

Board Members:

Phil Squire- Chair

Gary Bezaire

Shawn Lewis

Hadleigh McAlister

Mayor Grantham-
Vice Chair

Cara Awcock

Kathleen Savoy

Gregory Thompson

Sara Piñeros Castaño

LMCH Leadership

Paul Chisholm, CEO

Christine Poirier,
Senior Manager,
Property Services

Olesya Gryn,
Interim Director of
Tenant Services

Dirk Volschenk,
Manager of Human
Resources

John Krill,
Director, Asset
Renewal

Director of Finance,
Robert Cunnington

PUBLIC AGENDA

**LONDON & MIDDLESEX COMMUNITY HOUSING
(LMCH)**

Board of Directors Meeting

**Corporate Boardroom
1299 Oxford Street East, Unit 5C5
London, Ontario, N5Y 4W5**

Thursday, February 20, 2025

5:30 PM – 8:00 PM

<p>f) Staff Report 2025- 05 Reimagine Southdale – Q4 2024 Report</p> <p>g) <u>People Service and Housing Committee Reports for Information, Report overview given by Committee Chair, Mayor Grantham.</u></p> <p>I. PSH- 2025-01 Human Resources Manager Update Q4 II. PSH-2025-02 Interim Director of Tenant Services Update III. PSH- 2025-03 HDN Notices 269 IV. PSH- 2025-04 HDN 271 Report V. PSH- 2025-07 Community Safety Unit Status Report and KPI Review VI. PSH- 2025- 08 Update Community Development VII. PSH -2025-09 Q4 Communications Update VIII. PSH -2025-11 Q4 Reimagine Southdale Update IX. PSH -2025-12 Senior Manager of Property Services</p> <p><u>People Service and Housing Committee Reports for Approval</u></p> <p>h) Staff Report 2025- 06 Smoke-Free and Tenant Insurance Policies for LMCH i) Staff Report 2025- 07 Tenant Code of Conduct</p>	<p>J. Krill</p> <p>Committee Chair</p> <p>O. Gryn</p> <p>O. Gryn</p>	
<p>10) Presentations: None</p>		
<p>11) In-Camera:</p> <p>To provide an opportunity for the board to discuss particularly sensitive matters within the jurisdiction of the board (such as litigation, labour relations, or management performance)</p>	<p>D. Volschenk</p> <p>R. Cunnington</p>	
<p>12) New Business/ Enquiries: None</p>	<p>P. Squire</p>	

13) Meeting Adjournment	P. Squire	8:00pm
-------------------------	-----------	--------

Recognition of Indigenous Peoples and Lands Statement

London & 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.

BOARD OF DIRECTORS PUBLIC MEETING MINUTES

November 28th, 2024, at 5:30 p.m.
 London & Middlesex Community Housing
 Boardroom, 1299 Oxford Street East, Unit 5C5, London, Ontario, Canada

Board Members in Attendance:

Phil Squire, Board Chair
 Gregory Thompson
 Shawn Lewis
 Hadleigh McAlister
 Kathleen Savoy
 Sara Piñeros Castaño

Senior Leadership in Attendance:

Paul Chisholm, CEO
 John Krill, Director Asset Management
 Christine Poirier, Senior Manager
 Property Services
 Andrea Mackenzie, Director Tenant
 Services
 Dirk Volschenk, Manager Human Resources
 Sherry Tunks, Manager Procurement

Regrets

Cara Awcock
 Mayor Grantham
 Gary Bezaire
 * *Virtual Attendance via Zoom*

1. Call to Order	P. Squire called the meeting to order at 5:30 p.m.
2. Recognition of Indigenous Peoples and Lands	P. Squire provided the recognition address at 5:30 p.m. <i>We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty know as the London Township Treaty of 1796. Throughout time, this region has also become the current home to the Haudenosaunee and Lenni-Lenape Nations.</i>
3. Completion and Acceptance of the Agenda	Regarding the completion and acceptance of the agenda, MOVED by H. McAlister, seconded by K. Savoy, PASSED 5:31pm.



	Items Added to New Business: Verbal Update on Ladybrook and OPHNA added by Board Chair.
4. Disclosures of Interest	P. Squire called for conflict-of-interest declarations with respect to the agenda. No conflicts - of- interest were declared at 5:32 p.m.
5. Approval of Board Meeting Minutes	Regarding the Board Meeting Minutes of October 17, 2024 MOVED by K. Savoy seconded by S. Piñeros Castaño, that the Minutes BE ACCEPTED and APPROVED , item CARRIED at 5:32 p.m.
6. Communications	Overview given by P. Chisholm Discussed the results of the delegation from the City of London committees. MOTION to RECEIVE the Communication MOVED by G. Thompson, seconded by K. Savoy, PASSED 5:33 pm.
7. Delegations	None
8. Presentations	None
9. Consent Items	None
10. Reports and Business a) Staff Report 2024- 30 CEO Report	Recognition of Director of Tenant Services, Andrea Mackenzie, last Board meeting, Board Chair gave remarks of appreciation for 26 years of service and thanked her for her year of service and contribution to the org and community. Report overview given by P. Chisholm Service interruption from Canada Post, LMCH continues to monitor this as we use Canada Post to get information to tenants. This is not our only service channel and we will modify our service delivery as the disruption continues. MOTION to RECIEVE the Report for Information, MOVED by S. Piñeros Castaño, seconded by K. Savoy, PASSED 5:42pm.



	<p>Board Chair, ONPHA take aways on how other cities are managing the similar challenges that LMCH is facing, recognizing that funding is a challenge across the structure. Other board members should attend the Conference next year. Beneficial to develop relationships with other organizations trying to achieve the same goals, this should be a focus for 2025.</p>
<p>b) Finance Committee Reports for Information</p>	<p>Reports overview and contract details presented to the Board by, FAR Committee Chair, G. Thompson.</p> <ul style="list-style-type: none"> • Q3 Financials', LMCH ending Q3 with a 487k surplus, detailed variance analysis was reviewed at the committee level. • KPI report reviewed at both committees. • Asset renewal update, the City of London preparing an Asset Retirement plan and will come 2025 to the Board in 2025. <p>MOTION to RECEIVE the Finance Reports for Information, MOVED G. Thompson, seconded K. Savoy PASSED 5:45pm.</p>
<p>c) FAR- 2024-40 Q3 2024 Capital Project Update Report</p>	<p>Report Overview given by J. Krill</p> <p>MOTION to APPROVE the Report and Recommendations. MOVED by G. Thompson, seconded by S.Piñeros Castaño , PASSED at 5:47pm</p> <ul style="list-style-type: none"> • Review of the table of on page 5. <p>Report overview given by P. Chisholm</p>
<p>d) Staff Report 2024- 31 2025 Operating Budget Forecast</p>	<p>This includes approved business cases from the City of London. This budget is balanced but we have not forecasts to include Property Taxes and Insurance. We will come back in Q1 to address Property Taxes and Insurance items.</p> <p>MOTION to APPROVE, MOVED by G. Thompson, seconded by K. Savoy, PASSED at 5:50 pm.</p>



<p>e) Staff Report 2024- 32 Q3 Reimagine Southdale Update</p>	<p>MOTION to APPROVE the Report’s E & F, MOVED by G. Thompson, seconded K. Savoy, PASSED at 5: 59PM</p> <p>J. Krill Provided update.</p> <ul style="list-style-type: none"> • Strucute is now weather tight, inside working taking place, frame is up and pavement work has begun. • There is still contingency funding of 1.2 million left. • Schedule is changed and will provide update in Q1 but will not affect move in time. • Looking for approval of Reallocation from submeters and to playground line. Original budgeted funds are not adequate for playground.
<p>f) Staff Report 2024- 33 Regeneration RFP</p>	<p>J. Krill Provided update</p> <ul style="list-style-type: none"> • Looking for approval to award contract to Harko INC. • 6 respondents registered and reached out to ask questions, after the process LMCH only received 1 response and met with LMCH SLT for a presentation. • Initial request was scaled back, and will approach this project in Phases. A Phased in approach works so we can get the equity out in a responsible manner. <p>Discussion.</p> <ul style="list-style-type: none"> • Phase 1,2,3 breakdown of RGI units pre-phase reviewed. • Net New units will all be affordable rental units. Phase 1 has 22 RGI units.
<p>g) Staff Report 2024- 34 Cell Phone Contract Approval</p>	<p>Report overview given by S. Tunks</p> <ul style="list-style-type: none"> • Review of RFP process • It was noted that the FAR committee did explore other options and determined that net saving was the right choice <p>MOTION to APPROVE REPORT and Recommendations, MOVED by G. Thompson, seconded by S. Piñeros Castaño, PASSED, 6:01 pm</p>



<p>h) Staff Report 2024- 35 HR Payroll Services</p>	<p>Report overview is given by D. Volschenk</p> <ul style="list-style-type: none">• Due to operational concerns with payroll, we are looking at a more professional solution for payroll, after reviewing other providers, we are looking to award ADP, as our outsourced payroll provider. This will provide savings in the first 2 years and be cost-neutral after that. <p>MOTION to APPROVE the Report and Recommendations, MOVED by G. Thompson, seconded by H. McAlister, PASSED 6:03 pm</p>
<p>i) Staff Report 2024- 36 Adjusted Market Rental Rates</p>	<p>A. Report overview is given by MacKenzie</p> <ul style="list-style-type: none">• Review of the 2.5% adjusted rate. AMR rates reviewed.• Rates would be effective after Jan 1, 2025, including new buildings and tenants that are transferring if they are entering into a new lease.• This will allow the mixed market rent to generate additional revenue for the organization.• The board may get questions about the increase, important to keep in mind this is based on AMR rental rates. <p>MOTION to APPROVE the Report, MOVED by G. Thompson, seconded by K. Savoy, PASSED at 6:07 pm.</p>
<p>j) PSH Reports for information</p>	<p>MOTION to RECEIVE the reports for Information, MOVED by H. McAlister, seconded by Deputy Mayor Lewis, PASSED at 6:08 pm.</p>
<p>k) Staff Report 2024- 37 Vacation, Sick Leave and Personal Leave Days Policy</p>	<p>Report overview given by D. Volschenk</p> <ul style="list-style-type: none">• This is done to separate the Non-Union and Management group.• The personal leave day policy is new. During Collective Bargaining, this was introduced for bargaining employees, this can be used for personal health and professional development. This will allow this group to benefit and drive a healthy organization.



<p>l) Staff Report 2024-38 2025 Board and Committee Work Plan and Schedules</p>	<p>MOTION to APPROVE the policies, MOVED by S.Piñeros Castaño, seconded by K . Savoy, PASSED at 6:11pm</p> <p>Overview give by P. Chisholm,</p> <p>MOTION to APPROVE, MOVED by, H. McAlister, seconded by S. Piñeros Castaño PASSED at, 6:13pm.</p>
<p>11. IN CAMERA</p>	
<p>12. New Business</p>	<p>Ladybrook</p> <ul style="list-style-type: none"> • Meetings continue and redevelopment options are being discussed at these meetings. • Board receives property updates on building condition and work being done. • We have been managing the site for 14 months and there is a lot of deferred Capital to be reviewed. The largest challenge is the capital repair deficit. <p>Board Vacancies</p> <ul style="list-style-type: none"> • 3 positions are expiring in 2024, Members remain until the AGM which will be in June 2025.
<p>13. MEETING ADJOURNMENT</p>	<p>MOTION to ADJOURNED, ALL in Favour PASSED at 6: 19pm.</p>

Phil Squire, Chair

Paul Chisholm, CEO

CEO Report
STAFF REPORT 2025- 01

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: CEO Update

DATE: February 14, 2025

PURPOSE:

The purpose of the report is to provide updates to the Board of Directors on strategic initiatives, the CEO Workplan and to receive direction on emerging matters that need Board/Committee Direction.

RECOMMENDATION:

That the CEO Update report **BE RECEIVED** for information.

UPDATES:

Tariff Risk Assessment

Recent announcements and discussions about US tariffs on Canadian goods have raised many questions and added uncertainty to the economy. With the certainty of escalating tariffs applied by the United States against Canada and other countries comes the reality of retaliatory tariffs that will have the effect of escalating the costs of goods sold.

The City of London has recently announced a review of procurement practices to ensure the City is choosing Canadian Companies for goods, services, and construction. This is one way of supporting the Canadian Economy and LMCH will identify opportunities to support this initiative.

LMCH is assessing the potential impact of tariffs across a number of fronts. We are working to identify the risks in our current supply chain in terms of cost, availability of material/equipment, or potential delays in timelines.

There is a risk that components needed for specific capital projects are dependent on material that is subject to tariffs, or the final product itself is subject to tariffs. This could include structural steel, generators, elevators, boilers, or similar. Staff are assessing this at the project level.

There are some materials that are used in volume across the portfolio that are also under review including appliances, toilets, tap sets, and smoke detectors. Some of these materials were difficult to procure through COVID-19 with delays in delivery, increasing prices, and limited selection. These products can be procured through multiple channels and LMCH will identify opportunities to manage this supply chain by purchasing in bulk, identifying alternate suppliers, and similar.

LMCH is planning to bring an update to the next Board meeting identifying risk areas.

Landlord Tenant Board

LMCH works to support tenants to be successful in their housing. There are staff available to work with tenants to connect them with supports and services, there is flexibility in addressing arrears with tenants and we work collaboratively with community agencies to address issues when tenants need additional support.

In many instances when LMCH files for eviction we are willing to put a mediated agreement in place that addresses the issues identified arrears and/or behaviour. Often, when it comes to the eviction hearing, the tenant has had multiple opportunities over the course of the process to resolve the issues identified. LMCH finds that the expectations being placed on LMCH while mediating resolution or being applied by adjudicators fall outside the role of the landlord. When this happens LMCH must consider an appeal of the ruling to ensure LMCH does not get bound to provide support outside of the requirements of the Residential Tenants Act for the duration of a tenancy.

To systematically address this issue, LMCH will be taking steps in the coming months to:

1. Establish Eviction Prevention Policies to formalize standards in place that LMCH will follow prior to proceeding with eviction. These will come before the People, Services and Housing Committee before the end of 2025.
2. Connect with community agencies, including legal clinics, to open dialogue on how best to work together to support successful tenancies and discuss the standards applied by LMCH through the eviction process.



3. Monitor rulings and orders of the Landlord Tenant Board that warrant appeals, follow up with the LTB and/or ombudsman, or inform required changes in practice for LMCH.

Updates will be provided through regular reporting at the People, Services and Housing Committee.

PREPARED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER



London & Middlesex Community Housing Inc.

**Audit Planning Report for the year ending
December 31, 2024**

KPMG LLP

Licensed Public Accountants

Prepared as of January 29, 2025 for presentation to the Finance
Committee on February 11, 2025

kpmg.ca/audit



KPMG contacts

Key contacts in connection with this engagement



Katie Denbok

Lead Audit Engagement Partner

+1 519 660 2115

kdenbok@kpmg.ca



Dania Nabhani

Senior Manager

+1 519 660 2120

dnabhani@kpmg.ca



Table of contents

Digital use information

This Audit Planning Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this slide.



