
Total Required = 223 spaces  
Parking Provided: 157 new + 72 existing = 229 spaces

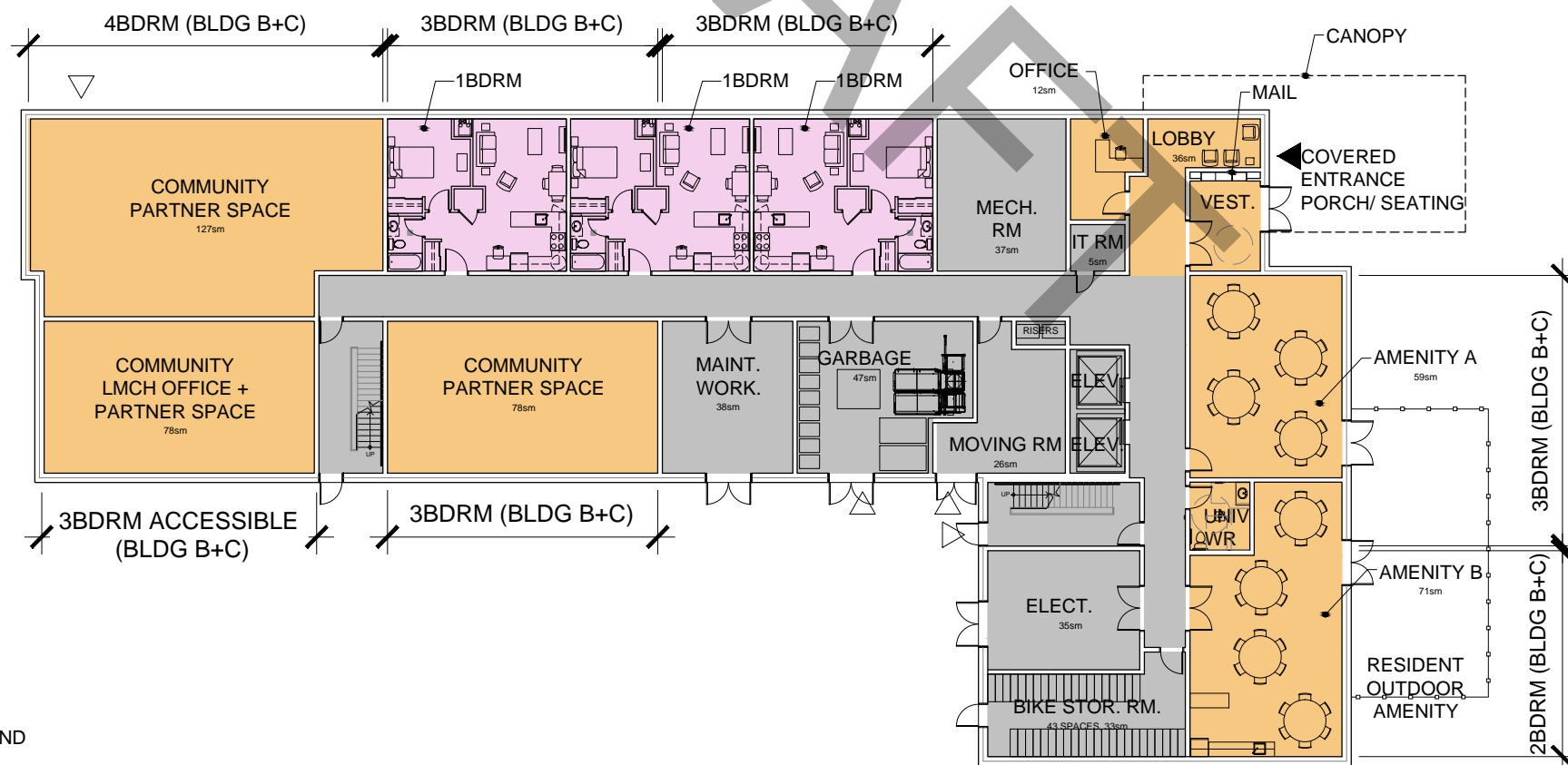
Note: The zoning bylaw requires 1.5 spaces/unit for townhouses



SCALE = 1:1000



TYPICAL FLOOR PLAN  
(FLOORS 2-6)



GROUND FLOOR PLAN

BUILDING A  
(BUILDING B MIRRORED AND  
SIMILAR AS NOTED)  
BUILDING C SIMILAR AS NOTED

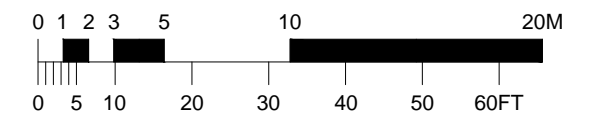
BUILDING A (PHASE 1) STATS:	
FLOOR AREA: 1119 SM ( GROUND FLR)	
FLOOR AREA: 1085 SM ( FLOORS 2-6)	
GROSS FLOOR AREA: 6544 SM	
<b>UNITS:</b>	<b>ACCESSIBLE UNITS:</b>
1 BEDROOM: 3 UNITS: 6%	1 BEDROOM: 0 UNITS: 0%
2 BEDROOM: 15 UNITS: 28%	2 BEDROOM: 5 UNITS: 9%
3 BEDROOM: 30 UNITS: 57%	3 BEDROOM: 5 UNITS: 9%
4 BEDROOM: 5 UNITS: 9%	4 BEDROOM: 0 UNITS: 0%
<b>TOTAL: 53 UNITS</b>	<b>TOTAL: 10 UNITS: 18%</b>

