



BUILDING FOR THE FUTURE

AGM 2022

| City of London, Strategic Priorities & Policy Committee



WHAT WE'LL COVER

- 01 2022 Overview
- 02 Our Current Focus
- 03 Looking Ahead





135

2022
Overview



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Investing in Community

As we look ahead to the future, the importance of investing in our aging assets is clear. With many of our properties reaching 40, 50, or even 60+ years of age, we know that ***it's critical for LMCH to take a proactive approach to investing in our older properties – ensuring they continue to meet the needs of all tenants.***

Reimagine Southdale | Aimed at creating a sustainable and inclusive neighbourhood, made significant progress in 2022. LMCH's Board of Directors approved the selected design concept and budget, preliminary drawings were completed, and zoning applications began. Construction is expected to start Fall of 2023.

Building Renewal | LMCH is investing in key building systems to ensure ongoing reliability in the coming years. Work on electrical infrastructure at our buildings, replacing generators, and modernizing elevators to ensure key systems are renewed and building life is extended.

CMHC Repair and Renew | Energy Management Systems were installed in 7 high-rise sites in 2022. In addition to supporting reduced energy consumption at these buildings, these systems allow LMCH to investigate heating issues remotely and ensure systems are operating as designed.



Strategic Steps in 2022

The 2022 capital year was a year of planning and re-establishing priorities.

While we completed several important upgrade projects, we also spent considerable time assessing the conditions of our sites, learning where we should most strategically invest for the years ahead.

Connection of solar walls | Existing solar walls were connected to our make-up air units, enabling us to take advantage of energy savings.

Furnace replacements | In 2022 all of our Southdale and Limberlost units had their furnaces replaced with new, high-efficiency furnaces. These upgrades will increase comfort and save energy and costs.

Roof condition reports | A full audit of roof conditions was completed, enabling us to prioritize our investments and proactively replace or repair roofs in the future.

Generator replacements | Emergency generator replacements began in 2022 at Walnut, Baseline and Kent. The new generators are powered by natural gas, reducing environmental risk and improving overall resiliency.

Balcony repairs | Repairs were made to the balconies at 241 Simcoe, restoring all balconies to like-new condition.

Accessibility modifications | Projects to promote independent living were undertaken, including the installation of grab bars, automatic door operators, roll-in showers, and unit entry ramps.

Housing Stability Case Coordinators

To respond to growing and changing tenant needs, LMCH created three Housing Stability Case Coordinator (HSCC) roles, helping us develop and support an integrated housing stability approach. This approach helps us ensure individuals and families at risk of experiencing homelessness *have access to **the right supports they need** to maintain their tenancies.*



65

HSCC caseload of tenants/families



25

Crisis interventions



71

HSCC intake of tenants/families



9

Successful discharges



415

Home visits



98%

Eviction prevention rate

Re-Engaging Our Communities

Throughout 2022, as the world began to emerge from the worst of the pandemic, at LMCH we began a renewed effort to *re-engage our communities*, centering tenant needs and giving them the opportunity to share their concerns, ideas, and hopes *directly* with us.

Community gardens | Tenants have communicated the desire for community gardens and in 2022, partnering with the City of London, we got to work making that happen — connecting our communities and helping bolster food security.

Town halls | Listening to tenants is always a priority, but in 2022 we did it with a renewed sense of intention, hosting town halls at all of our locations. The meetings were well-attended and common themes emerged that we're already beginning to address and that we're actively using to guide our strategic planning.

Holiday celebrations | Now that it's safe enough to do so we've started hosting holiday celebrations again, bringing tenants together in positive, celebratory environments that help promote a sense of community.





OUR CURRENT
Focus



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Fully utilizing the money available is important for tenants, LMCH, and the City of London.

Ramping up from a \$2 million capital program to an \$8 million capital program has been challenging, resulting in delays with moving projects from approval to completion. In response, we've added staff and are engaging in new ways with consultants. By the end of Q3 2023, we will have *closed out* the majority of 2021 and 2022 projects, and we'll have made *significant progress* on the 2023 capital program.



2022
Capital Projects



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Overview: Capital Projects 2022

37 active projects | LMCH worked on and advanced, to varying degrees, 37 active capital projects.

11% completed | Of those 37 projects, we've completed 4 of those projects.

49% in progress | 49%, 18 specific projects, are currently in progress. In most of these cases, contracts have been awarded and contractors are awaiting delivery of materials to begin work on site.

22% in engineering / scoping | 8 projects, 22%, are currently being engineered and/or scoped. These projects include fencing repairs, fire panel/system repairs, stairwell door replacement repairs, make-up air unit replacement, and radiator heating repairs.

14% under review | 14%, 5 specific projects, are being reviewed by staff to determine how best to proceed with the work that's needed. These include projects related to garbage infrastructure, a mechanical system audit, and a minor fire alarm upgrade.

Projects Actively in Progress

7 Projects

Elevator
Modernization

4 Projects

Major Electrical
Upgrades

3 Projects

Windows & Doors

5 Projects

Roadway &
Parking Lot Repairs

2 Project

Roof Repair /
Replacement

2 Projects


New Playgrounds



LOOKING
Ahead



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Our focus is on improving the quality of our housing and meeting the needs of our tenants. To do this, **our work needs to be informed by tenants.**

Informed by Stakeholders

As we've started looking ahead, we've prioritized hearing from all of our stakeholders. That has meant engaging them, listening to what they have to say, and ensuring the priorities we set through our strategic planning process are *inclusive of the feedback we've received*.

Tenants | Throughout 2022, we connected with more than 300 tenants at town halls, hearing their concerns, ideas, and insights into community challenges and aspirations.

Staff & Board | Brainstorming sessions and workshops with the LMCH staff and Board of Directors proved instrumental in establishing our priorities as we look ahead.

Community Partners | Engaging with community partners, including local organizations and agencies, to understand their needs informed the plan's development and provided crucial feedback to align goals.

These conversations proved crucial to the development of the following five Strategic Priorities, which are the framework for our 2023 - 2027 Strategic Plan. These conversations will continue as we prioritize our work through the course of the plan.

Our Strategic Priorities

2023 - 2027

1. Improving the Tenant Experience is a priority, ensuring we are responsive and tenants feel comfortable, safe, and supported in their homes.

2. Developing a Tenant-Centric Service Model, tailoring services to meet the needs of collective tenants, and actively involving them in decision-making processes.

3. Investing in our Communities to create vibrant and thriving neighbourhoods by fostering social connections, supporting local initiatives, and addressing community needs.

4. Investing in Sustainability to reduce environmental impact, promote energy efficiency, and create healthier living environments.

5. Fostering a Healthy Organization by building a positive and inclusive work culture, ensuring staff members' well-being and professional growth.



Thanks for Your Support



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