

AGENDA

LONDON & MIDDLESEX COMMUNITY HOUSING (LMCH)

Board of Directors Meeting

Corporate Boardroom

**1299 Oxford Street East, Unit 5C5
London, Ontario**

Thursday, December 17, 2020

5:30 PM – 6:00 PM

Board Members:

Aynsley Anderson

John Millson

Paul Yeoman

Rosanna Wilcox

Item	P.	Lead	Time
1. Call to Order		P. Yeoman	5:30
2. Recognition of Indigenous Peoples and Lands	3	P. Yeoman	
3. Completion and Acceptance of Agenda		P. Yeoman	
4. Disclosures of Interest		P. Yeoman	
5. Approval of the Minutes of Previous Meetings		P. Yeoman	5:35
a. November 19, 2020	4	P. Yeoman	
b. December 2, 2020	8		
6. Communications		P. Yeoman	
7. Delegation		None	
8. Consent			5:40
a. CEO Update	10	A.Mackenzie	
b. Staff Report 2020- 77: Vacancy Report	12	O.Gryn	
c. Staff Report 2020-78: Capital Report	15	S.Chowns	
9. Reports and Business		P. Yeoman	
10. New Business / Enquires		P. Yeoman	
11. In Camera Matters		P. Yeoman	5:50
a. In Camera Minutes of November 19, 2020			
12. Meeting Adjourn		P. Yeoman	6:00

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

Thursday, November 19, 2020 at 5:30 PM
 London & Middlesex Community Housing
 Board Room, 1299 Oxford Street East, Unit 5C5, London, ON.

Board Members Present:

Paul Yeoman
Board Chair

Rosanna Wilcox
Board Vice-Chair

John Millson
Board Member

Aynsley Anderson
Board Member

Senior Staff Present:

A.Mackenzie	Interim CEO
S. Chowns	Director, Property Services
O. Gryn	Interim Director, Tenant Services
L. Palmer	Executive Assistant

Meeting to Order	P. Yeoman called the meeting to order at 5:33 p.m.
Recognition of Indigenous Peoples and Lands	<p>P.Yeoman provided the following recognition address:</p> <p><i>We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty known as the London Township Treaty of 1796. Throughout time, this region has also become the current home to the Haudenosaunee and Leni-Lenape Nations.</i></p> <p>At 5:35 p.m. P. Yeoman exited, R. Wilcox acted as Chair of the meeting.</p>
Completion and Acceptance of the Agenda	<p>With regard to the completion and acceptance of the agenda, A. Anderson moved, seconded by J. Millson that the agenda BE ACCEPTED and APPROVED.</p> <p>CARRIED.</p>
Declaration of Conflict of Interest	R. Wilcox called for declaration of conflict of interest with respect to the agenda. There were no conflict of interests declared.

Board Meeting Minutes of October 15, 2020	<p>With regard to the Board Meeting Minutes of October 15, 2020, J. Millson moved, seconded by A. Anderson that the Minutes BE APPROVED.</p> <p>CARRIED.</p> <p>At 5:39 p.m. P. Yeoman joined the meeting and continued as Chair.</p>
Communications	No communications were received.
Delegation(s)	No delegations were received.
London Hydro, London2London Partnership and Project Update	The Board received a delegation by London Hydro on the London2London partnership with London & Middlesex Community Housing.
Consent	<p>With regard to the consent items on the agenda R. Wilcox moved and seconded by J. Millson that the following items BE RECEIVED FOR INFORMATION:</p> <ul style="list-style-type: none"> i. CEO Update ii. Staff Report 2020 – 66: Vacancy Report iii. Staff Report 2020 – 67: KPI Report iv. Staff Report 2020 – 68: Capital Work Status Report as of November 1, 2020 v. Staff Report 2020- 71: 2020 Q3 Forecast Results vi. Staff Report 2020- 72: 2020 Q3 Operating Results <p>CARRIED.</p>
Staff Report 2020 – 69: MUA Hookups	<p>With regard to Staff Report 2020 – 69: MUA Hookups, J. Millson moved, seconded by R. Wilcox that Project 2020-0001, Make-Up Air Connections & Commissioning at 4 high-rise buildings BE AWARDED to Arcon Electric Inc. as the low qualifying bidder in the amount of \$395,200 exclusive of taxes.</p> <p>CARRIED.</p>
Staff Report 2020 – 70: Window & Door Replacement- Scattered Units	<p>With regard to Staff Report 2020 – 70: Window & Door Replacement- Scattered Units, J. Millson moved, seconded by R. Wilcox that Project 2020-0027B, Window & Door Replacement BE AWARDED to A1 Unique Installations as the low qualifying bidder in the amount of \$155,285 exclusive of taxes.</p> <p>CARRIED.</p>
Staff Report 2020 – 73: Lease Renewal, 1299 Oxford St. E.	<p>With regard to Staff Report 2020 – 73: Lease Renewal, 1299 Oxford St. E., R. Wilcox moved, seconded by J. Millson that:</p> <ul style="list-style-type: none"> i. The report BE RECEIVED for information, and; ii. The lease renewal agreement between LMCH and Oxbury Centre Inc. for commercial office space a 1299 Oxford St. E. BE APPROVED, noting that the lease is similar to the previous lease