BUILDING B ( PHASE 2) STATS:	
FLOOR AREA: 1119 SM ( GROUND FLR)	
FLOOR AREA: 1085 SM ( FLOORS 2-6)	
GROSS FLOOR AREA: 6544 SM	
<b>UNITS:</b>	<b>ACCESSIBLE UNITS:</b>
2 BEDROOM: 16 UNITS: 28%	2 BEDROOM: 5 UNITS: 9%
3 BEDROOM: 35 UNITS: 61%	3 BEDROOM: 6 UNITS: 10%
4 BEDROOM: 6 UNITS: 11%	4 BEDROOM: 0 UNITS: 0%
<b>TOTAL: 57 UNITS</b>	<b>TOTAL: 11 UNITS: 19%</b>

BUILDING C ( PHASE 3) STATS:	
FLOOR AREA: 1119 SM ( GROUND FLR)	
FLOOR AREA: 1085 SM ( FLOORS 2-6)	
GROSS FLOOR AREA: 6544 SM	
<b>UNITS:</b>	<b>ACCESSIBLE UNITS:</b>
2 BEDROOM: 16 UNITS: 28%	2 BEDROOM: 5 UNITS: 9%
3 BEDROOM: 35 UNITS: 61%	3 BEDROOM: 6 UNITS: 10%
4 BEDROOM: 6 UNITS: 11%	4 BEDROOM: 0 UNITS: 0%
<b>TOTAL: 57 UNITS</b>	<b>TOTAL: 11 UNITS: 19%</b>

TOTAL STATS:	
FLOOR AREA: 1119 SM ( GROUND FLR)	
FLOOR AREA: 1085 SM ( FLOORS 2-6)	
GROSS FLOOR AREA: 6544 SM	
<b>TOTAL UNITS:</b>	
1 BEDROOM: 3 UNITS: 2%	
2 BEDROOM: 47 UNITS: 28%	
3 BEDROOM: 100 UNITS: 60%	
4 BEDROOM: 17 UNITS: 10%	
<b>TOTAL: 167 UNITS</b>	

LEGEND:	
<span style="display:inline-block; width:10px; height:10px; background-color:#f08080; border:1px solid black;"></span>	1 BEDROOM
<span style="display:inline-block; width:10px; height:10px; background-color:#90ee90; border:1px solid black;"></span>	2 BEDROOM
<span style="display:inline-block; width:10px; height:10px; background-color:#66c2e0; border:1px solid black;"></span>	3 BEDROOM
<span style="display:inline-block; width:10px; height:10px; background-color:#808080; border:1px solid black;"></span>	4 BEDROOM
<span style="display:inline-block; width:10px; height:10px; background-color:#ffcc99; border:1px solid black;"></span>	AMENITY AREA
<span style="display:inline-block; width:10px; height:10px; background-color:#cccccc; border:1px solid black;"></span>	CIRCULATION & SERVICES



SCALE = 1:300





BUILDING A (NEAR MILLBANK CORNER)



BUILDING B + GATEWAY



AERIAL VIEW NW CORNER



AERIAL VIEW GATEWAY



## Appendix C: ReImagine Southdale Project Cost Estimates

	2022	2023	2024	Total
<b>CAPITAL COSTS - SOFT COSTS</b>				
Professional Fees	\$ 478,599	\$ 631,941	\$ 452,079	\$ 1,562,619
Site Related Studies	\$ 107,800	-		\$ 107,800
Legal and Organizational Costs	\$ 17,500	\$ 47,500	\$ 93,500	\$ 158,500
Financing Costs	\$ 5,000			\$ 5,000
Fees and Permits	\$ 14,169	\$ 59,594	\$ 1,192,983	\$ 1,266,746
Contingency	\$ 139,530	\$ 94,743	\$ 75,794	\$ 310,067
<b>SUB-TOTAL SOFT COSTS</b>	<b>\$ 762,598</b>	<b>\$ 833,778</b>	<b>\$ 1,814,356</b>	<b>\$ 3,410,732</b>
<b>CAPITAL COSTS - HARD COSTS</b>				
Base Construction Costs		\$ 3,960,481	\$ 16,449,410	\$ 20,409,891
Other Construction Costs (site servicing, FF&E)		\$ 450,254	\$ 285,250	\$ 735,504
Renovations to Existing Townhomes		\$ 393,560	\$ 1,377,462	\$ 1,771,022
Escalation		\$ 328,768	\$ 1,407,130	\$ 1,735,898
Contingency		\$ 398,174	\$ 1,704,190	\$ 2,102,365
<b>SUB-TOTAL HARD COSTS</b>	<b>-</b>	<b>\$ 5,531,238</b>	<b>\$ 21,223,442</b>	<b>\$ 26,754,680</b>
<b>HST (Net of Rebate)</b>	<b>\$ 96,646</b>	<b>\$ 77,079</b>	<b>\$ 334,803</b>	<b>\$ 508,529</b>
<b>TOTAL CAPITAL COSTS</b>	<b>\$ 859,244</b>	<b>\$ 6,442,096</b>	<b>\$ 23,372,601</b>	<b>\$ 30,673,941</b>
<b>CONTRIBUTIONS</b>				
<b>Required through Business Case #21</b>	<b>\$ 756,244</b>	<b>\$ 6,524,947</b>	<b>\$ 20,639,750</b>	<b>\$ 27,920,941</b>
CMHC SEED Contribution (approved)	\$ 103,000			\$ 103,000
CMHC Co-Investment Contribution (projected)		\$ 331,250	\$ 2,318,750	\$ 2,650,000
<b>TOTAL CONTRIBUTIONS</b>	<b>\$ 859,244</b>	<b>\$ 6,856,197</b>	<b>\$ 22,958,500</b>	<b>\$ 30,673,941</b>