

AGENDA

LONDON & MIDDLESEX COMMUNITY HOUSING (LMCH)

Board of Directors Meeting

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

Thursday, April 21, 2022

5:30 PM – 6:30 PM

Board Members:

Aynsley Anderson

Gary Bezaire

Tammy Brooks

Shellie Chowns

Adrian Cornelissen

Shawn Lewis- Chair

John Millson

Josh Morgan

Anne Marie Mitchell

Directors:

Andrea Mackenzie

Phil Renaud

Diana Taplashvily

CEO:

Paul Chisholm

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. Minutes from February 17, 2022, Public Minutes		S. Chowns	
6. Communications a. none		S. Chowns	
7. Delegations none			
8. Presentations a. None			
9. Consent Agenda Items a. Staff Report 2022- 21 CEO Report b. Staff Report 2022- 22 HDN 2022-257 - Local Rule – Maximum Household Income c. Staff Report 2022- 23 Q1 2022 Capital Project Update Report d. Staff Report 2022- 25 Vacancy Management Update Report		P. Chisholm P. Chisholm P. Renaud P. Chisholm	5:40
10. In Camera Matters a) none			
11. Reports and Business a. Staff Report 2022- 24 Process for New directors' Appointment b. Staff Report 2022- 26 Asbestos Policy c. Staff Report 2022- 27 Insurance invoice and report from the City d. Staff Report 2022- 28 Reimagine Southdale Update e. Staff Report 2022- 29 Strategic Plan Update f. Staff Report 2022- 30 Budget Update g. Staff Report 2022- 31 CHMC Q1 2022 Status Report		P. Chisholm P. Renaud D. Taplashvily P. Chisholm P. Chisholm D. Taplashvily P. Renaud	5:50
12. New Business / Enquiries		S. Chowns	
13. Meeting Adjournment		S. Chowns	6:30

Recognition of Indigenous Peoples and Lands Statement

We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty 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

February 17, 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*
 Anne Marie Mitchell*

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

* *Virtual Attendance via Zoom*

1. Call to Order	S. Chowns called the meeting to order at 5:34 p.m.
2. Recognition of Indigenous Peoples and Lands	S. Chowns provided the recognition address at 5:34 p.m. <i>We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty know as the London Township Treaty of 1796. Throughout time, this region has also become the current home to the Haudenosaunee and Lenni-Lenape Nations.</i>
3. Completion and Acceptance of the Agenda	Regarding the completion and acceptance of the agenda, ALL MEMBERS AGREED that the agenda BE ACCEPTED and APPROVED as presented. PASSED at 5:35pm No vote

4. Disclosures of Interest	<p>S. Chowns called for conflict-of-interest declarations with respect to the agenda. No conflicts - of- interest declared at 5:36 p.m.</p> <p>A. Mitchell, brought forth Conflict- of -Interest, as she is a tenant at Southdale site. S. Chowns confirmed A. Mitchells residency was not a conflict of interest.</p>
5. Approval of Board Meeting Minutes dated December 16, 2021	<p>Regarding the Board Meeting Minutes of January 20, 2022, J. Milson moved, S. Lewis seconded that the Minutes BE ACCEPTED and APPROVED, item CARRIED at 5:37 p.m.</p> <p>NOTE: Type error item 3- time recorded incorrectly. Time issue resolved</p>
6. Communications	n/a
7. Delegations	n/a
8. Presentations	n/a
9. Consent Items	<p>MOTION to RECEIVE reports a,b,c for information APPROVED. G. Bezaire, moved and T. Brooks , seconded at 5:38pm. All reports ACCPETED by ALL MEMBERS at 5:41PM MOTION PASSED</p>
a. Staff Report 2022- 13 CEO Report	
b. Staff Report 2022- 014 Vacancy Report	
c. Staff Report 2022- 015 Q4 2021 Key Performance Indicators	<p>A. Anderson – Final trend graphic not in this report, would like to see it added to next report. P. Chisholm confirmed chart to be readded to reports moving forward.</p>

10. In Camera	a) none
<p>11. Reports and Business</p> <p>a. Board Chair Nomination and Election Discussion</p> <p>b. Staff Report 2022- 16 2021 Unaudited Financial Results</p> <p>c. Staff Report 2022-17 Business Case # 21 Year-End Reports</p> <p>d. Staff Report 2022-18 Policy – Right to Disconnect</p> <p>e. Staff Report 2022-19 LMCH IT Managed Services Report</p>	<p>NOMINATIONS put forth for New Board Chair: A. Cornelissen nominated S. Chowns , S. Chowns DECLINED. S. Chowns , nominated S. Lewis., S. Lewis ACCEPTED Nomination</p> <p>Second call for Nominations: NONE</p> <p>Third Call for Nominations: NONE</p> <p>Vote called to APPROVE S.Lewis as new Board Chair ALL AGREED, Nomination stands 5:46pm Chair transition to begin March 2022.</p> <p>MOTION to RECEIVE the report, G.Bizare, seconded by S.Lewis- 5:48pm Report PASSED ALL APPROVED 5:50pm</p> <p>MOTION to RECEIVE the report, T.Brooks, seconded by A. Cornelissen 5:51pm Report PASSED 6:03 pm ALL APPROVED</p> <p>MOTION to RECIEVE New Policy G. Bizarre, seconded by A. Mitchell 6:04pm New Policy PASSED ALL APPROVED 6:07PM</p> <p>MOTION to RECIEVE report S.Lewis, seconded by G. Bezaire 6:08pm Proposal Contract APPROVED by ALL MEMBERS, PASSED 6:11 pm S.Lewis vote ABSTAINED</p>

<p>f. Staff Report 2022-20 LMCH Wireless Service Agreement</p>	<p>MOTION to ACCEPT report and contract, G. Bezaire seconded by A. Mitchell 6:12pm ALL in favour of APPROVING Contract, PASSED 6:13pm S. Lewis vote ABSTAINED</p>
<p>New Business</p>	<p>n/a</p>
<p>13. MEETING ADJOURNMENT</p>	<p>A. Anderson moved and S. Lewis seconded that the meeting BE ADJOURNED. MOTION PASSED AT 6:14 p.m. All in favour</p>

Shellie Chowns, Chair

Paul Chisholm, CEO

STAFF REPORT 2022-21

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: CEO Update

DATE: April 14, 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:

The LMCH CEO met with CMHC leadership including the President and CEO Romey Bowers to share feedback on current CMHC Programs on behalf of Local Housing Corporations (LHC) in Ontario. The objective of the meeting was to share the collective experience of the LHC group with CMHC to improve the relationship with Local Housing Corporations as well as influence future program design.

Yardi Update

In November 2021 the Board of Directors approved staff to enter into an agreement with Yardi to upgrade our property and asset management software. This software provides support to all business areas – Finance, Tenancy Management and Property Management. The project to upgrade the software kicked off in January 2022 and is currently tracking on time and on budget. Staff have been fully engaged with the vendor in data validation, process reviews and have begun User Acceptance Testing in April. LMCH will transition to the new version of Yardi at the end of May and will then initiate the next phase of the project to add additional functionality, including the Construction Manager Module which will improve our ability to track and report on capital projects at LMCH. Staff, Managers, and the Directors are to be commended on their dedication to this project.

COVID Update

LMCH worked closely with Middlesex London Health Unit to run a vaccine clinic at six of our senior sites March 22 & 23. These were low barrier clinics requiring no appointment and no OHIP Card where tenants could get their 1st, 2nd, 3rd, or 4th dose. The clinics were well received by tenants and feedback from MLHU was positive. LMCH and MLHU are discussing the possibility of additional clinics in the coming months.

LMCH has been working with partner agencies to restart on site programming. Many service providers have returned to in person programming which will be a benefit for our tenants. LMCH has also opened community spaces and lounges in buildings for general tenant use during normal operating hours. Tenants are pleased to have access to this space.

LMCH remains in hybrid operations:

- The requirements for physical distancing, wearing masks, hand washing, and similar best practices continues.
- Many staff continue to work virtually and remotely for all or part of their role. This hybrid work will continue in the coming weeks. The main office capacity is still reduced with staff in person work remaining at or below about 50% at main offices.
- Work orders are being processed based on priority level and date of receipt.

Staff absences related to COVID-19 continue to impact LMCH. About 40 staff have been impacted by COVID since January 2022. Most of these absences relate to testing positive for COVID-19 or being a close contact of someone who has tested positive.

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 has two additional new staff joining in the role of Maintenance Repair. Kyle Kerans and Dilli Lohar joined LMCH in March and are currently completing their onboarding and orientation.
- Laura Le Faive has joined LMCH as a Communication Specialist covering an employee leave for 12 months.
- Ahmad Mian has joined LMCH in the role of Business Analysts.

Training

LMCH is developing an annual training plan to ensure staff training needs are identified and required training is completed in a timely manner:

- 10 staff completed First Aid training in March
- Training is being scheduled for a number of areas to meet identified needs:
 - Hoarding Disorder
 - Vicarious Trauma
 - Privacy – MFFIPPA