	<p>signed by the Corporation, and there is a one-time cost increase of \$1.55/sq. ft. effective June 1, 2021.</p> <p>CARRIED.</p>
Staff Report 2020-74: Communications Policy	<p>With regard to Staff Report 2020- 74: Communications Policy, R. Wilcox moved, seconded by J. Millson that the Communications Policy BE APPROVED.</p> <p>CARRIED.</p>
Staff Report 2020-75: Crisis Communications	<p>With regard to Staff Report 2020- 75: Crisis Communications Policy, A. Anderson moved, seconded by J. Millson that the Crisis Communications Policy BE APPROVED.</p> <p>CARRIED.</p>
New Business	<p>No new business or enquiries noted.</p>
In Camera Matters	<p>Consistent with the provisions of Section 239 of the Municipal Act, R. Wilcox moved, seconded by J. Millson that the Board move In Camera to discuss:</p> <ul style="list-style-type: none"> - In Camera Minutes of October 15, 2020; - A matter pertaining to advice that is subject to solicitor-client privilege, including communications necessary for that purpose; advice or recommendations of officers and employees of the Corporation, including communications necessary for that purpose and for the purpose of providing instructions and directions to officers and employees of the Corporation; - A matter pertaining to advice that is subject to solicitor-client privilege, including communications necessary for that purpose; advice or recommendations of officers and employees of the Corporation, including communications necessary for that purpose and for the purpose of providing instructions and directions to officers and employees of the Corporation. <p>CARRIED.</p>
Return to Public Session	<p>R. Wilcox moved, seconded by J. Millson that the Board return to public session.</p> <p>CARRIED.</p>
Legal Opinion Regarding Exemptions to the Open Meeting Rule	<p>With regard to the Legal Opinion Regarding Exemptions to the Open Meeting Rule, J. Millson moved, seconded by R. Wilcox that the Interim Chief Executive Officer BE DIRECTED to prepare a Site Project schedule, a Communications Strategy for community engagement, as well as a staff report identifying the lead site selected to begin LMCH community regeneration.</p> <p>CARRIED.</p>

Date of Next Board Meeting	The Board scheduled the next meeting for December 17, 2020 at 5:30 p.m.
Adjournment	J. Millson moved, seconded by A. Anderson that the meeting be adjourned at 7:03 p.m. CARRIED.

P. Yeoman, Board Chair

Andrea Mackenzie, Interim CEO

BOARD OF DIRECTORS MEETING

Wednesday, December 2, 2020 at 5:00 PM
 London & Middlesex Community Housing
 Board Room, 1299 Oxford Street East, Unit 5C5, London, ON.

Board Members Present:

Paul Yeoman
Board Chair

Rosanna Wilcox
Board Vice-Chair

John Millson
Board Member

Aynsley Anderson
Board Member

Senior Staff Present:

A. Mackenzie	Interim CEO
S. Chowns	Director, Property Services
O. Gryn	Interim Director, Tenant Services
L. Palmer	Executive Assistant

Meeting to Order	P. Yeoman called the meeting to order at 5:03 pm
Recognition of Indigenous Peoples and Lands	P. Yeoman provided the following recognition address: <i>We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty known as the London Township Treaty of 1796. Throughout time, this region has also become the current home to the Haudenosaunee and Leni-Lenape Nations.</i>
Completion and Acceptance of the Agenda	With regard to the completion and acceptance of the agenda, R. Wilcox moved, seconded by A. Anderson that the agenda BE ACCEPTED and APPROVED . CARRIED.
Declaration of Conflict of Interest	P. Yeoman called for declaration of conflict of interest with respect to the agenda. There were no conflict of interests declared.
Communications	No communications
Delegation(s)	No delegations.
Staff Report 2020 –76 Regen2020 (Business Case	With regard to Staff Report 2020 – 76: Regen 2020 (Business Case 21) Site Selection, A. Anderson moved, seconded by R. Wilcox, that the report BE RECEIVED and the Regeneration Site Selection contained BE APPROVED .