Click on any item in the table of contents to navigate to that section.

4 Highlights

6 Audit strategy

8 Risk assessment

13 Key milestones and deliverables

14 Audit quality

15 Independence

16 Appendices



Audit highlights



No matters to report



Matters to report – see link for details

Scope

Our audit of the financial statements (“financial statements”) of London & Middlesex Community Housing Inc (“the Entity”) as of and for the year ending December 31, 2024, will be performed in accordance with Canadian generally accepted auditing standards.

Audit strategy

Materiality \$900,000

Updates to our prior year audit plan

Risk assessment

Risk of management override of controls

Other significant risks

Presumed risk of fraudulent revenue recognition



The purpose of this report is to assist you, as a member of the Finance Committee, in your review of the plan for our audit of the financial statements. This report is intended solely for the information and use of Management, the Finance Committee, and the Board of Directors and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the Finance Committee has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.





Updates to our prior year audit plan

New areas of focus



Asset Retirement Obligations



- PS 3280 *Asset Retirement Obligations* - addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. This standard was implemented in F2023. In F2024 we will be assessing management's determination of whether any changes to the ARO liability are required, due to remediation work, new liabilities identified, or significant changes in costing assumptions.

Other significant changes



Newly effective accounting standards

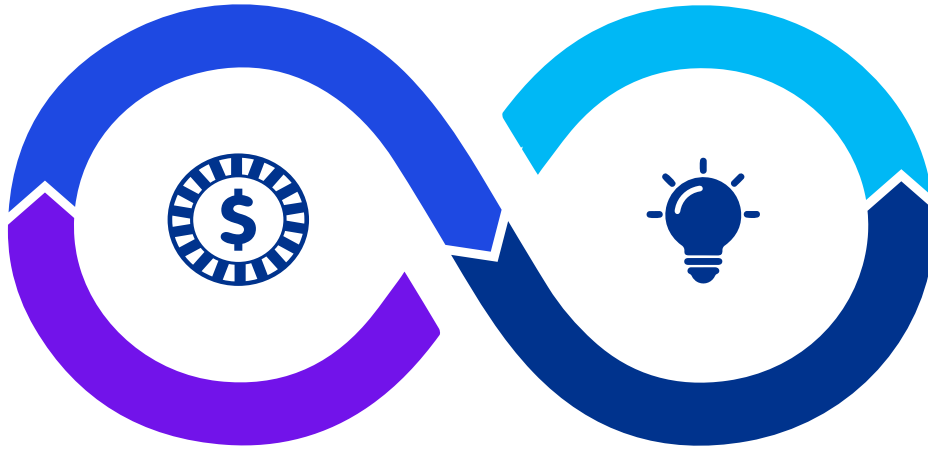


- PS 3400 *Revenue* is effective for fiscal years beginning on or after April 1, 2023.
- Public Sector Guideline 8 *Purchased intangibles* is effective for fiscal years beginning on or after April 1, 2023 with earlier adoption permitted.
- PS 3160 *Public private partnerships* is effective for fiscal years beginning on or after April 1, 2023.

Newly effective accounting standards 



Materiality



We **initially determine materiality** at a level at which we consider that misstatements could reasonably be expected to influence the economic decisions of users. Determining materiality is a matter of **professional judgement**, considering both quantitative and qualitative factors, and is affected by our perception of the common financial information needs of users of the financial statements as a group. We do not consider the possible effect of misstatements on specific individual users, whose needs may vary widely.

We **reassess materiality** throughout the audit and revise materiality if we become aware of information that would have caused us to determine a different materiality level initially.

Plan and perform the audit

We **initially determine materiality** to provide a basis for:

- Determining the nature, timing and extent of risk assessment procedures;
- Identifying and assessing the risks of material misstatement; and
- Determining the nature, timing, and extent of further audit procedures.

We design our procedures to detect misstatements at a level less than materiality in individual accounts and disclosures, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.

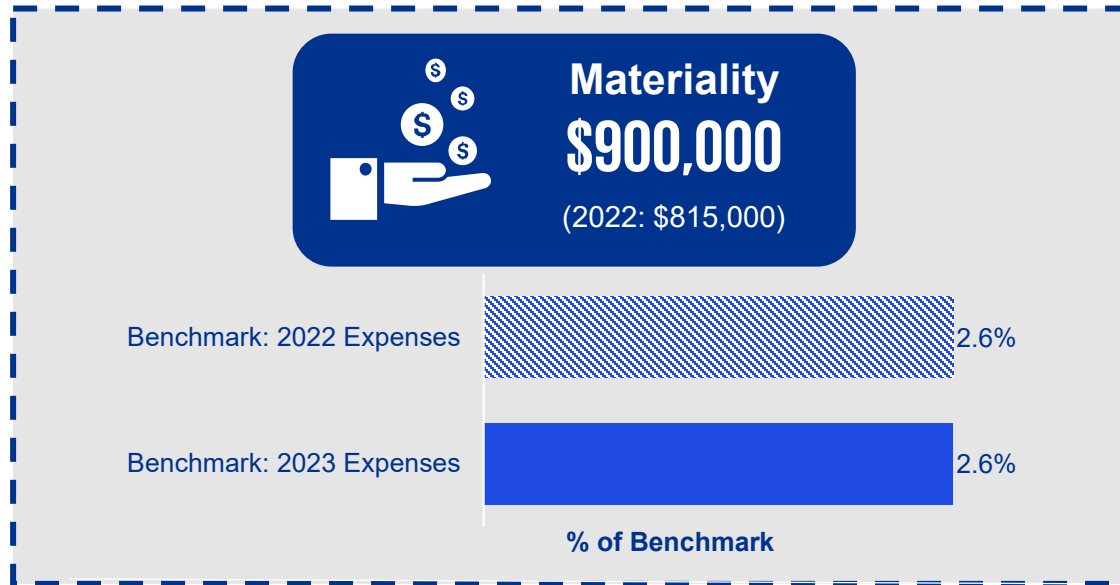
Evaluate the effect of misstatements

We also **use materiality** to evaluate the effect of:

- Identified misstatements on our audit; and
- Uncorrected misstatements, if any, on the financial statements and in forming our opinion.



Initial materiality



Benchmark

Materiality has been established by considering various metrics that are relevant to the users of the financial statements, including net assets, total revenue and total expenses. The benchmark selected is based on prior year Expenses and is consistent with 2023. Materiality is re-assessed upon obtaining actual figures for 2024.



Risk assessment summary

Our planning begins with an assessment of risks of material misstatement in your financial statements.

We draw upon our understanding of the Entity and its environment (e.g. the industry, the wider economic environment in which the business operates, etc.), our understanding of the Entity's components of its system of internal control, including our business process understanding.

	Risk of fraud	Risk of error	PY risk rating
● Management Override of Controls	✓		Significant
● Fraudulent revenue recognition	Rebutted		Rebutted
● Asset Retirement Obligation		✓	Significant
● Cash, Debt, and Interest Expense		✓	Base
● Accounts Payable, Accrued Liabilities and Expenses		✓	Base
● Tangible Capital Assets		✓	Base
● CMHC Funding		✓	Base

● SIGNIFICANT RISK ● PRESUMED RISK OF MATERIAL MISSTATEMENT ● OTHER RISK OF MATERIAL MISTATEMENT



Significant risks



Management Override of Controls (non-rebuttable significant risk of material misstatement)

RISK OF



FRAUD

Why is it significant?

**Presumption
of the risk of fraud
resulting from
management
override of
controls**

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

Our planned response

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments,
- performing a retrospective review of estimates
- evaluating the business rationale of significant unusual transactions.

Advanced technologies

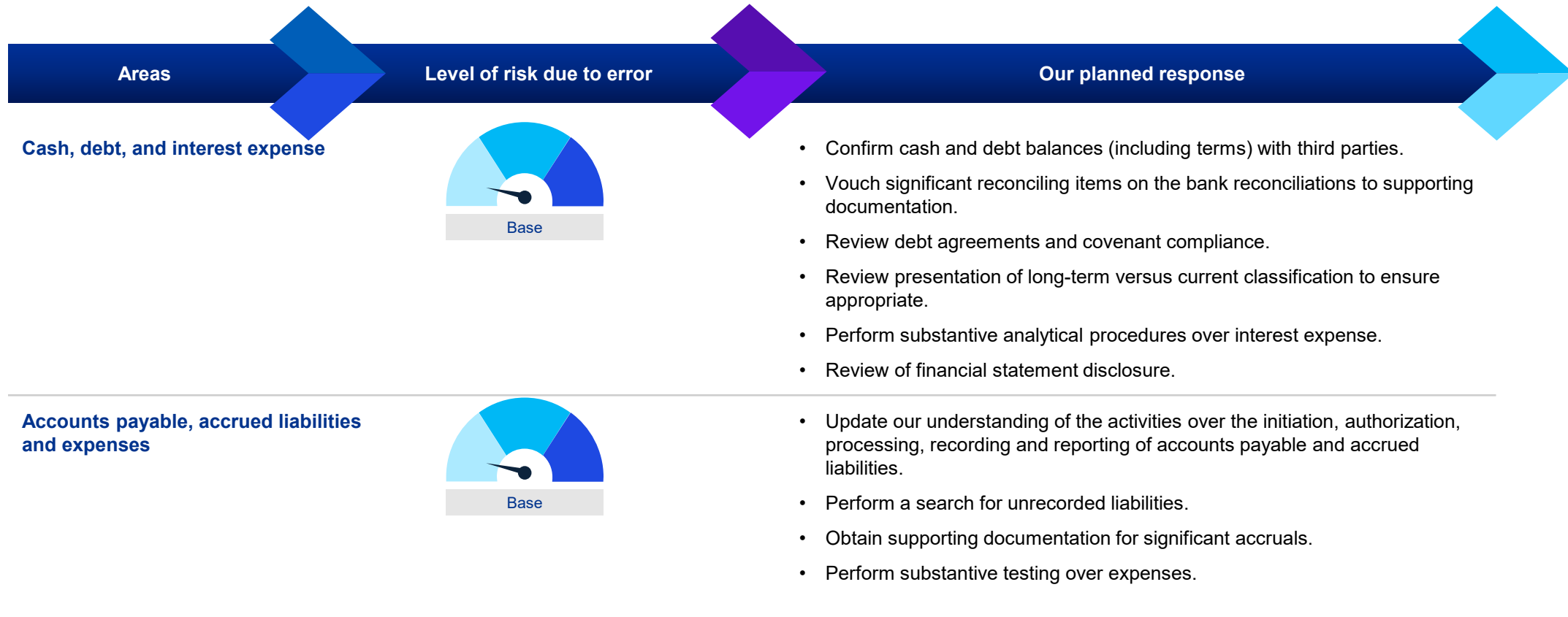
Our KPMG Clara Journal Entry Analysis Tool assists in the performance of detailed journal entry testing based on engagement-specific risk identification and circumstances. Our tool provides auto-generated journal entry population statistics and focusses our audit effort on journal entries that are riskier in nature.



[Click to learn more](#)

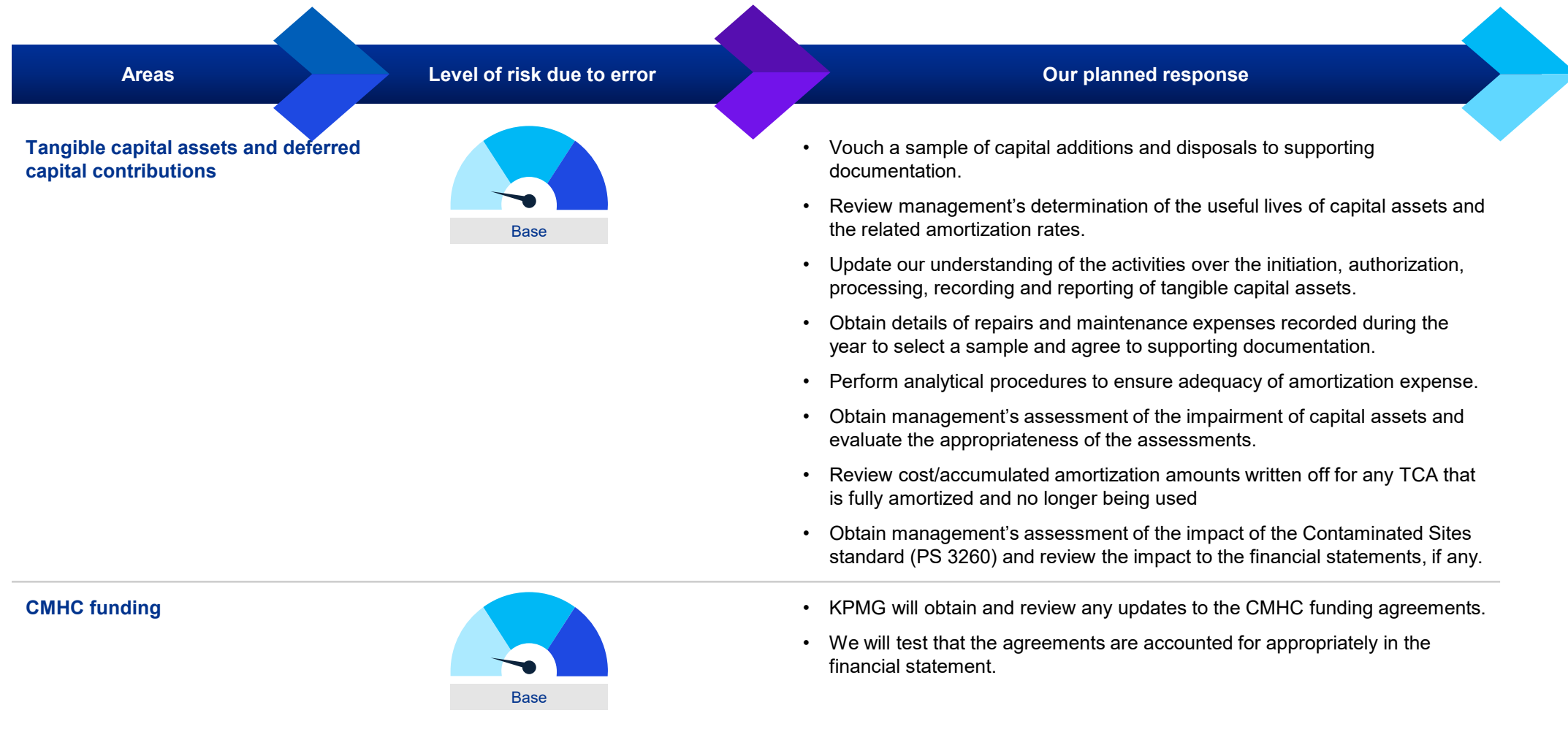


Other risks of material misstatement





Other risks of material misstatement





Required inquiries of the Finance committee



Inquiries regarding risk assessment, including fraud risks

- What are the Finance Committee's views about fraud risks, including management override of controls, in the Entity? And have you taken any actions to respond to any identified fraud risks?
- Is the Finance Committee aware of, or has the Finance Committee identified, any instances of actual, suspected, or alleged fraud, including misconduct or unethical behavior related to financial reporting or misappropriation of assets?
 - If so, have the instances been appropriately addressed and how have they been addressed?
- How does the Finance Committee exercise oversight of the Entity's fraud risks and the establishment of controls to address fraud risks?