ATTACHMENTS

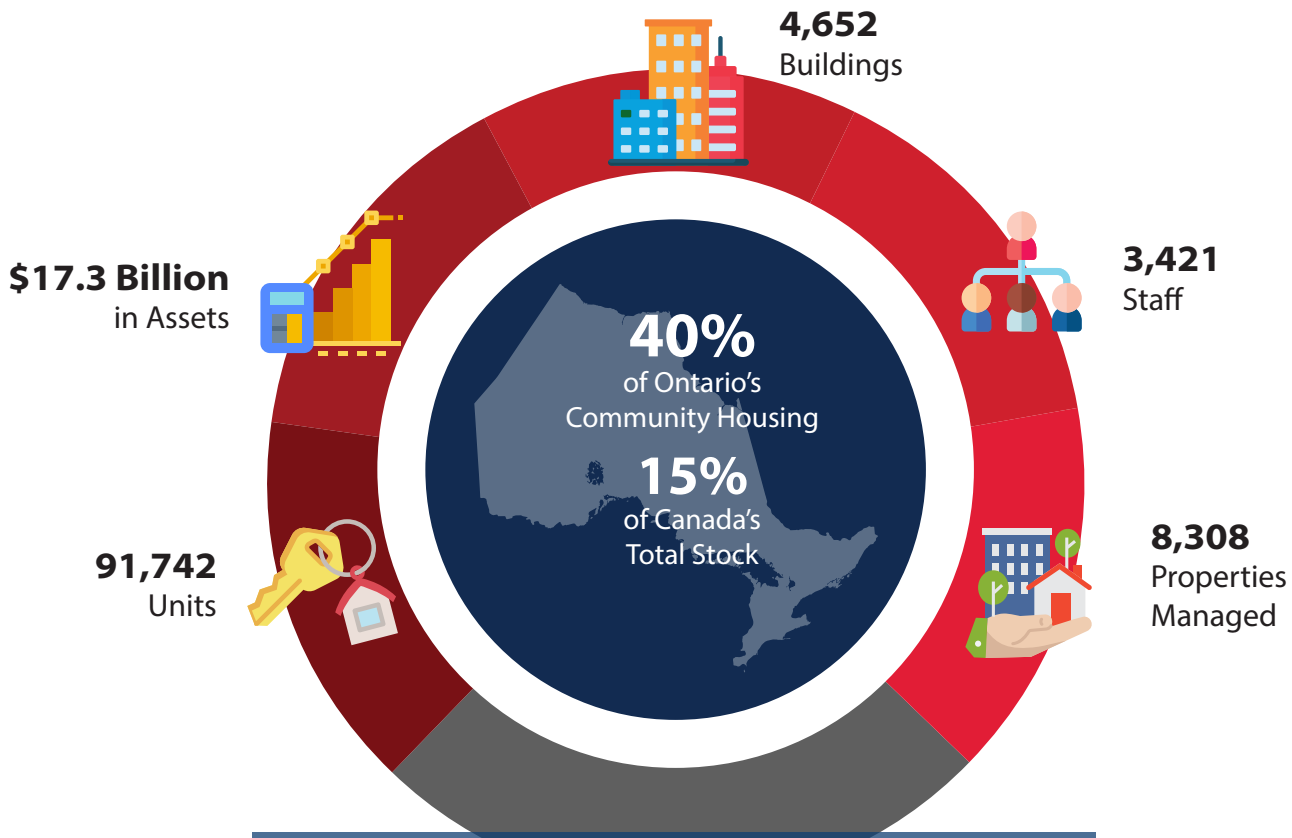
Attachment A Local Housing Corporation Fact Sheet

PREPARED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

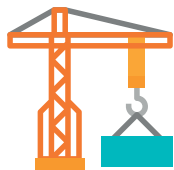
Ontario's Independent Local Housing Corporations

helping communities across Ontario meet local housing needs through entrepreneurialism and business innovation.

Size, Scale and Capacity



Developing Housing with CMHC



+\$2.5 Billion of planned development in the next 5 years



Co-Investment Fund Grants
Co-Investment Fund Mortgages
Rapid Housing Initiative

Ontario's Independent Local Housing Corporations are:



For more information, contact Mary Lynn Cousins Brame, CEO, Kingston-Frontenac Housing Corporation mlcousinsbrame@kfhc.ca

STAFF REPORT 2022 - 22

TO: LMCH Board of Directors
FROM: Andrea Mackenzie, Director of Tenant Services
SUBJECT: Housing Division Notice 2022-257
DATE: April 13, 2022

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, on the recommendation of the Director of Tenant Services, the following report and attachments **BE RECEIVED** for information purposes.

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 will be presented to the Board of Directors and recorded in the minutes as reviewed and accepted by the Board.

OVERVIEW:

The *Housing Services Act, 2011* Ontario Regulation 370/11 allows service managers to set Household Income Limits for the service area. The City of London establishes income limits each year for housing providers, including LMCH. The income is the total income of all members of the household for the specified 12-month period.

If the household income exceeds the limits established by the service manager, the household will no longer receive a subsidy and pay full rent for the unit. If the household income remains above HILS for two years, they will lose their subsidy. This is considered an adverse decision under the Housing Services Act and the household can request a review of this decision if they do not agree with it.

LMCH also uses the Household Income Limits amounts set by the service manager as part of the annual report to the service manager. LMCH is required to report on the number of households that are above or below the Household Income Limits as well as those classified as High Needs.

With the establishment of new Housing Income Limits the organizational impact will be limited and will require an adjustment to the annual reporting that LMCH completes and submits to the Service Manager.

FINANCIAL IMPLICATIONS:

n/a

LEGAL IMPLICATIONS:

n/a

COMMUNICATIONS IMPLICATIONS:

Changes in policy or procedure resulting from guidelines are communicated to London & Middlesex Community Housing staff and residents as required.

CONCLUSION:

The updated Housing Income Limits will be included in the next reporting cycle to the Service Manager.

Attachments:

Appendix 1 – HDN#2022-257

PREPARED and SUBMITTED BY:	
Andrea Mackenzie Director of Tenant Services	
REVIEWED and CONCURRED BY:	:
Paul Chisholm Chief Executive Officer	



Corporation of the City of London
 Housing, Social Services & Dearthness Home
 Citi Plaza, 355 Wellington Street, Suite 248
 London, ON N6A 3N7

London
 CANADA

Housing Division Notice

Date: January 1, 2022

HDN#: 2022-257

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 (Rent Supplement Units Only)

Private Non-Profit Housing Program

Co-operative Non-Profit Housing Program

Municipal Non-Profit Housing Program (Pre-1986)

Local Housing Corporation

Subject: LOCAL RULE – MAXIMUM HOUSEHOLD INCOME (Replaces HDN # 2021 – 249)

1. PURPOSE:

To inform all housing stakeholders of the local rule, background and compliance standard under the new *Housing Services Act, 2011 (HSA)* and associated regulations related to the maximum household income under the selection system for rent-geared-to-income assistance.

2. BACKGROUND AND COMPLIANCE STANDARD:

The *Housing Services Act, 2011* O.Reg. 370/11, gives service managers the flexibility to decide whether to establish a local eligibility rule that sets a maximum income limit amount that a household can have and be eligible for a rent-geared-to-income unit in the service area. There is no requirement that these limits be established.

If income limits are set for the service area, the following provisions must be made:

- income of the household is the total income of the members of the household for a 12-month period specified by the service manager and the income of the members of the household is the sum of all payments made to, on behalf of, or for the benefit of, the members other than payments that are excluded under the local eligibility rule.
- The local eligibility rule may provide for different maximum incomes for units of different types and sizes and for units in different parts of the service manager’s service area.
- The maximum income for a unit specified in the local eligibility rule must be at least the household income limit prescribed, under Ontario Regulation 370/11 (High Needs Households and Household Income Limits – Subsection 40 (4) of the Act) made under the Act, for such a unit.

3. LOCAL RULE:

That the following **High Needs Household Income Limits** as per O. Reg. 370/11, Schedule 1, Section 1, be applied as of January 1, 2022.

<i>Area</i>	<i>Bachelor unit</i>	<i>1-bedroom unit</i>	<i>2-bedroom unit</i>	<i>3-bedroom unit</i>	<i>4-bedroom unit +</i>
Municipality of Middlesex Centre, City of London, Municipality of Thames Centre	\$19,200	\$24,900	\$29,400	\$34,800	\$44,700
Rest of the service area	\$16,500	\$20,400	\$24,300	\$27,000	\$35,700

That the following **Household Income Limits** as per O. Reg. 370/11, Schedule 2, Section 2, be applied as of January 1, 2022.

<i>Area</i>	<i>Bachelor unit</i>	<i>1-bedroom unit</i>	<i>2-bedroom unit</i>	<i>3-bedroom unit</i>	<i>4-bedroom unit +</i>
Municipality of Middlesex Centre, City of London, Municipality of Thames Centre	\$32,000	\$41,500	\$49,000	\$58,000	\$74,500
Rest of the service area	\$27,500	\$34,000	\$40,500	\$45,000	\$59,500

Income of the household is the total income of the members of the household for a 12-month period prior to a household’s applied date (for applicants) or the lease signing date and annually thereafter (for current tenants/members), whichever is applicable.

Income of the members of the household is the sum of all payments of any nature (including income derived from a household's assets) made to, on behalf of, or for the benefit of, the members other than payments excluded under the *Housing Services Act, 2011* and associate regulations as amended or successive legislation for the purposing of calculating rent-gearred-to-income rent.

4. ACTION:

That Housing Providers implement the new Household Income Limits in accordance with their legislated service target level. The local Household Income Limits are to be used in completing Page C1 - Statistical Information of a Housing Providers Annual Information Return for fiscal years beginning in 2014.

5. AUTHORIZATION:

Original signed by

Dave Purdy,
Manager, Municipal Housing

Staff Report 2022 - 23

TO: LMCH Board of Directors
FROM: Bill Leslie, Manager, Capital Projects & Construction
SUBJECT: Capital Work Update Report for the month of April 2022
DATE: April 13, 2022

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 updated information surrounding the CMHC Renovation, Repair and Renew funding program or the Re-Imagine Southdale Project.

CURRENT STATE:

- Balcony restoration work is continuing the second phase at 241 Simcoe St. Phase 1 was completed in 2021. This work is currently approximately three weeks ahead of schedule with completion expected by the end of August 2022.
- Building entry security doors have been installed at five high rise buildings. Kent, Hale, William & Walnut.
- Roof Inspections are underway across the LMCH portfolio with immediate specifications and tender document preparation to replace the roofs at all three Tecumseh buildings.
- Tenders for new furnaces at Southdale & Limberlost family sites will be live on

Bids & Tenders the week of April 18th.

- 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.
- The RFP for the Kitchen Cabinet Replacement Project at the Penny Lane Site has closed and is being reviewed by staff.
- The RFP for Engineering for Elevator Modernizations work has closed and is currently being reviewed. This work is required to develop the individual RFPs for elevator modernizations planned for 2022/2023.
- The Generator Replacement Project for Kent and the Electrical Projects related to High Rise Load Centres are currently being scoped for RFP.

