

## Report to Corporate Services Committee

**To:** Chair and Members  
Corporate Services Committee

**From:** Anna Lisa Barbon, CPA, CGA, Deputy City Manager, Finance Supports

**Subject:** 2023 Year-End Operating Budget Monitoring Report

**Date:** April 15, 2024

## Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the following actions be taken with respect to the 2023 Year-End Operating Budget Monitoring Report:

- a) The 2023 Year-End Operating Budget Monitoring Report for the Property Tax Supported Budget, Water Budget, and Wastewater and Treatment Budget **BE RECEIVED** for information. An overview of the net corporate positions are outlined below, noting that the year-end positions include the contributions listed in b) and c):
- i) Property Tax Supported Budget surplus of \$28.0 million.
  - ii) Water Rate Supported Budget surplus of \$3.0 million.
  - iii) Wastewater and Treatment Rate Supported Budget is balanced at year-end.

It being noted that the Property Tax, Water, and Wastewater & Treatment Budget surplus will be allocated in accordance with the Council approved Surplus/Deficit Policy.

- b) The contribution of year-end Property Tax Supported, Water Rate Supported and Wastewater and Treatment Rate Supported Budget surplus to the applicable Contingency Reserve in accordance with the Council approved Surplus/Deficit Policy **BE RECEIVED** for information:
- i) \$9.7 million to the Operating Budget Contingency Reserve, noting the balance remains under its target.
  - ii) \$1.1 million to the Water Budget Contingency Reserve, noting the balance remains under its target.
  - iii) \$0.5 million to the Wastewater and Treatment Budget Contingency Reserve, noting the balance remains under its target.

It being noted that the contributions to the respective budget contingency reserves were made to replenish these reserves that were utilized to finance the 2023 cost of statutory development charges exemptions and discounts resulting from recent legislative changes that were otherwise unfunded.

- c) The request to fund the 2023 London & Middlesex Community Housing operational deficit of approximately \$33 thousand **BE APPROVED** (see **Appendix B** for Letter of Request).

**Note: The reported year-end position is subject to completion of the 2023 financial statement audit.**

## Executive Summary

This report provides a summary of the 2023 year-end operating results for the Property Tax Supported Budget, the Water Rate Supported Budget and Wastewater and Treatment Rate Supported Budget. The figures represent operating budget results including any net contributions or drawdowns from reserve funds as required based on

approved budgets, by-laws and/or application of policy.

The Property Tax Supported Budget realized a surplus of \$28.0 million. The surplus is primarily driven by higher than expected investment revenue due to higher interest rates than anticipated at the time of developing the 2020-2023 Multi-Year Budget.

The Water Rate Supported Budget realized a surplus of \$3.0 million primarily from higher than anticipated consumption-based revenues in the residential sector and growth in the City.

The Wastewater and Treatment Rate Supported Budget realized a balanced position at year-end. Similar to the Water Budget, the Wastewater Budget experienced higher than anticipated consumption-based revenues in the residential sector and growth in the City, however this was primarily offset by a deficit in chemical costs due to significant inflationary price increases.

The Municipal Council approved Surplus/Deficit Policy provides for the allocation of Property Tax, Water, and Wastewater and Treatment year-end surplus. Application of year-end surplus in accordance with the Surplus/Deficit Policy benefits the 2024 to 2027 Multi-Year Budget through reduced future debt issuances, one-time contributions to address future infrastructure needs and one-time contributions to the Community Investment Reserve Fund to be used as a funding source at the discretion of Municipal Council. This allocation per Policy is prudent, noting that more than \$330 million of additional property tax supported debt was approved over the 10-year capital plan (2024-2033) through the recent 2024-2027 Multi-Year Budget, and that business case #P-55 – Additional Funding to Address Infrastructure Gap was not approved through the Multi-Year Budget process.

## **Linkage to the Corporate Strategic Plan**

Council's 2023 to 2027 Strategic Plan for the City of London identifies 'Well-Run City' as a strategic area of focus. The City of London's Multi-Year Budget development and monitoring is a strategy to align financial resources with Council's Strategic Plan and to maintain London's finances in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations. On a semi-annual basis, through the Operating Budget Monitoring Report process, Civic Administration measures the results achieved against approved budgets, and recommends appropriate adjustments in line with City policies and practices. This exercise ensures the operating budget is continuously monitored and, if needed, amended to be reflective of the City's Strategic Plan.

