

Strategic Priorities and Policy Committee

Report

15th Meeting of the Strategic Priorities and Policy Committee
June 24, 2019

PRESENT: Mayor E. Holder (Chair), Councillors M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, A. Kayabaga, S. Hillier

ALSO PRESENT: M. Hayward, A. Barbon, B. Card, S. Datars Bere, J. Fleming, M. Henderson, P. Kokorros, L. Livingstone, D. Purdy, C. Saunders, K. Scherr, M. Schulthess, S. Stafford, J. Taylor, B. Warner, T. Wellhauser, B. Westlake-Power and R. Wilcox.

The meeting is called to order at 4:02 PM.

1. Disclosures of Pecuniary Interest

Councillor J. Morgan discloses a pecuniary interest in Item 3.3 e) having to do with consideration of appointments to the London Hydro Inc. Board of Directors, by indicating that one of the applicants has role in his employment performance assessment with Western University.

2. Consent

2.1 London Economic Development Corporation Purchase of Services Amending Agreement

Moved by: M. Cassidy
Seconded by: S. Hillier

That, on the recommendation of the City Manager, the following actions be taken with respect to the City of London Agreement with the London Economic Development Corporation:

- a) in accordance with the City of London Procurement of Goods and Services Policy, Section 20.3 (e) Contract Amendments, the proposed by-law appended to the staff report dated June 24, 2019 as Appendix A, BE INTRODUCED at the Municipal Council meeting of June 25, 2019 to:
 - i) approve an Amending Agreement with the London Economic Development Corporation, extending the Purchase of Services Agreement to December 31, 2019;
 - ii) authorize the Mayor and Clerk to sign the Amending Agreement;
- b) the Civic Administration BE DIRECTED to continue to work with the London Economic Development Corporation on a new Agreement for Council's consideration, prior to the expiry of the above-noted Amending Agreement.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

3. Scheduled Items

3.1 Housing Development Corporation, London - 2018 Annual Meeting of the Shareholder Annual Resolutions

Moved by: M. van Holst
Seconded by: S. Lehman

That the following actions be taken with respect to the 2018 Annual General Meeting of the Housing Development Corporation, London:

- a) the presentation by D. Brouwer, Board Chair and S. Giustizia, President and CEO, Housing Development Corporation, London BE RECEIVED;
- b) on the recommendation of the City Manager, the proposed by-law appended to the staff report dated June 24, 2019 as Appendix "A" BE INTRODUCED at the Municipal Council meeting to be held June 25, 2019 to:
 - i) ratify and confirm the Annual Resolution of the Shareholder of Housing Development Corporation, London appended to the staff report dated June 24, 2019 as Schedule "A" to the by-law;
 - ii) authorize the Mayor and the City Clerk to execute the Annual Resolution of the Shareholder of Housing Development Corporation, London attached as Schedule "A" to the by-law;
- c) the Housing Development Corporation, London - 2018 Shareholder Update and Strategic Plan 2019-2023 BE RECEIVED;
- d) the financial statements of the Housing Development Corporation, London year ended December 31, 2018 BE RECEIVED; and
- e) the communication dated February 12, 2019 from S. Giustizia, President and CEO, Housing Development Corporation, London regarding appointments BE RECEIVED.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

3.2 London & Middlesex Community Housing - 2018 Annual Meeting of the Shareholder Annual Resolutions

That the following actions be taken with respect to the London & Middlesex Community Housing Inc.:

- a) the attached presentation by S. Quigley, Chair and M. Allen-Easton, Vice Chair, London & Middlesex Community Housing BE RECEIVED;
- b) the proposed by-law appended to the staff report dated June 24, 2019 as Appendix "A", "A by-law to ratify and confirm the Special Resolution to the Shareholder of London & Middlesex Community Housing Inc." BE INTRODUCED at the Municipal Council Meeting to be held on June 25, 2019, to amend the composition of the Board from nine (9) directors to eleven (11) directors of which an additional citizen-at-large and an additional Member of Municipal Council is to be elected to the Board, resulting in a Board comprised of two (2) members of London City Council, one (1) member of Middlesex County Council and eight (8) citizens-at-large;
- c) the proposed by-law appended to the staff report dated June 24, 2019 as Appendix "B" BE REFERRED to a future meeting for consideration;