21) Site Selection	CARRIED.
London & Middlesex Community Housing Governance Review	<p>With regard to the London & Middlesex Community Housing Governance Review, R. Wilcox moved, seconded by J. Millson that:</p> <ul style="list-style-type: none"> a. The recommendations in the report dated December 2, 2020, and entitled "London & Middlesex Community Housing Governance Review" BE ENDORSED; b. The LMCH Board Chair and Vice-Chair BE AUTHORIZED to amend correspondence to reflect statements that were made to reflect the discussion held by the Board; c. The Chair and Vice Chair of the London Middlesex Community Housing Board of Directors BE DIRECTED to submit this report to Municipal Council for consideration, noting the Board will amend the report as discussed. <p>CARRIED.</p>
Date of Next Board Meeting	The Board scheduled the next meeting for December 17, 2020 at 5:30 p.m..
Adjournment	<p>R. Wilcox moved, seconded by J. Millson that the meeting be adjourned at 6:12 PM.</p> <p>CARRIED.</p>

P. Yeoman, Board Chair

Andrea Mackenzie, Interim CEO

Update from the CEO

Board Meeting of December 17, 2020

<p>a) Government Relations & Sector Engagement</p>	<p>The Local Housing Corporations CEO Forum met on Monday, November 23, 2020, topics included the sharing of LHC KPI data with the Housing Partnership Canada group, a potential future meeting with the Assistant Deputy Minister (ADM), sector updates as well as discussion around potential impact to LHC's with the 2021 rent freeze. Next meeting is tentatively scheduled for February 2021.</p> <p>The Housing Partnership Canada members forum was held November 24, 2020 several presentations and updates were shared including an energy savings investment project from WoodGreen Community Housing, the Affordable Housing Collective in Hamilton and the sharing of research around Canadian mixed model development.</p>
<p>b) Organizational Plans, Regen Plan)</p>	<p>LMCH Board delegation was approved, the Chair and Vice Chair are scheduled to attend SPPC meeting and provide an update to the committee on Wednesday, December 16, 2020.</p> <p>With lead site selection for regeneration now made "Reimagine Southdale" tenant engagement has begun. As of Monday, December 7, staff were in the community and have engaged directly with 115 households. LMCH staff will spend the entire week from December 7 – 11th onsite informing the tenants of the launch of regeneration and listening to their ideas for how to improve their community and then transition to other engagement opportunities as the project moves forward.</p>
<p>c) Labour Relations</p>	<p>Kim Graham, Manager of People and Culture is now meeting monthly with Gerald McCormick the Unit Chair for CUPE 101.3 and in January these meetings will begin to include the Executive Liaison Steve Holland, from CUPE 101. In the new year polling will take place to schedule the larger Union/Management meetings.</p>
<p>d) Community & Tenant Engagement</p>	<p>Currently we have a total of 7 tenants with ages ranging from 17-50 who have joined our post secondary readiness program that launched on December 8th. This program looks to help all applicants apply for and get into post secondary programs.</p>

	<p>In partnership with Northern Commerce, Roots and Left Lane we can advise that the goal of raising \$10,000 to provide 100 families gifts and merchandise from Roots has been achieved. Staff will be assisting in the distribution of gifts the week of December 21st.</p> <p>LMCH is partnering with Youth Opportunities Unlimited to provide over 150 meals to the tenants at our Wharncliffe site, these will be boxed style meals that staff will deliver door to door in lieu of a more traditional group meal due to COVID-19.</p> <p>We will also be partnering with the London Community Chaplaincy this year to deliver over 100 Christmas breakfast for Simcoe and Dundas.</p>
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Staff Report 2020-77

TO: LMCH Board of Directors

FROM: Olesya Gryn, Interim Director, Tenant Services and Shellie Chowns, Director,
Assets & Property Services

SUBJECT: Vacancy Management Update

DATE: December 17, 2020

RECOMMENDATION:

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

Purpose:

To update the Board, Shareholder and Service Manager regarding the status of LMCH's Vacancy Management progress with the objective of achieving a three percent (3%) total vacancy.

