



## 2020 to 2023 Business Plan

### Service: London Middlesex Community Housing

**\$0.17**

Cost per day for the average rate payer (2020 to 2023)

**1.98%**

Of the 2020 to 2023 City of London Net Property Tax Supported Budget

#### Who we are:

- London Middlesex Community Housing (“LMCH”) is a business corporation mandated with the ownership and maintenance of 3,282 rent-geared-to-income (RGI) social housing units.
- As an independent Local Housing Corporation (LHC), LMCH delivers tenant services, asset management, property services, community & strategic partnerships and corporate support services (finance, human resources, procurement).

#### What we do:

- LMCH provides and maintains homes in a safe and supportive environment to meet the needs of the people we serve in our communities. This includes, 9 of 10 tenants who move into LMCH homes each year who have been designated “special priority” status (meaning they are fleeing domestic violence) or “Urgent” status (due to homelessness, health or social issues). The homes provided are governed by the *Residential Tenancies Act*, *The Housing Services Act* and Local Service Manager Rules and Shareholder Agreement with the City of London. These rules and regulations require administrative oversight and compliance management. We deliver landlord services with an effort to add dignity, equity and CARE to tenants.
- LMCH supports tenants through working with community partners to ensure that connections to formal and community based supports are available to establish and sustain their homes. LMCH actively seeks out new opportunities for programs and partnerships, in an effort to help meet the needs of tenants in achieving housing stability. LMCH maintains, services and responds to all property requirements in order to ensure access to adequate housing.

## Why we do it:

**Mandatory** – The City’s involvement in the delivery of housing services is mandated by the *Housing Services Act, 2011* (the “HSA”), which designates the City as the Consolidated Municipal Service Manager (the “Service Manager”) for the City of London and County of Middlesex. LMCH was established in December 2000 in response to the passing of the *Social Housing Reform Act* (the “SHRA”), the enabling legislation for the transfer of approximately 84,000 public housing units from the Province to 47 service managers. Although a mandatory service, housing is the foundation that stabilizes lives, every individual has the right to live in safe, stable, adequate and affordable housing. LMCH is committed to delivering the best homes we can with the resources available to ensure that the units remain accessible to those who need them most.

The following table provides an overview of the budget for this service:

Budget Summary (\$000’s)	2020	2021	2022	2023	2020 to 2023 TOTAL
Gross Operating Expenditures	\$24,069	\$25,056	\$26,121	\$27,176	<b>\$102,422</b>
Other Revenues	-\$11,680	-\$11,872	-\$12,221	-\$12,499	<b>-\$48,272</b>
<b>Net Tax Levy Supported Operating Budget</b>	<b>\$12,389</b>	<b>\$13,184</b>	<b>\$13,900</b>	<b>\$14,677</b>	<b>\$54,150</b>
Total Capital Expenditures	\$8,920	\$10,173	\$11,675	\$13,281	<b>\$44,049</b>
Full-Time Equivalents (FTE’s)	85.6	97.3	101.3	104.4	N/A

Reflects 2020 to 2023 Council Approved Budget – January 12, 2021.

The following section provides an overview of the key activities the service plans to undertake from 2020 to 2023 to implement the Corporation’s 2019 to 2023 Strategic Plan, as well as an overview of the risks and challenges the service is anticipated to experience during this period:

## Service Highlights 2020 to 2023

- **Core Business Activities** – LMCH will continue to make progress in our core areas of service. Developing LMCH’s role in the delivery of housing across the continuum through incremental adjustments in service and housing options. A continuous improvement approach in which all staff seek out, support and implement changes to make the services we provide better quality and more cost-effective, is the strategy for systemic and direct service progress. The benefits of process and policy improvement are substantial and will have tenant and organizational impacts in growing LMCH’s capacity even within constrained financial environment. Investment in staff, safety, training, internal controls and assets have a coordinated outcome of improved efficiency, service delivery improvements and tenant satisfaction.

## Service Highlights 2020 to 2023

- **CMCH Co-Investment Application** – Civic Administration and LMCH will continue to engage in discussions with CMHC to negotiate funding principles and to determine the extent of the municipal contribution and loan guarantee with respect to the Co-Investment repair/renewal funding application. The objective of these negotiations will be to maximize available funding while limiting the net tax levy impact based on what the City can afford. Following negotiations with CMHC, a finalized Co- Investment funding approach would be advanced that outlines the projects to be completed, and their location, estimated schedule and cost. Preliminary project work (e.g. Request for Proposal (RFP), Request for Tender (RFT)) would be initiated following a signed a Letter of Intent.
- **Regeneration Public Housing Plan** – The regeneration strategy for LMCH will advance by identifying and collaborating with community members in determining site options and development plans for implementation. Sites will be prioritized using categories of land use planning, social aspects, financial feasibility of development and asset management. Development of full site plans for prioritized sites will be developed and evaluated by a City's Champions Table for feasibility and opportunity with reporting to Council for endorsement. This will also include community engagement and a tenant co-design process for selected regeneration sites. The City of London and Housing Development Corporation (HDC) will continue to be key partners in promoting and initiating the regeneration activities that are determined to be best in service of our community.

## Risks and Challenges Anticipated in 2020 to 2023

- Decline in unit quality that become increasingly expensive to operate and lifecycle renewal costs accelerate leading to risk of unit closure and potential reduction in RGI housing units.
- LMCH is at risk of not meeting security standards under *the Residential Tenancies Act*(RTA).
- Work Refusals and increased WSIB/ Health and Safety Complaints.
- Health and safety of staff including burn out, vicarious trauma, serious injury or death.
- Inadequate service delivery of core business including vacancy, maintenance, tenant services and customer service
- Increased cases of unsuccessful tenancies and unstable buildings or sites.
- Negative social impacts including decline in the well-being and health of tenants.
- Additional and significant unplanned capital costs.

The service directly supports the following components of the Corporation's 2019 to 2023 Strategic Plan:

### Strengthening Our Community

Londoners have access to the supports they need to be successful.

**Expected Result:** Increase affordable and quality housing options.

**Strategy:**

- Establish and revitalize community housing through a Regeneration Plan. (SOC-01)

Metric	2019	2020	2021	2022	2023
<b>200</b> lives impacted through social housing regeneration	50	75	125	175	200
<b>10</b> new revenue sources through the Regeneration Strategy	0	1	2	3	4
<b>300</b> additional units	0	0	100	100	100

**Expected Result:** Increase affordable and quality housing options.

**Strategy:**

- Strengthen the support for individuals and families in need of affordable housing. (SOC-03)

Metric	2019	2020	2021	2022	2023
<b>100%</b> of identified London Middlesex Housing Corporation (LMHC) Strategic Plan objectives completed	20%	20%	20%	20%	20%
<b>90%</b> of LMHC Service Standards met	90%	90%	90%	90%	90%
<b>85%</b> of LMHC Tenants satisfied with their homes	70%	70%	75%	80%	85%

## Building a Sustainable City

London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.

**Expected Result:** Maintain or increase current levels of service.

**Strategy:**

- Regenerate and revitalize LMHC/Community Housing sites. (BSC-03)

Metric	2019	2020	2021	2022	2023
# of LMHC Units Renovated/Retrofitted	952	363	TBD	TBD	TBD

**Other reference information and links:**

- [London Middlesex Community Housing](http://www.lmch.ca) – www.lmch.ca

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