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
2021-0002	Balcony Restorations	Simcoe
2021-0004	Generator Replacement	Kent
2021-0006	Roof Investigation / Repair / Replacement	Tecumseh
2021-0007	Furnace Replacements	Limberlost
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

PLANNED PROJECTS:

Project	Project Description	Site
2021-0003	Balcony Assessments	McNay
2021-0008	Asphalt Restoration & Replacement	Huron
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
2022-0005	Mechanical Systems: Comprehensive Review	All High-Rise Buildings
2022-0008	Windows & Exterior Doors Replacement	Penny Lane
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	13
Active	11
Work Completed/Closed Projects	5
Total all projects	29

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	\$24,909.07	\$212,953.89
LMH261820	2020 Public Housing Major Upgrades	\$978,983.40	\$848,596.16	\$130,387.24
LMH261821	2021 Public Housing Major Upgrades	\$1,558,879.62	\$856,305.43	\$702,574.19
LMH261822	2022 Public Housing Major Upgrades	\$1,924,941.00	\$55,454.48	\$1,869,486.52
LMH2619	LMCH Infrastructure Gap	\$8,049,025.44	\$717,572.44	\$7,331,453.00
Budget Totals		\$12,749,692.42	\$2,502,837.57	\$10,246,854.85

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

STAFF REPORT 2022 – 25

TO: Board of Directors

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

SUBJECT: Vacancy Management Update

DATE: April 14, 2022

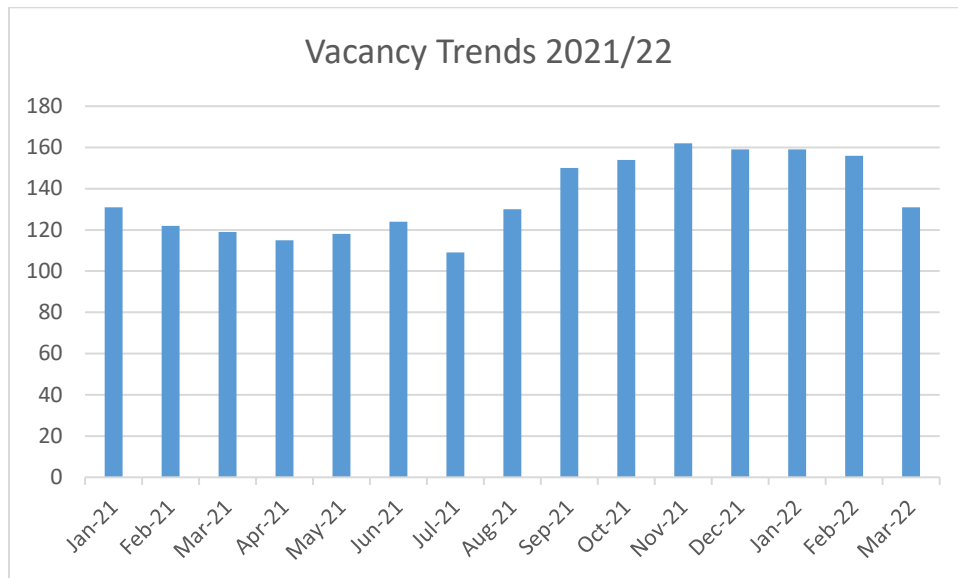
Purpose:

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

RECOMMENDATION:

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

OVERVIEW:



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

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

Count	March 2022	February 2022	January 2022
Total Vacancy	146 units	172 units	174 units
Future Leased	15 units	16 units	15 units
Final Vacancy	131 units	156 units	159 units

%	March 2022	February 2022	January 2022
Total Vacancy	4.44%	5.24%	5.3%
Future Leased	0.5%	0.5%	0.5%
Final Vacancy	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). At the end of January there were 8 non-rentable units

- 5 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 March there were 96 units in active restoration which was 2.9% of the portfolio.

There were 53 units restored in February 2022 that took an average of 100 days to return to rent ready.

There were 31 units restored in March 2022 that took an average of 96 days to return to rent ready.

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

At the end of March there were 96 units in active restoration down from 124 at the end of January. Units in active restoration at the end of March had been vacant for an average of 91 days as of March 31, 2022.

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

4. **Active Rental Stock:** These are the units that are rent ready and available to offer. Units leave this category when they are future leased or leased (when the actual lease is signed, and keys are handed to the new tenant). The target for Active Rental Stock is 1% of the portfolio or 33 units. At the end of March, the active rental stock was 43 units or 1.31% of the portfolio.

In the month of February 21 units were leased that had been rent ready for an average of almost 20 days. In the Month of March, 43 units were leased which had been rent ready for an average of 28 days in before it was accepted by an applicant. In addition to units leased an additional 15 units were accepted by tenants to be leased in April and future periods.

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

At the end of January, the active rental stock was 50 units or 1.52% of the portfolio. The average days units were in Active Rental at the end of March was 31 days

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

Period Summaries:

LMCH had a total of 52 new units confirmed vacant in the months of February and March which have been added to the active restoration stock.

LMCH restored a total of 84 units during this same time-period.

LMCH leased 63 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.

With 96 units in Active Restoration, this measure remains 30 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. April unit restorations are expected to continue to reduce number of units in active restoration and, in May, efforts will shift to focus more on aged vacancies to reduce the time in restoration.

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

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

STAFF REPORT 2022 – 24

TO: Board of Directors
FROM: Paul Chisholm, Chief Executive Officer
SUBJECT: Selection Process for Tenant Board Director
DATE: April 14, 2022

PURPOSE:

To receive approval of the process to review the applications received for the vacant Tenant Board Director position.

RECOMMENDATION:

That the Board **APPROVE** the following recommendations:

1. Create a subcommittee to review applications for the Tenant Board Director Position with the following membership:
 - a. 3 Directors
 - b. 1 Community Partner; and
 - c. 1 LMCH Senior Staff Member
2. Direct the Sub-committee members to use the framework established through the attached Guiding Principles for LMCH Board Recruitment.
3. Direct the sub-committee to make recommendations to the Board of Directors at the meetings scheduled for May 19, 2022
4. Authorize LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

The City of London is the sole shareholder of LMCH. LMCH receives direction from the Shareholder through a number of ways, including, the Shareholder Direction and By-Laws

passed by the Shareholder. Attachment 1 is the "Recruitment Process for Director Appointment" established by the Shareholder for LMCH.

The Shareholder takes a lead in Board recruitment for LMCH and conducted outreach for upcoming Director vacancies on the City of London website, newspapers, and social media. They also conducted outreach to previous applicants for the LMCH Board. LMCH conducted additional outreach through social media.

As of April 5, 2022, the City Clerk had forwarded 11 applications received from community members.

CONCLUSION:

LMCH is required to make recommendations to the City of London as part of the Annual General Meeting which is set for June 2022.

The recommendations set out in this report are consistent with the requirements of the Shareholder and respect the timelines required to appoint new Directors.

ATTACHMENTS:

Appendix A: Recruitment Process for Director Appointment

Appendix B: Guiding Principles LMCH Board Recruitment

RECOMMENDED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

APPENDIX “A”

Recruitment Process for Director Appointments

The following appointment process be established for the London & Middlesex Community Housing Inc. (LMCH):

1. Establish a sub-committee of the board of directors to assist with the recruitment and nomination process. This sub-committee should be comprised of members of the board, members of LMCH Administration and community members. This sub-committee would then submit nominations to Municipal Council for consideration.
2. The recruitment and nomination process should be informed by foundational principles (e.g. anti-racism and anti-oppression, inclusion and participation, good governance, leadership and accountability) the Shareholders Agreement as well as the Board terms of Reference which outlines the authority and responsibility requirements and general duties of the board.
3. LMCH should assist the City in reaching out to the community seeking applications during the recruitment process.
4. A comprehensive orientation and training program should be developed and include such items as the Board Code of Conduct, Board’s Terms of Reference and procedures for the holding of meetings.

Guiding Principles for Screening and Selection of LMCH Board Members

These guiding principles are intended to help the Governance Sub-committee (the Committee) comprised of current LMCH Board Members, staff from London Middlesex Community Housing's (LMCH) Senior Leadership Team as well as community partners in the interviewing process to enable the Committee to make informed recommendations on prospective board members to City Council.

The Committee members are mindful that the application process and vetting of applicants for LMCH's Board of Directors needs to be objective and free from barriers that may prevent or dissuade broader community members from applying.

The Committee members will ensure that we use our community networks to attract Indigenous peoples, members of visible minority groups, people with disabilities, women, as well as LGBTQ2S community members to ensure qualified individuals from traditionally disadvantaged groups be welcomed to participate in this process and to help lead the governance of this organization.

In consultation with the Committee the following parameters were identified as our lead guiding principles for the Board recruitment process:

LMCH's CARE Values:

Collaboration We recognize that no single person or idea can solve affordable housing's complex challenges. We believe that people working together can create greater impact than any one individual or even one organization can accomplish alone. By coordinating with diverse community stakeholders and networks, we will pursue purposeful partnerships that are well designed and supported. We will work with tenants, partners and neighborhoods – listening, challenging and sharing – to better understand and respond to the needs of our tenants and communities.

Commitment We perform our duties with utmost commitment and regard to the high standards expected of a Local Housing Corporation to deliver social housing and supports. We are responsible to our tenants, our employees and our sole shareholder, the City of London. We commit to doing the right thing and we will reject professional and ethical shortcuts.

Accountable We are accountable for our actions. We accept responsibility for our performance and we share the results of our work in an open, honest and transparent manner. Demonstrating integrity and responsible stewardship of our resources, we expect the best of ourselves and our stakeholders — personally and professionally. We will cultivate individual and team accountability creating an environment where people can make a difference.

Accessible Access to services and supports positively impacts well-being, social participation, education, health and employment. Accessibility is important for our tenants' quality of life as it creates the potential to take advantage of opportunities for successful social mobility and to access health services, goods and services within the community. We will provide all services and information resources, regardless of technology, format, or methods of delivery, that are readily, equally, and equitably accessible to all tenants.

Respect We respect people as individuals and create environments where fairness, trust and equitable treatment define how we work. We approach our work with a deep respect for different opinions and seek to find common ground. No matter how difficult the issue or circumstances, we treat those we encounter with respect and dignity. We insist on a culture of respect as the foundation of our work together and recognize that words and actions matter.

Responsive We provide the highest possible quality of responsive service informed by meaningful consultation and delivered in a professional manner. We will listen to our tenants and respond by putting proactive solutions in place to meet their needs in a creative and fiscally responsible manner.