## **Analysis**

### **1.0 Background Information**

#### **1.1 Previous Reports Related to this Matter**

Corporate Services Committee, meeting on October 3, 2023, Agenda Item 2.2, 2023 Mid-Year Operating Budget Monitoring Report  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=103303>

### **2.0 Discussion and Considerations**

Budget monitoring is a key component for the governance and accountability process of the 2020 to 2023 Multi-Year Budget. As part of the Multi-Year Budget for the Corporation of the City of London (the "City"), the budget monitoring and reporting process ensures that Council and the community are provided with the information to understand actual spending against the budget.

Each year Civic Administration will submit two monitoring reports to Council, the Mid-Year Operating Budget Monitoring Report and Year-End Operating Budget Monitoring

Report. In addition to these two reporting cycles, once per year the multi-year budget is updated through the Annual Budget Update (refer to **Appendix C** for the budget cycle). The monitoring reports and annual budget updates inform Council and the community of the City's progress towards achieving the approved multi-year budget targets.

The purpose of this report is to:

- Provide an overview of the financial results of the operating budgets for the Property Tax Supported Budget and Water and Wastewater and Treatment rate supported budgets.
- Provide a summary of emerging issues that may impact the 2024 to 2027 Multi-Year Budget.

### 3.0 Financial Impact/Considerations

#### 3.1 2023 Property Tax Supported Operating Budget Monitoring

The City realized a surplus position of \$28.0 million for the Property Tax Supported Budget at year-end. The surplus is largely attributable to three temporary external factors outside the control of the City of London – interest rates, provisions for tax appeals & uncollectable taxes, and Green Bin implementation delays. Interest rates are influenced by Bank of Canada monetary policy and economic conditions. Provisions for tax appeals and uncollectable taxes have been influenced by the delay in MPAC reassessments. Green Bin implementation delays were driven by supplier delays in delivery of required equipment. These major factors are temporary in nature and the resulting budgetary impacts are not likely to persist long-term. Interest rates are forecasted to decrease into the future. While no timeline has been provided, it is anticipated the MPAC assessment cycle will recommence, and the Green Bin program has since been implemented.

Table 1 – Key Factors Impacting the Year-end Position (\$ millions)

Contributing Factor	Surplus/ Deficit	% of Total Gross Budget
1. Financial Management component - Investment revenue surplus - Higher interest rates and higher average cash balances than budgeted. This surplus is in addition to the \$1.4 million tax levy reduction from investment revenue approved as part of the 2023 Annual Budget Update. The Bank of Canada has raised its overnight target rate from 0.25% in March 2022 to 5.0% in July 2023, leading to 2023 rates significantly higher than was originally budgeted as part of the 2020 to 2023 Multi-Year Budget.	\$16.3m	1.4%
2. Financial Management component - Provision for Tax Appeals & Uncollectible Taxes - Significant decrease in assessment at risk and abnormal loss estimate, resulting in a lower provision for losses in 2023. This is due to lack of reassessment, which historically has resulted in increased assessment at risk, and resolution of COVID-related and large exemption appeals in place at the end of 2022. A resumption of the reassessment cycle is likely to revert assessment at risk and the corresponding provision for losses to more historical levels, as a key input into the calculation of the provision is the amount of assessment at risk.	\$5.3m	0.5%
3. Garbage & Recycling component - Green Bin surplus - delay in receiving waste collection vehicles delayed the implementation of the Green Bin program until January 15, 2024.	\$4.0m	0.4%
4. All other areas – Social & Community Support, Financial Management, Corporate Services and Roadways are some of the services areas in a surplus. Factors include	\$2.4m	0.2%

Contributing Factor	Surplus/ Deficit	% of Total Gross Budget
impacts of external funding, lagging COVID-19 related delays in operationalizing childcare expansion spaces, transition to the new London Regional Employment Services model, higher than budgeted supplementary taxes, electricity maintenance and winter material savings respectively. These are partially offset by areas in a deficit position including Parking, Neighbourhood & Rec Services and Building Approvals primarily due to deficits in user fees and higher costs due to inflation.		
<b>Total Year-End Position</b>	<b>\$28.0m</b>	<b>2.5%</b>

Subject to rounding.

