

AGENDA

LONDON & MIDDLESEX COMMUNITY HOUSING (LMCH)

Board of Directors Meeting

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

Thursday, February 17, 2022

5:30 PM – 6:15 PM

Board Members:

Aynsley Anderson

Gary Bezaire

Tammy Brooks

Shellie Chowns

Adrian Cornelissen

Shawn Lewis

John Millson

Josh Morgan

Directors:

Andrea Mackenzie

Phil Renaud

Diana Taplashvily

CEO:

Paul Chisholm

Item	Pg.	Lead	Time
1. Call to Order		S. Chowns	5:30
2. Recognition of Indigenous Peoples and Lands Statement		S. Chowns	
3. Completion and Acceptance of Agenda		S. Chowns	
4. Disclosure of Interest			5:35
5. Approval of Minutes of Previous Meetings a. January 20, 2022 Public Minutes		S. Chowns	
6. Communications a. none		S. Chowns	
7. Delegations none			
8. Presentations none			
9. Consent Agenda Items a. Staff Report 2022- 013 CEO Report b. Staff Report 2022- 014 Vacancy Report c. Staff Report 2022- 015 Q4 2021 Key Performance Indicators		P. Chisholm	5:50
10. In Camera Matters a) none			
11. Reports and Business a. Board Chair Nomination and Election Discussion b. Staff Report 2022- 16 2021 Unaudited Financial Results c. Staff Report 2022- 17 Business Case # 21 Year-End Reports d. Staff Report 2022- 18 Policy – Right to Disconnect e. Staff Report 2022- 19 LMCH IT Managed Services Report f. Staff Report 2022- 20 LMCH Wireless Service Agreement		S. Chowns D. Taplashvily P.Chisholm K. Graham D. Taplashvily	
12. New Business / Enquiries		S. Chowns	
13. Meeting Adjournment		S. Chowns	6:15

Recognition of Indigenous Peoples and Lands Statement

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



BOARD OF DIRECTORS MEETING MINUTES

January 20, 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, Chair*

Aynsley Anderson*

Adrian Cornelissen*

John Milson*

Josh Morgan*

Tammy Brooks*

Gary Bezaire*

Shawn Lewis*

* *Virtual Attendance via Zoom*

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

Angela Serra, Communications Specialist

1. Call to Order	S. Chowns called the meeting to order at 5:32 p.m.
2. Recognition of Indigenous Peoples and Lands	S. Chowns provided the recognition address at 5:32 p.m.: <i>We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty 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, G. Bezaire moved, A. Anderson seconded that the agenda BE ACCEPTED and APPROVED as presented. Passed at 5:35pm Motion to amend agenda order, by S. Chowns agenda item 11.a) Moved to the beginning of the agenda in the event a vote is needed. All Agreed, APPROVED .

	Move to APPROVE agenda items, reports and recommendations, 11 c,d,e,f,g,h, into Consent Agenda, G. Bezaire, moved and A. Cornelissen, seconded at 5:51. MOTION PASSED at 5:52 p.m
4. Disclosures of Interest	S. Chowns called for conflict of interest declarations with respect to the agenda. No conflicts of interest declared at 5:36 p.m.
5. Approval of Board Meeting Minutes dated December 16, 2021	Regarding the Board Meeting Minutes of December 16, 2021, G. Bezaire moved, A. Anderson seconded that the Minutes BE APPROVED . No one moved or 2 nd item CARRIED at 5:36 p.m.
6. Communications	n/a
7. Delegations	n/a
8. Presentations	n/a
9. Consent Items	Baesd on the motion to amend the agenda all consent agenda items were APPROVED, all reports were received and all recommendation were APPROVED. G. Bezaire, moved and A. Cornelissen, seconded at 5:51. MOTION PASSED at 5:52 p.m
a. Staff Report 2022-01 CEO Report	a. Regarding Staff Reports <i>a. to c.</i> , G. Bezaire . moved, and A. Cornelissen ,seconded that all reports BE APPROVED at 5:51. MOTION PASSED at 5:52 p.m.
b. Staff Report 2022 - 02 2021 Annual Internal Review Summary	b. Regarding Staff Reports a. to c
c. Staff Report 2022 - 03 Update on Community Engagement Update	c. Regarding Staff Reports a. to c.,
d. Staff Report 2022-06 Capital Projects Annual Update – 2021-2022	Move to APPROVE agenda items d ,e,f,g,h,i , G. Bezaire, moved and A. Cornelissen, seconded at 5:51. MOTION PASSED at 5:52 p.m Reports d.Staff Report 2022- 06 Capital Projects Annual Update – 2021- 2022, e. Staff Report 2022 -07 2021 Human Resources Performance Measures,

<p>e. Staff Report 2022 -07 2021 Human Resources Performance Measures</p> <p>f. Staff Report 2022-08 Annual review of key Policies – Health and Safety</p> <p>g. Staff Report 2022-09 Workplace Violence, Harassment and Sexual Harassment Policy</p> <p>h. Staff Report 2022 -10 CMHC Project Status Report</p> <p>i. Staff Report 2022-11 Planned 2022 Service Contract Tenders</p>	<p>f. Staff Report 2022- 08 Annual review of key Policies – Health and Safety,</p> <p>g. Staff Report 2022- 09 Workplace Violence, Harassment and Sexual Harassment Policy,</p> <p>h. Staff Report 2022 -10 CMHC Project Status Report,</p> <p>i. Staff Report 2022- 11 Planned 2022 Service Contract Tenders were received and all recommendation were APPROVED. G. Bezaire, moved and A. Cornelissen, seconded at 5:51. MOTION PASSED at 5:52 p.m</p>
<p>10. In Camera</p>	<p>Motion to move into in camera S.Lewis, seconded by J.Milson to in camera</p> <p>a) A matter pertaining to the progression of litigation, including matters before administrative tribunals, affecting the Corporation</p> <p>b) IT Risk Report update and current status</p>
<p>11. Reports and Business</p>	

STAFF REPORT 2022-01

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: **CEO Update**

DATE: February 11, 2022

PURPOSE:

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

RECOMMENDATION:

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

UPDATES:

Government and Stakeholder relations

LMCH attended a meeting of the Local Housing Corporations in Ontario to discuss issues of common concern and identify opportunities to advocate for improvements to the benefits of our communities and our tenants. This working group will be meeting with Canada Mortgage and Housing Corporation to identify opportunities to improve relations that support the shared objective of improving the state of repair of community housing and increasing the supply of affordable housing.

COVID Operational Update

With the Omicron Variant of COVID-19 starting to subside in Ontario, LMCH is working to follow all appropriate public health measures while looking to return to normal operations at our sites and in the main office. LMCH will be looking to manage the return to normal operations as follows:

- The requirements for physical distancing, wearing masks, hand washing, and similar best practices will continue;
- Reopening will follow established dates and parameters as set out by public health authorities and the province of Ontario
- Main office capacity will remain at or below 50% until at least March 14, 2022. Staff working remotely/virtually will continue to be part of operations beyond this time.

- Community spaces will open for structured programming in the coming week for organizations with established covid policies that comply with public health requirements and LMCH Policies.
- Community spaces and lounges for tenant use will be reviewed and considered for the week of March 14, 2022 and be subject to change based on public health direction
- LMCH will develop a plan to complete non-urgent work orders placed on hold since December 2021 and resume completion of all work orders by the end of February 2022.

Update on Winter Weather Conditions and COVID Closures at our sites.

With winter weather conditions in London, LMCH traditionally experiences an increase in those unsheltered seeking shelter in our buildings. LMCH managers have been working remotely at sites through the omicron wave of COVID-19 and have been able to increase building walk throughs and respond to complaints to respectfully and manage this issue.

In January LMCH advised that the situation at 580 Dundas disruptive to the management of this site and LMCH's ability to maintain a clean, quiet and well-maintained environment for our tenants. LMCH is pleased to report that the increase in security presence has provided additional information to better understand the scope of the issue while having a positive impact for tenants and staff working at the site.

LMCH is now working with the information being collected to inform planning to address the ongoing challenges on this site. LMCH will report back to the Board on the site challenges, steps taken and their impact later in the spring.