- d) the My Place to Call Home Annual Report 2018 BE RECEIVED;
- e) the financial statements of the London & Middlesex Community Housing Inc. year ended December 31, 2018 BE RECEIVED;
- f) the communication dated April 3, 2019 from J. Browne, CEO, London & Middlesex Community Housing Ind. regarding reappointment BE RECEIVED;
- g) the attached presentation from J. Browne, CEO, London & Middlesex Community Housing Inc. regarding Regeneration - Housing our Future BE RECEIVED and the Civic Administration BE DIRECTED to strike a “Champions Table” to define the necessary municipal tools, resources, and provide multi-disciplinary expertise to support the working group to advance the next steps associated with the Regeneration Process;
- h) the added communication dated June 20, 2019 from S. Quigley, Board Chair, London & Middlesex Community Housing Inc. regarding board appointments BE RECEIVED; and,
- i) the Civic Administration BE DIRECTED to continue to work with LMCH, specifically with respect to regeneration plans.

Motion Passed

Voting Record:

The Mayor rules a request for an extension of time for the delegation out of order.

Moved by: A. Hopkins

Seconded by: A. Kayabaga

Shall the ruling of the Chair be upheld?

Yeas: (5): Mayor E. Holder, S. Lewis, P. Squire, P. Van Meerbergen, and S. Hillier

Nays: (10): M. van Holst, M. Salih, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, S. Turner, E. Pelozza, and A. Kayabaga

Motion Failed (5 to 10)

Moved by: M. van Holst

Seconded by: A. Hopkins

Motion to approve parts a), b), d), e), f), g), h) and i), as follows:

That the following actions be taken with respect to the London & Middlesex Community Housing Inc.:

- a) the attached presentation by S. Quigley, Chair and M. Allen-Easton, Vice Chair, London & Middlesex Community Housing Inc. BE RECEIVED;
- b) the proposed by-law appended to the staff report dated June 24, 2019 as Appendix “A”, “A by-law to ratify and confirm the Special Resolution to the Shareholder of London & Middlesex Community Housing Inc.” BE INTRODUCED at the Municipal Council Meeting to be held on June 25, 2019, to amend the composition of the Board from nine (9) directors to eleven (11) directors of which an additional citizen-at-large and an additional Member of Municipal Council is to be elected to the Board, resulting in a Board comprised of two (2) members of London City

Council, one (1) member of Middlesex County Council and eight (8) citizens-at-large;

- d) the My Place to Call Home Annual Report 2018 BE RECEIVED;
- e) the financial statements of the London & Middlesex Community Housing Inc. year ended December 31, 2018 BE RECEIVED;
- f) the communication dated April 3, 2019 from J. Browne, CEO, London & Middlesex Community Housing Inc. regarding reappointment BE RECEIVED;
- g) the attached presentation from J. Browne, CEO, London & Middlesex Community Housing Inc. regarding Regeneration - Housing our Future BE RECEIVED and the Civic Administration BE DIRECTED to strike a “Champions Table” to define the necessary municipal tools, resources, and provide multi-disciplinary expertise to support the working group to advance the next steps associated with the Regeneration Process;
- h) the added communication dated June 20, 2019 from S. Quigley, Board Chair, London & Middlesex Community Housing regarding board appointments BE RECEIVED;
- i) the Civic Administration BE DIRECTED to continue to work with LMCH, specifically with respect to regeneration plans.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

Moved by: S. Turner
Seconded by: A. Kayabaga

Motion to approve part c) as follows:

- c) the proposed by-law appended to the staff report dated June 24, 2019 as Appendix “B” BE REFERRED to a future meeting for consideration;

Yeas: (13): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Nays: (2): J. Helmer, and M. Cassidy

Motion Passed (13 to 2)

3.3 London Hydro Inc. - 2018 Annual Meeting of the Shareholder Annual Resolutions

That the following actions be taken with respect to the 2018 Annual General Meeting of London Hydro Inc.;

- a) the presentation by V. Sharma, CEO and G. Valente, Board Chair, London Hydro Inc., BE RECEIVED;
- b) the 2018 Report on Progress BE RECEIVED;
- c) the 2018 Report on Financials BE RECEIVED;
- d) the communication dated May 30, 2019 from C. Graham, Vice Chair, Board of Directors, London Hydro Inc. and a communication dated

April 12, 2019 from G. Valente, Chair, Board of Directors, London Hydro Inc. regarding appointments BE RECEIVED;

e) for the purpose of retaining a strong engineering skillset on the Board of London Hydro Inc., the following candidates BE INTERVIEWED, by the Corporate Services Committee, for the class III director position made vacant by the retirement of Mohan Mathur:

Ayman Abu Sharkh

Andrew Hrymak

Sarah Shortreed

John Tapics

f) Class I Directors, Gabe Valente and Jack Smit, whose terms are expiring, BE APPOINTED to the Board of London Hydro Inc.;

g) the remaining Class II, III and IV Directors whose terms are expiring, BE REAPPOINTED to the board of London Hydro Inc.

Motion Passed

Voting Record:

Moved by: M. van Holst

Seconded by: E. Peloza

That the following actions be taken with respect to the 2018 Annual General Meeting of London Hydro Inc.;

a) the presentation by V. Sharma, CEO and G. Valente, Board Chair, London Hydro Inc., BE RECEIVED;

b) the 2018 Report on Progress BE RECEIVED;

c) the 2018 Report on Financials BE RECEIVED;

d) the communication dated May 30, 2019 from C. Graham, Vice Chair, Board of Directors, London Hydro Inc. and a communication dated April 12, 2019 from G. Valente, Chair, Board of Directors, London Hydro Inc. regarding appointments BE RECEIVED;

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

Absent: (1): J. Morgan

Motion Passed (14 to 0)

Moved by: M. van Holst

Seconded by: S. Hillier

The following actions be taken with respect to the London Hydro Board of Directors:

e) for the purpose of retaining a strong engineering skillset on the board of London Hydro Inc., the following candidates be interviewed for the class III Director position made vacant by the retirement of Mohan Mathur:

Ayman Abu Sharkh

Andrew Hrymak

Sarah Shortreed

John Tapics

f) class I Directors, Gabe Valente and Jack Smit whose terms are expiring, be reappointed to the board of London Hydro Inc.;

g) the remaining class II, III and IV Directors whose terms are expiring, be reappointed to the board of London Hydro Inc..

Yeas: (13): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, and S. Hillier

Nays: (1): A. Kayabaga

Absent: (1): J. Morgan

Motion Passed (13 to 1)

Moved by: M. van Holst

Seconded by: S. Hillier

That the interviews, noted in part e), above, BE CONDUCTED by the Corporate Services Committee.

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

Absent: (1): J. Morgan

Motion Passed (14 to 0)

4. Items for Direction

4.1 3rd Report of the Governance Working Group

Moved by: E. Peloza

Seconded by: S. Lewis

That the following actions be taken with respect to the 3rd Report of the Governance Working Group, from its meeting held on May 6, 2019:

a) on the recommendation of the City Clerk, the City Clerk BE DIRECTED to make the necessary arrangements to present the proposed by-law appended to the staff report dated May 6, 2019 as Appendix "A", at a Public Participation Meeting before the Corporate Services Committee to amend Council Procedure By-law A-50, as amended, to clarify that Members of Council who are not a member of a standing committee may participate in the debate with respect to a matter before the standing committee;

b) the City Clerk BE DIRECTED to bring forward to the next meeting of the Governance Working Group (GWG) proposed procedures with respect to the provision of an electronic voting system to consider public appointments to Advisory Committees, Boards and Commissions for further consideration that would include the following:

- i) the ability to include brief profiles of the applicants;
- ii) provision of run-off capabilities based on the elimination of the applicant with the lowest vote;
- iii) the capacity to provide for run-offs where multiple applicants are to be appointed;

it being noted that the Governance Working Group (GWG) received a demonstration of the proposed electronic voting system from the Deputy Clerk; and

c) clauses 1.1 and 1.2 BE RECEIVED.

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

Absent: (1): J. Morgan

Motion Passed (14 to 0)

4.2 Resignation from Councillor S. Lewis from the Middlesex-London Food Policy Council

Moved by: M. Salih

Seconded by: J. Helmer

That the communication dated June 24, 2019 from Councillor Shawn Lewis resigning his appointment to the Middlesex-London Food Policy Council BE ACCEPTED.

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

Absent: (1): J. Morgan

Motion Passed (14 to 0)

5. Deferred Matters/Additional Business

None.

6. Confidential (Enclosed for Members only.)

Moved by: E. Peloza

Seconded by: A. Kayabaga

That the Strategic Priorities and Policy Committee convene In Closed Session for the purpose of considering the following:

A matter pertaining to the proposed or pending acquisition or disposition of land by the municipality, including communications necessary for that purpose; advice that is subject to solicitor-client privilege; commercial and financial information, that belongs to the municipality and has monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality.

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

Absent: (1): J. Morgan

Motion Passed (14 to 0)

The Strategic Priorities and Policy Committee convened In Closed Session from 6:50 PM to 7:12 PM.

7. Adjournment

The meeting adjourned at 7:13 PM.



MY PLACE TO CALL HOME

Annual Report 2018

PRESENTATION TO SPPC • JUNE 24, 2019



“A home is more than just an address. Having a home makes it possible to access employment, enroll in school, and open a bank account. A home provides shelter, security, and a place to raise our families. All Canadians deserve a dignified place to call home.”

-Canada's National Housing Strategy



OUR NEW NAME

London & Middlesex Community Housing

- Our focus as a community housing provider
- Renewed commitment to creating and supporting community in our buildings
- Created Community Development team to support this work



“I’m new here. I had a great job but things happened and I’m grateful that LMCH is here to help. Everyone has been so welcoming and kind, so it really is the people that make it great here.”

-Vincent, LMCH resident





OUR TENANTS

Collecting Insights

In 2018, we worked with tenants to achieve improvements, supports and housing stability:

- 214 saved tenancies
- 2287 complaints investigated and resolved
- 553 referrals to partner agencies
- 335 new tenancies*



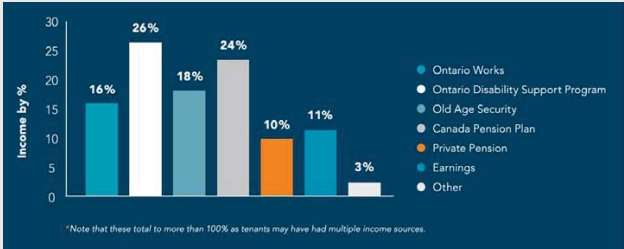
OUR TENANTS

Collecting Insights

In 2018, we provided homes for:

- 1,132 Seniors
- 1,970 Adults
- 1,606 Youth and Children
- 4,708 Total Individuals & Families**

In 2018, the sources of income for our tenants were:



LMCH WE CARE



OUR SYSTEM NAVIGATORS

Helping tenants solve problems

- Acting as partners in problem-solving
- Asking questions to find solutions
- Meeting tenants where they are