The above table highlights the most significant contributing factors to the year-end position. The summary table above does not detail all factors. For a breakdown of the surplus/deficit by service grouping, refer to **Appendix A**. It should be noted that each service grouping in Appendix A may have individual services within that grouping in either surplus or deficit positions which collectively make up the service grouping total. Similarly, there may be multiple smaller factors that that comprise the total service grouping position. Budget figures in Appendix A include housekeeping transfers. As authorized by the Municipal Council approved Multi-Year Budget Policy, Civic Administration can approve transfers between accounts that are considered housekeeping in nature. These adjustments primarily include items that are budgeted centrally, and during the year are distributed to various services. Furthermore, these figures represent operating budget results including any net contributions or drawdowns from reserve funds as required based on approved budgets, by-laws and/or application of policy.

Allocation of 2023 Surplus

The Council approved Surplus/Deficit Policy provides for the allocation of reported surplus for the Property Tax Supported Budget as follows:

- a) 50% to reduce future debt issuance, it being noted that debt reduction will reduce future years’ debt servicing costs;
- b) 25% to the Community Investment Reserve Fund to be allocated at the discretion of Municipal Council, and;
- c) 25% to the Capital Infrastructure Gap Reserve Fund (or other reserve fund to mitigate infrastructure needs at the discretion of the City Treasurer) to address future infrastructure needs.

As per Policy, the \$28.0 million surplus, will be allocated as follows:

- a) \$14.0 million to reduce future debt issuance;
- b) \$7.0 million to the Community Investment Reserve Fund, and;
- c) \$7.0 million to the Capital Infrastructure Gap Reserve Fund.

The application of year-end surplus in accordance with the Surplus/Deficit Policy is prudent given the recent approval of the City of London’s 2024-2027 Multi-Year-Budget (MYB). Within the MYB, approximately \$500M of additional debt financing has been approved over the 2024-2033 timeframe, of which approximately \$338.4M is Property Tax supported debt. The application of the Policy provides for 50% of year-end surplus to be applied as debt substitution to reduce future debt, which in turn reduces future property tax rate increases to service the debt. The recently approved MYB also did not include business case #P-55 – Additional Funding to Address Infrastructure Gap. Applying policy to year-end surplus aids in providing a contribution to the Capital Infrastructure Gap Reserve Fund and becomes even more prudent when considering that permanent additional investments have not been approved through the MYB process. This one-time contribution provides funds for this key strategic outcome in the City’s Strategic Plan, the importance of which was articulated in the MYB business case

and the City’s recently updated Capital Asset Management Plan. The application of Policy also provides a contribution to the Community Investment Reserve Fund, which can be utilized as a funding source at the discretion of Municipal Council, including initiatives linked to the Strategic Plan. After considering investments made by Municipal Council as part of the 2024-2027 Multi-Year Budget, the estimated remaining balance in this fund is approximately \$0.2 million prior to the contribution of 25% of the year-end surplus per the Policy.

### 3.2 2023 Water Rate Supported Operating Budget Monitoring

The 2023 Water Rate Supported Budget surplus is \$3.0 million (Table 2).

Table 2 – 2023 Year-End Position (\$millions)

Water	Budget	Year-End Position	Year-End Surplus/ Deficit
Revenues	93.7	97.0	3.3
Expenditures	93.7	94.0	-0.3
<b>Net Balance Surplus/Deficit</b>	<b>0.0</b>	<b>3.0</b>	<b>3.0</b>

Subject to rounding

The year-end position is driven by the following:

- \$3.3 million surplus in revenues, primarily from greater than budgeted water usage due to the continued higher than anticipated residential consumption and growth in the City. An extremely dry spring also contributed to higher than anticipated consumption by residential users.
- -\$0.3 million deficit in expenditures driven by various operational costs including increases in locate costs due to new Ontario regulations.

The Council approved Surplus/Deficit Policy provides for the allocation of reported surplus for the Water Rate Supported Budget as follows:

- 50% to reduce Water future debt issuance, it being noted that debt reduction will reduce future years’ debt servicing costs, and;
- 50% to the Waterworks Reserve Fund to address future infrastructure needs.

As per Policy, the \$3.0 million surplus, will be allocated as follows:

- \$1.5 million to reduce debt;
- \$1.5 million to the Waterworks Reserve Fund.

### 3.3 2023 Wastewater and Treatment Rate Supported Operating Budget Monitoring

The 2023 Wastewater and Treatment Rate Supported Budget is balanced at year-end (Table 3).

Table 3 – 2023 Year-End Position (\$millions)

Wastewater & Treatment	Budget	Year-End Position	Year-End Surplus/ Deficit
Revenues	117.5	120.3	2.8
Expenditures	117.5	120.3	-2.8
<b>Net Balance Surplus/Deficit</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Subject to rounding

The year-end position is driven by the following:

- \$2.8 million surplus in revenues. Similar to Water, this is primarily due to the continued higher than anticipated residential consumption and growth in the City.

- \$2.8 million deficit in operational costs. This consists of \$2.2 million deficit in chemical cost overruns from significant cost increases due to inflation and \$0.6 million deficit from all other areas.

The Council approved Surplus/Deficit Policy provides for the allocation of reported surplus for the Wastewater and Treatment Rate Supported Budget as follows:

- a) 50% to reduce Wastewater & Treatment future debt issuance, it being noted that debt reduction will reduce future years' debt servicing costs, and;
- b) 50% to the Sewage Works Reserve Fund to address future infrastructure needs.

Given the Wastewater and Treatment Budget is balanced at year-end, there will be no surplus allocation.

## 4.0 Key Issues and Considerations

### 4.1. Contribution to Contingency Reserves

With the passage of the More Homes, More Choice Act, 2019 (Bill 108) and the More Homes Built Faster Act, 2022 (Bill 23), changes to the Development Charges Act increased the number of development charges exemptions legislatively required to be granted for eligible types of development. Increased numbers of additional residential units, including purpose built, exemptions for non-profit housing, discounts for purpose build rental units and the Provincial defined exemption of affordable and attainable housing mean that development fees that would normally be collected from building these units now needs to be recovered from other sources. While a business case (#PL-3) was included in the 2024-2027 Multi-Year Budget to start providing a funding source for these exemptions, there was no such funding in place for the fiscal year 2023.

The total, unfunded exemptions that are required to be paid by the City for 2023 to “backfill” the City Services Development Charges Reserve Funds is \$16.8 million. Given there was no funding source at the time, Contingency Reserves were required to be utilized to finance these exemptions. Of the \$16.8 million total, \$9.7 million was funded from the Property Tax Operating Budget Contingency Reserve, \$1.1 million from the Water Budget Contingency Reserve, and \$6.0 million from the Wastewater Budget Contingency Reserve. Recommendation b) in this report provides for the replenishment of the Contingency Reserves to the extent that there is available surplus, noting that there is insufficient surplus in the Wastewater & Treatment budget and therefore this represents a net drawdown on its reserve.

The Province has committed to ensuring that municipalities are “made whole” for any loss of funding due to the More Homes Built Faster Act, 2022 and has stated they will engage in consultations to understand the impacts of the introduced legislation. When additional information becomes available regarding the Province’s commitment it will be brought forward to Municipal Council as part of a Committee Report and/or Annual Budget Update. Civic Administration will also continue to monitor the total amount of statutory exemptions and discounts being incurred relative to funding approved through the 2024-2027 Multi-Year Budget and will report, as necessary, on any shortfalls through future semi-annual Budget Monitoring Reports.

### 4.2. Request to Fund London & Middlesex Community Housing (LMCH) Deficit

The factors driving the 2023 LMCH deficit of \$33 thousand and formal request for funding are detailed in **Appendix B**. Historically, LMCH surpluses have been returned to the City while deficits have been funded by the City.

### 4.3. 2024 to 2027 Emerging Issues

Several services have identified potential service delivery pressures that may impact expenditures/revenues in the 2024 to 2027 Multi-Year Budget. This section describes some of the more significant issues and the measures taken to mitigate or address these issues. Civic Administration is continuing to actively monitor all emerging issues, including items not listed below. The likelihood of each issue impacting the Multi-Year Budget is rated as high, medium, or low. The definitions of the likelihood measures are as follows:

- High – the likelihood of the issue occurring in 2024 to 2027 is predicted to be greater than 60%
- Medium – the likelihood of the issue occurring in 2024 to 2027 is predicted to be between 30% and 60%
- Low – the likelihood of the issue occurring in 2024 to 2027 is predicted to be less than 30%

**Multiple Services – 2024 to 2027 Multi-Year Budget** – Given the City recently adopted the 2024-2027 Multi-Year Budget, many of the emerging issues listed in previous reports, whether Legislative, Council Direction, or Cost/Revenue Driver, were addressed within existing base budgets or business cases presented as part of the 2024 to 2027 Multi-Year Budget and thus are now omitted from this listing.