Community Engagement

Tenant Advisory Council:

Plans for recruitment are underway for applications to join the Tenant Advisory Committee (TAC). Due to COVID-19 and making sure there are no barriers to participate in the application process, we will be reviewing ways to incorporate virtual application and interview processes.

The TAC wanted to get feedback from all tenants. The TAC has created a survey for tenants that will be distributed email and available in the communities for all LMCH tenants to fill out and provide feedback. These results will capture feedback and insight from tenants to see what is working, what is challenging in our communities, and the changes they would like to see. These results will be summarized and then reported to the Senior Leadership Team.

Post-Secondary Readiness Program:

The post-secondary readiness program, *Yes, You Can!* wrapped up last month. The program was offered virtually for tenants on family sites and there was an in-person program held at Wharnccliffe. Participant ages ranged from 27 to 54 years young. Participants identified two primary barriers to accessing higher education. The first was that they did not know where to start or understand the processes, they also noted that the lack of support needed for self-efficacy. The program provided a grant aimed to eliminate the expense of the application fee that can be as much as \$115, a quantifiable barrier to the application process for persons live in RGI social housing.

The program started with 23 participants registered with 9 participants (40%) completing 5-week program. Four of the participants (44%) who completed the program have applied to Fanshawe College this Fall for programs ranging from social sciences to horticulture and others are working on their goals to go back to school. LMCH is pleased that 17% of those that started the program have applied to move forward with their education at this time.

A more comprehensive post program assessment is planned to better inform LMCH and support program improvements.

Kings Social Work Placements:

Due to COVID the BSW students are providing counselling like services, community engagement workshops, virtually and are finding creative ways to engage the community virtually. They are helping tenants eliminate the barrier to participation in virtual programming by applying for a free laptop initiative run by a nonprofit organization. These are refurbished laptops that the tenants get to keep! They are currently engaging the community by providing workshops on anxiety, stress reduction, and positive wellness. The seminars include cooking under \$4, community walks and art therapy.

Staffing Updates

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 has two new staff joining in the role of Maintenance Repair. Tyler Green will be joining LMCH on February 14 and Daniel Moran starts February 22. Additional Maintenance Repair roles are expected to be filled in the coming weeks for 4 additional vacancies. Three of these Maintenance Repair positions are part of Business Case #19

Community Safety Specialist Marshall Simpson also joins LMCH on February 22.

PREPARED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

STAFF REPORT 2022 – 14

TO: Board of Directors

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

SUBJECT: Vacancy Management Update

DATE: February 10, 2022

RECOMMENDATION:

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

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.

January 2022 Progress (Reported as of January 31st, 2022)

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

Total Vacancy	5.3% or 174 units
Future Leased	0.5% or 15 units
Final Vacancy	4.8% or 159 units

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 are being used for broader portfolio improvements). At the end of January there were 8 non-rentable units

- 2 units are being renovated as part of CMHC Accessible Unit Project
- 6 units are vacant and undergoing restoration as part of insurance claims

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 January there were 124 units in active restoration which was 3.78% of the portfolio.

There were 35 units restored in January 2022 that took an average of 104 days to return to rent ready.

Age of Units	Units moving to rent ready status	
	Count of Units	% of units
0-15 days	0	0%
16-30 days	0	0%
31-60 days	7	20%
61-90 days	6	17%
91+ days	22	63%
Total units restored	35	100%
Average # of days at status	104	

At the end of January there were 124 units in active restoration that have been vacant for an average of 77 days on January 31, 2022.

Age of Units	Units in Active Restoration at the end of the period	
	Count of Units	% of units
0-15 days	17	14%
16-30 days	15	12%
31-60 days	20	16%
61-90 days	29	23%
91+ days	43	35%
Total units	124	100%
Average # of days at status	77	

4. **Active Rental Stock:** These are the units that are rent ready and available to offer. Units leave this category when they are future leased or leased (when the actual lease is signed, and keys are handed to the new tenant). The target for Active Rental Stock is 1% of the portfolio or 33 units. At the end of January, the active rental stock was 35 units or 1.06% of the portfolio.

In the month of January, 33 units were leased. On average it took 19.7 days in Active Rental stock before it was accepted by an applicant. In addition to units leased an additional 15 units were accepted by tenants to be leased in February and future periods.

Age of Units	Units Leased in the period	
	Count	%
0-15 days	21	64%
16-30 days	8	24%
31-60 days	2	6%
61-90 days	0	0%
91 + days	2	6%
Total units	33	100%
Average # of days to commit unit	19.7	

At the end of January, the active rental stock was 35 units or 1.06% of the portfolio. The average days units were in Active Rental at the end of January was 20.1 days

Age of Units	Units Vacant and Available at end of period	
	Count	%
0-15 days	18	51%
16-30 days	4	11%
31-60 days	9	26%
61-90 days	4	11%
91 + days	0	0%
Total units	35	100%
Average # of days at status	20.1	

Period Summaries:

LMCH had a total of 32 new units confirmed vacant in the month of January which have been added to the active restoration stock.

LMCH restored a total of 35 units during this same time-period.

LMCH leased 33 units and future leased an additional 15 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.

Period activity is in line with performance targets for leasing activity. Focus continues to be reducing the number of days to have the unit accepted by an applicant.

With 124 units in Active Restoration, this measure remains 58 units above target. Efforts to reduce the number of units in Active Restoration and the number of days it takes to restore units will continue. New maintenance repair staff are being onboarded in February and the additional support of contractors will support the month over month improvement to achieve target of 66 units in Active Restoration by end of Q3 2022.

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

Staff Report 2022- 15

TO: LMCH Board of Directors

FROM: Sarabjit Singh, Business Analyst

SUBJECT: Key Performance Indicators (KPIs)

DATE OF SUBMISSION: Feb 9, 2022

RECOMMENDATION:

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

REASONS FOR RECOMMENDATIONS:

A new reporting format and schedule was approved by the LMCH Board of Directors (BOD) in Q1 2020. This report honors this new reporting structure.

Appendix A is the newly reformed LMCH BOD KPI summary, with unaudited preliminary Q4 2021 data.

Appendix B is the data dictionary for LMCH BOD reported KPIs.

New Update:

We will be reviewing and revising the current KPI's and information regarding this transition, the Board will receive an update when completed.

Attachments:

Appendix A: LMCH Board of Directors KPI Summary

Appendix B: LMCH Board of Directors KPI Data Dictionary

SIGNATURE:

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

Appendix A: LMCH Board of Directors KPI Summary

	Q3 2021		Q4 2021		Q4 2020					
	Previous Quarter	Current Quarter	Previous Year	Year	Variance	Var. %	Target	Variance	Var. %	2020 Trend
Human Resources KPI Metric Summary										
Full Time Staff	74	73	74		-1.00	-1.37%	92	-19	-26.03%	
Full Time Equivalent (FTE) ^Ω	75.13	71.63	75.85		-4.22	-5.89%	93.08	-21.45	-29.95%	
Business Case 19 Related Hires	14	17	0		17	100.00%	19	-2	-11.76%	
Finance, Information Technology and Data Science KPI Metric Summary										
Surplus/(Deficit)	\$924,114.88	\$158,265.00	\$611,630		(\$453,365.00)	-286.46%	0	\$158,265	100.00%	
Rent Arrears	\$303,952.39	\$294,987.00	\$392,185		(\$97,198.00)	-32.95%	\$375,000	(\$80,013)	-27.12%	
Rent Collection Percentage	96.65%	97.55%	0.94%		96.61%	99.03%	95.00%	2.55%	2.61%	
Percentage of Tenants in Good Financial Standing	86.08%	85.60%	0.00%		85.60%	100.00%	85.00%	0.60%	0.70%	
Tenant Services KPI Metric Summary										
Total Evictions	17	21	0		21	100.00%	12	9	42.86%	
Units Leased	79	93	82		11	11.83%	100	-7	-7.53%	
Property Services KPI Metric Summary										
Total Vacant Units	164	182	0		182	100.00%	100	82	45.05%	
Total Vacancy Rate	5.00%	3.60%	0.00%		3.60%	100.00%	3.00%	0.60%	16.67%	
Cost of Vacancy [†]	\$119,070	\$142,560	\$115,020		\$27,540	19.32%	\$81,000	\$61,560	43.18%	
Regeneration and Capital KPI Metric Summary										
Percentage Spent vs Approved Budget	15.70%	31.12%	56.07%		-24.95%	-80.17%	25.00%	6.12%	19.67%	
FCI Score ^{**}	-	-	-		-	-	-	-	-	
<p>Average Length of Tenancy¹ Included in Q4 Report, ¹FCI Score² Summary Included in Q1 Report.</p> <p>³Staff Capacity Percentage³ is removed and replaced with Full Time Staff and Full Time Equivalent (FTE).</p> <p>^Ω Derivation excludes On Call Manager Hours</p> <p>⁴Percentage Spent vs Approved Budget⁴ has been adjusted to reflect projects with anticipated spend in 2021.</p> <p>[†] Derived from KPMG Cost of Vacancy⁵ Metric.</p> <p>All variance analysis is with respect to current quarter values.</p>										