OUR COMMUNITY PARTNERS

59 partners providing 130 programs

- Creating new partnerships
- Expanding existing partnerships
- Better supports and outcomes for tenants



“Playing basketball with different kids from different areas is awesome. People on your team might be from other neighbourhoods so you get to meet new kids who have different skills and grow together with the help of our coaches”

– Joe League Participant

"Rookie League and Joe League are both beneficial partnerships for all involved. The most obvious is the benefit for all kids who participate in an organized sport and the lessons that come with this, such as teamwork, dedication and learning how to lose gracefully. The partnership also benefits the volunteer coaches -- putting officers with kids in a positive environment humanizes the relationship and connection. These relationships can last a lifetime and really impact the decisions they make in the future."

- PC Chris Golder, London Police Service



OUR COMMUNITY-LED PROGRAMS

Empowering tenants to build community & provide support

- Creating new partnerships
- Expanding existing partnerships
- Better supports and outcomes for tenants



[There's] “a room full of laughter and conversation! Nothing like a home cooked meal to bring people together” at the community meals. “Each of these activities are impacting the building in different ways. It's exciting and exhilarating and it makes your heart smile...I'm inspired and proud to be a part of. For myself, just seeing people smiling, chatting and enjoying life is the best payoff ever! Thank you so much Tim and Kristen, along with your team, for all your encouragement, support and hard work.”

-Mary, Resident Contact



OUR ASSETMANAGEMENT

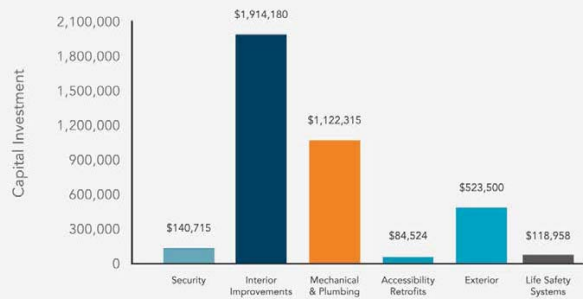
\$456 million in capital repairs are required over the next decade to return to an FCI value of 0.

OUR ASSETMANAGEMENT

Over \$60 million is required for high impact building components.

OUR INVESTMENTS

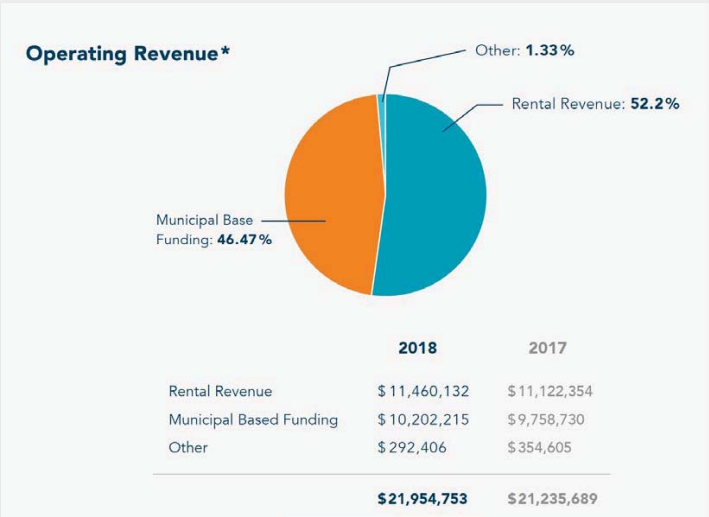
Capital Investments Overview



* The Revenues and Expenditures outlined above are shown before capital funding and amortization of tangible capital assets. Please visit: https://www.lmch.ca/uploads/pdf/2018_Annual_Report1.pdf to view LMCH's 2018 Audited Financial Statements and budget variance explanations.