November 2020 Progress (Reported as of November 30th, 2020)

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

Total Vacancy: 4.1% or 134 units

Future Leased: 0.3% or 9 units

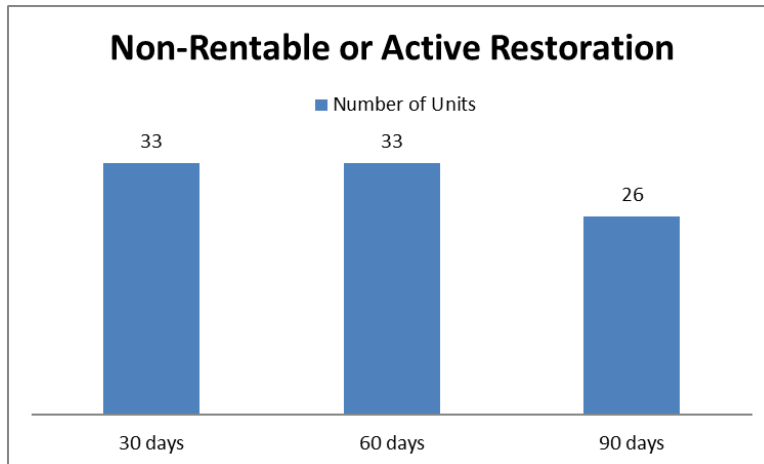
Final Vacancy: 3.8% or 125 units

2. **Active Rental Stock:** These are all 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). (Target: 1%)

Active Rental Stock: 1% or 32 units

3. **Non-Rentable or in Active Restoration:** This category includes all remaining units that have suffered catastrophic loss (e.g., fire, flood, or other insurable damage), units that are in pre-pest clearance as well as any units that are pest cleared and are now in active restoration. (Target: 2%)

Non-Rentable or in Active Restoration: 2.8% or 93 units



Progress Activities and Next Steps:

The timely restoration of vacant units is integral to maintaining our corporate vacancy rate target while also ensuring we have an adequate supply of a variety of homes for our tenants. Understanding that the degree of required restoration can vary widely between unit types, tenant demographic and duration of tenancy, makes it impossible to apply a "one size fits all" approach. For example, a 4-bedroom townhouse is more work to restore than a bachelor apartment. Likewise, homes vacated by seniors are generally less work to restore than homes vacated by adults struggling with mental health, addiction, or other behavioral challenges. To ensure that regardless of the amount of work associated with each individual restoration, we are working with a target number of deliverables weekly, which is 3 units per portfolio (9 in total).

Additionally, we have:

- Dedicated the mornings of all our Maintenance Repair staff exclusively to restorations.
- Assigned a full-time coordinator to the restoration process.
- Developed a weekly report for all staff and managers listing every vacant unit by portfolio, as well as:
 - The date the unit was vacated
 - The number of days since the unit was declared vacant (lag days)
 - The status of the work
 - The name of contractor or employee assigned to the unit
- Implemented a system where each Property Services Manager identifies 3 units each week that will be completed by the end of the following week, setting up a rolling "hit list" of high-priority units.
- Started assigning units to general contractors that we might have historically attempted to manage ourselves. These are large scope rebuilds that require multiple trades and coordination and have proven to be challenging for our staff to manage in concert with other core duties.
- Developed a tool (work aid) that will be used to shepherd units through the restoration process from start-to-finish by:
 - Documenting the whole scope of work immediately upon vacancy
 - Early identification of long-lead time materials

- o Be posted as reference document in the unit during restoration
- o Serve as the sign-off for completion.

The tool has been developed by staff over the last several months, with a goal of implementation Q1 2021.

- Begun the process of writing complementary scopes of work to ensure we are delivering a consistent quality across all sites.

Since June 1, we have reduced our average lag days from 92 to 62 and although it remains challenging to address the volume of vacant units at any given time, we have seen recent improvements in the number of units being turned out each week.