Equity is the foundation of LMHC's Values. We value equity, inclusion, and dignity for all regardless of their background, point-of-view or position in life. Seeking to achieve fairness and justice for all, we will recognize the individual needs of tenants required to achieve and maintain housing stability, health, and well-being. We will ensure the dignity of all people and we demonstrate the value of diversity through our honest, caring and ethical interactions and practices.

Excellence We go above and beyond ordinary and strive towards the exceptional and extraordinary in each and everything we do. We pursue excellence by: nurturing and sustaining innovation and invention; achieving quality in our work, relationships, and outcomes; delivering on our mission, vision and values; providing better services to tenants; strengthening our credibility among tenants, decision-makers, and the public; delivering tangible results recognizing that excellence in creativity, problem solving and teamwork is critical to our success.

Beyond LMCH's organizational values the Committee will also adopt the following principles for this recruitment process:

Anti-racism The policy or practice of opposing racism and promoting racial equality.

Anti-oppression A methodology focusing on both process and outcome, and a way of structuring relationships between individuals that aim to empower users by reducing the negative effects of hierarchy in their immediate interaction and the work they do together.

Inclusion An organizational effort and practice in which different groups or individuals having different backgrounds are culturally and socially accepted and welcomed, and equally treated. Inclusive cultures make people feel respected and valued for who they are as an individual or group.

We are committed to ensuring that we follow the Ontario Human Rights Code (OHRT) and best practices from the Ontario Human Rights Commission (OHRC) when conducting interviews for Board member applicants.

The Ontario Human Rights Code states that every person has a right to equal treatment with respect to employment without discrimination or harassment because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability.

The right to “equal treatment with respect to employment” covers every aspect of the workplace environment and employment relationship.

The Canadian Human Rights Act entitles all individuals to equal opportunities without regard to race or colour, national or ethnic origin, religion, age, family or marital status, sex (including pregnancy or childbirth), pardoned convictions, disability (either physical or mental or as the result of dependence on alcohol or drugs), or sexual orientation.

Section 8 of the Act states that:

It is discriminatory practice

- (a) To use or circulate any form of application for employment, or*
- (b) In connection with employment or prospective employment, to publish any advertisement, or make any written or oral inquiry*

That expresses or implies any limitation, specification or preference based on a prohibited ground of discrimination.

Application Review

The application process for perspective Board members will be led by City of London staff. The current Declaration of the Sole Shareholder identifies under section 6.0 Shareholder Matters

6.2 Shareholder to Appoint Directors. The Shareholder shall appoint the Board in accordance with the following:

- (a) Eligibility for Board Membership. To be eligible as a Director, an individual must to be statutorily disqualified from being a director under the Ontario Business Corporations Act (OBCA) or otherwise, and shall be a resident Canadian, residing in or paying property taxes to the City of the County of Middlesex. In addition, members of Council and County Council who act as Directors:
 - (i) Shall have been elected to such office by qualified electors pursuant to the provisions of the Municipal Elections Act, 1996, as amended or shall have been appointed as a member of Council pursuant to section 263 (Filling Vacancies) of the Municipal Act, 2001, as amended.
 - (ii) Shall be approved as candidates for the Board by resolution of Council or County Council, as applicable.
- (c) Qualifications of Directors. In appointing Directors to the Board, the Shareholder shall give due regard to the qualifications of Citizens with the aim of ensuring that the Board collectively represents a range of relevant expertise including with respect to:
 - (i) Social Housing,

- (ii) Community Development,
- (iii) Business and Financial Management,
- (iv) Corporate governance responsibilities,
- (v) Organizational development,
- (vi) Labour relations,
- (vii) Legal and/or legal aid experience,
- (viii) Landlord and tenant and social services matters.

The development of a new process that will be outlined in an updated Declaration of the Sole Shareholder will provide an opportunity for this Subcommittee to conduct an assessment review on the suitability of people under consideration for Board positions for LMCH.

The Subcommittee needs to ensure that any information being sought through a more extensive application process is relevant to the Board role and to be cautious that we not let discriminatory elements affect the selection process.

The assessment process must be fair and focus on each candidate's ability to perform the essential duties of their role. The Subcommittee should develop set questions in advance, to be asked of all the applicants. The questions should be based on bona fide requirements. Before the formal assessment starts, the Subcommittee will create an answer guide showing the desired answers and a marking scheme. The Subcommittee will also develop a decision matrix and finalize weighting of each category in advance of review of applications and then each member of the Subcommittee can record and score each candidate's answers against this guide.

As part of the process of reviewing applications the Subcommittee could follow up to seek clarification from candidates, this would need to be done with all candidates and the additional information received would then need to be provided to Council.

This kind of approach will help the Committee avoid making decisions based on subjective considerations such as "suitability". This process should be the same for each candidate and determined in advance, subject to accommodation needs.

The decision-making process should be uniform, consistent, transparent, fair, unbiased, comprehensive, and objective. Once the recommendations are made the Subcommittee should be able to document non-discriminatory reasons for recommending or not recommending each candidate.

Written records from the interview and the entire competition should be kept for at least six months if no complaint about the process is made, and longer if a human rights claim is made.

Decision Matrix

To be developed at Committee (Sample Only)

LMCH Board Member	Applicant 1	Applicant 2	Applicant 3	Applicant 4
Quantitative Requirements				
Education				
Previous Board Experience				
Resident of London/Middlesex County				
Resident of LMCH				
Social Housing Experience				
Corporate Governance Responsibilities				
Legal and/or Legal Aid Experience (Esp Landlord & Tenant)				
Organizational Development				
Community Development Experience				
Qualitative Requirements				
Exceptional/Very good communications skills				

STAFF REPORT 2022 - 26

TO: LMCH Board of Directors
FROM: Phil Renaud, Director of Property Services & Asset Management
SUBJECT: Asbestos Management Policy
DATE: April 14, 2022

PURPOSE:

To receive the approval of the Board of Directors for the attached Asbestos Management Policy which will be used to create the LMCH Asbestos Management Plan.

RECOMMENDATION:

That the Board of Directors Asbestos Policy report and attachments **BE RECEIVED** for information purposes.

1. **APPROVE** the LMCH Asbestos Management Policy (Attached); and
2. Authorize LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

Asbestos, a fibrous material commonly used in building materials prior to 1980 because of its heat-resistant, chemical-resistant and insulative properties, continues to be present in a number of LMCH buildings, in floor tiles, floor tile mastic (adhesive) & drywall compound. Serious health problems, such as asbestosis, lung cancer, and mesothelioma, are associated with inhalation of harmful levels of asbestos fibers.

The *Occupational Health and Safety Act* (OHSA) sets out the rights and duties of all parties in the workplace and establishes procedures for dealing with workplace hazards. Asbestos is a designated substance under the OHSA. Section 30 of the OHSA requires project owners to determine whether any designated substances are present at a project site and if so, to take proper precautions to protect workers.

Regulation 278/05 – *Asbestos on Construction Projects and in Buildings and Repair Operations* categorizes asbestos-related activity into one of three types: Type 1, Type 2, or Type 3.

The regulation covers safe work procedures and types of respiratory protection required for workers while performing duties related to asbestos work. Regulation 833 – *Control of Exposure to Biological or Chemical Agents* sets out occupational exposure limits (OELs) for asbestos fibers in the air.

The disposal of asbestos is strictly regulated by the *Environmental Protection Act*. Asbestos waste must be disposed of at a landfill specifically approved and equipped to handle it. The transportation of asbestos-containing waste from the site of the asbestos abatement project to the landfill is regulated by the *Transportation of Dangerous Goods Act*.

Recognizing the hazards that may arise when asbestos fibers become airborne because of disturbance or deterioration. LMCH is committed to the strict management of all asbestos-containing materials in our buildings, and any activities which may disturb such materials. LMCH has the legal responsibility to ensure that stringent controls are in place to prevent the potential exposure of individuals to harmful levels of asbestos.

IMPLEMENTATION:

Under the authority of the Asbestos Management Policy and O.Reg. 278/05 LMCH.

- Has engaged a consulting firm to complete a thorough review of all buildings to identify the location and quantities of ACMs (asbestos containing materials).
- Has a multi-year contract in place for a firm to complete the required building resurveys on an annual basis
- Is developing an Asbestos Management Program which will outline a comprehensive system to actively manage and stringently control all asbestos-containing materials in LMCH buildings, and all activities which may disturb such materials, including maintenance, alteration, and repair operations.

CONCLUSION:

This policy will be communicated to all staff upon approval. The Asbestos Management Program will be finalized in 2022 and then be communicated to staff, vendors, consultants, and other stakeholders who may be impacted.

Attachments: Appendix 1 - Asbestos Management Policy

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
Phil Renaud, Director of Property Services & Asset Management	Paul Chisholm Chief Executive Officer

RELATED DOCUMENTATION

Legislation	<ul style="list-style-type: none"> • <i>Occupational Health and Safety Act (OHSA), 1990</i> • Ontario Reg. 278/05 Designated Substance – Asbestos on Construction Projects and in Buildings and Repair Operations.
Collective Agreement	<ul style="list-style-type: none"> • Article 31.04
Polices	<ul style="list-style-type: none"> • Health and Safety Policy
Other Resources	<ul style="list-style-type: none"> • Asbestos Management Program (under development) • LMCH Health and Safety Orientation Manual

PURPOSE

This Policy sets out London and Middlesex Community Housing (LMCH) commitment to managing Asbestos Containing Materials in accordance with legislated requirements and in the best interest of staff, tenants, contractors, and vendors.

SCOPE

This Policy applies to all buildings and structures, machinery and equipment owned, occupied, or operated by LMCH. It applies to all employees of LMCH, to occupants of LMCH buildings, and to external contractors who may encounter or disturb asbestos-containing materials in LMCH buildings.

POLICY STATEMENT

London and Middlesex Community Housing (LMCH) is committed to promoting the health, safety and well-being of its tenants, visitors, employees, and contractors. LMCH is committed to full compliance with Regulation respecting Asbestos on Construction Projects and in Buildings and Repair Operations (O.Reg. 278/05), made under the Occupational Health and Safety Act of Ontario.

BACKGROUND

Asbestos, a fibrous material commonly used in building materials prior to 1980 because of its heat-resistant, chemical-resistant and insulative properties, continues to be present in a number of LMCH buildings in floor tiles, floor tile mastic (adhesive) & drywall compound. Serious health problems, such as asbestosis, lung cancer, and mesothelioma, are associated with inhalation of harmful levels of asbestos fibers.

