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| <b>TO:</b>      | <b>CHAIR AND MEMBERS<br/>STRATEGIC PRIORITIES AND POLICY COMMITTEE<br/>MEETING ON MARCH 31, 2020</b>   |
| <b>FROM:</b>    | <b>SANDRA DATARS BERE<br/>MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES<br/>AND DEARNESS HOME &amp;<br/>BOARD, LONDON AND MIDDLESEX COMMUNITY HOUSING (LMCH)</b> |
| <b>SUBJECT:</b> | <b>GOVERNANCE REQUIREMENTS AND RECOMMENDATIONS – LONDON<br/>AND MIDDLESEX COMMUNITY HOUSING</b>  |

**RECOMMENDATIONS**

That on the recommendation of the Managing Director, Housing, Social Services and Dearness Home and concurrently the Board, London and Middlesex Community Housing (LMCH), the following actions be taken with respect to the London and Middlesex Community Housing (LMCH):

- 1) Civic Administration and the Board, LMCH **BE DIRECTED** to develop a recommended slate of individuals to be appointed to an interim Board of London and Middlesex Community Housing; and,
- 2) That the recommended slate of board members **BE TABLED** at the April 28th SPPC meeting for consideration and approval by the Shareholder.

**PREVIOUS REPORTS PERTINANT TO THIS MATTER**

- “RFP 18-04: City of London Service Review – Consulting Services,” Strategic Priorities and Policy Committee, March 26, 2018.
- “Response to London Middlesex Housing Corporation (LMHC) Requested Changes to the Articles of Incorporation and PricewaterhouseCoopers Internal Audit Report,” Strategic Priorities and Policy Committee, March 4, 2019.
- “City of London Service Review: Project Update”, Strategic Priorities and Policy Committee, April 8, 2019.
- “City of London Service Review: Review of Service Delivery for Housing”, Strategic Priorities and Policy Committee, August 26, 2019.
- “City of London Housing Service Review: Proposed Action Plan Recommendation”, Strategic Priorities and Policy Committee, September 16, 2020.
- “City of London Housing Service Review: Proposed Action Plan Recommendation – Update”, Strategic Priorities and Policy Committee, September 16, 2020

**LINK TO THE STRATEGIC PLAN**

The City of London Service Review links to Council’s Strategic Plan 2019 – 2023 strategic area of focus of Leading in Public Service, specifically:

- Increase efficiency and effectiveness of service delivery; and
- Maintain London’s finances in a transparent and well-planned manner to balance equity and affordability over the long term

**PURPOSE OF REPORT**

On August 27, 2019, Municipal Council received a report regarding the review of housing services related to the Shareholders Agreements between the City and London and Middlesex Community Housing (LMCH) as well as the City and Housing Development Corporation London (HDC). Council directed the development of an action plan based on the analysis and potential courses of action identified in the external auditor’s report. On September 16, 2019, Council received and approved the Action Plan recommended by Civic Administration and revised the composition of the Boards of Directors of both LMCH and HDC.

Council appointed the City's Managing Director, Housing, Social Services and Dearness Home (Sandra Datars Bere) as the interim Board for both the LMCH and the HDC. This board composition has been in place since September 17, 2019, and oversight of the operations of both organizations has continued. The actions of these two organizations have been reviewed, monitored and approved by the Board and updates on various initiatives including LMCH's actions to address processes and vacancy challenges has been addressed both through both regular board meetings and reports to City Council.

In light of impending changes in tenure of the current Board (member), and the requirements of the organization's Articles of Incorporation, changes to Board composition are required. This report provides a recommendation and proposed plan of action for the Board of London and Middlesex Community Housing. Any recommendations for changes to HDC Governance and board composition are not being made as a part of this report.

**OVERVIEW AND RECOMMENDATION**


London and Middlesex Community Housing oversees the provision of approximately 3,300 social housing units in the London and Middlesex Community. All tenants pay a rent geared to their income. The Board of the organization oversees the delivery of services and the oversight of LMCH staff and contracted services.

Section 3 of the Articles of Incorporation for LMCH provide for a minimum of two (2) directors and a maximum of thirteen (13). The current interim Board of the LMCH includes one member.

It is recommended that a new interim Board of LMCH be created and new board members be appointed to it. It is further recommended that a minimum of 3 members be appointed to the Board. In considering both perspectives and composition, it is recommended that the interim Board continue to be comprised of members of City of London's Civic Administration and that members have expertise and experience in various service perspectives including Finance and Administration, Property Services and Facilities Management, Human and Community Services and Planning and Development and Governance. It is also recommended that the City's Manager, Housing Services, be appointed as an exofficio member of the board, to support the ongoing actions of the organization. Consistent with the rationale provided previously, the proposed recommended oversight will continue to support a more coordinated alignment and oversight, both with the broader homelessness and housing system as well as more closely with city's administrative oversight and service support.

The tenure of this interim Board is recommended to continue until such time as the Board determines and recommends to the Shareholder when and if revised composition is needed. It is recognized that the original Board of LMCH included both community representatives as well as a representative from both the Council of the City of London as well as the County of Middlesex. The County of Middlesex has been consulted in the development of this recommendation.

Should Council support this proposed plan, Civic Administration will report back to the April 28, 2020 meeting of the Strategic Priorities and Policy Committee with a recommended slate of Board members for the LMCH Board. There are no financial implications of this recommendation.

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| <b>RECOMMENDED BY:</b>  |
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| <b>SANDRA DATARS BERE</b><br><b>MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME</b><br><b>BOARD, LONDON AND MIDDLESEX COMMUNITY HOUSING</b> |

cc: Lynne Livingstone, City Manager  
 Barry Card, Managing Director, Corporate Services & City Solicitor  
 Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer