



TRANSFORMATION VISION TO REALITY

AGM 2023

| City of London, Strategic Priorities & Policy Committee



Land Acknowledgement

London and Middlesex Community Housing provides housing on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Adda-won-da-run).

We acknowledge the local First Nations communities in this area, the Territory of the Chippewa (CHIP-I-WAA) of the Thames, the Oneida (OH-NY-DUH) of the Thames, and the Muncey (m-UH-n-s-ee) Delaware Nation.

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home.

Today, the City of London & Middlesex County is home to many First Nations, Métis and Inuit people.

We are grateful to have the opportunity to work and live in this territory.



2023 Board of Directors

Phil Squire
Chair

Colin Grantham
Mayor Strathroy-Caradoc
Vice-Chair

Shawn Lewis
City of London Councillor, Ward 2
Director

Hadleigh McAlister
City of London Councillor, Ward 1
Director

Shellie Chowns
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Gary Bezaire
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Director

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Director

LMCH Executive Leadership

Paul Chisholm
Chief Executive Officer

Andrea Mackenzie
Director, Tenant Services

Dirk Volschenk
Manager, Human Resources

Christine Poirier
Senior Manager, Property Services

Trevor Whittingham
Senior Manager, Asset Management

As of December 2023



MISSION

To provide clean, safe, and well-maintained homes, to meet the needs of the people we serve in our communities.

VISION

To build inclusive communities where safe, affordable, and accessible housing is the foundation for positive change.

VALUES

To Collaborate
To be Accountable
To be Responsive
To promote Equity

WHO WE SERVE



Family Communities

834 Units

11 Communities



Scattered

159 Units



Senior Communities

1,219 Units

9 Buildings



Total

3,258 Units

32 Buildings



Adult Communities

1,046 Units

12 Buildings

Inclusive of London and Middlesex County



FINANCIALS

LMCH recorded a small deficit of \$33,364 in the 2023 fiscal year. Rental revenue increased to \$13.3 million, while municipal base funding rose to \$14.7 million. Building, maintenance, and repair costs remain stable year over year. Cost pressures continue with increased insurance and utilities. Costs for salaries, wages, and benefits increased year over year to \$7.8 million as LMCH increased the number of full-time employees to support operations.

LMCH will continue to promote financial stability as we continue to focus on service improvement and cost containment while delivering on our goal of clean, safe, well-maintained homes for our tenants.

Note: Financial numbers reported are taken from LMCH Operating Statements.

FINANCIALS

Operating Revenue	2023	2022
Rental revenue	13,308,789	12,871,113
Municipal base funding	14,676,651	13,900,182
Other	630,072	523,246
Total revenue	28,615,512	27,294,541
<hr/>		
Operating Expenditures		
Property taxes, insurance & mortgage	6,607,002	6,238,419
Building, maintenance and repair	7,394,368	7,406,088
Utilities	4,698,891	4,549,817
Administration	2,093,583	2,292,646
Tenant programs	62,697	88,987
Salaries, wages & benefits	7,792,335	6,702,575
Total Expenditure	28,648,876	27,278,532
Net Surplus (deficit)	(33,364)	16,009

FINANCIALS

In 2023, LMCH invested almost \$14 million in our communities through various projects that help to prolong the life of our communities and provide a better living experience for tenants.

Capital Expenditures	2023
LMCH Capital Infrastructure Gap Funding	7,264,012
Reimagine Southdale	2,042,335
CMHC Repair and Renew Program	4,652,803
Total Capital Expenditures	13,959,149

RENT REVENUE AND ARREARS

47% of LMCH revenue comes from tenant rent.

Non-payment of rent by tenants has a significant impact on operating revenue.

- LMCH wrote off **\$782,978** in bad debt from former tenants.
- As of December 31, 2023, current tenants had arrears of **\$829,424**.
- Through the course of 2023 LMCH worked with tenants who lost their subsidies to reinstate these resulting in more than **\$1.4 million** in rent adjustments through the course of the year.