Appendix B: LMCH Board of Directors KPI Data Dictionary

Human Resources KPI Metric Summary

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

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

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

Finance, Information Technology and Data Science KPI Metric Summary

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

Staff Report 2022- 16

TO: BOARD OF DIRECTORS

FROM: Bushra Walji, Finance Manager

SUBJECT: 2021 Unaudited Financial Results

DATE OF REPORT: February 08, 2022

PURPOSE:

To provide the Board of Directors on update on the unaudited financial performance of LMCH to the end of December 31, 2021.

RECOMMENDATION:

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

REASONS FOR RECOMMENDATIONS:

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

The YTD operating results on December 31, 2021, ended with an operating surplus of \$158,265, a favorable variance to a balanced budget.

Operations Revenue

Total revenue showed a favourable variance of \$124,631 over the 2021 budget:

- Positive variances to budget were realized in rental revenue (\$3,093), interest revenue (\$10,293), sundry revenue (\$113,180) and lower bad debt write offs in the year.
- This was offset by lower than anticipated tenant recoveries (\$14,513) and revenue from antenna licenses (\$2,337)

Expenditures

Total expenditure showed an unfavourable variance of (- \$105,641) over the 2021 budget.

Building Maintenance, Materials and Services were the primary driver for the variance with an unfavourable variance of \$736,644. LMCH continues to experience high demand for maintenance and repairs due to the age of buildings and infrastructure. In addition to specific variances across expense line noted in the attachment LMCH notes:

- Renewal of service agreements in 2021 included small inflationary adjustments that were not included in the original 2021 budget.
- \$174,609 is related to spending in Q4 to improve building and site cleanliness and repair, including, painting (lobbies, stairwells and halls), ceiling tile replacement, paving repairs , tree trimming, exterior site clean up and deep cleaning at buildings.

Salaries, wages, and benefits had a favourable variance of \$481,636. This surplus is the result in delays in hiring for approved positions during the year.

In 2021 Enbridge provided LMCH with one-time payment of energy rebate in the amount of \$306,796 contributing to a favorable variance of \$390,169 in Utilities.

Administration reported unfavorable variance in amount of \$255,954 due to service fees on property tax reduction work completed in prior years.

Extraordinary Losses

Extraordinary Losses relate to insurance claims submitted to the City of London for reimbursement of costs related to fires, floods, vandalism, thefts, and other insurable losses. LMCH has collected \$91,000 on prior year claims and improved claim/collections processes that contributed to a reported positive variance of \$139,276.

Please see attached report for a detailed analysis.

Appendix A – December 2021 Operating Results

SIGNATURE:

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



LONDON MIDDLESEX COMMUNITY HOUSING

Appendix A – December 2021 Operating Results

Income Statement as at (Unaudited) 31- December -2021

	2021 YTD Actuals	2021 YTD Budget	Variance from Budget Better (Worse)	% Var to Budget	2020 YTD Actuals	Variance from 2020 Better (Worse)	% Var to 2020	YTD Variance Explanations
OPERATIONS REVENUE								
Rental Revenue	12,046,185	12,043,092	3,093	0%	12,139,889	(93,704)	-1%	
Tenant Recoveries	170,951	185,464	(14,513)	-8%	224,164	(53,213)	-24%	
Net Bad Debt Write-offs	(384,087)	(399,000)	14,913	-4%	(367,942)	(16,145)	4%	
Antenna Licenses	148,353	150,689	(2,337)	-2%	140,174	8,179	6%	
Interest	27,635	17,341	10,293	59%	20,041	7,593	38%	
Sundry & Other Revenue	215,430	102,250	113,180	111%	164,912	50,518	31%	
Municipal Base Funding	13,184,441	13,184,441	0	0%	12,389,047	795,394	6%	
Total Revenue	25,408,907	25,284,277	124,631	0%	24,710,285	698,622	3%	
Expenditures								
Salaries, Wages & Benefits	6,311,710	6,793,346	481,636	7%	5,974,889	(336,821)	-6%	Delay in hiring for new positions and turnover
Maintenance, materials and services	-	-	-	-	-	-	-	
Roofing	24,394	60,000	35,606	59%	38,926	14,532	37%	
Building General	1,076,448	802,900	(273,548)	-34%	850,013	(226,435)	-27%	Q4 Costs are driven by costs related to Mold remediation, 76K, Bathroom Rebuilds 40K, and Kitchen Cabinets 107K
Cleaning	936,518	896,000	(40,518)	-5%	891,382	(45,136)	-5%	
Pest Control	696,719	700,800	4,081	1%	614,525	(82,194)	-13%	
Elevators	187,254	192,000	4,746	2%	185,007	(2,247)	-1%	
Electrical	211,305	268,400	57,095	21%	194,059	(17,246)	-9%	
Equipment	133,379	12,000	(121,379)	-1011%	156,933	23,554	15%	Stoves and Fridges for Simcoe, Walnut, William & Wharncliffe locations -regular appliance replacements
Landscaping & Parking lot maintenance	323,946	398,000	74,054	19%	285,947	(37,999)	-13%	
Mold	-	-	-	-	-	-	-	
Snow Removal	628,610	580,000	(48,610)	-8%	507,329	(121,281)	-24%	Due to heavy snow falls and frequent salting.
Life safety systems	247,222	195,000	(52,222)	-27%	162,790	(84,432)	-52%	Fire safety provider identified some deficiencies which needed to be addressed before certification
Heating & Ventilation	250,008	127,300	(122,708)	-96%	245,049	(4,959)	-2%	Replacements and repairs to furnace and heating systems. All routine repairs and preventative maintenance contract.
Plumbing	713,862	408,000	(305,862)	-75%	500,288	(213,574)	-43%	Drain issues and leaks repaired with Plumbing related calls, specifically for upper floor fixtures leaking into ceilings below needing further repairs including ceiling. damage repairs.
Painting	351,828	372,000	20,172	5%	335,828	(16,000)	-5%	



LONDON MIDDLESEX COMMUNITY HOUSING

Appendix A – December 2021 Operating Results

Income Statement as at (Unaudited) 31- December -2021

	2021 YTD Actuals	2021 YTD Budget	Variance from Budget Better (Worse)	% Var to Budget	2020 YTD Actuals	Variance from 2020 Better (Worse)	% Var to 2020	YTD Variance Explanations
Vandalism	59,404	48,000	(11,404)	-24%	51,460	(7,944)	-15%	Windows and Entry doors vandalized at various locations that needed repair.
Waste Removal	371,553	331,000	(40,553)	-12%	277,343	(94,210)	-34%	Purchased garbage bins for Family Sites and also common areas and debris removal from various dumping
Security	580,715	614,442	33,727	5%	427,801	(152,914)	-36%	
Social & Recreational programs	29,834	50,800	20,966	41%	37,713	7,879	21%	
Sundry materials & services	96,169	125,880	29,711	24%	71,174	(24,994)	-35%	
	6,919,167	6,182,522	(736,644)	-12%	5,833,566	(1,085,600)	-19%	
Electricity	1,685,455	1,741,890	56,436	3%	1,707,736	22,281	1%	
Water Heater Rental	252,565	243,762	(8,802)	-4%	238,983	(13,582)	-6%	
Water	1,392,732	1,405,906	13,174	1%	1,378,339	(14,393)	-1%	
Natural Gas	942,303	964,869	22,566	2%	945,950	3,647	0%	
Energy Savings Rebate	(306,796)	-	306,796		(250,285)	56,511	-23%	
	3,966,258	4,356,427	390,169	9%	4,020,722	54,464	1%	
Property								
Insurance	800,296	805,710	5,414	1%	702,332	(97,964)	-14%	
Municipal taxes	5,117,741	5,127,480	9,739	0%	5,022,251	(95,490)	-2%	
Mortgage payments (Bella St.)	55,652	55,652	-	0%	35,907	(19,744)	-55%	
	5,973,689	5,988,842	15,152	0%	5,760,491	(213,199)	-4%	
Administration								
Corporate and other costs	1,267,009	954,913	(312,096)	-33%	1,435,437	168,429	12%	Invoice # 433644 from Ryan ULC Consulting services related to Property tax reductions.
Transportation & Communication	334,507	353,421	18,914	5%	326,137	(8,370)	-3%	
Supplies & Equipment	467,580	504,807	37,227	7%	454,404	(13,176)	-3%	
	2,069,095	1,813,141	(255,954)	-14%	2,215,979	146,884	7%	
Total Expenditures	25,239,918	25,134,277	(105,641)	0%	23,805,646	(1,434,272)	-6%	
Net (deficit) Surplus from Operations	168,989	150,000	18,989	13%	904,639	(735,650)	-81%	
Extraordinary Losses - Fire, wind etc.	10,724	150,000	139,276	93%	274,729	264,005	96%	Receivables from COL are booked on a quarterly basis. In 2021 made a provision for uncollected claims from 2016-2018 for \$129k and in Oct 2021 collected \$91k.
Net (deficit) Surplus from Operations after Extraordinary Losses	158,265	(0)	158,265		629,910	(471,645)	-75%	
	(0)	0			(0)			

Staff Report 2022- 17

TO: LMCH Board of Directors

FROM: Sarabjit Singh, Business Analyst

SUBJECT: Business Case # 21 Status Report

DATE OF SUBMISSION: Feb 9, 2022

PURPOSE:

The purpose of the report is to provide an update to the Board of Directors on the Status of Business Case #21 approved as part of the 2020-2023 Multi-Year Budget. With a focus on the status of the Reimagine Southdale Project.

RECOMMENDATION:

That the Board of Directors receives this report for information.

BACKGROUND:

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.

LMCH submitted a budget request as part of the 2020-2023 Multi-Year Budget Process for funding to support the regeneration of Public Housing. This Business Case was approved, and several key deliverables were accomplished.

The broad objectives of the Business Case were:

- Identify the first two LMCH townhouse sites to regenerate and foster a strengthened sustainable community.
- Develop and implement plans to support tenant relocation to minimize impact
- Increase LMCH housing stock and expand beyond RGI-mandated housing to include a mix of affordable, supportive and market housing options.

- Complete an initial proof of concept for sustainable mixed housing and municipal tools
- 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.

Status of Deliverables

Identify LMCH Townhouse Sites to Regenerate (Complete)

- The LMCH Board of Directors received and approved recommendations from staff in December 2020 which identified Townhome sites for potential regeneration projects as Allan Rush, Limberlost and Southdale. This same report identified the Southdale Site as the first site to be assessed for regeneration.

Plan to support tenant relocation to support tenant relocation to minimize impact (Complete)

- The following policies and procedures were developed to support the transition of impacted tenants from their current homes in a way that promoted choice and worked to minimize impact:

	Status	Notes
Established Tenant Communication Strategy	Completed	<ul style="list-style-type: none"> • Reimagine email address and specific phone extensions developed • Various channels of communication such as Facebook, newsletters and door to door mails were used to inform the community about the project
Established Tenant Relocation Assistance Plan	Completed	<ul style="list-style-type: none"> • A Relocation Assistance Binder has been put together for the affected tenants which includes: <ul style="list-style-type: none"> • Detailed letters outlining the project • Relocation options for affected tenants. • Assistance plans available.

Relocation Packages for affected families	Completed	<ul style="list-style-type: none"> Relocation packages were created for each family. These packages included information and resources for the families to make an informed decision on where to relocate, what resources are in those communities and the support that LMCH is offering during this process.
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Work on the other four deliverables is underway and will be detailed as part of the final Reimagine Southdale and be included as part of a broader LMCH Regeneration Plan.

Demolishing the Units for phase one construction

Demolition Numbers:

Units Identified for Demolition	18
Units Vacated till now	8

Number of lives impacted by the regeneration

Units Vacated till now	8
No. Of Lives Impacted	40

Number of Units added

Number of Units Expected	50
Expected Deadline	2023 End of Year

Status of the Reimagine Southdale Project

- Initial engagement of the Southdale Community is complete. Community engagement continues and planning is underway to further engage on use of community space.
- The architect engaged in June 2021 has prepared initial design concepts and provided high level costing for the site. The architect has been asked to develop concept drawings to connect the existing townhomes to the new build on the site to ensure the different built forms are connected and tenant feedback can be received before design concepts are finalized. (Attachment #2)

- Staff from LMCH, the City of London and HDC met to discuss the Reimagine Southdale Project on February 1, 2021. Key areas of the project were discussed including, planning requirement for redevelopment of LMCH sites, the profile of the Southdale Community and input received from this community on redevelopment, work completed by LMCH to date on architectural plans and project cost estimates. Meetings continue to refine the master site plan with HDC.
- Based on preliminary costing received from the architect LMCH is looking at funding requirements for the build. LMCH will be working with City of London finance and housing teams to identify funding options beyond the approved funds in Business Case #21.
- LMCH is working with Canada Mortgage and Housing Corporation to identify funding to support the Reimagine Southdale Project as well as a complete Regeneration Plan for LMCH.

Next Steps

- Provide an update to the Southdale Community
- Confirm alignment of LMCH regeneration options with HDC and finalize a revised Southdale Master Site Plan
- Confirm funds available to support finalizing scope and timing of Phase 1
- Secure funding from CMHC to support additional work on the LMCH Regeneration Plan.
- Bring forward Phase 1 redevelopment plans for the Southdale community for Board approval.

Attachment A: Business Case #21

Attachment B: LMCH Regeneration Overview

SIGNATURE:

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

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

STRATEGIC AREA OF FOCUS: Strengthening Our Community

STRATEGY: **SOC-01:** Establish and revitalize community housing through a Regeneration Plan.

BUSINESS CASE TYPE: For Consideration - Additional Investment

DESCRIPTION: Regeneration of Public Housing - To advance the regeneration of deteriorating social housing stock and develop new affordable housing stock in the community.

SERVICE(S): Housing, Social Services and Dearness Home

LEAD: 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) ¹	\$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

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?

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

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
Source of Financing:						
New Capital Levy	(\$500)	(\$500)	(\$1,750)	(\$2,500)	(\$5,250)	(\$15,000)
Debenture	-	-	-	-	-	-
Reserve Fund	-	-	-	-	-	-
Other (County Contribution) ¹	-	-	-	-	-	-
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?

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?

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



REGENERATION

HOUSING OUR FUTURE

February 17, 2022





Today's Agenda

1. About LMCH
2. LMCH Planning for the future state
3. Profile of the Southdale Community
4. REIMAGINE Southdale: Project Status



We envision transformed and strengthened community housing through vibrant, connected and sustainable neighbourhoods in London and Middlesex County, creating a better tomorrow for those we serve.



Who We Serve

Family Communities

844 total units

9 Communities + Scattered Sites

Adult Communities

1180 total units

9 Apartment Buildings

Senior Communities

1219 total units

6 Apartment Buildings

Middlesex County

8 Communities

Adult, Senior and Family



Investing in our Mission

LMCH and the City of London have been collaborating on investments in service, our communities and our buildings:

- Adding 25 staff to support improved tenant service and community safety
- Increasing investment in Capital Repair Program to address the infrastructure Gap
- **Funding the Regeneration of our Housing Community – ReImagine Southdale**
- CMHC Co-Investment Funding

REGENERATION IS DEFINED IN TWO WAYS:

Site Regeneration: Supports sensitive growth and change in our neighbourhoods so that they are sustainable and prosperous over the long term.