**What we are doing to mitigate/address the issue:**

New emerging issues or evolving issues that arise with financial impacts that fall under these categories will be brought forward through the semi-annual monitoring reporting cycle and/or through Annual Budget Updates to the 2024 to 2027 Multi-Year Budget.

**Legislative:**

**1. Long-Term Care, Housing Stability Services, Middlesex London Health Unit (MLHU)** (High Likelihood) – Potential reduction of COVID funding – There are continued COVID-19 related expenditures to maintain resident safety for Long-Term Care, despite indications of reduced Ministry funding for this purpose into the future. Similarly, for MLHU, dedicated Ministry funding for COVID-19 costs is expected to end for 2024, with an expectation that COVID-19 related activities will become part of health units' ongoing operations. In addition, previously provided funding was made available through the Social Services Relief Fund program to support vulnerable populations through COVID-19. This funding has been relied upon to support operating costs and increases to programming, with no further funding commitments announced for 2024. The City has received additional federal Reaching Home Funding for 2023-2024, as well as increased allocations through the provincial Homeless Prevention Program (HPP), which temporarily alleviated the financial pressure to continue to fund the current service levels. However, the growing needs to support housing stability for vulnerable Londoners continue to exceed available funding through these programs.

**What we are doing to mitigate/address the issue:** Civic Administration is assessing current levels of COVID-19 support and looking at more cost-efficient alternative approaches for protecting residents' health in Long-Term Care. Priority setting will be required to manage the various public health needs within financial constraints faced by MLHU. Civic Administration will also continue to advocate to ensure that our Federal and Provincial partners are aware of the need for stable, predictable funding to mitigate any longer-term impacts from the pandemic, particularly related to supporting vulnerable populations.

**Cost/Revenue Driver:**

**1. Municipal Housing & Housing Stability Services** (High Likelihood) – Whole of Community System Response – On October 5, 2023, London City Council approved the first three Hubs as part of this plan. The approval of these first Hubs marks the next step in the implementation of the Health and Homelessness Whole of Community Response and a new, system-wide approach.

**What we are doing to mitigate/address the issue:** While some existing base funding is available through the Homeless Prevention Program and one-time funding is available from the London Community Foundation Fund for Change for establishing and operating multiple Hubs, advocacy efforts to seek funding from other levels of government will continue to secure sustainable funding for the system and to further accelerate the implementation of the plan.

## **Conclusion**

The Property Tax and Water Budgets are in a surplus position while the Wastewater and Treatment Budgets is in a balanced position at year-end. The Property Tax surplus is largely attributable to investment revenue surplus driven by higher interest rates. The Water Budget surplus is primarily from higher than anticipated residential consumption and growth in the City. The Wastewater Budget is experiencing similar trends; however, this is offset by chemical cost overruns. All three budgets had a contribution to their respective Contingency Reserves to replenish draws related to the cost of 2023 Development Charge exemptions. Surplus positions will be allocated in accordance with the Council Approved Surplus/Deficit Policy.

**Prepared by:** Rick Lamon, CPA, Manager, Accounting and Reporting  
and Martin Galczynski, CPA, CA, CIM, Manager,  
Financial Planning and Policy

**Submitted by:** Kyle Murray, CPA, CA, Director, Financial Planning and  
Business Support

**Recommended by:** Anna Lisa Barbon, CPA, CGA, Deputy City Manager,  
Finance Supports



## Appendix A – 2023 Year-End Financial Summary

Property Tax Supported Budget (\$ Thousands)