2023

OVERVIEW



BY THE NUMBERS



377

New Tenancies



2.7%

Vacancy Rate

44% decrease from 2022



404

Refreshed & Restored Units



258

Referrals to Partner Agencies



26,792

Service Requests - 25.6% Increase

29% Pest Control

17% Plumbing

10% Keys and Doors

7% Electrical

7% Other

VACANCY MANAGEMENT AND UNITS IN ACTIVE RESTORATION

Vacancy Rate

- December 2022 = 4.8%
- December 2023 = 2.7%

Decrease of **44%**

Active Restoration

- December 2022 = 126
- December 2023 = 61

Decrease of **51.6%**

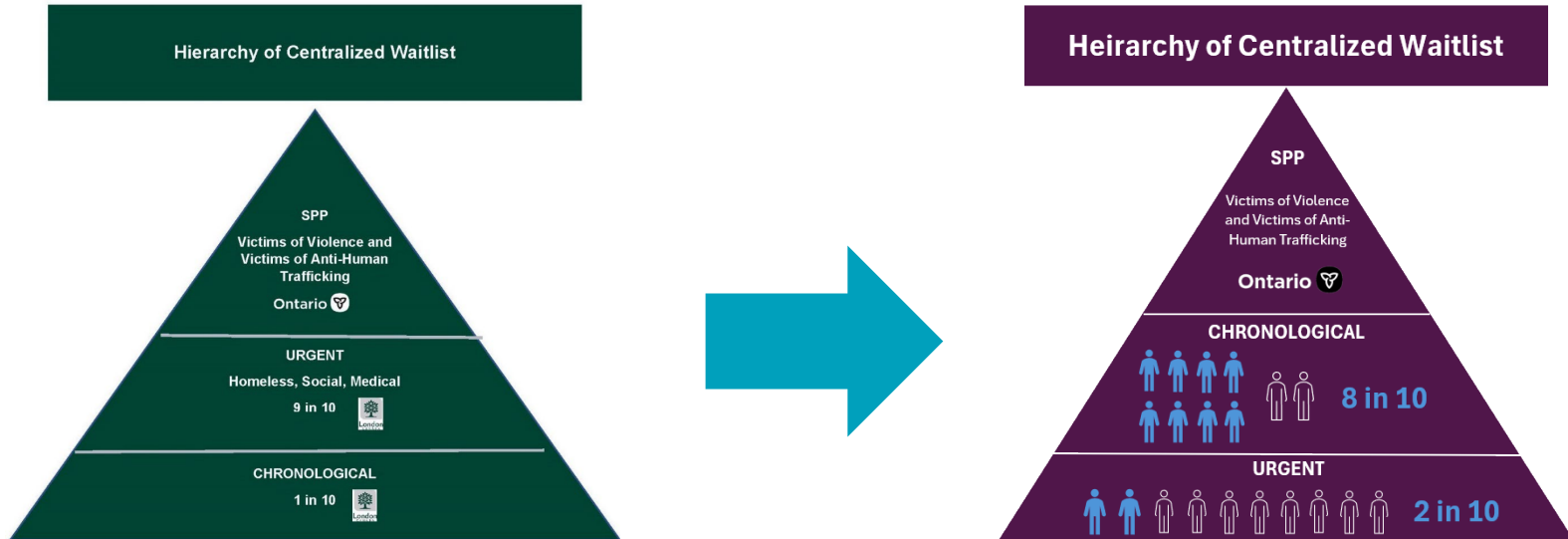
LMCH Target Vacancy Rate - 3%

Count (Units)	Q4 2023	Q3 2023	Q2 2023	Q1 2023
Total units in Active Restoration	1.8%	2.5%	2.7%	3.1%
Total units Vacant and ready	0.9%	1.1%	0.9%	1.1%
Total	2.7%	3.6%	3.6%	4.2%

VACANCY MANAGEMENT

Placement Policy

As the largest rent-geared-to-income housing provider in the city, we believe that everyone deserves a place to call home. Sometimes, individuals need higher levels of support that LMCH is unable to provide. In 2023, our Board of Directors and Staff advocated for a change to the placement policy. We were pleased to see that City Council supported us. LMCH supports the work of the City of London in Health and Homelessness, the investment in homeless hubs, and supportive housing to better support housing in London.



PEST MANAGEMENT

Based on feedback from Tenants, Staff, and the Board of Directors, LMCH continues to strengthen our Integrated Pest Management Program (IPM). In late 2023 LMCH created and implemented a Service Recovery Plan to include the following tasks:

- 1) Set up dedicated weekly treatment dates per building/property.
- 2) Set up monthly common area treatment scheduled per building/property.
- 3) Create an internal scheduling and tracking system so we can proactively schedule future treatments and ensure treatments are completed to our standards.
- 4) Improve the NOE (notice of entry) creation and distribution process.
- 5) Service report review system for scheduling all follow-up treatments to clear units of infestations within the appropriate pest treatment cycle based on best case scenario.
- 6) Service report and invoice review process to ensure service confirmation and accurate invoice processing.
- 7) Create a reporting warehouse that all staff can access to view service reports and provide updates to tenants.

MAINTENANCE

- With aging assets LMCH continues to experience increasing volumes in service requests for routine and urgent work orders
- 2023 saw an increase of maintenance requests by 25.6%, many of which we considered urgent, emergency, or after hours.
- The total number of work orders received in 2023 was 26,792.
 - 55% Non-Emergency and Routine (Plumbing, Electrical, and Locks)
 - 27% Urgent or Emergency
 - 8% After Hours
- Over the last five years we have increased our Main Repair staff by 40% to a compliment of 20.
- LMCH completes 98% of work orders annually and will work to set service standards to monitor time to complete maintenance requests by the end of 2024.

REDEVELOPMENT AND RENEWAL



15
Accessible Unit Upgrades



5
Exterior Upgrades of New Playgrounds
and Recreational Furniture



10
Paving Projects for
Improved Mobility



1,700
Windows and Doors Replaced



252
Balconies Repaired



3
Generator Upgrades



2
Elevator Upgrades



2
Building Roof Replacements

Inclusive of London and Middlesex County

Building-specific project details can be viewed starting on slide 31

REDEVELOPMENT AND RENEWAL



Significant progress on the Reimagine Southdale project was made in 2023.

- Phase One plan received approval from the Board.
- Jackman Construction Ltd. brought on as General Contractor.
- 18 units demolished at the end of 2023 to support Phase 1 of the project which will see 53 new purpose-built units of affordable housing ready for occupancy in summer 2025.



SUPPORTING SUCCESSFUL TENANCIES

HOUSING STABILITY CASE COORDINATORS



70
Intake of tenants/families



1,120
Home visits



273
Caseload of tenants/families



47
Crisis interventions



39
Successful discharges from the support program



98%
Eviction prevention rate



87
Individuals supported into 2024

SUPPORTING AND ENHANCING OUR COMMUNITIES

Food Security

Recognizing the importance of food security, LMCH has actively supported both existing and new programs either tenant-led or through community partnerships aimed at ensuring all tenants have access to nutritious food. Our focus has been on anchoring programs that address food insecurity, creating a foundation for healthier, more vibrant communities.

- LMCH, Youth Opportunities Unlimited (YOU), and VON delivered 390 holiday dinners to tenants in 7 communities.
- 50 tenants from 241 Simcoe attended LMCH's holiday dinner.
- 120 breakfast bags were distributed at 241 Simcoe & 580 Dundas (London Community Chaplaincy, and New Hope Church in Lambeth).
- Continued partnership with Harvest Hands at our Dundas Adult Site.

SUPPORTING AND ENHANCING OUR COMMUNITIES

Tenant Community Development Grant Program

In 2023, we introduced the Community Development Grant Program. This initiative empowers LMCH tenants to take the lead in organizing events, projects, and initiatives that focus on **social connection, community improvements, and food security**. By providing the necessary financial resources, we aim to foster tenant leadership, innovation, and a strong sense of ownership and pride within our communities.

- Tenants from Walnut hosted a Halloween Party with over 30 residents in attendance enjoying food and beverages, a costume contest, dancing, and many laughs. Social connection becomes even more important in senior buildings, and we are excited about the opportunity to support tenant-led events like this.
- The Southdale Gardens Beautification Project, helped tenants freshen up their front gardens. Items like flowers, mulch, and decorations were reimbursed up to \$100.

Creating a Welcoming Environment for Tenants

In 2023, London & Middlesex Community Housing embarked on a mission to create a more welcoming environment for our tenants. Through thoughtful programming, enhanced accessibility, green initiatives, and site improvements, we've worked tirelessly to ensure our communities are not just places to live but places where our tenants feel genuinely at home.

- The construction of new playgrounds at Allan Rush and Huron, provided safe and fun outdoor spaces for children to play and families to gather.
- The Community Development team worked with the residents of our Bella property to add a community garden serving as a vibrant hub, fostering connections through the exchange of knowledge and the joy of harvesting fresh produce side by side as neighbours.

SUPPORTING AND ENHANCING OUR COMMUNITIES

Green Initiatives and Accessibility: Enhancing Comfort and Ease

Creating a welcoming environment for tenants involves more than just infrastructure upgrades; it's about holistic improvements. LMCH aims to foster a sense of community and sustainability by implementing site enhancements and green initiatives alongside infrastructure upgrades.

- The CMHC Repair and Renew Program is a testament to LMCH's dedication to environmental stewardship and sustainability. This program, included the implementation of new thermostat technology at six properties with electric heating, resulting in an average savings of 25.5% and is roughly equivalent to powering 70 homes for a year.
- We retrofitted 15 units as part of a CMHC project that will see over 400 units upgraded by the end of the project. Some modifications we are making include improving the path of travel and widening doorways, adding walk in showers, raised and lowering electrical and kitchen accessibility to ensure that all tenants can enjoy their homes to the fullest.***

BUILDING A HEALTHY WORKPLACE

The staff at LMCH are dedicated and invested to making a difference in London and Middlesex. It was heartening to see so many staff connecting with tenants through company-led initiatives such as Clean & Green, Giving Tuesday food drive, and community initiatives like Pride.

- LMCH's Social Committee ran a food drive at the main office and challenged their fellow employees to give back and they met that challenge. In the end, over 50 bags of items was donated to tenants at our Wharncliffe property.
- In addition to celebrating with the community, we also want to continue emphasizing the importance of celebrating staff milestones and achievements, so employees can keep seeing the impact of their hard work.
- Participating in community events like Pride is just one of the ways we can show our tenants and staff that LMCH is a safe place where they can be themselves. Diversity is not just accepted but celebrated.

2024 - 2027 STRATEGIC PLAN

Building on the basics and with input from tenants, staff, and our board, we created our Strategic Plan, "Towards a Shared Vision," which is not just a document but a call to action that sets the stage for change.

As we embark on this journey, we have identified five strategic priorities that will guide our efforts:

- 1. Improving the Tenant Experience:** Demonstrate that it is a priority to ensure that residents feel comfortable, safe, and supported in their homes.
- 2. Developing an Enhanced Service Model:** Ensure services meet the needs of our tenants while actively involving tenants in decision-making processes.
- 3. Investing in our Communities:** Create vibrant and thriving neighbourhoods by investing in our buildings, beautifying our grounds, and redeveloping our communities.
- 4. Focusing on Environment and Governance:** Deepen our commitment to a sustainable future by reducing environmental impact and promoting sustainable options while strengthening risk management practices and vendor oversight.
- 5. Fostering a Healthy Organization:** Build a positive and inclusive work culture, ensuring the well-being and professional growth of staff members.

LOOKING AHEAD



Improve the Tenant Experience

Action Plan:

- Finalize and implement the LMCH Integrated Pest Management (IPM) program . Set a IPM target of 10%.
- Establish Cleaning Program and service standards. Hire staff and implement the program in early 2025.
- Establish service standards and customer service feedback channels by Q1 2025.
- Hire additional Community Safety Staff and improve service models for implementation by end of 2024.

Develop an Enhanced Service Model

Action Plan:

- Review our intake process for new tenants to better identify the supports needed as well as updating our standard lease to improve accountability.
- Review and revise the tenant complaint process to create more visibility on complaints on an individual and building level.
- Create a community office at our Wharnccliffe site to bring more staff into the community and improve service to tenants.

Investing in Our Communities

Action Plan:

- Capital Projects Planned for 2024:
 - Elevator Modernizations
 - Accessible Lounge Kitchen Upgrades
 - Unit Accessibility Upgrades
 - Electrical Upgrades
 - Furnace Replacements
 - Basketball Court Upgrade
 - Paving
 - Laundry Accessibility
- Engage a consultant to perform a portfolio review and develop a regeneration plan for LMCH by the end of 2025.

Focusing on Environment and Governance

Action Plan:

- Engage with tenants, staff, and the community to create LMCH's first Green Plan by the end of 2025.
- Develop a vendor management program to establish rigorous standards for vendors and suppliers, leading to improved quality control.
- Review and revise the LMCH risk management strategy to identify, mitigate and manage potential risks.