The *Occupational Health and Safety Act (OHSA)* sets out the rights and duties of all parties in the workplace and establishes procedures for dealing with workplace hazards. Asbestos is a designated substance under the OHSA. Section 30 of the OHSA requires project owners to determine whether any designated substances are present at a project site and if so, to take proper precautions to protect workers.

Regulation 278/05 – *Asbestos on Construction Projects and in Buildings and Repair Operations* categorizes asbestos-related activity into one of three types: Type 1, Type 2, or Type 3. The regulation covers safe work procedures and types of respiratory protection required for workers doing each type of asbestos work. Regulation 833 – *Control of Exposure to Biological or Chemical Agents* sets out occupational exposure limits (OELs) for asbestos fibers in the air. The disposal of asbestos is strictly regulated by the *Environmental Protection Act*. Asbestos waste must be disposed of at a landfill specifically approved and equipped to handle it. The transportation of asbestos-containing waste from the site of the asbestos abatement project to the landfill is regulated by the *Transportation of Dangerous Goods Act*.

Recognizing the hazards that may arise when asbestos fibers become airborne because of disturbance or deterioration, LMCH is committed to the strict management of all asbestos-containing materials in our buildings, and any activities which may disturb such materials. LMCH has the legal responsibility to ensure that stringent controls are in place to prevent the potential exposure of individuals to harmful levels of asbestos.

Objectives

- To comply with the legislated requirements outlined under the Regulation respecting Asbestos on Construction Projects and in Buildings and Repair Operations (O.Reg. 278/05), made under the Occupational Health and Safety Act of Ontario.
- To provide a safe and healthy environment for employees, tenants, contractors, and visitors, in accordance with the LMCH's Health and Safety Policy.
- To exercise due diligence in protecting LMCH employees from the potential health risks associated with hazardous exposure to airborne asbestos fibers.
- To comply with this Policy and LMCH's Asbestos Management Program. The eventual removal of all asbestos-containing materials from LMCH buildings is a long-term objective. In the meantime, LMCH will manage all asbestos hazards based on prioritization and an assessment of risk.
- Priority for asbestos removal will be assigned as follows:
 - All asbestos-containing materials will be removed prior to any demolition activity which may result in their disturbance.
 - Asbestos-containing materials which have been damaged to the extent that repair measures are not expected to effectively maintain the material in good condition are to be removed.
 - Consideration will be given to the proactive removal of asbestos-containing materials during major renovation projects, or during any major asbestos removal work.

IMPLEMENTATION

Under the authority of the Asbestos Management Policy and O.Reg. 278/05 LMCH will.

- Engage a consulting firm to complete a thorough review of all buildings to identify the location and quantities of ACMs (asbestos containing materials).
- Establish a program of building resurvey to ensure the condition of the ACMs remain stable and pose no increased health hazard.
- Establish an Asbestos Management Program which will outline a comprehensive system to actively manage and stringently control all asbestos-containing materials in LMCH buildings, and all activities which may disturb such materials, including maintenance, alteration, and repair operations.
- Create and maintain a master database of ACMs in our buildings.
- Create and maintain building specific ACM inventories and logbooks.
- Create contractor notification documents to be used whenever there is the chance contractor staff may encounter ACMs.
- Implement a detailed safe work educational program to demonstrate due diligence in protecting LMCH employees from the potential health risks associated with hazardous exposure to airborne asbestos fibers.

The Program may be amended by LMCH administration in consultation with the Joint Health and Safety Committee, staff, managers and other stakeholders, provided it remains consistent with the Policy.

The Director, Property Services and Asset Management, will report on asbestos-related issues to the Tenant and Property Services sub-committee of the Board of Directors.

DOCUMENT CONTROL

Date Drafted	April 2022
Date Approved	
Date Revised	
To be reviewed	Biennially
Inquiries to Policy Owner	Director, Property Services and Asset Management

Staff Report 2022- 27

TO: LMCH Board of Directors
FROM: Diana Taplashvily, Director Finance and Corporate Services
SUBJECT: 2022 Self Insured Reserve Fund Invoice - City of London
DATE OF SUBMISSION: April 11, 2022

PURPOSE:

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

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

RECOMMENDATION:

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

- A. Authorize LMCH to participate in the City of London Self Insurance Reserve Fund (SIRF) Program.
- B. Authorize LMCH to make a payment to the City of London in the amount of \$149,213.91 to cover the cost of the SIRF Program (\$148,220) as well as the annual cost of vehicle insurance for corporate vehicles (\$993.91).
- C. Authorize LMCH staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

LMCH works closely with Risk Management of the City of London to receive support, advice and to ensure LMCH has the appropriate level of insurance in place. The Risk Management team provides the following critical services:

- Acts as an Agent for LMCH with the Housing Services Corporation to provide property, general liability, and other core insurance programs. This insurance

coverage comes to the Board under a separate cover in the fall of each year.

- Acts as an Agent for LMCH to put vehicle insurance in place. This annual fee is included in the attached invoice from the City of London.
- Administers the Self Insurance Reserve fund for the City of London, including setting the annual contribution for LMCH and other participants.
- Ensures liability claims related to insurable events are assessed and managed in the interest of LMCH.
- Supports LMCH staff in claim administration, reimbursement of expenses and other activities related to these programs.

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

- For large claims that would normally be covered by property or other liability programs, the SIRD Program reduces the deductible payable to the insurance provider to \$1,000 from approximately \$25,000 reducing direct cost to LMCH by \$24,000.
- The SIRD Program also covers small claims not traditionally processed as part of the primary insurance program as the claim amount is lower than the deductible. This would include vandalism, floods, criminal acts where the damage is between \$2,500 and \$25,000.

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

The SIRD Program runs from January 1, 2022, to December 31, 2022. The Contribution for participants is calculated based on claims submitted to the City over prior years and is finalized in March of each year.

FINANCIAL IMPACT

The contribution required from LMCH in 2022 is \$148,220 which covers the period of January to December 2022, it has increased by 4.8% from \$142,332.18 paid for 2021. These funds are included in the LMCH operating budget and assist the organization in managing the financial uncertainty related to fires, floods, and other adverse insurable events.

Appendix A: City of London Invoice 207835

SIGNATURE:

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



The Corporation of the City of London
 300 Dufferin Ave
 P.O. Box 5035
 London ON N6A 4L9

Invoice Number	207835
Invoice Date	2022-03-11
Payment Due Date	2022-04-10
Account Number	210286
GST/HST Number R119420883	

LONDON & MIDDLESEX COMMUNITY HOUSING INC
 UNIT 5C5 - 1299 OXFORD ST. EAST
 LONDON ON N5Y 4W5

Issued by:
 RISK MANAGEMENT
 519-661-2489 EXT 4644

Page 1 of 1

Description	Amount	HST	Total
LMCH 2022 INSURANCE PREM	993.91	0.00	993.91
LMCH 2022 SIRF CONTRIBUTION	148,220.00	0.00	148,220.00
Totals	\$149,213.91	\$0.00	\$149,213.91

Payment Inquiries: 519-661-5706
 AccountsReceivable@london.ca

- Pay by your Financial Institution:
 - Payee London (City of) Invoices
 Pay by Cheque:
 - Service charges will apply to insufficient funds
 - Payable to City of London
 - Record invoice number
 - Enclose this remittance

Mail to:
 The Corporation of the City of London
 P.O. Box 5035 London ON N6A 4L9

LONDON & MIDDLESEX COMMUNITY HOUSING
 INC

Account Number	210286
Invoice Number	207835
Payment Due Date	2022-04-10
Payment Due	\$149,213.91
Interest of 1.5% per month if overdue	

Staff Report – 28

TO: Paul Chisholm

FROM: Scott Robertson

SUBJECT: REIMAGINE Southdale (Project Update)

DATE OF REPORT: April 13, 2022

PURPOSE:

The purpose of this report is to provide the Board of Directors with an update on the REIMAGINE Southdale project.

RECOMMENDATION:

It is recommended that the Board of Directors receive this report for information.

OVERVIEW:

The Last update to the Board on Reimagine Southdale was at the February Board of Directors Meeting. This report is to provide updates on key activities on the project.

Redevelopment Consultants Engaged

LMCH has engaged the services of SHS Consulting to provide support to LMCH through the regeneration of the Southdale Community. The scope of works includes

- Supporting the Identification of Project Options
- Assess Financial Feasibility - Capital and Operating
- Develop Funding and Financing Strategies
- Identify and apply for project funding for the planning and construction of the Project.

With extensive experience in community housing development SHS will conduct a feasibility study of the original project, collaborate on current “best fit” options for the site along with potential future growth opportunities. They will also identify and recommend opportunities for government and other funding sources/strategies.

Financial Strategy

LMCH is being funded \$9.75 million by the City of London (2019-2023) to support regeneration, including the funds provided Business Case 21 approved as part of the City of London Multi-Year Budget 2020-2023. The Business case also provided for an

additional \$15 million from 2024 through 2029 (Council approved forecast to be adopted in principle and will need to be approved during the next budget cycle). These funds were approved to cover:

- Development Soft Costs (Architectural fees, City of London Permit and Development fees etc.)
- Tenant Engagement and Relocation Support
- Construction Hard Costs

LMCH was also required to leverage additional funds to support the regeneration of public housing.

On March 31st, LMCH submitted a CMHC Seed Funding Application. Seed Funding can provide contributions and/or loans to assist with the planning costs (soft costs) of building a new affordable housing project or renovating an existing affordable housing project. Maximum Loan up to \$350,000.00 and or a Maximum contribution of \$150,000.00 towards this project. CMHC will take between two and four months to process the application before a decision is provided.

There are two financial options being explored to manage the cost of this project. Both options require collaboration and approval by the City of London.

The first option requires a request from LMCH to the City to change the timing of the funds approved through Business Case #21. By pulling the approved funding forward LMCH could complete the first phase of the project with limited or no long-term debt financing required. This would reduce the scale of the project and limit funds available for developing the LMCH Regeneration Plan and fund future development project planning.