OUR FINANCES



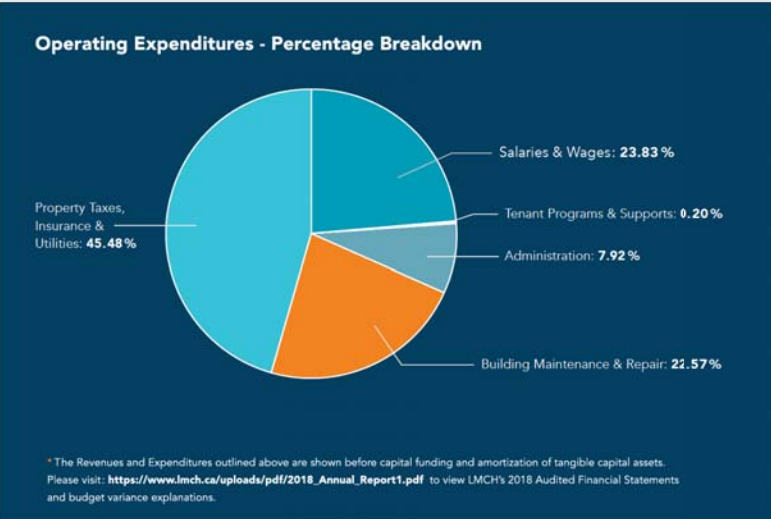
OUR FINANCES

Operating Expenditures*

	2018	2017
Salaries, Wages and Benefits	\$ 5,239,281	\$ 4,790,722
Property Taxes, Insurance and Mortgages	\$ 6,042,125	\$ 5,968,535
Building Maintenance and Repair	\$ 4,963,198	\$ 4,631,855
Utilities	\$ 3,960,041	\$ 4,031,625
Administration	\$ 1,741,783	\$ 1,765,400
Tenant Programs and Supports	\$ 43,609	\$ 43,046
Total Investment	\$ 21,990,037	\$ 21,231,183
Net Surplus (Deficit)	(\$ 35,284)	\$ 4,506



OUR FINANCES



OUR STRATEGY

Status Indicators (As of December 2018)		Total	%
✓	Complete: Action item is complete	27	39%
↑	On Target: Action item is anticipated to be completed by the target date	23	33%
■	Caution: Action item is delayed by one quarter	5	7%
↓	Below Plan: Action item is delayed two quarters or more	7	10%
⬢	On Hold: Action item is on hold until further notice	7	10%

* Our complete Strategic Plan can be found at: https://www.lmch.ca/uploads/pdf/Strategic_Plan.pdf



OUR NEXT STEPS

- We are making progress and are focused on improving our processes to ensure healthy, safe and stable places to call home.
- We will deliver a robust Multi-Year Budget request that supports the organizational needs for scalable interventions to address needs to support housing stability for tenants and investment in our buildings.
- We are committed to our strategic plan and our metrics proposed to the city of London in alignment with the City’s strategic plan.



Housing matters
People matter *more*



REGENERATION

HOUSING OUR FUTURE

PRESENTATION TO SPPC | JUNE 24, 2019



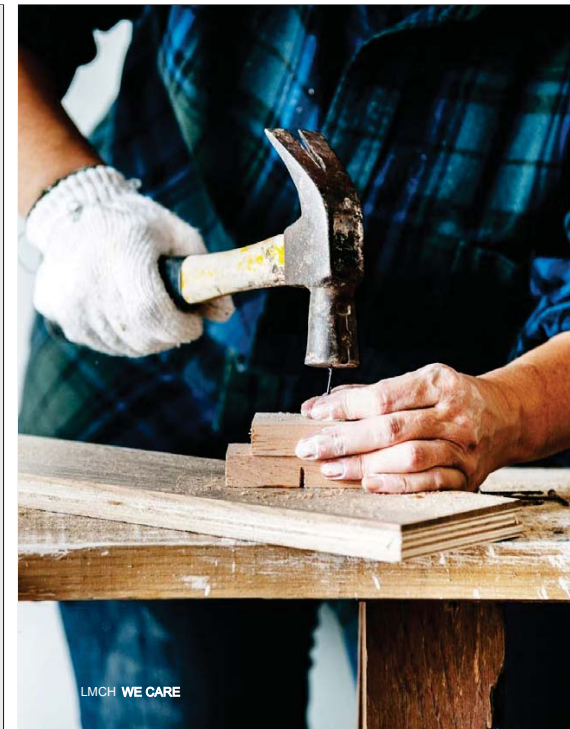
We envision transformed and strengthened community housing through vibrant, connected and sustainable neighbourhoods in London and Middlesex County, creating a better tomorrow for those we serve.