Foster a Healthy Organization

Action Plan:

- Hire additional Human Resources staff to create a safety culture and support a healthy organization.
- Develop a training and professional development program to support training needs and professional development.
- Work collaboratively across the organization to review and respond to safety audits completed in early 2024.

THANK YOU



APPENDIX

REDEVELOPMENT AND RENEWAL



REDEVELOPMENT AND RENEWAL

Capital Projects - Allan Rush (Ward 1) - Family Site

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
window and door upgrades		X	Removal of unused chimneys	X		Furnace replacement		X
Replacement of playground equipment		X						
Repaving of 3 parking lots and pedestrian pathway		X						
Installation of 2 new light poles at playground		X						

REDEVELOPMENT AND RENEWAL

Capital Projects - 632 Hale (Ward 2) - Senior Building

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Elevator modernization	X		Electrical Studies	X				
Hallway painting	X		Roof railings install	X				
Installation of access control system on front doors	X							

REDEVELOPMENT AND RENEWAL

Capital Projects - Marconi Boulevard (Ward 2) - Family Site

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Parking lot repaving		x	Furnace replacements		x			

REDEVELOPMENT AND RENEWAL

Capital Projects - Bouleee (Ward 4) - Family Site

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
			Outdoor Lighting Upgrades	X		Siding repair and replacement	X	
			Parking lot pavement and curbs		X	Spalled brick repair and replacement	X	
			Furnace replacements		X	Energy audit		X
			Garbage bins converted to belowground Earth bins	X				

REDEVELOPMENT AND RENEWAL

Capital Projects - Huron (Ward 4) - Family Site

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Install of new playground		X	Furnace replacements		X	Street lighting repairs	X	
						Pavement repairs improved accessibility		X
						Baseket ball court replacement		X
						Energy audit		X

REDEVELOPMENT AND RENEWAL

Capital Projects - 202 McNay (Ward 4) - Senior Building

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Balcony restoration and rebuild	X		Electrical Studies	X		Elevator modification	X	
Parking lot and sidewalk repairs		X	5 Unit modifications in progress		X	total units to be modified in 2024 (30)		X
Creation of accessible patio off of the lounge		X				Kitchen accessibility		X
Installation of access control system of several doors and accessible buttons		X				Laundry room accessibility		X
New accessible benches and picnic tables		X						
VFD at MUA programming		X						
1 unit modified for accessibility		X						
Lighting sensors at lounges and back of house locations		X						

REDEVELOPMENT AND RENEWAL

Capital Projects - 872 William (Ward 6) - Adult Building

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
			Main Electrical Circuit Breaker	X				
			Boiler Replacements	X				
			Elevator modification	X				

REDEVELOPMENT AND RENEWAL

Capital Projects - 345 & 349 Wharncliffe (Ward 6) - Adult Building

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Fencing Repairs	X		Electrical Studies	X		Electrical System Upgrades	X	
Fire panel replacement	X		Units (2) accessibility modifications		X	Elevator modification	X	
Parking lot repairs		X				Total accessible units remaining for 2024 - 15		X
Sidewalk, exterior stair, and accessibility upgrades		X				Laundry room upgrades for accessibility		X
VFD Commissioning		X						
Lighting sensors at lounges and back of house locations		X						
Energy Audit		X						

REDEVELOPMENT AND RENEWAL

Capital Projects - Limberlost (Ward 7) - Family Site

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Replaced furnaces	x							
New parking lot pavement	x							

REDEVELOPMENT AND RENEWAL

Capital Projects - 1194 Commissioners (Ward 9) - Senior Building

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Elevator modernization	X		Roof Replacements	X		Patio enhancement	X	
New fire panel	X							
Access control to front door	X							

REDEVELOPMENT AND RENEWAL

Capital Projects - 30 Baseline (Ward 11) - Senior Building

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Generator replacement	X		Heating valve replacement	X		Units (2) accessibility modifications		X
Parking lot repairs		X	Elevator modernization	X				
VFD at MUA programming		X	Units (2) accessibility modifications		X			
Unit accessibility modifications (2)		X						
New exterior door with FOB and door operator		X						
Lighting sensors at lounges and back of house locations		X						
Energy audit		X						