The Second option is to develop an approach to secure a long-term mortgage for the new buildings being developed through CMHC or another funder of community housing redevelopment. This approach would require support and approval of the City of London. This approach is dependent on the new building being financially feasible to manage operating costs, fund mortgage payments and invest in its own capital reserve. While a more complicated option, this approach may provide a financial model for regeneration across more LMCH sites.

LMCH will report back to the Board with updates on the option and recommendations to finance the project once operating and capital proformas are completed.

ZBA – Zoning Bylaw Amendment

City of London Zoning By-laws regulate how land and buildings are used, the location of buildings, lot coverage, building heights, and other provisions necessary to ensure proper development. Current Zoning for our Southdale site permits townhouse and stack townhouses. With the proposal of medium density buildings 4 to 6 stories in

height, LMCH will require a ZBA. ZBA approval process can be anywhere between 6 and 9 months in duration.

Updated Project Schedule: (Approvals and Construction Start)

Task	Proposed Date
ZBA – Tenant Communication Package	May, 2022
ZBA – Application to City of London	July, 2022
ZBA - Approval	April, 2023
Site Plan Approval	July, 2023
Building Permit - Approval	August, 2023
RFP – Tender Process (General Contractor)	September, 2023
Start of Construction	October, 2023

Tenant Engagement:

Recognizing that a Zoning Bylaw Amendment (ZBA) will be required for the project to proceed and that once filed this ZBA will be public information we feel it prudent (in advance of the ZBA) to present the overall master plan and proposed site plan to the Southdale Tenants and adjacent community in the form of a Tenant communication package.

LMCH will provide a substantive and meaningful update to tenants and engage broadly to ensure that we remain transparent as to our plans with our tenants, neighbors, and other stakeholders.

CONCLUSION:

As we enter the second quarter of 2022 the goal would be to create and deliver our communication package to all tenants and neighbor’s, move forward with site assessments required for development, submit the application to initiate the ZBA approval process with the City of London and pursue additional funding with SHS and CMCH to align funding with the new construction timelines.

PREPARED and SUBMITTED BY:	
Scott Robertson New Construction Project Manager	
REVIEWED and CONCURRED BY:	REVIEWED and CONCURRED BY:
Phil Renaud, Director of Property Services & Asset Management	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

STAFF REPORT 2022 - 29

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: Strategic Planning Process

DATE: April 14, 2022

PURPOSE:

To provide an update on the Board of Directors on the development of the next LMCH Strategic Plan.

RECOMMENDATION:

That the Board of Directors receives this report for information.

BACKGROUND:

LMCH is currently operating with a strategic framework approved in 2017. Since this time there has been significant changes at LMCH, in the community housing sector, in the City of London and across all the socio-economic factors that impact housing affordability and our communities. While several important initiatives have moved forward at LMCH, it is time to step back and reset the strategic framework for the next 3 to 5 years.

At the March 2022 meeting of the Board of Directors, a workshop was held with Directors to initiate this process. A copy of the report back to this workshop is attached to this report.

LMCH is finalizing the plan to engage stakeholders and develop the next strategic plan for LMCH. Staff will report back at the June 2022 meeting of the Board on the feedback received through engagement, next steps in the plan's development and target date for bringing the plan forward for Board approval. The engagement framework set out below will be adjusted through the process based on feedback and availability of stakeholders.

ENGAGEMENT FRAMEWORK:

Projected Timeline	Stakeholder (s)	Purpose of Engagement
March	Board of Directors	<ul style="list-style-type: none"> • Confirm Mission, Vision & Values • Environmental Assessment & Check In • High level issues, opportunities, and goals
April/May	Leadership Team and Managers	<ul style="list-style-type: none"> • Progress around last strategic plan • Confirm Mission, Vision & Values • Environmental Assessment & Check In • Feedback on how best to engage key stakeholders – staff, tenants, partners Talking about engaging staff in these discussions • Identify facilitators for staff sessions
May	CUPE 101	<ul style="list-style-type: none"> • Progress around last strategic plan • Confirm Mission, Vision & Values • Environmental Assessment & Check In • Talking about engaging staff in Strategic Planning
May/June	City of London Stakeholders: Staff / Councillors	<ul style="list-style-type: none"> • What are they hearing from constituents and other stakeholders • What are the environmental areas they think we should be considering in our plan
May/June	Community Stakeholders - Those that provide service to our tenant community	<ul style="list-style-type: none"> • Ground in and confirm Mission, Vision & Values • Environmental Assessment & Check In • High level issues, opportunities and goals <ul style="list-style-type: none"> • What's working - what have we done well • What not - where are the gaps • What are the priorities - how do we prioritize
June	Staff	<ul style="list-style-type: none"> • Progress around last strategic plan • To Identify <ul style="list-style-type: none"> • What's working - what have we done well • What's not - where are the gaps • What are the priorities from their perspective
June – August	Tenants	<ul style="list-style-type: none"> • To Identify <ul style="list-style-type: none"> • What's working - what have we done well • What's not - where are the gaps • What are the priorities from their perspective

Attachments:

Appendix 1 – Board Workshop Report Back March 2022

PREPARED and SUBMITTED BY:	
Paul Chisholm Chief Executive Officer	

Board Strategic Session Report Back

London Middlesex Community Housing



Facilitated by

Ed Starr, Partner and Co-Founder
Mylène Vincent, Principal, Real Estate Development

March 31, 2022

Report Overview

This report contains the following, based on the Board Strategic Session held on March 17, 2022:

- 1. Review of LMCH's Vision, Mission and Values**
- 2. Alignment with sector trends**
- 3. Looking to the future:
what does a successful LMCH look like in 2028?**
- 4. Next steps**

Session Recap

On March 17, SHS Consulting facilitated an initial strategic planning session with the Board of Directors for London Middlesex Community Housing.

This session will kick off the strategic planning process for a potential 5-year period, to 2028.

It is intended that this strategic plan period will align with the end of the current National Housing Strategy 10-year program funding.

The session was intended to begin the strategic conversations by:

- ❖ evaluating established organizational statements
- ❖ aligning with sector trends, and
- ❖ Identifying future areas of focus for a successful LMCH over the next 5 years

Part 1: Review of LMCH's Existing Vision, Mission, Values

EVALUATING ESTABLISHED ORGANIZATIONAL STATEMENTS

Review LMCH's existing organizational statements; identify what resonates, what should be revised

Existing Vision

We envision healthy homes and communities in London and Middlesex.

Leading by example, LMCH will help make a difference and positively impact lives using housing as the foundation.

Existing Mission

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

What we heard

Common themes in discussion on vision and mission

- We should remove some “buzzwords” from the vision and mission statements
- We should remove excessive words (i.e., “We envision”, “Leading by example”) from the vision and mission statements
- The vision statement should be bigger and represent a foundation for success
- The current mission statement feels more like a vision statement; it should be amended to read more like a mission

Questions for exploration in the strategic process

- Do we want to be concentrated on housing or based on housing first principles?
- Are the statements too narrowly focused?

EVALUATING ESTABLISHED ORGANIZATIONAL STATEMENTS

Review LMCH's existing values statements (two sets of CARE) and reflect on whether the statements and format are reflective of the organizational pillars for LMCH

Existing values statements

Collaboration	Commitment
Accountable	Accessible
Respect	Responsive
Equity	Excellence

What we heard

Staff context on the history of the two CARE statements

- Statements once embodied day-to-day operation until close to the pandemic
- Staff selected statements against which their performance was evaluated
- Challenge is in growing inconsistency among staff/departments on which ones are “applicable” to them.
- Purpose of the two “CARE” acronyms is lost

Common themes to consider in future value statements

- *Collaboration* and *accessibility* (going beyond physical accessibility) are important and recurring
- Notion of CARE is a nice one – need a single set of *concise* and meaningful core values across organizational departments
- Acronym should be *secondary* to values themselves
- *Collaboration, accessibility* (beyond physical) and *sustainability* (environmental, financial, organizational) should be included in the values

EVALUATING ESTABLISHED ORGANIZATIONAL STATEMENTS

Review LMCH's existing values statements (two sets of CARE) and reflect on whether the statements and format are reflective of the organizational pillars for LMCH

Existing values statements

Collaboration	Commitment
Accountable	Accessible
Respect	Responsive
Equity	Excellence

What we heard

- The values statement(s) should be revised to reflect today's organizational pillars
- Each value/pillar should resonate with the whole of the organization

Questions for exploration in the strategic process

- Do we want our values to be measurable?
- How might we reframe equity and community? Is the concept of building intentional communities more relevant?
- How might we embody our values in our day-to-day?

EVALUATING ESTABLISHED ORGANIZATIONAL STATEMENTS

Next steps

The Board agrees that the organizational statements will need review for the 2023-2028 strategic plan.

Further engagements with stakeholders, finding common themes and brainstorming should help determine the future direction of meaningful future organizational statements (vision, mission, values).

Key take-aways

VISION

Should reflect the desired future position for LMCH

MISSION

Should represent a declaration of LMCH's business strategy

VALUES

Should stand as meaningful organizational pillars

Part 2: Aligning with sector trends

SCANNING FOR SIGNALS AND TRENDS IN THE ENVIRONMENT

Our sector is changing; understanding what some of the signals and trends are and aligning them with our values will help us set a desired vision for the future.

When looking at housing from various perspectives (society, technology, environmental sustainability, economy, diversity), where is there alignment for a future LMCH?

Society

Theme: Safety

- Provide wrap-around supports
- Manage trauma for persons fleeing domestic violence
- Effectively educate tenants on access to community resources

Theme: Security

- Find effective ways to support aging in place

Key questions to explore

- Would building intentional mixed-income communities help with outcomes?
- How might supports for lower income households help in building better communities?