Social Revitalization: Engages and supports tenants. Transitions buildings into more supportive and inclusive communities and collaborates with partners to advance housing and whole-life stability.

Planning for Future State

- Creating mixed income communities
- Building on the strengths of existing community
- Addressing community needs:
 - accessibility,
 - different built forms,
 - community space, services and supports
- Exploring affordable home ownership partnerships
- Building out for the next 50 years of need
- Increasing density
- Connected to City of London

Think Differently

- Portfolio Regeneration Plan to inform redevelopment and capital investment
 - Invest, divest and regenerate
 - Partnership development
 - Prioritize and plan
- Need to be strategic in meeting service level standard - RGI vs Rent Supplements vs Affordable Rental – to support both mixed income and sustainability
- Each new build must have a sustainability plan where revenue covers operating cost + reserve contributions
- Need to move to a longer financial planning horizon to support the investment strategy: 5 to 20 year planning horizons

LMCH has the vision & mission to support robust regeneration.

We have developed the organizational and operational components to make regeneration reality in London and Middlesex.



The policies and people who will help us get there





LMCH WE CARE



The Southdale Community

Southdale & Millbank is home to 172 households and from that, 248 children from the ages of 0-15 call Southdale Home.

24 Families are single-female headed households under the age of 30.

Our tenants have experienced life-changing trauma. Despite their circumstances, the community is made up of strong and resilient tenants who desire to create a safe and vibrant home for their children.



Tenant Engagement

Community Conversations Goals:

- To make sure the community has a strong understanding of regeneration and its impacts
- To involve the community in the process (physical design feedback, partnerships, tenant leaders)
- Fair and useful questions are asked and answered
- Diverse ways to seek insight and feedback to impact the design and assess community needs and vision





Investing in Our Communities

Investment in our communities also looks like the **right partnerships, programs, and spaces** to improve the wellbeing and health of our communities.

- A collaborative effort to bring a wraparound approach that comes from multiple community partners on site
- Co-creation of program and services in a multi-use community hub

Future partnership outlook:

- Youth Opportunities Limited
- South London Neighbourhood Resource Center
- Boys and Girls Club
- Cross Cultural Learning Center
- London Intercommunity Health

Changing the stigma that our tenants face by revitalizing their communities can change the trajectory of their lives.



Southdale By The Numbers

Built in 1970 = 52 years old

172 Townhome built and 166 remain

23% are 2-bedroom units

63% are 3-bedroom units

14% are 4-bedroom units



Investment

Outside of redevelopment, Capital investment has continued:

- Window & Door replacement (2019) = \$650,000
- Playground equipment (2020) = \$85,000
- Furnaces (planned 2022) = \$600,000
- Hard Surfaces Restoration – sidewalks & pathways (planned 2024) = \$850,000