Conclusion:

LMCH had 29 units confirmed vacant in the month of November, which have been added to the active restoration stock. LMCH put additional process improvements in place to expedite the restoration of vacant units. Of the 93 units (2.8%) that are currently in active restoration, 66 units (2%) are scheduled to be restored and rent ready within 60 days.

LMCH leased 36 units in the month of November, and future leased 9 units. LMCH has reached the target of 1% of units in the Active Rental Stock category.

PREPARED and RECOMMENDED BY:	PREPARED and RECOMMENDED BY:
OLESYA GRYN, INTERIM DIRECTOR, TENANT SERVICES	SHELLIE SHOWNS, DIRECTOR, ASSETS AND PROPERTY SERVICES
RECOMMENDED BY:	
ANDREA MACKENZIE, INTERIM CHIEF EXECUTIVE OFFICER	

Staff Report 2020-78

TO: LMCH Board of Directors
FROM: Shellie Chowns, Director Assets & Property Services
SUBJECT: Capital Work Status Report as of December 1, 2020
DATE: December 17, 2020

RECOMMENDATION:

That the December 2020 Capital Project Status Report for the 2018, 2019 and 2020 operating years **BE RECEIVED**.

BACKGROUND:

Total approved projects	79
Carried over from previous years	1
Not started	2
In progress (active)	19
Complete	57

Please note: Projects from previous years are carried forward until their budgets are depleted. A considerable effort has been made to close out previous years projects, resulting in a significant number of projects moving to "complete" status this month.

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
SHELLIE CHOWNS DIRECTOR, ASSETS & PROPERTY SERVICES	ANDREA MACKENZIE INTERIM CHIEF EXECUTIVE OFFICER

Table A: Capital projects currently in progress or yet to start (2018 - 2020)

Project #	Dec Status	Project Description	Location	Comments
2019-0017	In Progress	Technology Contingency	Various	This code belongs to our IT department
2019-0039	In Progress	Fire Alarm Systems: Panel	Tecumseh	Just wrapping up finishing touches.
2020-0001	In Progress	MUA Hook Ups	Baseline	Awarded late Nov 2020. Work to be completed May 2021
2020-0001	In Progress	MUA Hook Ups	McNay	Awarded late Nov 2020. Work to be completed May 2021
2020-0001	In Progress	MUA Hook Ups	Simcoe	Awarded late Nov 2020. Work to be completed May 2021
2020-0001	In Progress	MUA Hook Ups	Walnut	Awarded late Nov 2020. Work to be completed May 2021
2020-0003	Moved to 2021	Balcony Fall Protection	TBD	Work planned for next year
2020-0005	In Progress	Elevators: Capital Repairs	Various	Parts ordered Nov. Expected completion Jan 2021
2020-0008	In Progress	Generator Replacement 2021 (was 2019-0003)	Walnut	Goes with 2020-0010. Engineering underway. Contract award Jan 2021
2020-0009	In Progress	Generator Replacement 2021 (was 2019-0003)	Baseline	Engineering underway. Enbridge Gas currently sizing gas service
2020-0010	In Progress	Main Electrical Service Upgrades	Walnut	Goes with 2020-0008. Engineering underway. Contract award Jan 2021
2020-0011	In Progress	Main Electrical Service Upgrades	Simcoe	Engineering underway. Contract award Jan 2021
2020-0012	In Progress	Elevator Upgrades (was 2019-0008)	Albert	Parts ordered Nov. Expected completion Jan 2021
2020-0014	In Progress	Penthouse Roof Replacement	McNay	Communication equip being removed. Work to be completed Jan 2021.
2020-0018	Moved to 2021	Plumbing Riser Replacements: Supply	Baseline	Work planned for next year
2020-0021	In Progress	Corridor Painting	Simcoe	Anti-graffiti coatings being applied at Dundas
2020-0023	In Progress	Exit Signage Replacement	Tecumseh	Just wrapping up finishing touches.
2020-0024	In Progress	Kitchen Rebuilds	Various	Ongoing through the vacancy process
2020-0026	In Progress	Unit Flooring/Moveout Capital	Various	Ongoing through the vacancy process
2020-0028	In Progress	Mould Abatement	Various	Ongoing. Work performed on an as-needed basis only.
2020-0029	In Progress	Building Condition Assessments	1/3Sites	Assessments are done. Data upload happening now..