LMCH WE CARE

REGENERATION IS DEFINED IN TWO WAYS:

Site Regeneration: Supports sensitive growth and change in our neighbourhoods so that they are sustainable and prosperous over the long term.

Social Revitalization: Engages and supports tenants. Transitions buildings into more supportive and inclusive communities and collaborates with partners to advance housing and whole-life stability.



If LMCH wants to return its buildings to perfect condition (FCI value of 0) within 10 years, it needs to complete \$456 million in capital projects. In order to maintain its current standard, \$22.3 million in annual capital spending is required. The current capital funding level is \$2.2 million.

THE TIME TO ACT IS NOW

- Over \$400 million needed to address capital deficit over the next 10 years
- The London Plan and the City's 2020-2024 Strategic Plan identify and prioritize the renewal of social housing stock
- Momentum from Federal and Provincial Housing Strategies

HOW TO ACTIVATE REGENERATION

- Redeveloping underutilized parcels of land or sites;
- Retrofitting or upgrading existing units and sites to make them more operationally efficient;
- Making accessibility improvements to better meet a shifting demand for housing; and,
- Making changes to existing land use and tenant mix.

OBJECTIVES

- Increase the number of homes LMCH provides
- Transform the pathways into housing to improve housing stability
- Engage stakeholders to manage the impact of regeneration
- Create healthy homes and communities that aim to eliminate stigma



WHERE DO WE
BEGIN?

LMCH has the vision & mission to support robust regeneration.

We have developed the organizational and operational components to make regeneration reality in London and Middlesex



The policies and people who will help us get there



Housing Development Corporation has been designed to assist in the building process from planning to finance and development process. They act as a consultant to the site regeneration process.



Together we can address the housing needs in our community where 45.6% of renters in London live in homes that cost more than 30% of their income.



CITY OF LONDON

Shareholder:

- Amend Shareholder Agreement
- Permit leveraging of properties for financing
- Allow LMCH to hold own reserves

Service Manager:

- Homeless Prevention & Housing Program
- Allow LMCH to hold diverse housing options
- Improve assessment and information sharing to ensure low barrier access to most appropriate housing option



SITE EVALUATION TOOL

- Land Use Planning
- Social Aspects
- Financial Feasibility
- Asset Management



NEXT STEPS

- **2019:** LMCH updates City Council on the regeneration plan, including the vision, goals and principles. Site evaluation criteria are provided for approval before identifying regeneration sites.
- **2019-2020:** Champions table to be struck. Family sites to be evaluated, presented and discussed for feasibility and opportunity. Results to be reported back for endorsement by City Council.
- **2020-2021:** Community engagement and tenant co-design process to develop full site plans, including phased implementation and costing for funding applications and approvals.



ACKNOWLEDGEMENT OF SIGNIFICANT CONTRIBUTION TOWARD THIS PLAN:

London & Middlesex Community Housing: Marisa Banuelos, Josh Browne, Sarah Campbell, Tim Smuck, Norman Turner

Housing Development Corporation: Stephen Giustizia, Brian Turcotte

City Of London - Housing Division: Douglas Calderwood-Smith, Dave Purdy



LMCH WE CARE



Housing matters .
People matter *more*.

LMCH WE CARE