REDEVELOPMENT AND RENEWAL

Capital Projects - 85 Walnut (Ward 13) - Senior Building

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Parking lot repairs		X	Generator replacement	X		Elevator modernization	X	
Sidewalk and ramp accessibility		X	Hallway electrical panel replacements	X		Accessible lounge kitchen		X
Automatic operators (lounge and LR doors)		X	New benches at front of building		X	Laundry accessibility		X
Demtroys thermostat installs		X	Unit (12) accessibility modifications		X	Lobby renovation	X	
VFD on MUA units		X				Unit (33) accessibility modifications		X
Fobs on all exterior entry doors		X						
New accessible picnic tables		X						
Paved accessible parking spots		X						
Unit (6) accessibility modifications		X						

REDEVELOPMENT AND RENEWAL

Capital Projects - 170 Kent (Ward 13) - Senior Building

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Roof replacement	X		Generator replacement	X		Kitchen upgrade		X
Parking lot repaving		X	Energy Audit	X		Accessibility units (2)		X
Installation of concrete sidewalks and ramps		X				Laundry accessibility upgrades		X
New picnic tables and benches		X				Remaining unit retrofits for 2024 - 28		X
New air conditioner for lounge	X							
Installation of access control system on several doors		X						
Replacement doors for laundry room and lounge		X						
Lighting sensors at lounges and back of house locations		X						
Energy Audit		X						
Replacement doors for laundry room and lounge		X						
VFD Commissioning		X						
Lighting sensors at lounges and back of house locations		X						
New front entry door		X						

REDEVELOPMENT AND RENEWAL

Capital Projects - 136 Albert (Ward 13) - Adult Building

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Installation of access control system on several doors	X		Boiler Replacements	X		Elevator modification	X	
Security film added to front windows	X		Laundry room relocation	X				
			Front vestibule modifications	X				

REDEVELOPMENT AND RENEWAL

Capital Projects - 304 Oxford (Ward 13) - Adult Building

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
			Concrete Repairs	X		Elevator modification	X	

REDEVELOPMENT AND RENEWAL

Capital Projects - 241 Simcoe (Ward 13) - Adult Building

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Stairwell door replacement	X		Electrical Studies	X		Laundry room modifications		X
Repaved front parking lot		X	Units (5) accessibility modifications		X	Unit modifications - 20		X
replacement front doors		X	Elevator modernization	X		Energy audit		X
Programming of VFD on MUA		X	New benches at entry		X			
Install new door at laundry & Lounge doors for accessibility		X						
Lighting sensors at lounges and back of house locations		X						

REDEVELOPMENT AND RENEWAL

Capital Projects - 580 Dundas (Ward 13) - Adult Building

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Elevator modernization	X		Main Electrical Circuit Breaker	X		4 units accessible modifications		X
stairwell door replacement (16)		X	2 units accessible modifications		X	Remaining 2024 unit modifications is 14		X
Exterior main entry door replacement		X				Electrical unit upgrades for EMS and valve replacement		X
Parking and drive asphalt replacement		X				Energy audit		X
VFD at MUA commissioning		X						
New door at lounge with accessible side light and fob reworks		X						

REDEVELOPMENT AND RENEWAL

Capital Projects - 370 Pond Mills (Ward 14) - Family Site

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Window Replacement		X				Furnace replacement		X
						Parking lot replacements - (2)		X
						Basketball court replacement		X

REDEVELOPMENT AND RENEWAL

Capital Projects - Southdale (Ward 14) - Family Site

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Installation of new furnaces in all units	X		Reimagine Phase 1 (New 53 Unit, 6 Storey Building) and exterior renovation to 103 existing town houses	X		Reimagine Phase 2 (New 53 Unit, 6 Storey Building)	X	
			Exterior renovation (siding and overhangs) to 103 existing town houses	X				
			New concrete sidewalks and front porch pads	X				

REDEVELOPMENT AND RENEWAL

Capital Projects - Dorchester (Middlesex) - Adult Community

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
			Exterior Door Replacements	X				
			Elevator modification	X				
			Parking lot resurfacing	X				

REDEVELOPMENT AND RENEWAL

Capital Projects - Penny Lane (Middlesex) - Family Site

Completed			In-Progress			Planned or About to Start		
Project	Funding		Project	Funding		Project	Funding	
	COL	CMHC		COL	CMHC		COL	CMHC
Window and door upgrades	X							
Remodel of all kitchens	X							