Inquiries regarding company processes

- Is the Finance Committee aware of tips or complaints regarding the Entity's financial reporting (including those received through the Finance Committee's internal whistleblower program, if such programs exist)? If so, the Finance Committee's responses to such tips and complaints?



Inquires regarding related parties and significant unusual transactions

- Is the Finance Committee aware of any instances where the Entity entered into any significant unusual transactions?
- What is the Finance Committee's understanding of the Entity's relationships and transactions with related parties that are significant to the Company?
- Is the Finance Committee concerned about those relationships or transactions with related parties? If so, the substance of those concerns?



Key milestones and deliverables

Dec 2024- January 2025

Planning & Risk Assessment

- Debrief prior year with management
- Kick-off with management
- Planning and initial risk assessment procedures, including:
 - Involvement of others
 - Identification and assessment of risks of misstatements and planned audit response for certain processes
- Obtain and update an understanding of the entity and its environment
- Inquire of the Finance Committee, management about risks of material misstatement

Apr- May 2025

Risk assessment & Interim work

- Evaluate the entity's components of internal control, other than the control activities component
- Perform process walkthroughs for certain business processes
- Complete initial risk assessment
- Communicate audit plan
- Identify IT applications and environments
- Provide update on audit progress
- Perform interim substantive audit procedures

Apr-May 2025

Final Fieldwork & Reporting

- Complete year-end data extraction and processing activities
- Perform remaining substantive audit procedures
- Evaluate results of audit procedures, including control deficiencies and audit misstatements identified
- Review financial statement disclosures
- Present audit results to the Finance Committee and perform required communications
- Issue audit report on financial statements
- Closing meeting with management





Audit quality - How do we deliver audit quality?

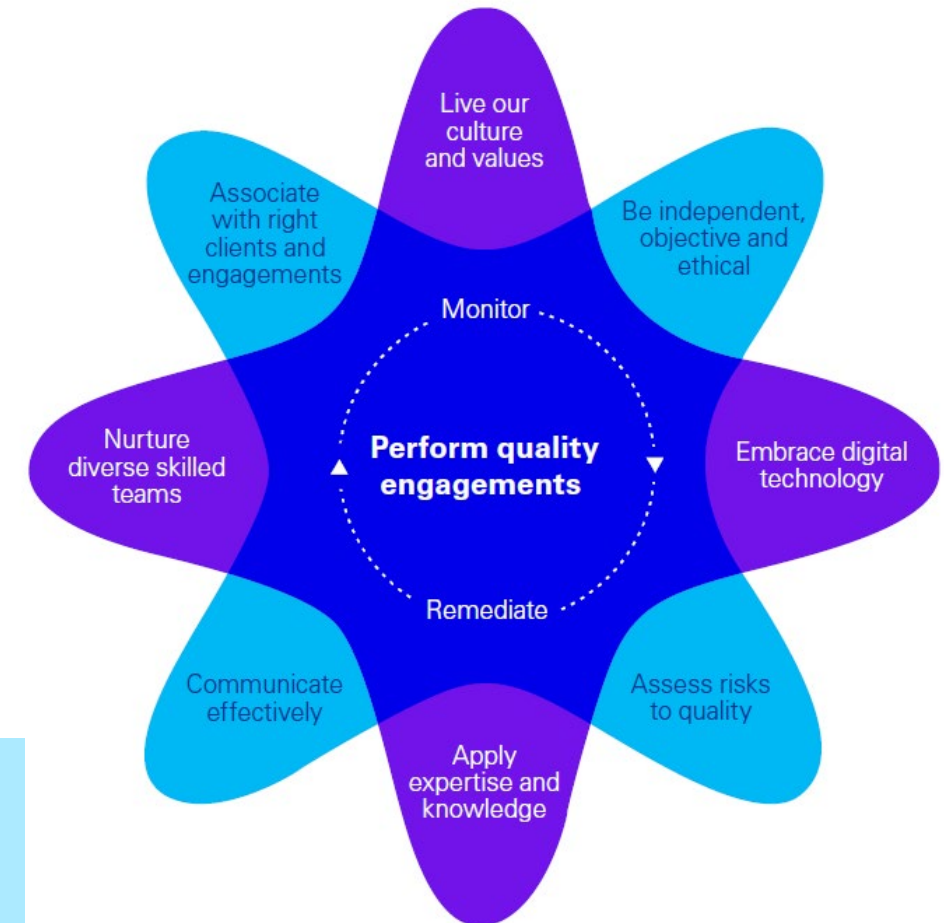
Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

The drivers outlined in the framework are the ten components of the KPMG System of Quality Management (SoQM). Aligned with ISQM 1/CSQM 1, our SoQM components also meet the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements. Learn more about our system of quality management and our firm's statement on the effectiveness of our SoQM:

 [KPMG Canada Transparency Report](#)

We define 'audit quality' as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality management**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.



Doing the right thing. Always.



Independence



We are presenting the following services for pre-approval by the Finance Committee. We will inform the Finance Committee on a timely basis of any services performed pursuant to pre-approval previously granted under the policies and procedures approach.

Audit services	Fee	Fee structure
Audit of the fiscal 2024 financial statements	\$20,000 (\$19,200 – 2023)	Fixed
Incremental time for the audit of the new accounting standards	To be determined based on actual hours incurred, if any	Fixed





Appendices



Regulatory communications



New accounting standards



New auditing standards



Insights



Technology



Thought and Leadership insights





Appendix A: Regulatory communications



CPAB communication protocol

The reports available through the following links were published by the Canadian Public Accountability Board to inform Audit Committees and other stakeholders about the results of quality inspections conducted over the past year:

- [CPAB Audit Quality Insights Report: 2022 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2023 Interim Inspections Results](#)
- [CPAB Regulatory Oversight Report: 2023 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2024 Interim Inspections Results](#)



Appendix B: Newly effective and upcoming changes to accounting standards

Accounting standards

Standard	Summary and implications
Revenue	<ul style="list-style-type: none"> The new standard PS 3400 <i>Revenue</i> is effective for fiscal years beginning on or after April 1, 2023. The new standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement. The standard notes that in the case of revenue arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations. The standard notes that unilateral revenue arises when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.
Purchased Intangibles	<ul style="list-style-type: none"> The new Public Sector Guideline 8 <i>Purchased intangibles</i> is effective for fiscal years beginning on or after April 1, 2023 with earlier adoption permitted. The guideline allows public sector entities to recognize intangibles purchased through an exchange transaction. The definition of an asset, the general recognition criteria and GAAP hierarchy are used to account for purchased intangibles. Narrow scope amendments were made to PS 1000 <i>Financial statement concepts</i> to remove the prohibition to recognize purchased intangibles and to PS 1201 <i>Financial statement presentation</i> to remove the requirement to disclose purchased intangibles not recognized. The guideline can be applied retroactively or prospectively.



Appendix B: Newly effective and upcoming changes to accounting standards(continued)

Accounting standards (continued)

Standard	Summary and implications
Public Private Partnerships (“P3”)	<ul style="list-style-type: none"> • The new standard PS 3160 <i>Public private partnerships</i> is effective for fiscal years beginning on or after April 1, 2023. • The standard includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. • The standard notes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the P3 ends. • The public sector entity recognizes a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure. • The infrastructure would be valued at cost, which represents fair value at the date of recognition with a liability of the same amount if one exists. Cost would be measured in reference to the public private partnership process and agreement, or by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project. • The standard can be applied retroactively or prospectively.





Appendix B: Newly effective and upcoming changes to accounting standards(continued)

Accounting standards (continued)

Standard	Summary and implications
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> The revised Conceptual Framework is effective for fiscal years beginning on or after April 1, 2026 with early adoption permitted. The framework provides the core concepts and objectives underlying Canadian public sector accounting standards. The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced.
Financial Statement Presentation	<ul style="list-style-type: none"> The proposed section PS 1202 <i>Financial statement presentation</i> will replace the current section PS 1201 <i>Financial statement presentation</i>. PS 1202 <i>Financial statement presentation</i> will apply to fiscal years beginning on or after April 1, 2026 to coincide with the adoption of the revised conceptual framework. Early adoption is permitted. The proposed section includes the following: <ul style="list-style-type: none"> Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained. Separating liabilities into financial liabilities and non-financial liabilities. Restructuring the statement of financial position to present total assets followed by total liabilities. Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). Removal of the statement of rereasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”. A new provision whereby an entity can use an amended budget in certain circumstances. Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position.



Appendix B: Newly effective and upcoming changes to accounting standards(continued)

Accounting standards (continued)

Standard	Summary and implications
Employee Future Benefit Obligations	<ul style="list-style-type: none"> • The Public Sector Accounting Board has initiated a review of sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. • The intention is to use principles from International Public Sector Accounting Standard 39 <i>Employee benefits</i> as a starting point to develop the Canadian standard. • Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, the new standards will be implemented in a multi-release strategy. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues. • The proposed section PS 3251 <i>Employee benefits</i> will replace the current sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. It will apply to fiscal years beginning on or after April 1, 2026. Early adoption will be permitted and guidance applied retroactively. • This proposed section would result in public sector entities recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position. Organizations would also assess the funding status of their post-employment benefit plans to determine the appropriate rate for discounting post-employment benefit obligations. • The Public Sector Accounting Board is in the process of evaluating comments received from stakeholders on the exposure draft.





Appendix C: Newly effective and upcoming changes to auditing standards

For more information on newly effective and upcoming changes to auditing standards - see Current Developments 

Effective for periods beginning on or after December 15, 2023

ISA 600/CAS 600

.....
Revised special considerations – Audits of group financial statements

Effective for periods beginning on or after December 15, 2024

ISA 260/CAS 260

.....
Communications with those charged with governance

ISA 700/CAS 700

.....
Forming an opinion and reporting on the financial statements



Appendix D: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

KPMG Audit & Assurance Insights

Curated research and insights for audit committees and boards.

Board Leadership Centre

Leading insights to help board members maximize boardroom opportunities

Current Developments

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Assurance & Related Services, Canadian Securities Matters, and US Outlook reports.

Accelerate - The key issues driving the audit committee agenda

Discover the most pressing risks and opportunities that face audit committees, boards and management teams.

Sustainability Reporting

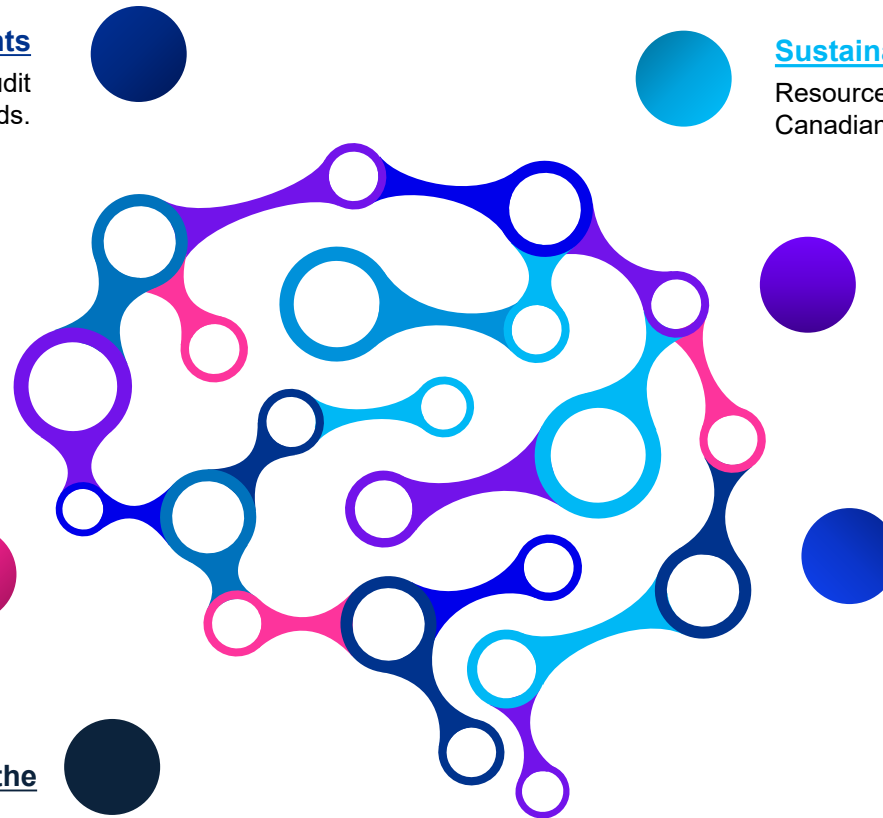
Resource centre on implementing the new Canadian reporting standards

IFRS Breaking News

A monthly Canadian newsletter that provides the latest insights on accounting, financial reporting and sustainability reporting.

Audit Committee Guide – Canadian Edition

A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.





Appendix E: Our technology story



Streamlined client experience

And deeper insights into your business, translating to a better audit experience.



Secure

A secure client portal provides centralized, efficient coordination with your audit team.



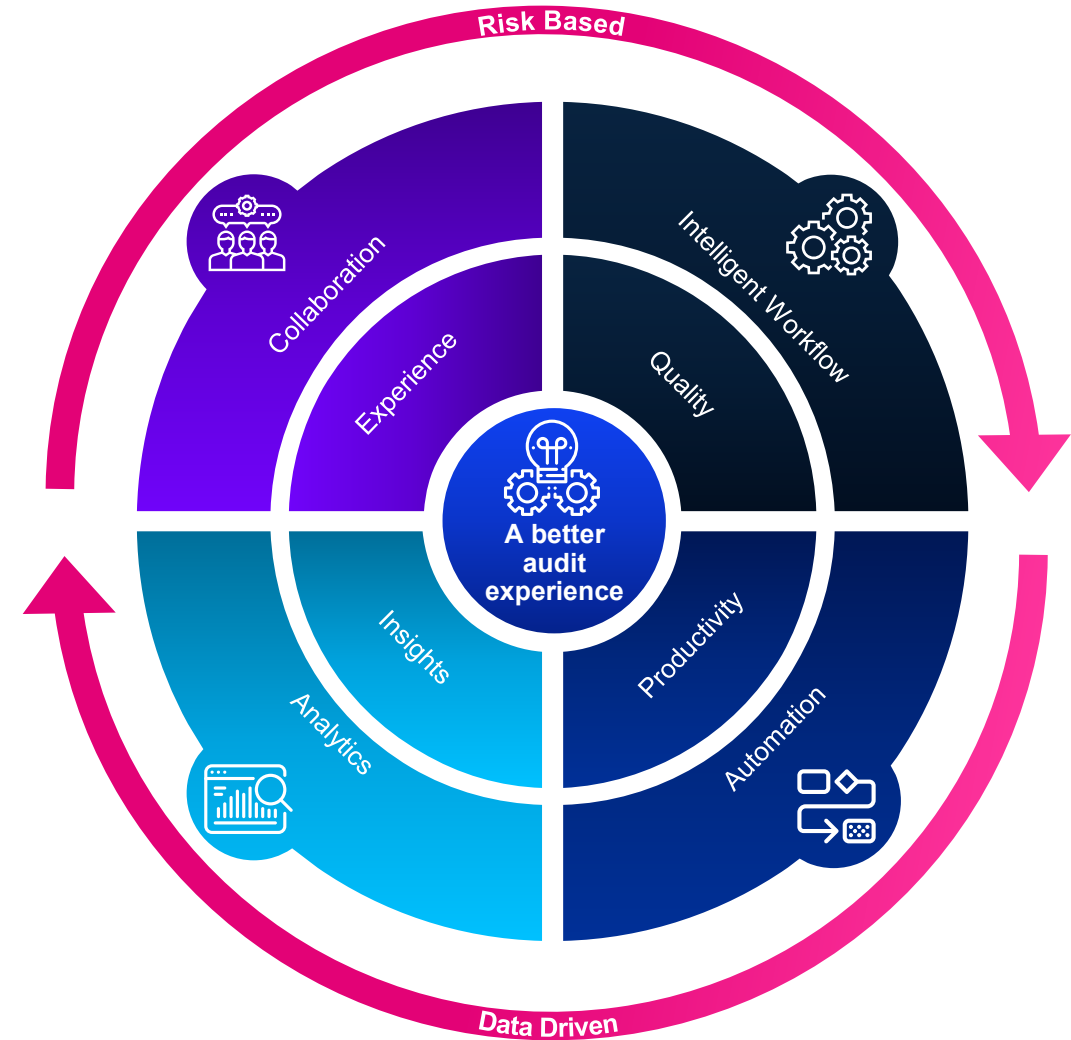
Intelligent workflow

An intelligent workflow guides audit teams through the audit.



Increased precision

Advanced data analytics and automation facilitate a risk-based audit approach, increasing precision and reducing your burden.





Appendix E: Expanding the use of audit technology



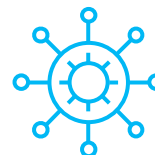
Analytics

- AI Transaction Scoring
- Audit Routine Catalogue
- Data Visualization
- Group Scoping Tool
- Matching Routines
- Process Mining Analytics
- KPMG Forecast Analytics Suite



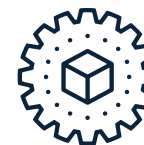
Automation

- Automated Industry Routines
- Confirmation
- Data Extraction Scripts
- DataShare
- DataSnipper
- Inventory Counter App
- iRadar and iNav
- Offset Remover



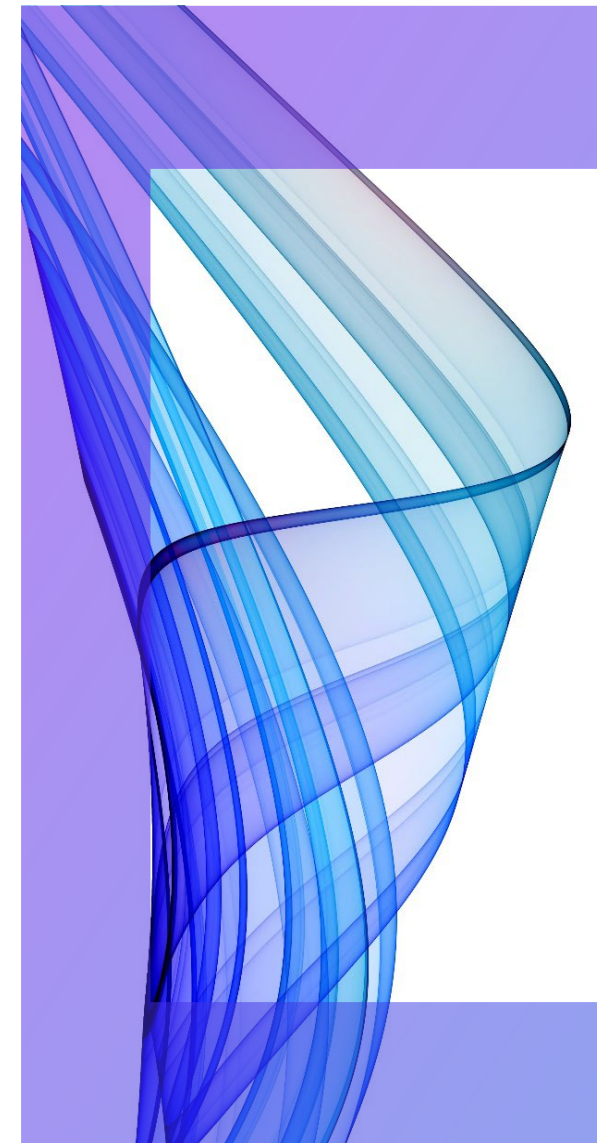
Collaboration

- DocuSign™
- KPMG Clara for Clients



Workflow

- KPMG Clara Workflow
- Account Analysis
- Journal Entry Analysis
- Planning Analytics





Appendix F: Thought leadership and insights

2024 CEO Outlook

From the race to embrace artificial intelligence (AI) to ever-mounting geopolitical concerns, the challenges faced by the CEOs of today are vast and complex. Alongside these external pressures, internal challenges such as upskilling the workforce and hybrid working are pushing CEOs to be agile and adaptable in their stakeholder management while also keeping an eye on long-term growth. The KPMG CEO Outlook surveys more than 1,300 global business leaders who share their views on geopolitics, return-to-office, ESG and generative AI.

[Click here](#) to access KPMG's portal.

Future of Risk

Enterprises are facing an array of reputational, environmental, regulatory and societal forces. To navigate this complex landscape, the C-suite should seek to embrace risk as an enabler of value and fundamentally transform their approach. KPMG's global survey of 400 executives reveals that their top priorities for the next few years are adapting to new risk types and adopting advanced analytics and AI. As organizations align risk management with strategic objectives, closer collaboration across the enterprise will be essential.

[Click here](#) to access KPMG's portal.

Resilience Amid Complexity

In today's rapidly evolving and interconnected business landscape, organizations face unprecedented challenges and an increasingly complex and volatile risk landscape that can threaten their competitiveness and future survival. We share revealing real-world examples of how companies have overcome their challenges and emerged stronger as the rapid pace of change accelerates and look at the key components of KPMG's enterprise resilience framework and how it is helping these businesses build resilience and achieve their strategic objectives in an increasingly uncertain world.

[Click here](#) to access KPMG's portal.

Future of Procurement

Procurement is at an exciting point where leaders have the opportunity to recast their functions as strategic powerhouses. In this global report we examine how these forces may affect procurement teams and discuss how procurement leaders can respond – and the capabilities they will need to thrive. Our insights are augmented by findings from the KPMG 2023 Global Procurement Survey, which captured the perspectives of 400 senior procurement professionals around the globe, representing a range of industries.

[Click here](#) to access KPMG's portal.



Appendix F: Thought leadership and insights (continued)

Artificial Intelligence in Financial Reporting and Audit

Artificial intelligence (AI) is transforming the financial reporting and auditing landscape, and is set to dramatically grow across organizations and industries. In our new report, KPMG surveyed 1,800 senior executives across 10 countries, including Canada, confirming the importance of AI in financial reporting and auditing. This report highlights how organizations expect their auditors to lead the AI transformation and drive the transformation of financial reporting. They see a key role for auditors in supporting the safe and responsible rollout of AI, including assurance and attestation over the governance and controls in place to mitigate risks.

[Click here](#) to access KPMG's portal.

Control System Cybersecurity Annual Report 2024

Based on a survey of more than 630 industry members (13% from government organizations), this report reveals that while the increase in cyberattacks is concerning, organizations have become more proactive in their cybersecurity budgets, focused on prevention, and acknowledging the threat of supply chain attacks. Furthermore, the report highlights a pressing need for skilled cybersecurity professionals in the face of escalating cyber threats. Explore the full report to help gain a clearer understanding of the growing cyber threat landscape and learn how to overcome the roadblocks to progress.

[Click here](#) to access KPMG's portal.

Cybersecurity Considerations 2024: Government and Public Sector

In every industry, cybersecurity stands as a paramount concern for leaders. Yet, for government and public sector organizations, the game of digital defense takes on a whole new level of intensity. The reason? The sheer volume and sensitivity of data they manage, which can amplify the potential fallout from any breach. These agencies are the custodians of a vast array of personal and critical data, spanning from citizen welfare to public safety and national security. This article delves into the pivotal cybersecurity considerations for the government and public sector. It offers valuable perspectives on critical focus areas and provides actionable strategies for leaders and their security teams to fortify resilience, drive innovation, and uphold trust in an ever-changing environment.

[Click here](#) to access KPMG's portal.



Appendix F: Thought leadership and insights (continued)

Why the Public Sector Must Take the Lead in Sustainability Reporting

As the world prepares for the implementation of sustainability reporting standards from the International Sustainability Board (ISSB), the need for public sector leadership is pronounced. While governments around the world have collaborated on vital policy and regulatory solutions, they have yet to provide sustainability reporting for their own government reporting entities. This presents a major obstacle to global sustainability ambitions, particularly considering the vast physical infrastructure, non-renewable resources, rare earth elements, water and natural assets controlled by governments around the world. .

[Click here](#) to access KPMG's portal.

Fighting Modern Slavery in Canadian Supply Chain

The deadline for the first year of reporting under Canada's Fighting Forced Labour and Child Labour in Supply Chains Act (the Act) was May 31, 2024. Under the Act, eligible entities are required to publicly report on steps taken to reduce the risk of forced labour and child labour in their business and supply chain. KPMG in Canada reviewed 5,794 report submissions for the act to identify key takeaways.

[Click here](#) to access KPMG's portal.

ESG for Cities Webinar Series

Cities and municipalities play a crucial role to drive climate action and resilience measures, acting as stewards for the communities they serve – including their constituents, and public, private and non-profit organizations. With the physical impacts of climate changes – including floods, wildfires and droughts – accelerating in terms of both increased frequency and severity, city and municipal leaders are increasingly considering how they can tackle the multifaceted challenge of achieving net zero greenhouse gas (GHG) emissions by 2050. KPMG in Canada's Public Sector and ESG practices completed a three-part national webinar series focusing on the journey to net zero – from strategic planning and stakeholder engagement to the implementation at the asset and operational level, and subsequent reporting obligations.

[Click here](#) to access KPMG's portal.



Appendix F: Thought leadership and insights (continued)



KPMG research shows that:

Eighty-seven percent of IT decision makers believe that technologies powered by AI should be subject to regulation.

- Of that group, 32 percent believe that regulation should come from a combination of both government and industry.
- Twenty-five percent believe that regulation should be the responsibility of an independent industry consortium.

Ninety-four percent of IT decision makers feel that firms need to focus more on corporate responsibility and ethics while developing AI solutions.

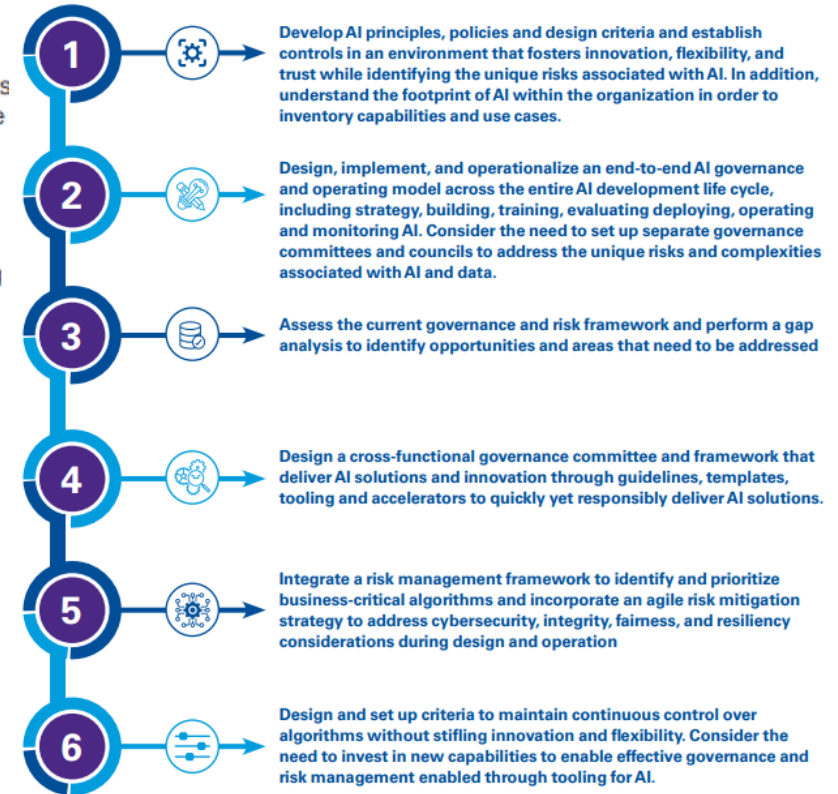
Source:

Per a study of 300 ITDMs from the UK and the US, conducted by Vanson Bourne on behalf of SnapLogic:

<https://www.businesswire.com/news/home/20190326005362/en/AI-Ethics-Deficit-%E2%80%94-94-Leaders-Call>

For AI solutions to be transformative, trust is imperative. This trust rests on four main anchors: integrity, explainability, fairness, and resilience. These four principles (enabled through governance) will help organizations drive greater trust, transparency, and accountability.

- 1. Integrity** — algorithm integrity and data validity including lineage and appropriateness of how data is used
- 2. Explainability** — transparency through understanding the algorithmic decision-making process in simple terms
- 3. Fairness** — ensuring AI systems are ethical, free from bias, free from prejudice and that protected attributes are not being used
- 4. Resilience** — technical robustness and compliance of your AI and its agility across platforms and resistance against bad actors



home.kpmg/ShapeofAIGovernance



Appendix F: Thought leadership and insights (continued)

Current trends in internal audit

Organizations continually face a wide spectrum of risks beyond the already complex financial and regulatory compliance risks. Many organizations are recognizing the impact and benefit of internal audit activity that is agile, properly resourced, effectively managed, and aligned with strategic priorities, which can improve risk management and control processes and drive better efficiencies.

Examples of internal audits are noted below.

Cost reduction / efficiency planning

Review the governance arrangements for the monitoring and efficiency delivery of programs / services as required. This includes considering how efficiency requirements have been apportioned and communicated to support planning.

Fraud risk management

Internal Audit assesses whether a fraud risk management framework exists and whether fraud risk assessment is performed at these levels. Internal Audit reviews the overall governance surrounding this process and review the communication and reporting protocols in place.

Staff inclusion and diversity

Assess the strategy and plan in place for inclusion and diversity amongst staff, the governance of them and the measures in place to measure achievement of the goals. Training and awareness programs are offered to staff and faculty to provide understanding of roles and responsibilities and material is updated on a regular basis.

Asset management / maintenance

Review the processes and controls in place to ensure assets are adequately managed based on an appropriate schedule.

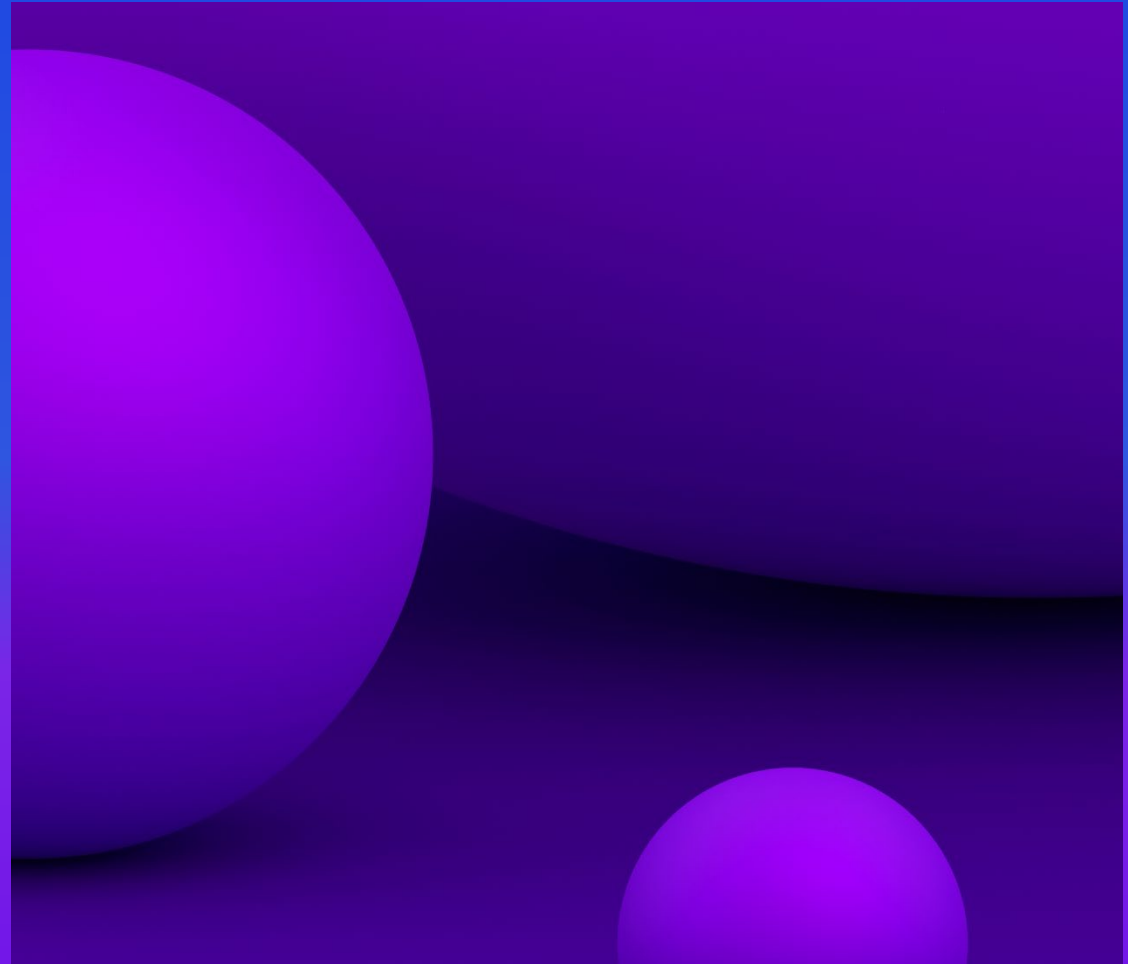
Well being (staff)

Review processes in place to develop and promote employee wellness programs and mental health strategies for staff. Areas of focus include overall program framework, communication to faculty and staff, feedback mechanisms and management's approach to assessing the suitability of the current wellness offerings version faculty and staff needs.



[kpmg.ca](https://www.kpmg.ca)

© 2024 KPMG LLP, an Ontario limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.



**Update from Director of Finance & Corporate Services
FAR 2025-01**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: Rob Cunnington, Director of Finance & Corporate Services

SUBJECT: Update from Director of Finance & Corporate Services

DATE: February 6, 2025

PURPOSE:

The purpose of the report is to provide updates to the LMCH Finance, Audit, and Risk Management Committee on the status of key initiatives previously approved, introduce items that may come before the Committee in future meetings, and provide updates on meetings, events, or activities that may be of interest to the Committee.

RECOMMENDATIONS:

That the Update from the Director of Finance & Corporate Services report **BE RECEIVED** for information.

UPDATES:

Finance

1. 2024 Audit Planning
 - Finance is now well underway with year-end processes, including planning with our auditors KPMG
 - Audit fieldwork is planned for the weeks of April 8th and 15th (consistent with prior years) ...but could be earlier depending on the completeness of our books by then and the availability of KPMG at that time
 - Draft Audit Report with Financial Statements is scheduled to be presented to the committee on May 13th for the final Board approval on May 22nd
2. Sylvan and 122 Baseline year-end reporting (City of London)
 - Finance is currently completing year-end reporting for both locations to provide the City of London for consolidation into their annual reporting



3. Internal Financial Reporting and Analysis

- Monthly Internal – working towards updating internal monthly financials and analysis to ensure SLT is informed and able to make decisions in a timely fashion throughout the year
- Separate monthly reporting is being developed for: 122 Baseline, Sylvan, and Ladybrook (Inter-Faith Homes) locations

4. Review of Internal Processes and Procedures

- We are currently reviewing the procedures for purchasing and processing goods and services in the organization. This is being undertaken to ensure: that all staff have a clear understanding of the procedures and how they fit into the entire process; ensure there is no duplication of effort across the organization; and what the implications of various errors or delays are to the relationship with our vendors. We expect that this review will greatly decrease the time and effort spent processing vendor invoices and payments, and to develop better team collaboration within LMCH.

Risk Management

- We will be receiving an update on SIRF premiums for 2025 from the City of London before the March committee meeting, at which time a report will be provided to the Finance Committee. In discussion with City of London Risk Management staff, the premium will likely remain the same as 2024, based on the last ten years of claims. This after a large increase (>40%) from the prior year.

Procurement

- Corporate Cellphones
 - We are currently implementing the board-approved transfer of the cellphone contract to Rogers Communications, which will result in significant annual savings to LMCH as noted in the report presented in November 2024. Our project plan is on target for a February 28th GO LIVE. A project team selected from across the organization was formed and will ensure the implementation is completed in a timely manner.

Information Technology Service and Support

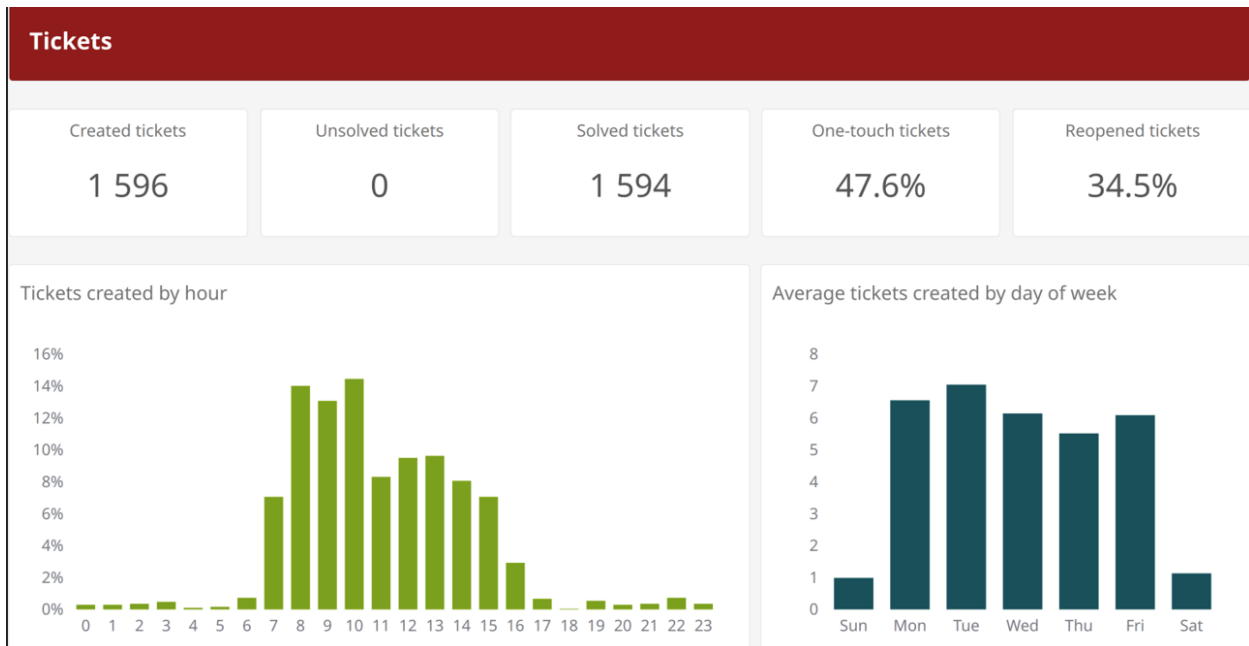
- Corporate telephone system upgrade
 - The implementation of the new corporate telephone system was successfully completed on January 30th, after the original approval given at the Board in October 2024. This system will greatly improve the communications between LMCH and our tenants, vendors, and other external stakeholders. We will be tracking the new system for any technical issues and will survey staff as to their satisfaction with the system.



Thanks to all the team members who were involved in this project!! It is a significant achievement for LMC

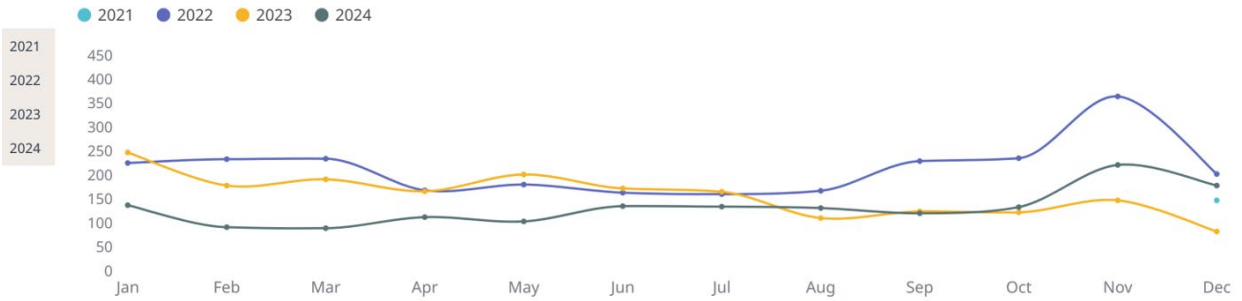
- Services and Support Statistics for 2024

EMAILS PROCESSED	498,835
UNSAFE DELETED	6,137
CAMPAIGNS	205
PHISH911	127
ATTACKS QUARANTINED	4,175
PHISHING / SPEAR PHISHING	103
BEC SCAMS	301
IDENTITY (Executive) SPOOFING	134
MALWARE / RANSOMWARE	42





Tickets created by month/year



SIGNATURE:

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
ROB CUNNINGTON, CPA CA DIRECTOR OF FINANCE & CORPORATE SERVICES	PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

**Director Asset Renewal – Q4 2024 Report
FAR-2025-02**

TO: LMCH Finance, Audit and Risk Management Committee
FROM: John Krill, Director Asset Renewal
SUBJECT: Director Asset Renewal – Q4 2024 Report
DATE: February 6, 2025

PURPOSE:

The purpose of this report is to provide the LMCH Finance, Audit, and Risk Management Committee with an update on high-profile issues and activities within the Asset Renewal Department.

RECOMMENDATION:

That the Update from the Director of Asset Renewal report **BE RECEIVED** for information.

UPDATES:

Human Resources Update

Our new Capital Team Business Analyst hire has taken on additional responsibilities as interim Yardi Administrator as a result of a parental leave within the organization. This has the added benefit of even greater collaboration with LMCH Finance and Operations which supports our goals of reconciliation to identify and confirm contingency dollars, close out financial budget years with the City of London and ensure VFA updates are current for our Asset Management Plan, Regeneration Plan and Building Condition Assessments.

Asset Management Plan

LMCH's work with the City of London to update the Asset Management Plan is nearing completion. The City of London is providing consulting services to develop the plan to ensure it is consistent with other City of London Asset Management Plans. The following are key milestone dates:

- Feb 1st to 14th → LMCH to review and approve final draft version of the AMP
- Feb 27th → AMP sent to FAR Committee
- Mar 6th → AMP presentation at the FAR Committee meeting (COL Corporate Asset Management (CAM) staff on hand to answer questions)
- Mar 20th → LMCH Board endorsement of AMP
- May 1st → AMP presented to COL Council by CAM staff

A key issue that will be addressed in the AMP is the current state of LMCH's Assets and the desired state. At the current level of capital investment over the next 3 years, LMCH Assets will achieve a slightly better than Fair condition. This is contingent upon an expenditure of \$ 16.5 million per year to the end of 2027. This level of spend is currently underway and is comprised of the existing infrastructure gap and public housing source funding, unused capital budgets from prior years (e.g. In-progress projects) and CMHC program source funding. Funding for Reimagine Southdale is not considered as part of the AMP. After 2027, with only the existing infrastructure gap and public housing source funding available at \$8.4mill per year, the state of LMCH assets will fall to a Poor condition. The desired state of repair for LMCH is to be in a Good condition for all LMCH assets. In order to achieve and maintain this, annual capital investment in LMCH assets must be \$ 23.6 million beginning this year and for the next 20 years.

It should be noted that the City of London's Capital Asset Management department advocates for a Fair condition of assets, but that we have indicated such a state of affairs is not in the best interest of our tenants, and are strongly advocating for a Good asset condition and the required expenditure to get us there.

Strategic Initiatives

General:

In support of our Regeneration Plan, Asset Management Plan (AMP) and for sound project management practice reasons, we are continuing to work on two fronts: 1) Updating our VFA software database to make current and reflect project completions over the last 3+ years, and 2) Instilling rigor in how Yardi is used as a project management tool.

1. VFA

- All Capital Team project information – excluding Reimagine Southdale – has been updated in VFA and new FCI scores calculated
- Reimagine Southdale asset data is currently being entered for the new construction assets, while old demolished asset data is being archived
- Processes are being developed to update and capture Operations asset changes that have never been accounted for in VFA (e.g. when a property service changes a furnace in a townhome unit, it is currently not reflected in the VFA database); our goal is to gather historical Operations asset changes where practical/feasible and update VFA regularly with Operations data as well as Capital projects data going forward.

- Our consultant – Haerko – Retained for our Regeneration Plan is aware of the ongoing VFA updates and is working with existing source data in the meantime; testing of data gathering and analysis is planned for early Q1/25

2. Yardi

- Workflow controls continue to be enhanced to ensure proper delegation of authority for assigning Project Managers, changing project statuses, and updating commitments
- Project Managers, are continuing to use additional Yardi functionality (e.g. Milestones tracking) to manage projects more efficiently and communicate progress; awareness of the additional functionality was brought about by the Capital Team’s Business Analyst following attendance at a Yardi training conference

Regeneration Plan:

At the previous FAR Committee meeting, Haerko Inc. was approved as the consultant selected to lead and deliver LMCH’s Regeneration Plan. The project plan with associated timelines is shown in **Appendix A**.

- Key elements of the project plan are as follows:

Phase 1: Completed

- Kick-off meeting held Q4/24.

Phase 2: In Progress

- Project Charter issued, to be finalized January 24th.
- Regeneration Master Plan readiness assessment and preliminary data testing in progress.
- Held initial bi-weekly Steering Committee meeting on January 22nd; Steering Committee meetings to be held every 2 weeks.
- Conducted a pre-planning meeting regarding stakeholder consultations on January 24th.
- Project Plan presented to the FAR Committee on February 11th with Board approval to follow on February 20th.

Phase 3:

- Begins early February with data collection and consultation planning.

Phase 4:

- Solution Development Modeling to begin late Q1/25; followed by select Business Case development throughout Q2/25.
- Board consultations March 20th and April 4th.
- Municipal and Partners Stakeholder Consultations end of Q1/25.

Phase 5:

- Regeneration Plan reporting and presentation in Q3/25.

Green Plan:

In late Q4, we were notified by the City of London's Climate Change, Environment, and Waste Management staff of an update report they will deliver to the City of London's Strategic Priorities and Policy Committee (SPPC) in early Q1/25. The SPPC report will contain a staff recommendation that the Municipal Council request all Agencies, Boards and Commissions (ABCs) to:

- Submit individual Climate Action Plans no later than May 31/26, and
- Measure progress on their respective Climate Action Plans every year, beginning with the first measurement period from Jan-Dec/26.

As LMCH is an ABC of the City, we will be fully engaged in the process of delivering our own Climate Action Plan by the deadline dates noted. Metrics and further details from the City are expected to be provided to us by mid-Q1/25.

In the meantime, the following is a list of initiatives engaged in over Q4 2024, to keep Green Plan strategies top of mind as we develop an overall plan:

- The London Environmental Network (LEN) completed 2 of the remaining 3 site assessments in Q4, with the last one scheduled for Q1/25; the output of the LEN assessments will form a basis for further capital investment in green initiatives in the 6 sites evaluated
- Additional Building Automation System (BAS) proposals received and under evaluation; the first one was received in Q3 from Telus, second one was received from Demtroys and their BAS partner group in Q4; as a result of these distinct proposals we are planning to issue an RFP in Q1/25 for BAS installation at Commissioners alone to elicit multiple proposals and to demonstrate proof of concept ahead of wider BAS implementation
- Landscape mockups of a townhome on Millbank (Southdale) are underway; this is an initiative that will focus on the beautification of backyards, drainage, more green space common area, tree canopy review, and recommendations and waste management

Building Condition Assessments (BCA):

Every five years, LMCH contracts with a consulting firm to complete assessments of all properties within our portfolio. The output of this assessment is an Index Score of each property related to its condition. With ongoing capital investments from the City of London, CMHC, and other sources, LMCH has worked towards improved property Index Scores over the past years. Our next BCA will draw on recently updated VFA data to verify this improvement in building conditions. We plan to tender in Q1/25 for a consultant to begin our next Building Condition Assessments over the 2025-2027 period, with the first third of the portfolio to be assessed over Q2-Q4 2025.

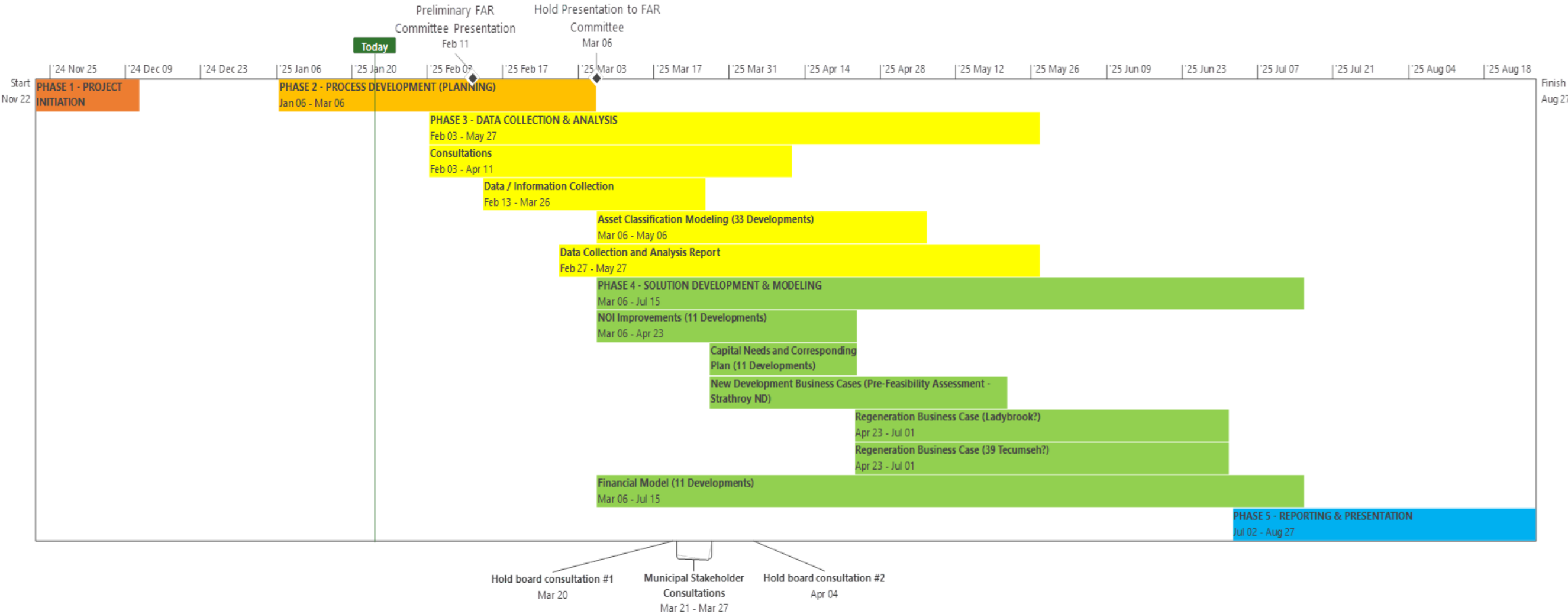
ATTACHMENTS:

Appendix A – LMCH - Regeneration Project Plan

PREPARED and SUBMITTED BY:	STAFF CONTACT:
John Krill Director, Asset Renewal	John Krill Director, Asset Renewal

LMCH – REGENERATION PROJECT PLAN

Jan 31/25



**CMHC – Q4 2024 Report
FAR-2025- 04**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: CMHC – Q4 2024 Report

DATE: February 6, 2025

PURPOSE:

This report is to provide an update to the LMCH Finance, Audit and Risk Management Committee on the CMHC Program, and the status of key projects with the allocated budgets representing the secured funding of \$40,136,090 through CMHC.

RECOMMENDATION:

It is recommended that the LMCH Finance, Audit and Risk Management Committee RECEIVE this report for information only.

BACKGROUND:

In 2019, LMCH collaborated with CMHC to define projects meeting the CMHC requirements under the Renovation, Repair, and Renew funding program. The program developed by LMCH team members followed the guidelines of the National Housing Co-Investment Fund “Minimum Environmental & Accessibility Requirements – Repairs and Renewals”. The program requirements included: increasing accessibility in common areas and retrofitting 20% of the total number of units in any building within the program to meet interior accessibility criteria, while also achieving 25% energy savings and GHG reductions by year-end 2027.

On February 25, 2021, CMHC confirmed that the documentation provided by LMCH met the requirements for funding. The City of London (COL), expressing its commitment to the program, agreed to act as guarantor on June 16, 2021.

On November 25, 2021, LMCH and COL executed a loan agreement with CMHC for \$40,136,090. This funding consists of a \$15,533,989 forgivable loan and a \$24,602,101 repayable loan with the COL as guarantor for \$37,000,000.

Q4 PROJECTS UPDATE:

Project funding is expended within three broad categories: Energy, Accessibility, and Site Improvements. Updates are provided within these categories. Although some projects overlap categories, updates are given within the category projects are most impactful.

Energy

1) Energy Management System: In previous report submissions, the challenges of installing a new energy management system (Demtroys) at the 580 Dundas site were outlined. With the successful installation of this same system at seven other hi-rise buildings included in the CMHC program, LMCH is confident that the overall energy savings targets will be achieved and ensure compliance with CMHC program targets. As a result, LMCH has decided to cancel the installation of the energy management system and will focus on addressing the defective control valves at this location. LMCH will develop an RFP for the replacement of control valves at all Dundas units' heaters, with anticipated construction activities to commence in June 2025.

General Planned Upcoming Projects: Over the next 2 to 3 years, LMCH will continue to focus on energy and conservation measures as part of the CMHC program.

An energy billing audit and analysis of all CMHC program buildings where we completed energy savings initiatives in 2024 (e.g. Demtroys installs, fridge replacements, furnace upgrades, etc) will be completed in time for our April status update report submission to CMHC. As part of this exercise, an energy consultant will be retained to review the current program status in regard to meeting the required targets set by CMHC. The original energy modeling targets included the energy management system at Dundas (previously mentioned) as well as tankless hot water heaters being installed at all family sites. As the existing utility gas piping infrastructure at family sites is undersized for tankless water heaters, LMCH will be requesting CMHC to re-model our energy savings program and will report the outcome in subsequent FAR reports. This will provide the opportunity to determine if new project initiatives are required to ensure overall CMHC targets are met.

In 2025/26, bathroom fixture replacements will occur throughout all CMHC-designated portfolios. Specific sites and numbers of replacements will be determined by focusing on the greatest potential for reduced water consumption. This will require a collaborative effort across all LMCH teams to develop an appropriate energy-wise and sustainable plumbing specifications catalog.

In 2026/27, hot water tanks will be replaced across all CMHC-designated family sites (Boullee, Huron, Marconi, Allan Rush and Pond Mills). This is subject to lease agreement review and acceptability for moving to an ownership model at that time.

Accessibility

1) Kitchen Retrofits: Lounge/community kitchen layouts and the required scope of work to make them more accessible have been reviewed and finalized. We are in the process of retaining contractor(s) by the end of Q1 2025, in order to commence work in the summer when lounges have fewer partner programs.

2) In Suite Barrier Free Modifications: As indicated in the previous Q3 FAR report an increase in unit modification turnover (see quarterly units table below) has occurred based on increasing the number of contractors, improving internal processes with both the tenant services and property services teams, as well as having filled the vacant coordinator position. Contractor productivity has risen with two specific vendors who have worked on the program since 2023 and have adjusted well to the increased units-for-construction flow. We have also seen improvements in one of our more recent hires, who will continue in 2025 and understand the complexities of the workflow and have improved their output ability over the last month.

Units Completed Each Quarter														
2024	Q1	Q2	Q3	Q4	2025	Q1	Q2	Q3	Q4	2026	Q1	Q2	Q3	Q4
Total	2	1	20	43	Total	13	0	0	0	Total	0	0	0	0
Avg/Month	0.7	0.3	6.7	14.3	Avg/Month	4.3	0.0	0.0	0.0	Avg/Month	0.0	0.0	0.0	0.0

Please refer to the table above. Following is a summary of key considerations and relevant points per the CMHC accessibility program for each hi-rise building site shown:

- Simcoe: 11 units commenced in 2024 were returned to inventory Jan 16/25.
- Base Line: Low inventory available to meet targets, anticipate this property will require significant program retrofits into 2027.
- McNay: An additional 3 units started in 2024 to be returned to inventory by month end Jan/25. All units available as vacant have been taken to be completed as part of the CMHC program. Due to low turnover at this property, it is anticipated that modification work may continue into 2027.
- Kent and Walnut: Due to poor sub-trade coordination early in the program and kitchen/flooring procurement challenges, the selected contractor start date was delayed. Units will start coming back in to inventory by mid-Q1/25. Newly vacant units that have been handed over for unit modification have been awarded to a different contractor in an effort to mitigate further delays.
- 345 & 349 Wharncliffe: Targets slightly behind with 23 units completed in 2024 and 4 units in deficiency to be completed by Jan 22/25; this is only 5 units behind anticipated 2024 targets.
- Dundas: Target met. The CMHC retrofit program at Dundas has been completed.

Finally, the table below gives a summary by site of the speed or rate of completion of unit modifications, from the date they are taken on by the CMHC program to the date they are returned to inventory ready for rental. Note the anticipated time of completion and the actual completion time vary considerably across the various building locations. This is a function of sub-contractor capabilities, working environment and supply logistics to name a few. We monitor these performance characteristics and take the appropriate actions to shorten completion time frames when and where possible.

CMHC Overview

Property	241 Simcoe	30 Base Line	202 McNay	85 Walnut	170 Kent	345 & 349 Wharncliffe	580 Dundas	Total
Total Unit Modifications (committed to CMHC program)	35	82	88	75	65	51	20	416
Confirmed completed 2023	0	2	1	6	0	5	0	14
Confirmed completed 2024	0	4	11	13	0	19	19	66
Deficiency units carry over 2024 to be complete Jan 2025	11	5	3	0	3	4	1	27
Total Completed to Date (Include units in deficiency Jan 2025)	11	11	15	19	3	28	20	107
Total Committed for 2025	24	30	25	28	32	23	0	162
Total Committed for 2026	0	30	25	28	30	0	0	113
Total Committed for 2027	0	11	23	0	0	0	0	34
Startup pending 2025	2	5	2	6	0	1		16
Current Under Construction	9	4	5	11	12	5		46
Trending for Completion 2025	11	9	7	17	12	6		62

Property	Average Elapsed Time to Anticipated Completion Date (weeks)	Average Elapsed Time to Actual Completion Date (weeks)	Total Units Taken as of end of Dec/25	Total Units Completed as of end of Dec/25	Total Units in Construction as of end of Dec/25
Baseline	18	32	11	6	5
Dundas	15	19	20	20	0
Kent	20	N/A	12	0	12
McNay	23	29	20	13	7
Simcoe	17	20	16	12	4
Walnut	30	24	34	19	15
345 Wharncliffe	37	51	20	15	5
349 Wharncliffe	11	33	13	9	4

3) General Planned Upcoming Projects: Five accessibility projects are planned (or are to be completed) over the next 1-to-2-year period.

Completion of accessible picnic tables and bench installations throughout all CMHC-designated high-rise properties will carry into 2025. A refresh of high-rise laundry rooms to address accessibility requirements to coincide with the new laundry room equipment lease is currently underway. Signage specifications and an audit of door hardware and fire door compliance throughout all CMHC designated high-rises (e.g. lever handles and accessible sidelights) will occur over 2025. A garbage chute accessibility audit will also occur at all these sites, planned for 2026.

Site Improvements

1) Repaving Projects: The last phase of the Allan Rush repaving project (resurfacing Barberry and Vinewood parking lots) – made possible with the reallocated funds from the below-budget Marconi project has been completed.

TENANT IMPACT:

Tenant impact varies from project to project. However, every precaution is taken to provide ample information and notice to tenants beforehand. For example, notices of projects are sent to tenants 60 days in advance to provide information on the general impact, anticipated disruptions, and the scope of the project. As the project commencement ramps up, updates are provided to the tenants. For more complex projects information sessions may be held to provide one-on-one details of the project. Also, tenants are provided with contact details to ask any questions via email.

FINANCIAL IMPACT:

LMCH and the City of London finalized an Amending Agreement (to the original Loan Agreement) with CMHC in Q3, to affect a new monthly draw schedule. Previously draws were on a quarterly basis, negatively impacting LMCH cash flow, now improved via monthly draws. An updated Tranche schedule has been provided to CMHC which is to be reviewed and revised annually. Interest on the repayable portion of the loan is calculated on actual expenditures and is locked in annually based on cashflow projections (which – going forward – will result in a revised monthly draw schedule).

LMCH anticipates closing off Tranche 3 as part of Drawdown 19 and starting Tranche 4 by the end of Q1/25.

CMHC Draw Down Status at the end of Q4:

Draws 1 – 18 Received	Repayable 61%	\$7,976,968
	Forgivable 39%	\$5,100,028
Draw 19 – Processing	Repayable 61%	\$734,329
	Forgivable 39%	\$469,489
Total		\$14,280,814

As of May 2024, draw submissions to CMHC now occur monthly.

LEGAL IMPACT / RISK MANAGEMENT:

- 1) To mitigate additional costs for breaking the leasing agreement, rental hot water heater replacements have been moved to 2026/27.
- 2) All tender responses for construction projects require the submission of WSIB, insurance and any relevant certificates. Projects are reviewed individually for surety and bonding requirements.
- 3) Updated project specific abatement plans prepared by Pinchin are included in tender requests.
- 4) Excess soils regulation 406/19 came into effect in January 2023. Under this regulation soil testing can be required for the dumping of "excess soils" when completing excavation works. Due to the large volume of paving works occurring, awareness of additional costs from soil contamination is raised and mitigation steps are taken as necessary and where possible.

PREPARED and SUBMITTED BY:	STAFF CONTACT:
John Krill Director, Asset Renewal	Wendy Groves Construction and Project Manager (CMHC Program)

Board of Directors Quarterly Performance Report:



LONDON & MIDDLESEX
COMMUNITY HOUSING

Q4 2024

Period Ended December 31, 2024

February 11th, 2025



TABLE OF CONTENTS

Section 1	Executive Summary	Page 1
	Strategic Business Plan Objectives 4 th Quarter Highlights & Indicators	
	Performance Scorecards	Page 2 - 6
Measure 1	Vacancy Scorecard	Page 2
Measure 2	Work Order Scorecard	Page 3
Measure 3	Arrears & Subsidy Scorecard	Page 4
Measure 4	HR Scorecard	Page 5
Measure 5	Pest Control Scorecard	Page 6
Section 2	Appendix	Page 7 - 29
Measure 1.1 – 1.2		Page 7 - 10
Measure 2.1 – 2.3		Page 11 - 14
Measure 3.1 – 3.3		Page 15 - 20
Measure 4.1 – 4.3		Page 21 - 24
Measure 5.1 – 5.3		Page 25 - 29

Section 1 – Executive Summary

The 2024 4th Quarter Performance Report provides highlights of London Middlesex Community Housing (LMCH) strategic and operational performance for the October, November, and December period. The quarterly performance report evolves on a continuing basis as metrics are identified and data collected and analyzed. The report shows our key performance indicators and conforms to the reporting requirements of the Board of Directors.

4th Quarter 2024 – Overview

- **Vacancy**: The vacancy data showcases a highly efficient turnover process, with a consistent turnover rate over the past five quarters. The vacancy rate consistently meets the green target, staying below 3%, and the average days to commit a unit remain well under the 33-day target. This reflects an efficient and effective process. LMCH remains below the 3% target due to non-lettable units being transferred to the CMHC Capital program for accessibility upgrades. If LMCH were to include all vacant units including the CMHC Capital program, the vacancy rate would be 4.2% for Q4 2024.
- **Work Orders**: The work order data shows steady maintenance efficiency and timeliness. Urgent and emergency work orders increased by 3% quarter over quarter and 7% higher overall since Q2 2024, and after-hour work orders have peaked at 19%. Completed work orders have increased 2% to 87% in Q4 2024. This metric has remained in the red and is on pace to reach yellow status in future quarters.
- **Arrears**: The arrears data shows some challenges in meeting targets. Households in good standing has remained below the 90% target, with slight fluctuations. The time to restore subsidies has remained stable at 4.24 months in Q4 2024 compared to 4.28 months in Q3 2024. The number of households in arrears has moved to the yellow band for the first time in 2024. This is the first quarter where all three metrics have been yellow indicating progress in our arrears process.
- **Human Resources**: The human resources data shows consistent results in workforce performance and well-being. Compliment Management consistently meets or exceeds the 97% target, with it reaching 99% in Q4 2024. Talent Recruitment is currently in the yellow with 95 days required to recruit. The Human Resources team believes that future recruitment will remain within the green and the 90-day internal target. Employee attendance and absences is still under development, with ongoing efforts to establish targets and collect data.
- **Pest Control**: The pest control data shows a decrease in infestation rates, which was expected as we brought in a second vendor to help with the workload. The number of active units being treated remained green for the third consecutive quarter. Tenant refusals also remained in the green, meeting the $\leq 5\%$ target in Q4 2024. While tenant cooperation has improved, the clearance rate remains low and bringing in a second vendor is part of the plan to increase clearance rates in future quarters.

Q4 2024 - Performance Scorecard Vacancy

Outcome	Strategy	#	Measure	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Turnover Process in a Timely Manner	Improve Unit Time in Restoration and Days to Commit Unit	1.1	Operational Efficiency: Maintain Vacancy Rate (%): Target = 3%	2.7%	2.1%	2.4%	1.5%	2.6% ▲
		1.2	Average # of Days to Commit the Unit: (From Vacant to Leased) Target = less than 33 days on average over the Quarter	22	20	29	29	17 ▼

Legend:

G	Expected results achieved
Y	Results moderately below expectations
R	Results far below expectations

Q4 2024 - Performance Scorecard Work Orders

Outcome	Strategy	#	Measure	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
---------	----------	---	---------	---------	---------	---------	---------	---------

Enhance the Efficiency, Effectiveness, and Timeliness of Maintenance Repairs	Implement Procedures, Communication, Resources, Training, and Monitoring for Maintenance and Repairs	2.1	<u>Building Condition:</u> % of Urgent, Emergency, 24 Hours Target = \leq 25%	33%	40%	30%	34%	37% ▲
		2.2	<u>Cost Controls:</u> % of After-Hours Work Orders Target = \leq 5%	10%	13%	17%	12%	19% ▲
		2.3	<u>Operational Efficiency:</u> % of Work Orders Completed Target = 95%	98%	96%	81%	85%	87% ▲

G	Expected results achieved
Y	Results moderately below expectations
R	Results far below expectations

Q4 2024 - Performance Scorecard Arrears and Subsidy's

Outcome	Strategy	#	Measure	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
---------	----------	---	---------	------------	------------	------------	------------	------------

Enhanced Financial Stability and Tenant Retention	Proactive Arrears Management and Supportive Tenant Engagement	3.1	<u>Operational Efficiency:</u> Households in Good Standing (Rent & Parking) Target = 90%	80%	79%	80%	78%	81% ▲
		3.2	<u>Forgiveness:</u> Average Number of Months to Complete <i>Forgiveness</i> Target = < 4 months	5.02	3.39	4.15	4.28	4.24 ▼
		3.3	<u>Arrears:</u> Households in Arrears Target = ≤ 400 Households	611	650	625	667	581 ▼

G	Expected results achieved
Y	Results moderately below expectations
R	Results far below expectations

Q4 2024 – Performance Scorecard Human Resources

Outcome	Strategy	#	Measure	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
---------	----------	---	---------	---------	---------	---------	---------	---------

Optimized Workforce Performance and Well-being	Comprehensive Talent Management and Employee Support	4.1	<u>Compliment Management:</u> (Current FTE's / Total FTE's Budget) Target = 97%	99%	98%	97%	100%	99% ▼
		4.2	<u>Talent Recruitment:</u> Time to fill vacancy (working days) Target = 90 days	98.9	27.3	132.3	66	95 ▲
		4.3	<u>Employee Attendance and Absences</u> Under Development Target = Under Development	N/A	N/A	N/A	N/A	N/A

G	Expected results achieved
Y	Results moderately below expectations
R	Results far below expectations

Q4 2024 – Performance Scorecard Pest Control

Outcome	Strategy	#	Measure	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
---------	----------	---	---------	---------	---------	---------	---------	---------


Reduction in Pest Infestation Incidents	Integrated Pest Management (IPM) Implementation	5.1	<u>Infestation Level:</u> % of Total Units Being Treated Target = $\leq 10\%$	N/A	21%	22%	27%	23% ▼
		5.2	<u>Operational Effectiveness:</u> % of Active Units Being Treated Target = 90%	N/A	72%	82%	90%	94% ▲
		5.3	<u>Tenant Co-operation:</u> % of “Tenant Refusals” Target = $\leq 5\%$	N/A	8%	5%	3%	4% ▲

G	Expected results achieved
Y	Results moderately below expectations
R	Results far below expectations

Section 2 - Appendix

Outcome	Turnover Process in a Timely Manner	
Strategy	Improve Unit Time in Restoration and Days Vacant	
Measure	1.1	Vacancy Rate (%) Units Available to Rent

Performance Measure Definition & Calculation	Performance Thresholds	
<p>The performance measure for "Vacancies" tracks the percentage of unoccupied housing units relative to the total number of units available within LMCH. This KPI is calculated by dividing the number of currently vacant units by the total number of units in the development, then multiplying the result by 100 to express it as a percentage.</p> <p>LMCH has set a service standard of 3% vacancy rate</p>	G	Green = Less than 3%
	Y	Yellow = 3% - 4%
	R	Red = Greater than 4%

Summary Analysis of Results	Status	G
<p>Q4 2024 has maintained a vacancy rate below the 3% threshold at 2.6%. The Vacancy rate has decreased due to a stabilization in move-in and move-outs and additional units being moved to the CMHC program for accessibility upgrades.</p> <p>Property Services does not control the CMHC timelines for completion and these units take longer on average to complete. If LMCH counted all non-lettable units from CMHC and fire units, the vacancy rate would be 4.2% in Q4 2024.</p>	Trend	
	<p>Notes: Results for this period are green with 2.6% of units found to be vacant.</p>	

Business Impact / Implications	A high vacancy rate correlates to less individuals and families being removed from the waitlist and placed within LMCH units. Additionally, a high vacancy rate can significantly impact LMCH's financial stability due to lost revenue and increased operational costs.
Management Actions	<p>Property Services has created and implemented KPI's and made them visible to Property Services Managers so they can track their progress in real time.</p> <p>Property Services implemented a strategy to complete all vacancies that appear each month while also completing additional units in their backlog to continue to maintain or exceed the 3% target.</p>
Assumptions	<p>Barring no major emergencies including fire, flood, natural disasters, etc., the plan continues to be achievable.</p> <p>There are seasonal variables that can affect the vacancy rate where the summer months can have higher rates due to less staff due to vacations, higher move-out rates by tenants, and the seasonality of pests which will slow down the turn rate for treatment.</p>

Count (Units)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Total units in Active Restoration	1.8%	1.2%	1.9%	1.1%	2.2%
Total units Vacant and ready	0.9%	0.9%	0.5%	0.4%	0.4%
Total	2.7%	2.1%	2.4%	1.5%	2.6%

Age of Units Restored in Period (Count)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
0-15 days	1	3	1	1	8
16-30 days	8	14	12	7	0
31-60 days	25	13	14	10	7
61-90 days	13	23	15	8	3
91+ days	46	28	19	26	23
Total units restored	93	81	61	52	41
Average # of days in restoration	105	88	83	97	91

Age of Units in active Restoration (Count)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
0-15 days (last day of quarter)	5	4	20	8	11
16-30 days (last day of quarter)	13	5	15	5	12
31-60 days (last day of quarter)	10	10	10	6	14
61-90 days (last day of quarter)	14	9	10	8	22
91+ days (last day of quarter)	16	12	8	10	12
Total units in Active Restoration	58	40	63	37	71
Average # of days in restoration at end of Quarter	80	72	53	59	59

Outcome	Turnover Process in a Timely Manner	
Strategy	Improve Unit Time in Restoration and Days Vacant	
Measure	1.2	Average # of Days to Commit the Unit: (From Vacant to Leased)

Performance Measure Definition & Calculation	Performance Thresholds	
<p>“Average # of Days to Commit the Unit” measures the average time a renovated unit takes to be leased. This metric helps assess the efficiency of our leasing process and removing potential tenants from the waitlist.</p>	G	Green = less than 33 days on average over the Quarter
	Y	Yellow = 34 to 50 days
	R	Red = 51+ days

Summary Analysis of Results	Status	G
<p>The average number of days to commit a unit at 17 which is a large decrease from the previous quarters results. The average number of days to commit a unit has remained in the green over the past 5 quarters.</p> <p>The average number of days to commit a unit does not include CMHC or fire units which take longer on average to repair, slowing down the turnover process. CMHC is a capital program which has their own deadlines and requirements for completing units with proper accessibility standards.</p>	Trend	▼
	<p>Notes: Q4 2024 averages 17 days to commit the unit from vacant to leased which is a decrease of 12 days from Q3 2024.</p>	

Business Impact / Implications	Minimizing the average number of days to commit a unit is crucial for LMCH as it enhances cash flow and operational efficiency. Quick unit turnover aids in accurate financial forecasting, allows for efficient resource allocation, and reduces risks associated with vacant units. Overall, it strengthens LMCH’s financial stability and reputation.
Management Actions	In Q4 2024, the average time to commit the unit has decreased to 17 days. The overall average for 2024 is 24 days, consistently staying below the target in every quarter.
Assumptions	Some tenants may reject the available unit for a variety of reasons which will add extra time to the placement process. In addition, circumstances may arise with the unit that may force Tenant Services to return the unit to Property Services to rectify the issue. This will prevent the unit from becoming available to individuals on the housing waitlist.