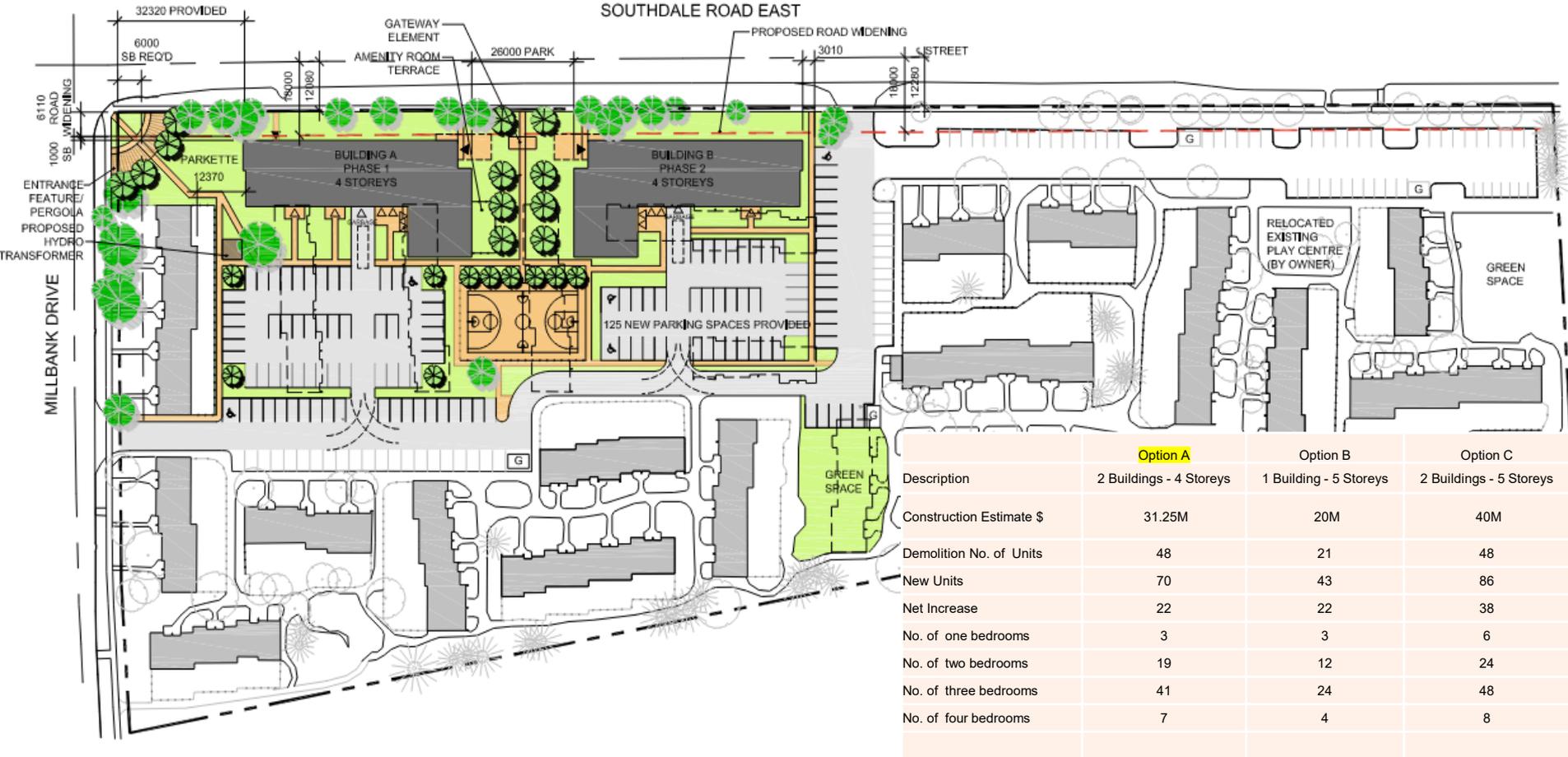


ReImagine Southdale

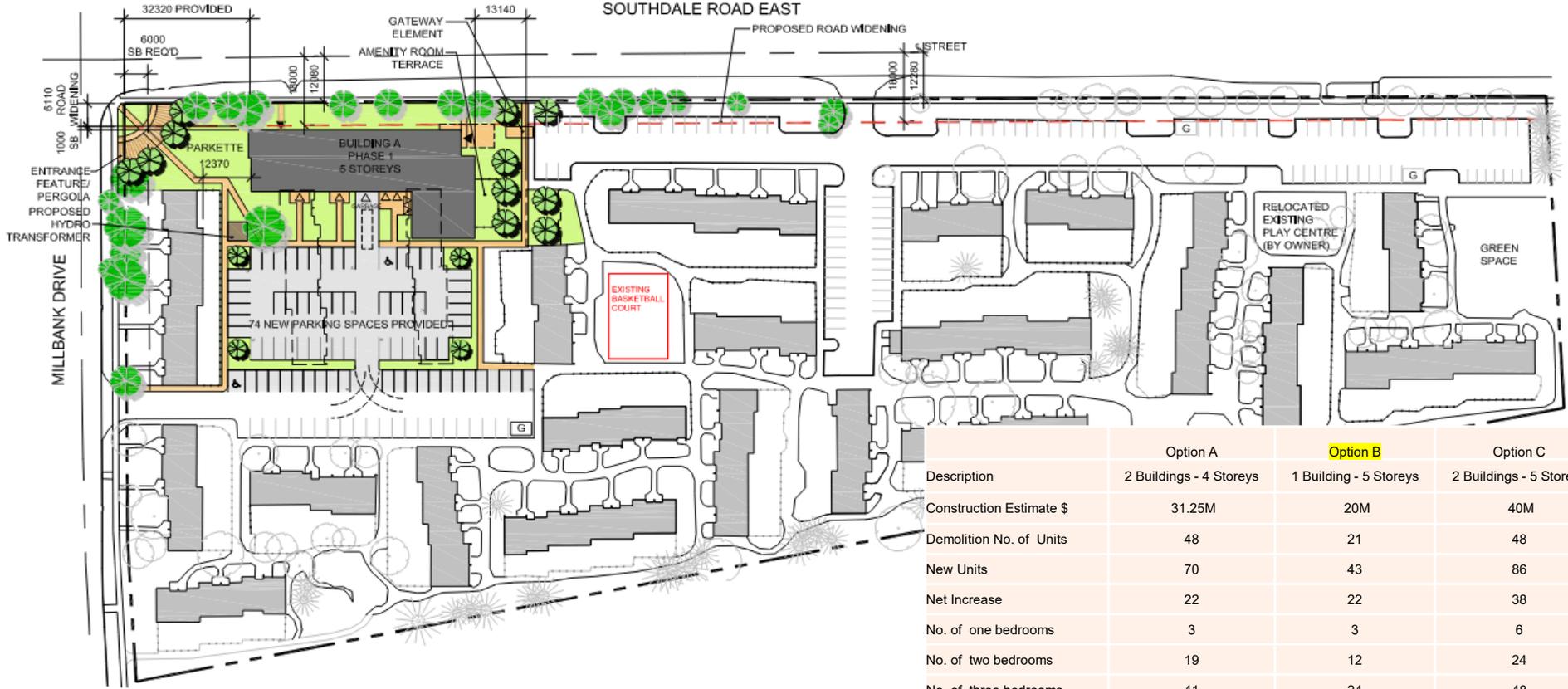
Current Status

- TCA Architects under contract to complete the design. Preliminary designs and costing complete.
- Feedback from the City regarding design and ZBA – Zoning Bylaw Amendment (Nov 2021)
 - Requested to maintain townhomes on Millbank
 - Confirmed setbacks on Southdale (12 ft.)
 - Clarification on storm water retention

Relmagine Southdale - OPTION A



ReImagine Southdale - OPTION B



	Option A	Option B	Option C
Description	2 Buildings - 4 Storeys	1 Building - 5 Storeys	2 Buildings - 5 Storeys
Construction Estimate \$	31.25M	20M	40M
Demolition No. of Units	48	21	48
New Units	70	43	86
Net Increase	22	22	38
No. of one bedrooms	3	3	6
No. of two bedrooms	19	12	24
No. of three bedrooms	41	24	48
No. of four bedrooms	7	4	8

Challenges

- Approved business case for ReImagine stated 50 units @ \$200k per unit = 10M. Based on preliminary costing, completed units are over \$400k average for 2-4 bedroom units. 1 bedroom units estimated \$285k each (HDC 122 Baseline Project).
- Multi-Year Budget constraints (cash flow issue)
 - \$9.5M to the end of 2023
 - \$21M 2024-2029
- **Existing site revitalization:** additional funds were not allocated for site revitalization. \$2M - \$4M
- Site Master Plan has not been finalized

Next Steps

- Provide an update to the Southdale Community
- Confirm alignment of LMCH regeneration options with HDC and a revised Southdale Master Site Plan
- Confirm funds available to support finalizing scope and timing for Phase 1 of development
- Secure funding from CMHC to support additional work on the LMCH Regeneration Plan
- Bring forward Phase 1 redevelopment plans for the Southdale community for Board approval.

Supporting Regeneration



Staff Report 2022-18

TO: BOARD OF DIRECTORS

FROM: Kim Graham, Manager of People & Culture

SUBJECT: Right to Disconnect Policy

DATE OF REPORT: February 10, 2022

PURPOSE:

Upon the recommendation of the Manager of People & Culture, this Policy is being brought forward for Board of Director approval.

RECOMMENDATION:

That the Board of Directors review and **APPROVE** the attached Policy.

BACKGROUND:

Bill 27 (Working for Workers Act, 2021) was passed on November 30, 2021. It is omnibus legislation which makes changes to the current Employment Standards Act. The specific amendment that impacts us is the Right to Disconnect. The Bill requires all organizations with 25 employees or more to have a written policy on disconnecting from work by March 1, 2022.

While the Bill provides very little in terms of guidelines for the Policy itself, it should account for business needs while complying with legislation.

LMCH recognizes that, despite our best efforts, there will be times that disconnecting from work is simply not possible.

- Critical incidents such as fire, flood, and other similar emergencies may require staff to work longer hours than expected. LMCH will make every effort to support staff to disconnect from work post-emergency as appropriate.
- Managers participate in an on-call rotation requiring them to be available 24/7 during specified time periods to support after-hours maintenance and emergency support.
- Bargaining unit employees are part of an after-hours call-out program to support emergency maintenance requests. This is subject to the provisions of the Collective Agreement between LMCH and CUPE Local 101.3.

The use of tools such as the answering service, maximizing the number of staff participating in the on-call rotation, rotating the manager on-call responsibilities, and using contractors/vendors balances the need for 24/7/365 service with the need for staff to disconnect.

Employee health and well-being are priorities while working and away from work. LMCH is committed to increasing overall employee health and wellness and providing employees with a better work-life balance.

This Policy attached has been established to support the spirit of the Bill (ensuring that employees have the right to disconnect from work outside of their regularly scheduled hours), while balancing our business need to provide property management services and supports to the communities we serve 24 hours a day, 365 days a year.

Upon the recommendation of the Manager of People & Culture, this Policy is being brought forward for Board of Director approval.

Attachment 1: Right to Disconnect Policy 2022

PREPARED and SUBMITTED BY:	
Kim Graham, Manager of People & Culture 	
NAME POSITION	
REVIEWED and CONCURRED BY:	REVIEWED and CONCURRED BY:
NAME DIRECTOR	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER



RELATED DOCUMENTATION

Legislation	Ontario Bill 27, Working for Workers Act, 2021
Collective Agreement	N/A
Forms	N/A
Policies	N/A
Other Resources	Employee Assistance Program

1.0 PURPOSE

London & Middlesex Community Housing (LMCH) understands that work-related pressures can sometimes contribute to an employee feeling obligated to perform their job duties outside their normal working hours. This policy has been established to support employee wellness and ensure that employees have the right to disconnect from their work outside their regularly scheduled hours, while balancing the need to provide property management services and supports to the communities we serve 24 hours a day, 365 days a year.

2.0 SCOPE

This Policy applies to all employees and volunteers at LMCH including:

- Unionized employees
- Bargaining-excluded staff
- Management, including senior leadership
- Full-time, contract, and temporary employees
- Volunteers including students

3.0 DEFINITION

“Disconnecting from work” means not engaging in work-related communications, including emails, telephone calls, video calls, or the sending or reviewing of other messages, so as to be free from the performance of work.



4.0 POLICY STATEMENT

An employee's time outside working hours is meant for employees to recharge and spend time as they wish, and should not be used to complete work-related tasks. Using personal time to work can make an employee feel as though they are "always on" or obligated to continue working or respond to communication.

Employee health and well-being are priorities while working and away from work. LMCH is committed to increasing overall employee health and wellness and providing employees with a better work-life balance.

LMCH also recognizes that, despite our best efforts, there will be times that disconnecting from work is simply not possible.

- Critical incidents such as fire, flood, and other similar emergencies may require staff to work longer hours than expected. LMCH will make every effort to support staff to disconnect from work post-emergency as appropriate.
- Managers participate in an on-call rotation requiring them to be available 24/7 during specified time periods to support after-hours maintenance and emergency support.
- Bargaining unit employees are part of an after-hours call-out program to support emergency maintenance requests. This is subject to the provisions of the Collective Agreement between LMCH and CUPE Local 101.3.