SCANNING FOR SIGNALS AND TRENDS IN THE ENVIRONMENT

Technology

Theme: Tenant-centered

- Create online tenant portal
 - Facilitate rental payments/receipts
 - Online maintenance requests
 - Online community/conversations
- Facilitate access to technology

Theme: Accessible

- Consider including free internet access for tenants in future

Economy

Theme: Partnerships

- Compile lists of local resources available
- Develop a social procurement policy

Diversity

- Create inclusive hiring practices
- Increase diversity in service offering
- Review diversity in tenant population

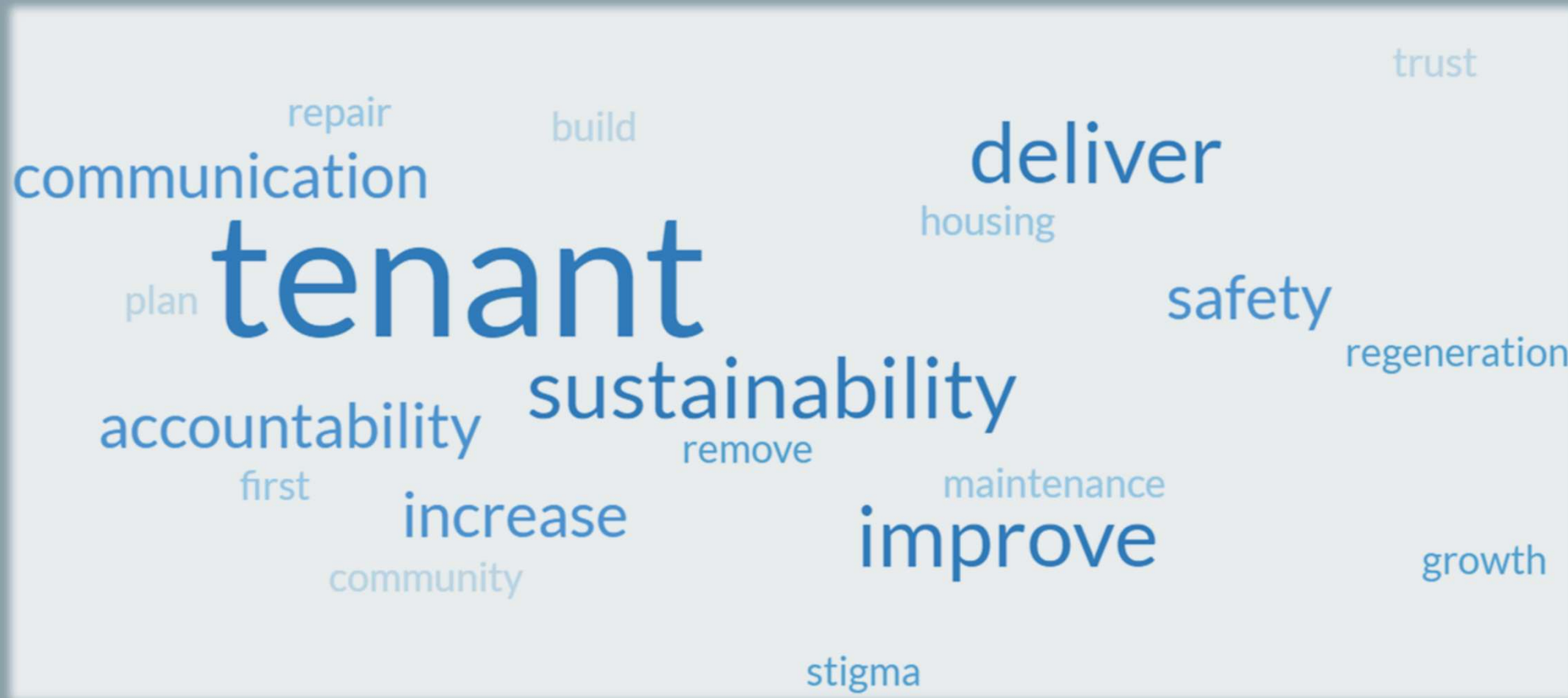
Key questions to explore

How are we providing opportunities for all, particularly BIPOC populations?

WHAT DOES A SUCCESSFUL LMCH LOOK LIKE IN 2028?

Going around the room, we asked each person the question “what does success look like for LMCH in 5 years. We drafted the answers and created a word cloud, where the most used words are largest and darkest.

This image reflects the 20 most used words. These could be used as a guide book on leading future conversations in the strategic process and developing strategic priorities.



PART 4: NEXT STEPS

Towards a 2023-2028 Strategic Plan

NEXT STEPS

The Board agreed that the organizational statements will need review for the 2023-2028 strategic plan.

Further engagements with stakeholders, finding common themes and brainstorming should help determine the future direction of meaningful future organizational statements (vision, mission, values).

These engagements will likely also provide insights on how some strategic priorities should be established. Initial conversations on this aspect of the strategic plan could be centered around some of the key words expressed in envisioning a successful future state organization.

Staff Report 2022- 30

TO: LMCH Board of Directors

FROM: Diana Taplashvily, Director of Finance & Corporate Services

SUBJECT: Re-costed 2022 Operating Budget

DATE OF SUBMISSION: April 12, 2022

PURPOSE:

The purpose of this report is to receive approval from the Board of Directors for the re-costed 2022 Operating Budget.

RECOMMENDATION:

That, on the recommendation of the Director of Finance & Corporate Services, the Board of Directors APPROVE the attached re-costed 2022 Operating Budget.

BACKGROUND:

The Board of Directors previously approved the 2022 Provisional Operating Budget on August 19, 2021, subject to re-costing of revenue and expenditures. In Q1 2022 LMCH completed re-costing based on the 2021-year actual results and revised outlook for 2022.

LMCH continues to balance budget constraints against increasing and complex challenges in supporting tenants and managing infrastructure. LMCH is managing its budget prudently to ensure funds are being directed to areas where the greatest positive impact is achievable.

Revenue

- Total Revenue increases from \$25,973,602 t to \$26,440,970 an increase of \$467,368.
- Rental revenue from tenants is forecasted to increase \$335,579.
- Net Bad Bet Write-offs are reduced by \$77,560 and tenant recoveries are forecasted to increase \$39,498.
- Base Funding from the City of London and the County of Middlesex remains the same at \$13,900,182.

Expenses

- Total Expenses are forecasted to increase by \$467,368.
- Salaries, Wages and Benefits – the decrease in budget by \$211,000 to a total of \$6,900,485 is due to reallocation of funds related to IT Staffing costs being moved to the Supplies and Equipment Expense line due to the transition from IT staff to IT Managed services approved by the Board in February 2022.
- Maintenance, Materials & Services – The increase of \$130,811 to a total of \$6,550,740 is based on increases to Cleaning, Pest Control, Snow Clearing, Life Safety Systems and General Building Improvements.
- Utilities – \$246,336 decrease is based on the 2021 Actuals augmented by 3% inflation adjustment.
- Property – the Increase in budget of \$221,734 is driven by 3% inflation adjustment for Municipal Property Taxes.
- Administration – the increase in budget by \$572,159 to a total of \$2,208,663 is driven by already identified above labour costs associated with IT Managed Services, as well as implementation costs of Property Management Software upgrade (approved in November 2021), anticipated increase in legal and consulting costs.

CONCLUSION:

The budget for 2022 was built based on the knowledge obtained through analysis of 2021 actuals and current outlook for 2022. LMHC will continue to seek cost saving mechanisms and investigate available solutions to mitigate risks of unexpected events.

Appendix I: 2022 Operating Budget

SIGNATURE:

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

**Appendix I: 2022 Operating Budget 2022 Budget Recosted as at April
21, 2022**

	RECASTED	Provisional Budget approved by BOD		Actuals		Actuals	
	2022 Budget	2022 Budget	Over/(Under)	2021	Over/(Under)	2020	Over/(Under)
Revenue							
Rental Revenue	\$ 12,347,339	\$ 12,011,761	\$ 335,579	\$ 12,046,185	\$ 301,155	\$ 12,139,889	\$ 207,451
Tenant Recoveries	179,498	140,000	39,498	170,951	8,548	224,164	(44,666)
Net Bad Debt Write-offs	(392,440)	(470,000)	77,560	(384,087)	(8,354)	(367,942)	(24,499)
Antenna Licenses	155,054	149,818	5,236	148,353	6,701	140,174	14,880
Interest	42,000	32,505	9,495	27,635	14,365	20,041	21,959
Sundry & other revenue	209,337	209,337	0	215,430	(6,093)	164,912	44,425
Municipal Base Funding	13,900,182	13,900,182	-	13,184,441	715,741	12,389,047	1,511,135
Total Revenue	26,440,970	25,973,602	467,368	25,408,907	1,032,063	24,710,285	1,730,685
Salaries, wages & benefits	\$ 6,900,485	\$ 7,111,485	\$ (211,000)	\$ 6,311,710	\$ 588,775	\$ 5,974,889	\$ 925,596
Maintenance, materials and services							
Roofing	\$ 35,000	\$ 87,892	\$ (52,892)	\$ 24,394	\$ 10,606	\$ 38,926	\$ (3,926)
Building, general	850,000	727,202	122,798	1,076,448	(226,448)	850,013	(13)
Cleaning	904,602	571,838	332,765	936,518	(31,916)	891,382	13,220
Pest Control	625,000	397,321	227,679	696,719	(71,719)	614,525	10,475
Elevators	175,000	246,552	(71,552)	187,254	(12,254)	185,007	(10,007)
Electrical	220,000	297,830	(77,830)	211,305	8,695	194,059	25,941
Equipment	111,516	111,516	(0)	133,379	(21,863)	156,933	(45,417)
Landscaping & parking lot mtce	350,000	340,249	9,751	323,946	26,054	285,947	64,053
Mold	40,000	53,204	(13,204)	-	40,000	-	40,000
Snow Removal	550,000	401,755	148,245	628,610	(78,610)	507,329	42,671
Life safety systems	344,819	244,819	100,000	247,222	97,597	162,790	182,029
Heating & ventilation	265,000	679,049	(414,049)	250,008	14,992	245,049	19,951
Plumbing	600,000	603,316	(3,316)	713,862	(113,862)	500,288	99,712
Painting	300,000	371,449	(71,449)	351,828	(51,828)	335,828	(35,828)
Vandalism	50,000	18,775	31,225	59,404	(9,404)	51,460	(1,460)
Waste Removal	325,000	411,063	(86,063)	371,553	(46,553)	277,343	47,657
Security	630,992	600,992	30,000	580,715	50,277	427,801	203,191
Social & recreational programs	123,811	123,811	-	29,834	93,977	37,713	86,098
Sundry materials & services	50,000	131,296	(81,296)	96,169	(46,169)	71,174	(21,174)
Total Maintenance, materials and services:	\$ 6,550,740	\$ 6,419,929	\$ 130,811	\$ 6,919,167	\$ (368,426)	\$ 5,833,566	\$ 717,174
Utilities							
Electricity	\$ 1,736,018	1,900,431	(164,413)	1,685,455	50,564	1,707,736	28,283
Water Heater Rental	\$ 260,142	248,150	11,991	252,565	7,577	238,983	21,159

Water	\$ 1,434,513	1,377,000	57,513	1,392,732	41,782	1,378,339	56,175
Natural Gas	\$ 970,572	1,122,000	(151,428)	942,303	28,269	945,950	24,622
Energy Rebate	-	-	-	(306,796)	306,796	(250,285)	250,285
Total Utilities:	\$ 4,401,246	\$ 4,647,582	\$ (246,336)	\$ 3,966,258	\$ 434,988	\$ 4,020,722	\$ 380,524
					0.00%		
Property					-		
Insurance	\$ 882,477	\$ 867,364	\$ 15,113	\$ 800,296	\$ 82,181	\$ 702,332	\$ 180,145
Extraordinary Losses - Fire, wind etc.	100,000	100,000	-	10,724	89,276	274,729	(174,729)
Municipal taxes	5,388,084	5,181,463	206,621	5,117,741	270,343	5,022,251	365,833
Mortgage payments (Bella St.)	9,275	9,275	-	55,652	(46,376)	35,907	(26,632)
Total Property :	\$ 6,379,836	\$ 6,158,102	\$ 221,734	\$ 5,984,413	\$ 395,423	\$ 6,035,219	\$ 344,617
Administration							
Corporate and Other Costs	\$ 1,174,396	\$ 858,296	\$ 316,101	\$ 1,267,009	\$ (92,612)	\$ 1,435,437	\$ (261,041)
Transportation & Communication	349,946	342,882	7,064	334,507	15,439	326,137	23,809
Supplies & Equipment	684,321	435,326	248,994	467,580	216,741	454,404	229,917
Total Administration	\$ 2,208,663	\$ 1,636,504	\$ 572,159	\$ 2,069,095	\$ 139,568	\$ 2,215,979	\$ (7,315)
Total Expenditures	\$ 26,440,970	\$ 25,973,602	\$ 467,368	\$ 25,250,642	\$ 1,190,328	\$ 24,080,375	\$ 2,360,595
Net (deficit) surplus from Operations	\$ 0.00	\$ 0	\$ (0)	\$ 158,265	\$ (158,265)	\$ 629,910	\$ (629,910)
							7%



Staff Report 2022- 31

TO: BOARD OF DIRECTORS
FROM: Wendy Groves, Construction & Project Manager
SUBJECT: CMHC Q1 2022 Program Update
DATE OF REPORT: April 13, 2022

PURPOSE:

This report is to provide an update to the Board of Directors for 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 Board of Directors receive 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 349 Wharncliffe and installation at 345 Wharncliffe commenced April 11th. The system will be 'activated' as of April 30th. Once activated the system will fluctuate the heating disbursement and regulate electrical loads. The tenant maintains the ability to lower and increase temperatures based on the set points programmed into the thermostat. LMCH associates will be able to monitor the dashboard for any heating inconsistencies and lower temperatures of vacant units remotely. Project completion is scheduled for August 2022.
- Variable Frequency Drive (VFD): Programming of 9 VFDs at 3 properties has been completed. The VFD are attached to the Make Up Air units circulate fresh air in multi-residential buildings. The reduction in horsepower from the motor has provided immediate electrical savings. Air balancing tests were completed at the Make Up Air Unit as well at tenant units; all works are within established standards for this equipment with air flow meeting requirements. The remaining VFD for the CMHC portfolio to be completed by end of Q2 2022.
- 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: Response to tender by the architects have been received. Upon receipt of the post tender addendum an architect will be selected to complete drawings to increase accessibility in the common areas. An accessibility report prepared by Pretium has identified priority projects, such as front entries and public washrooms that will be incorporated into the project.
- Unit Modifications: Permit drawings for Baseline are complete; pricing submissions from the general contractor to be received by May 4th. Drawings for Wharncliffe unit modifications under development, anticipate permit drawings to be returned by the City of London end of May.

Property Works

- Hard surface repair projects have been identified at all denoted CMHC family sites, (5 sites). RJC engineers has been retained to complete a study and phasing plan at Allan Rush for the repairs required. Work at Allan Rush to commence Q3/Q4 2022.

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

PREPARED and SUBMITTED BY:	
Wendy Groves Construction and Project Manager	
REVIEWED and CONCURRED BY:	REVIEWED and CONCURRED BY:
Phil DIRECTOR of Property Services & Asset Management	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

Worked Planned Q1 - 2022

The works planned in 2022 were highlighted in the Year End 2021 Report, below is a status update on those activities.

Project Activity	Estimated Timing	Status
Execution of Energy Management System (EMS) Contract	Feb. 2022	Complete
Complete Build Out Accessible Unit Mock Up	March 2022	Resubmitted for Trade costing.
Tender response for Architect	April 2022	Common Areas submissions received clarification request post tender addendum submitted.
Tender response for VFD		Complete – Contract Award, works commenced
Tender response for Measurement and Validation	Cancelled	Due to CMHC requirements M&V has been removed from the project requirements.
EMS Installation Initiated	March 2022	Complete

Worked Planned Q2 - 2022

Project Activity	Estimated Timing	
EMS installation to be complete at 80% of buildings	June 2022	
EMS staff training	April 2022	
VFD installation completion	June 2022	
Baseline Unit Modifications	June 2022	
Common Area Contract Award	May 2022	
Wharncliffe Unit Modifications	June 2022	
Phasing Plan for Allan Rush	May 2022	

2022 Project Status Per Property

Project Details

High Rise	Project	Budget	Status	Construction Timeline	Committed	Next Steps/Notes/Risks
Baseline	EMS Installation	\$169,460	Construction	July	\$169,460	Project remains on schedule and on budget.
	Common Area Renovations	\$310,000	Tendered Architect	Oct. – Dec.	\$0	Tenders submitted, clarification post tender addendum issued. April 2022
	VFD Installation & Program	\$4,800	Construction	June	\$4,800	Project remains on schedule and on budget.
	Unit Modification	\$1,215,000	Design Development			Tender execution May 2022
Dundas	EMS Installation	\$165,903	Construction	Aug.	\$165,903	Project remains on schedule and on budget.
	VFD Installation & Program	\$4,800	Construction	June	\$4,800	Project remains on schedule and on budget
Kent	EMS Installation	\$165,903	Construction	April	\$165,903	Project remains on schedule and on budget
	Common Area Renovations	\$310,000	Tendered Architect	Oct. – Dec.	\$0	Tenders submitted, clarification post tender addendum issued. April 2022
	VFD Installation & Program	\$3,000	Complete	March	\$3,000	
	Unit Modification	\$810,000	Design Development	Aug. – Dec.	\$0	Tender execution May 2022
McNay	EMS Installation	\$ 190,053	Construction	May	\$ 190,053	Project remains on schedule and on budget
	VFD Installation & Program	\$4,800	Construction	June	\$4,800	Project remains on schedule and on budget

	Unit Modification	\$990,000	Design Development		\$0	Tender execution May 2022
High Rise	Project	Budget	Status	Construction Timeline	Committed	Next Steps/Notes/Risks
Simcoe	EMS Installation	\$165,903	Construction	June	\$165,903	Project remains on schedule and on budget
	Common Area Renovations	\$310,000	Tendered for Architect	Oct. – Dec.	\$0	Tender complete clarification post tender addendum issued. April 2022
	VFD Installation & Program	\$4,800	Construction	June	\$4,800	Project remains on schedule and on budget.
	Unit Modification	\$540,000	Design Development	Aug. – Dec.	\$0	Tender execution May 2022
Walnut	EMS Installation	\$ 175,503	Construction	June	\$ 175,503	Project remains on schedule and on budget.
	Common Area Renovations	\$310,000	Tendered for Architect	Oct. – Dec.	\$5,300	Tender complete clarification post tender addendum issued. April 2022
	VFD Installation & Program	\$4,800	Construction	June	\$4,800	Project remains on schedule and on budget.
	Unit Modification	\$900,000	Design Development	Aug. – Dec.	\$0	Tender execution May 2022
Wharnccliffe - 345	EMS Installation	\$165,903	Construction	April	\$165,903	Project remains on schedule and on budget.
	VFD Installation & Program	\$4,800	Complete	March	\$4,800	
	Unit Modification	\$360,000	Design Development	Aug. – Dec.	\$0	Tender execution May 2022
Wharnccliffe - 349	EMS Installation	\$165,903	Complete	April	\$165,903	
	VFD Installation & Program	\$3,000	Complete	March	\$3,000	
	Unit Modification	\$360,000	Design Development	Aug. – Dec.	\$5,000	Project drawings commenced, Tender for 6 Units to commence June 2022

Family Sites	Project	Budget	Status	Construction	Committed	Next Steps/Notes
Allan Rush	Hard Surface Repairs	\$725,000	Design Development	Phase 1 Q4	\$3,650	Originally scheduled for 2024 project has been moved to 2022 due to extensive repair required. RJC engineers has been retained to complete a study with phasing plan and costs.
Marconi	Hard Surface Repairs	\$75,000	Prelim Review	Phase 1 Q4		Phased approach with majority of works to occur in 2025. Total available \$630,000

**Projects 2023 – 2026
High Rise**

Property	Project	Budget	Est. Construction	Next Steps/Notes
Baseline	Unit Modification	\$2,430,000	2023 – 2024	
	Common Area Renovations	\$310,000	Q3 - 2023	
	Energy	\$56,726	Q4 2023	
Dundas	Unit Modification	\$900,000	2024 - 2025	
	Common Area Renovations	\$310,000	Q3 – 2023	
	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	
Wharnccliffe – 345	Unit Mods	\$765,000	2023 - 2024	
	Common Area	\$216,000	Q3 2024	
	Energy	\$36,395	Q4 2024	
Wharnccliffe – 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			Dependent on phasing plan issued by RJC All works may be complete by 2022.
	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	\$725,000	Q3 –2024	Retain engineer for scope development Q2 Tender Q3 Construction Q3-Q4
	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	\$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	\$630,000	Q4 2025	Urgent works scheduled for 2022
	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	\$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
Total	40,136,089