<b>Service Grouping</b>	<b>Gross Expenditure Budget<sup>1</sup></b>	<b>Non-Tax Levy Revenue Budget<sup>1</sup></b>	<b>Tax Levy (Net) Budget<sup>1</sup></b>	<b>Year-End Net Budget Position</b>	<b>Year-End Surplus/ Deficit</b>
	<b>(A)</b>	<b>(B)</b>	<b>(C = A-B)</b>	<b>(D)</b>	<b>(C-D)</b>
Centennial Hall	848	657	191	9	182
Arts, Culture & Heritage Advisory & Funding	2,302	0	2,302	2,294	8
Museum London	1,927	0	1,927	1,927	0
Eldon House	308	0	308	308	0
Heritage	468	0	468	428	40
Library Services	22,129	0	22,129	22,129	0
Economic Development	8,990	1,528	7,462	7,320	142
Community Improvement/BIA	3,148	1,075	2,073	2,311	-238
Conventions, Meetings & Events	678	0	678	678	0
Tourism & Sports Attraction	2,402	0	2,402	2,402	0
Covent Garden Market	0	0	0	0	0
Kettle Creek Conservation Authority	316	0	316	286	30
Lower Thames Valley Conservation Authority	72	0	72	73	-1
Upper Thames River Conservation Authority	1,727	0	1,727	1,743	-16
Climate Change & Environmental Stewardship	1,695	355	1,340	1,066	274
Garbage Recycling & Composting	42,604	16,970	25,633	20,323	5,310
Neighbourhood & Recreation Services	41,981	24,348	17,633	18,893	-1,259
Parks & Urban Forestry	16,296	216	16,080	16,065	15
Building Approvals	9,599	8,486	1,113	2,201	-1,088
Planning Services	4,846	264	4,582	4,503	79
Development Services	6,201	3,357	2,844	3,538	-695
Animal Services	3,309	1,205	2,104	2,130	-26
By-law Enforcement & Property Standards	3,865	2,563	1,302	1,369	-67
Emergency Management & Security Services	3,790	67	3,723	3,915	-192
Fire Services	71,901	326	71,575	71,524	51
Police Services	141,478	10,048	131,431	131,431	0
Municipal Housing	20,885	11,063	9,822	9,072	750
Housing Development Corporation	3,357	0	3,357	3,357	0
London & Middlesex Community Housing	14,779	0	14,779	14,812	-33
Long Term Care	28,347	21,266	7,081	6,594	487
Land Ambulance	29,535	0	29,535	29,587	-52

<b>Service Grouping</b>	<b>Gross Expenditure Budget<sup>1</sup></b>	<b>Non-Tax Levy Revenue Budget<sup>1</sup></b>	<b>Tax Levy (Net) Budget<sup>1</sup></b>	<b>Year-End Net Budget Position</b>	<b>Year-End Surplus/Deficit</b>
	<b>(A)</b>	<b>(B)</b>	<b>(C = A-B)</b>	<b>(D)</b>	<b>(C-D)</b>
Middlesex-London Health Unit	7,345	0	7,345	7,345	0
Social & Community Support Services	256,370	221,239	35,131	24,751	10,379
Parking	4,446	8,380	-3,934	-1,430	-2,504
London Transit Commission	45,837	0	45,837	45,837	0
Roadways	58,185	7,352	50,832	48,760	2,072
Rapid Transit	87	80	7	531	-525
Corporate Services	74,166	6,464	67,702	63,118	4,584
Corporate Planning & Administration	2,301	23	2,279	2,146	132
Council Services	5,269	898	4,371	4,549	-178
Public Support Services	12,878	9,254	3,624	4,375	-751
Financial Management	181,584	44,308	137,276	126,202	11,074
<b>Total</b>	<b>1,138,250</b>	<b>401,793</b>	<b>736,458</b>	<b>708,473</b>	<b>27,985</b>

Subject to rounding

Note 1: Budgets includes housekeeping transfers. As authorized by the Municipal Council approved Multi-Year Budget Policy, Civic Administration can approve transfers between accounts that are considered housekeeping in nature. These adjustments primarily include items that are budgeted centrally, and during the year are distributed to various services.

## Appendix B



March 26, 2024

Anna Lisa Barbon,  
Deputy City Manager, Finance Supports  
City of London  
300 Dufferin Avenue  
PO Box 5035

RE: London and Middlesex Community Housing Funding Request Dear Anna Lisa,  
London & Middlesex Community Housing is requested payment of \$33,364 to balance the Corporation's budget, based on the unaudited year-end deficit for the 2023 fiscal year.

LMCH continues to experience fluctuations in tenant rental revenue with significant increases in bad debt write off for former tenants and rent forgiveness for current tenants. This along with increased cost pressures of operations (Maintenance and Repair) have resulted in a small operating deficit.

I would like to thank you for your consideration in this matter. Sincerely,

A handwritten signature in blue ink that reads 'Paul Chisholm'.

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Paul Chisholm,  
Chief Executive Officer  
London & Middlesex Community Housing

## Appendix C – Multi-Year Budget Cycle

The timeline below illustrates when Council will receive the various reports that form the 2020 to 2023 Multi-Year Budget governance and accountability process.