The use of tools such as the answering service, maximizing the number of staff participating in the on-call rotation, rotating the manager on-call responsibilities, and using contractors/vendors balances the need for 24/7/365 service with the need for staff to disconnect.

The Right to Disconnect

Employees have the right to disconnect from their job and any work-related tasks or communication outside of working hours without fear of reprisal.

Employees are encouraged to set clear boundaries between work and their personal lives.



The right to disconnect means that employees:

- Stop performing their job duties and work-related tasks when they are not expected to work and it is appropriate to do so (i.e., they are not required for an urgent situation, an emergency, or a critical incident response);
- Are not required to take work home with them to complete outside of regular working hours;
- Are not expected to respond to work-related communication outside their regular and on-call/call-out working hours, while on break, or during any paid or unpaid time off;
- Should take all of their scheduled breaks and time off entitlements for non-work related activities; and,
- Will not face repercussion or be penalized for not communicating or continuing to work outside of their regular working hours.

Employees must also be respectful of others' right to disconnect and should not expect their co-workers or Managers to respond, communicate, or complete outside of regular working hours.

Workload and Productivity

LMCH understands that employees may want or need to work outside their normal hours to meet a time-sensitive deadline, to attend to an urgent matter, or due to unforeseen circumstances; however, employees should not regularly or frequently work outside their scheduled hours to complete or catch up on work.

Employees who cannot manage their workload during their regularly scheduled hours should meet with their direct manager to evaluate the current workload, priorities, and due dates.

Managers will work with employees to formulate a solution to support:

- Normal job duties being completed during working hours,
- Employees remaining productive and meeting company goals and objectives
- Mental health of employees and promoting work-life balance.



Communication

LMCH may, on occasion, send general communication to employees when they are not working, such as on an employee's day off or scheduled vacation, but will do their best to ensure that they are not sending communication that requires an immediate response from employees. Employees are not expected to respond to any company communication when not at work, with the exception of unforeseen circumstances, such as an emergency.

LMCH understands that it may be necessary to send communication to a group of employees, such as an entire department, or forward important information to an employee who is not working. If employees do send communications to others who are not at work, they should not expect a response until the other employee returns. If the matter is urgent or an emergency and requires an immediate response, employees must reach out to their manager.

Breaks and Time Off

Breaks are provided in accordance with employment standards and are intended to provide employees with time to recharge and enable them to resume their regular work productively. Employees should take any scheduled or company-provided breaks during their shift. Employees should take time away from their work and refrain from responding to or sending communication during breaks.

LMCH understands the importance for its employees to have personal time off. Employees are encouraged to use their accrued paid vacation time in full every year for rest, relaxation, and personal pursuits. Employees are expected to complete any time-sensitive projects and meet any deadlines before going on vacation. If work can be attended to when the employee returns, they can resume their duties where they left off before taking vacation. Managers will work with employees to delegate job-specific duties that must be completed while the employee is on vacation to maintain workflow and productivity. Employees should not be reluctant to take vacation due to workload, unless there are limitations or restrictions because of a due date, project priority, scheduling conflict, or unforeseen circumstance that prevent an employee from taking a vacation at a specific time requested.



Overtime, On-Call, and Call-Outs

Hours worked outside an employee’s standard hours may lead to overtime hours. LMCH allows employees to work overtime under certain circumstances. Overtime may be requested or required in certain situations to ensure work is completed; however, employees should not work overtime unless directed and approved by their manager.

Due to the nature of LMCH’s business, some employees are required to work in on-call rotations or call-out programs. Employees are compensated for these hours worked and this is considered within the scope of “normal” working hours for the purpose of this Policy.

5.0 DOCUMENT CONTROL

Date Drafted	February 1, 2022
Date Approved	TBD
Date Revised	N/A
To be reviewed	Biennially
Inquiries to Policy Owner	Human Resources

Staff Report 2022- 19

TO: LMCH Board of Directors

FROM: Diana Taplashvily, Director Finance and Corporate Services

SUBJECT: LMCH IT Managed Services

DATE OF SUBMISSION: February 10, 2022

PURPOSE:

The purpose of this report is to seek the Board of Director's approval to award a contract for IT Managed Services for LMCH.

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

RECOMMENDATION:

That on the recommendation of the Director of Finance and Corporate Services the Board of Directors:

- A. Approve the award of a 10-month contract for IT Managed Services to Nerds on Site up to \$150,096 (inclusive of taxes).
- B. Authorize LMCH staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

In December 2021, LMCH engaged Nerds On Site (Nerds) for three months to support the organization's day-to-day IT needs and address imminent network security requirements.

During the first two months of engagement, Nerds resolved 450 out of the 456 tickets created, established 24/7 IT systems monitoring network, replaced and configured firewalls, strengthened cybersecurity and reduced network risks, completed network diagram, and created a positive experience for all employees (refer to Appendix A for Helpdesk Support Summary and LMCH employees' feedback).

The service model for managed services is to provide a dedicated team of Nerds specializing in all areas of IT - providing a combination of remote and on premises support -that will continue to:

- Manage in-house helpdesk and provide monthly reports on tickets, inventory, and device maintenance
- Provide network security and support – main office and at LMCH building sites
- Review current IT service contracts and software licenses against LMCH needs to identify opportunities to recommend renewal, enhancement or elimination of contracts.
- Provide network configuration and service contract documentation to support IT decision making.
- Update IT hardware inventory and make recommendations on hardware lifecycle replacement.
- Provide analysis and recommendation on required procurement
- Strengthen Cybersecurity based on recent risk assessment

Through the course of this contract, LMCH will be reviewing IT requirements and will be making recommendations on future IT service models that will assess the continuation of the IT Managed service model, a return to staff managed IT support or a hybrid model. This decision will be communicated to the Board.

FINANCIAL IMPACT

The approved operating budget for LMCH includes approximately \$211,000 for IT staff (salaries and benefits). The 12 month estimate for IT managed services costs for Nerds on Site is approximately \$170,000 inclusive of taxes. The additional funds budgeted for IT staff (\$41,000) will be redirected to project support for the Yardi Implementation for project management, vendor management and business process mapping required for that project. This support was originally planned to be provided by LMCH IT resources.

Attachments:

Appendix A: Helpdesk Support Summary

SIGNATURE:

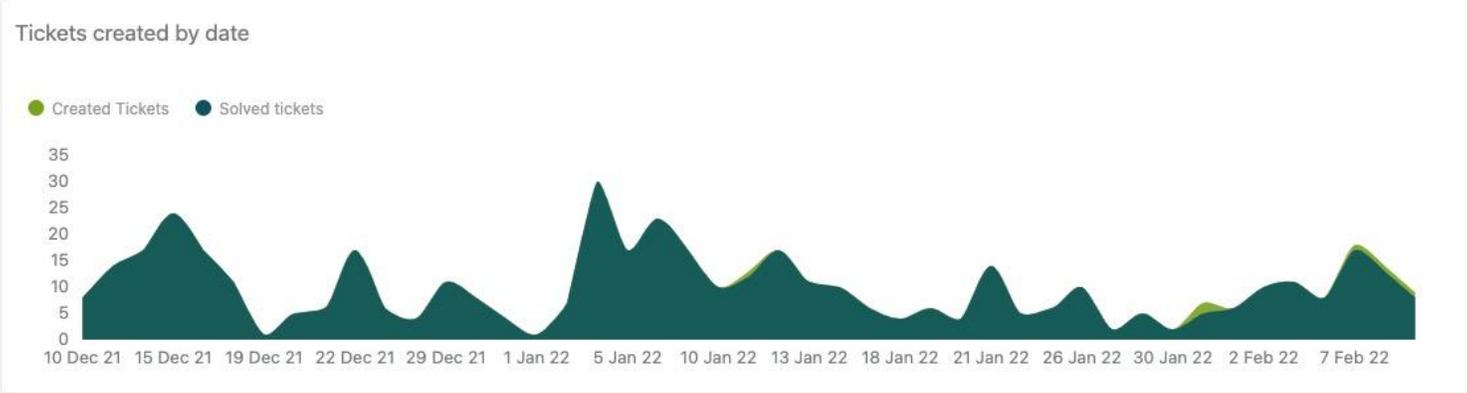
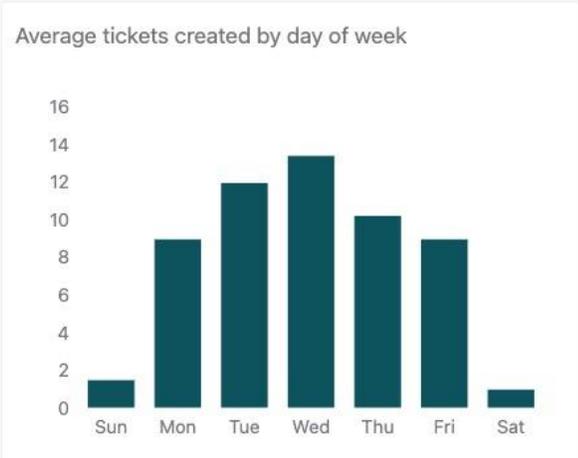
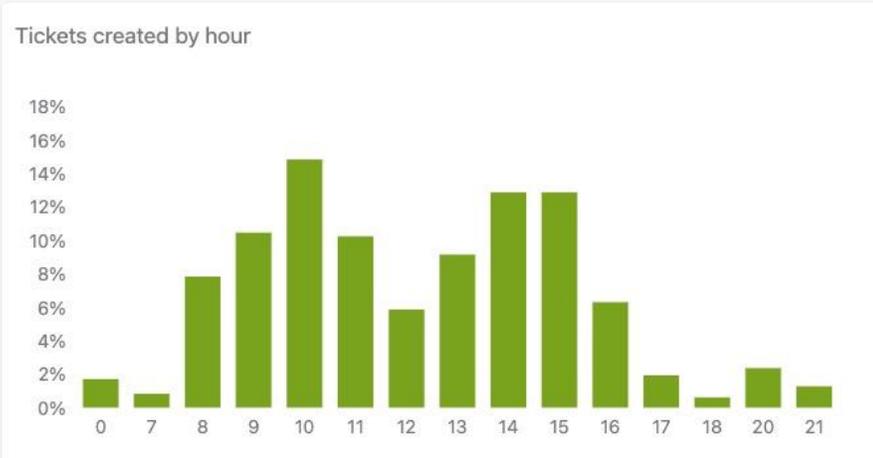
PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
DIANA TAPLASHVILY DIRECTOR FINANCE & CORPORATE SERVICES	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

HELPDESK SUPPORT SUMMARY

Dec 10th/2021 - Feb 10th/2022

Tickets

Created tickets	Unsolved tickets	Solved tickets	One-touch tickets	Reopened tickets
456	6	450	48.7%	40.7%



Agent Activity

Average first reply time

11 min

Average full resolution time

1.1 hrs

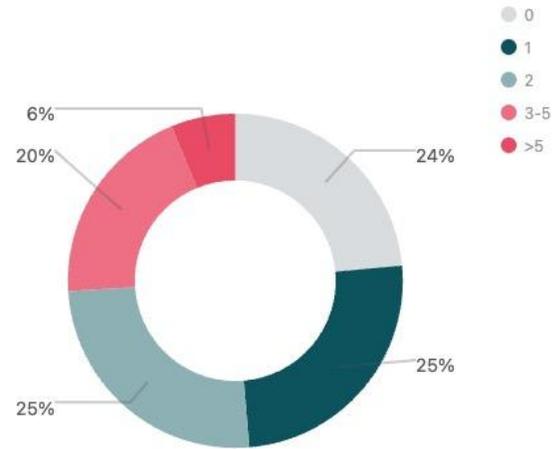
One-touch tickets

48.7%

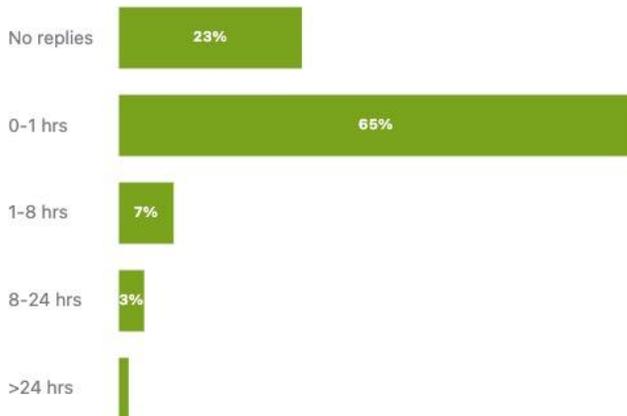
Two-touch tickets

25.3%

of Agent Replies per Tickets Solved



First reply time



Resolution time



RECENT STAFF FEEDBACK

“Fast service!”

Preet Chhokar

“I was very happy with the prompt response and resolution to my IT issue. In the past, losing even a few files resulted in long wait times for those to get restored. This time, I would estimate my IT issue to be fairly complex and time-consuming, but regardless the resolution was very expedient. I truly appreciate it because any IT-related downtime causes disruptions in service to our tenants, but with such a prompt response, it truly helps to continue working and supporting our tenants with nearly no disruptions. Great work!”

Olesya Gryn

“Good Job!”

Bushra Walji

“I received a solution in a very expedient manner and it was perfect! Thank you so much”

Tanya Murray

“Thank you nerds on site for amazing customer service. Thank you for being so prompt at responding to my issue. Keep up the good work!”

Katie Millar-Harrison



"Great service."

Terry Parker

"Quick, easy and cordial! Thank you"

Megan Malouin

"Fast, friendly, and accurate"

Carrie Bowen

"Quick help! Thank you!"

Kim Graham

"Very quick in their response. Quite happy with their service."

Stacey Clarke

"Quick response & great service. Much appreciated!"

Breanna Dartch

"fast, efficient and kind"

Megan Malouin

Staff Report 2022- 20

TO: LMCH Board of Directors

FROM: Diana Taplashvily, Director Finance and Corporate Services

SUBJECT: LMCH Wireless Service Agreement

DATE OF SUBMISSION: February 14, 2022

PURPOSE:

The purpose of this report is to seek the Board of Director's approval to award a contract for Wireless Services for LMCH.

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

RECOMMENDATION:

That the Board of Directors:

- A. Approve the award of a 3-year contract for Wireless Services to TELUS, pre-tax value of up to \$100,000.
- B. Authorize LMCH staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

Smartphones are an essential work tool for all staff at LMCH. These devices provide the ability to manage e-mail, calls, virtual meetings, and mobile work applications. They are also an important part of supporting a safe work environment for remote workers at our sites. The annual cost for the current wireless contract in 2021 was approximately \$50,000. The agreement with LMCH's current wireless provider expired at the end of 2021.

LMCH reached out to major wireless service providers in the area for quotes. Quotes received from TELUS, Rogers, and Bell were carefully considered, and a selection was made to continue with the TELUS Network and negotiate directly with TELUS for the agreement.

Through the review of the wireless contract and service needs of LMCH the following criteria was used to assess the plan:

- Provided sufficient data limits to cover regular usage
- Allowed for pooled data to eliminate data overage costs
- Eliminated additional costs for long distance, voicemail, caller ID and similar charges
- Included costs to upgrade older devices for staff
- Allowed flexible rates for cell phone only devices
- Minimized operational disruption and administrative support requirements

Under the new contract, TELUS will provide:

- Retention bonus
- Improved monthly fees
- 3Gb shared/pooled data plan
- Unlimited CAN-CAN Long Distance
- Unlimited CAN-CAN / CAN-US / CAN-Intl SMS & MMS
- Voicemail 25, Caller ID, Call Waiting, Conference Calling, Local Call Forwarding.
- The replacement of more than 35 of LMCH's older devices
- Access to TELUS IQ – real-time management and control platform for data and phone usage accessible 24/7/365.

FINANCIAL IMPACT

Extending the current TELUS agreement would have cost LMCH over \$150,000 before taxes. Under the new agreement the three-year cost for wireless services is reduced to approximately \$100,000. The new agreement will provide \$25,000 savings in cost in the 1st year, and another \$25,000 savings through the course of the remaining two years of the contract.

SIGNATURE:

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