Age of Units Leased in the Period (Count)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
0-15 days	57	34	26	29	33
16-30 days	20	15	21	10	7
31-60 days	16	10	21	7	8
61-90 days	1	2	6	2	1
91+ days	3	2	1	5	1
Total units Leased	98	63	75	53	50
Average # of days to commit the unit. (From Vacant to Leased)	22	20	29	29	17

Age of Units Vacant and Available (Count)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
0-15 days	16	19	3	8	10
16-30 days	4	1	6	0	0
31-60 days	6	8	2	5	2
61-90 days	2	0	1	0	1
91+ days	1	1	4	0	0
Total units Vacant and ready	29	29	16	13	13
Average # of days vacant and ready (Unit has not been leased, still available)	15	16	39	19	21

Outcome	Enhance the Efficiency, Effectiveness, and Timeliness of Maintenance Repairs	
Strategy	Implement Procedures, Communication, Resources, Training, and Monitoring for Maintenance and Repairs	
Measure	2.1	% of Urgent, Emergency, 24 Hours

Performance Measure Definition & Calculation	Performance Thresholds	
<p>“% of Urgent, Emergency, 24 Hours” measures the number of Work Orders that fall into this category. This measure helps LMCH to determine the percentage of work orders that need to be completed before other non-emergency work orders entered in Yardi.</p> <p>This is calculated by dividing the number of Urgent, Emergency, 24 Hour work orders by the total work orders in the quarter.</p>	G	Green = ≤ 25%
	Y	Yellow = 26% - 30%
	R	Red = 31%+

Summary Analysis of Results	Status	R
<p>Year-over-year the percentage of urgent, emergency, 24-hour work orders has increased by 4%. In comparison to Q3 2024, this metric has increased 3% maintaining this metric in the red. LMCH has an after-hour call service that can create work orders within our system. This can lead to duplicate work orders that can inflate this metric. Property Services is working with our after-hour service to ensure this process is reviewed.</p>	Trend	▲
	Notes:	Currently sits at 37% which is an increase of 3% from Q3 2024.

Business Impact / Implications	<p><u>Short-term Impact:</u> A high percentage of urgent, emergency, and 24-hour work orders can strain operational resources, requiring immediate attention and potentially disrupting scheduled maintenance tasks.</p> <p><u>Long-term Impact:</u> Persistent high levels of urgent work orders can lead to inefficiencies in resource allocation and increased operational costs due to overtime and rapid response requirements.</p>
Management Actions	Property Services continues to prioritize preventative maintenance to reduce the number of urgent or emergency work orders. Total work orders decreased by 502 from Q3 2024 to Q4 2024. Property Services was able to handle a higher percentage of emergency calls compared to last quarter. LMCH will continue to prioritize emergency work orders with the goal of reducing them to a more manageable level.
Assumptions	<p>It is assumed that work orders are accurately prioritized based on urgency, with clear criteria for what constitutes an urgent, emergency, or 24-hour work order.</p> <p>The company has sufficient resources, including staff and materials, to respond to urgent work orders within the required timeframes.</p>

Work Orders by Priority (Percentage)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
% of Urgent	10%	14%	14%	16%	14%
% of 24 Hours	4%	4%	2%	4%	4%
% of Emergency	19%	22%	15%	14%	19%
Total Priority Work Orders by Quarter	2,096	2,016	1,466	1,841	1,809
Total Work Orders by Quarter	6,258	4,985	4,858	5,435	4,933
% of Work Orders by Priority	33%	40%	30%	34%	37%

Outcome	Enhance the Efficiency, Effectiveness, and Timeliness of Maintenance Repairs	
Strategy	Implement Procedures, Communication, Resources, Training, and Monitoring for Maintenance and Repairs	
Measure	2.2	% of After-Hours Work Orders

Performance Measure Definition & Calculation	Performance Thresholds	
<p>“% of After-Hours Work Orders” measures the percentage of work orders that are reported not during regular working hours. This measure is important because there is an addition cost in receiving work orders after hours as LMCH uses an after-hours service who charges by the call.</p> <p>This is calculated by dividing the number of After-Hour work orders by the total work orders in the quarter.</p>	G	Green = ≤ 5%
	Y	Yellow = 6% - 10%
	R	Red = 11%+

Summary Analysis of Results	Status	R
<p>Q4 2024 numbers show an increase in after hour work orders of 7% over Q3 numbers. This upward movement signifies additional costs to LMCH as after-hour work orders tend to cost LMCH more money due to additional related costs. This metric needs to be monitored as all after hour calls are an additional cost as this is outsourced to a third party.</p>	Trend	▲
	<p>Notes: Currently sits at 19% which is a increase of 7% from last quarter.</p>	

Business Impact / Implications	<p><u>Short-term Impact:</u> A high percentage of urgent, emergency, and 24-hour work orders can strain operational resources, requiring immediate attention and potentially disrupting scheduled maintenance tasks.</p> <p><u>Long-term Impact:</u> Persistent high levels of urgent work orders can lead to inefficiencies in resource allocation and increased operational costs due to overtime and rapid response requirements.</p>
Management Actions	Management has put processes in place to reduce after hour calls through preventative maintenance which should lead to a reduction in maintenance calls from tenants during the day and after-hours.
Assumptions	<p>It is assumed that work orders are accurately prioritized based on urgency, with clear criteria for what constitutes an urgent, emergency, or 24-hour work order.</p> <p>The company has sufficient resources, including staff and materials, to respond to urgent work orders within the required timeframes.</p>

After Hour Work Orders (Percentage)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
After Hours Work Orders	631	633	817	659	918
% of After Hour Work Orders	10%	13%	17%	12%	19%

Outcome	Enhance the Efficiency, Effectiveness, and Timeliness of Maintenance Repairs	
Strategy	Implement Procedures, Communication, Resources, Training, and Monitoring for Maintenance and Repairs	
Measure	2.3	% of Work Orders Completed

Performance Measure Definition & Calculation	Performance Thresholds	
<p>“% of Work Orders Completed” measures the number of work orders completed in the quarter not counting any work orders that have been cancelled and counting any work order that is invoice pending as the work has been completed.</p> <p>This is calculated by dividing the number of work orders completed by the total work orders in the quarter.</p>	G	Green = 95%
	Y	Yellow = 90% - 94%
	R	Red = ≤ 89%

Summary Analysis of Results	Status	R
<p>Q4 2024 has improved over the previous quarter increasing to 87%. This increase is a good sign, but LMCH has not been able to return to the green band and additional analysis needs to be completed to determine the reason for the decrease in work orders completed. Since this metric remained in the red for the past three (3) quarters, it is less likely that this is a statistical anomaly and this needs to be addressed. As of Q2 2024, work order completion has declined due to Pest Control work orders being transferred from a work order process to a Purchase Order process removing their completed status from the overall count.</p>	Trend	▲
	<p>Notes: Currently sits at 87% which is an increase of 2% over last quarter.</p>	

Business Impact / Implications	<p><u>Short-term Impact:</u> A high percentage of completed work orders indicates effective and efficient use of resources, leading to smooth day-to-day operations and timely resolution of maintenance issues.</p> <p><u>Long-term Impact:</u> Consistently high completion rates can improve overall operational efficiency, reducing backlogs and ensuring that maintenance tasks are performed proactively rather than reactively.</p>
Management Actions	Property Services has a history of completing work orders at a rate of 95% or better. Over the past three quarters this metric has remained in the red and is on pace to reach the yellow. When LMCH moved to the Purchase Order system for Pest Control in Q2 2024, work order completion was more representative of our internal completion numbers. Management is committed to returning to the green.
Assumptions	<p>It is assumed that there is an accurate and efficient system in place for tracking work orders from initiation to completion.</p> <p>The company has adequate resources, including skilled labor and materials, to complete work orders within the expected timeframes.</p>

Work Orders Completed (Percentage)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Work Orders Completed	6,114	4,784	3,911	4,639	4,933
% of Work Orders Completed	98%	96%	81%	85%	87%

Outcome	Enhanced Financial Stability and Tenant Retention	
Strategy	Proactive Arrears Management and Supportive Tenant Engagement	
Measure	3.1	% of Households in Good Financial Standing

Performance Measure Definition & Calculation	Performance Thresholds	
<u>Operational Efficiency:</u> “% of Households in Good Financial Standing” measures the percentage of units that are in good financial standing in the quarter. This is calculated by dividing the units in good financial standing by the total number of units occupied in the quarter.	G	Green = $\geq 90\%$
	Y	Yellow = 80% - 89%
	R	Red = $< 80\%$

Summary Analysis of Results	Status	Y
The percentage of households in good financial standing has increased from 78% in Q3 2024 to 81% in Q4 2024. The results over the past 5 quarters have remained stable with percentages ranging from 78% - 81%. LMCH’s collection rate has increased to 92% in Q4 2024 which is a 3% increase from last quarter. Consistent efforts are needed to move toward the green zone including continuously monitoring the financial standing of households and adjust strategies accordingly to address emerging issues promptly.	Trend	▲
	Notes: Currently sits at 81% which shows a 3% increase since last quarter. This metric has moved from Red to Yellow since Q3 2024.	

Business Impact / Implications	<p>When tenants are not able to or are unwilling to make their monthly rent payments/fees, the following impacts could be seen:</p> <ol style="list-style-type: none"> 1) Cash Flow Issues: A High number of accounts in arrears can lead to significant cash flow problems, affecting LMCH’s ability to meet its own financial obligations. 2) Increase Operational Costs: The cost of managing and recovering overdue accounts can increase operation expenses. 3) Reputation Damage: High arrears rates can damage the organizations reputation with London City Council and our Shareholder. <p>Resource Allocation: Staff time and resources may need to be redirected towards managing arrears and debt recovery processes.</p>
Management Actions	<p>The percentage of households in good standing improved in Q4, moving into the yellow zone, which reflects the best performance compared to the first three quarters. However, there is a recurring trend of fluctuations around the 80% mark.</p>
Assumptions	<p>Some tenants may be less cooperative and may refuse to engage with LMCH staff to rectify their payment issues. This also assumes a stable economic environment where tenants have consistent income to meet their rent obligations. Tenants will also need to be willing to engage with support programs and payment plans.</p>

Households in Good Financial Standing	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
# Households in Good Financial Standing	2,473	2,432	2,448	2,390	2,401
Total number of Households	3,084	3,082	3,073	3,057	2,982
% of Households in Good Standing	80%	79%	80%	78%	81%

Collection Rate	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Rent Due	\$13,402,032	\$3,855,243	\$3,855,243	\$3,855,243	\$3,855,243
Rent Collected	\$12,572,608	\$3,599,226	\$3,522,808	\$3,432,609	\$3,564,624
Rent Outstanding	\$829,424	\$256,016	\$332,435	\$422,634	\$290,619
Collection Rate (%)	94%	93%	91%	89%	92%

Tenant Debt Arrears (Rent/Parking Balance)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
\$1 - \$2,000	\$263,481	\$279,054	\$256,696	\$273,066	\$258,567
\$2,001 - \$4,000	\$201,233	\$239,124	\$210,437	\$144,732	\$154,020
\$4,001 - \$6,000	\$131,003	\$225,399	\$191,039	\$167,351	\$125,559
\$6,001 - \$8,000	\$104,262	\$81,582	\$153,250	\$99,847	\$48,056
\$8,001 - \$10,000	\$70,631	\$52,517	\$18,583	\$62,914	\$25,409
\$10,001 +	\$59,946	\$76,896	\$49,631	\$64,408	\$86,090
Total	\$830,556	\$954,572	\$879,637	\$812,317	\$697,701

Tenant Debt Arrears (# of Tenant Accounts)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
\$1 - \$2,000	484	497	487	557	486
\$2,001 - \$4,000	72	83	72	50	53
\$4,001 - \$6,000	27	46	38	34	25
\$6,001 - \$8,000	15	12	22	14	7
\$8,001 - \$10,000	8	6	2	7	3
\$10,001 +	5	6	4	5	7
Total	611	650	625	667	581

Tenant Debt Arrears (% of Tenant Accounts)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
\$1 - \$2,000	79%	78%	75%	84%	84%
\$2,001 - \$4,000	12%	12%	11%	7%	9%
\$4,001 - \$6,000	4%	6%	6%	5%	4%
\$6,001 - \$8,000	2%	4%	3%	2%	1%
\$8,001 - \$10,000	1%	0%	0%	1%	1%
\$10,001 +	1%	1%	1%	1%	1%
Total	100%	100%	100%	100%	100%

Outcome	Enhanced Financial Stability and Tenant Retention	
Strategy	Proactive Arrears Management and Supportive Tenant Engagement	
Measure	3.2	Average Number of Months to Complete Forgiveness

Performance Measure Definition & Calculation	Performance Thresholds	
<u>Forgiveness:</u> “Average Number of Month to Complete Forgiveness” measures the average number of months it takes to forgive arrears This is calculated by subtracting the date the arrears were forgiven from the date the arrears were applied.	G	Green = ≤ 4 months
	Y	Yellow = 4 – 5 Months
	R	Red = > 5 Months

Summary Analysis of Results	Status	Y
The average number of months to complete forgiveness remained relatively the same compared to Q3 2024 with a small decrease from 4.28 months to 4.24 months. The number of tenants that received rent forgiveness dropped by 71 households since last quarter. LMCH was able to restore 48% of subsidies in Q4 2024 which shows that tenant services was able to restore a total of 153 subsidies while revoking 317 in the same quarter.	Trend	▼
	Notes: Currently sits at 4.24 months which is a decrease from 4.28 months from Q3 2024.	

Business Impact / Implications	<p>When tenants are not able to or are unwilling to make their monthly rent payments/fees, the following impacts could be seen:</p> <ol style="list-style-type: none"> 1) Cash Flow Issues: A High number of accounts in arrears can lead to significant cash flow problems, affecting LMCH’s ability to meet its own financial obligations. 2) Increase Operational Costs: The cost of managing and recovering overdue accounts can increase operation expenses. 3) Reputation Damage: High arrears rates can damage the organizations reputation with London City Council and our Shareholder. <p>Resource Allocation: Staff time and resources may need to be redirected towards managing arrears and debt recovery processes.</p>
Management Actions	<p>The average time remains above four months with slight fluctuations compared to Q2 and Q3 of 2024 but is still above target. This indicator includes in-situ situations approved by the Service Manager.</p>
Assumptions	<p>Some tenants may be less cooperative and may refuse to engage with LMCH staff to rectify their payment issues. This also assumes a stable economic environment where tenants have consistent income to meet their rent obligations. Tenants will also need to be willing to engage with support programs and payment plans.</p>

Arrears Forgiveness per Quarter	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Total Amount Forgiven per Quarter	\$403,065	\$166,667	\$305,366	\$317,348	\$170,203
Number of Tenants who Received Forgiveness	158	101	154	148	77
Average Dollar Amount Forgiven	\$2,551	\$1,650	\$1,983	\$2,144	\$2,210
Average Number of Months to Complete Forgiveness	5.02	3.39	4.15	4.28	4.24

Subsidy Metrics per Quarter	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Income Review Forms Completed	563	416	621	640	627
Number of Subsidies Revoked	411	335	515	200	317
Number of Subsidies Restored	269	199	366	243	153
Subsidies Restored per Quarter (%)	65%	59%	71%	122%	48%
Payment Plans	30	33	27	19	33

Outcome	Enhanced Financial Stability and Tenant Retention	
Strategy	Proactive Arrears Management and Supportive Tenant Engagement	
Measure	3.3	Number of Households in Arrears

Performance Measure Definition & Calculation	Performance Thresholds	
<u>Arrears:</u> “Number of Households in Arrears” measures the total number of households who are in arrears at the end of the current quarter. This is calculated by counting the total number of households that have arrears on their account at the end of the current quarter.	G	Green = ≤ 400
	Y	Yellow = 400 – 600 HH
	R	Red = > 600 HH

Summary Analysis of Results	Status	Y
The number of households in arrears decreased from Q3 2024 and the amount owed by each household has decreased from \$1,218 to \$1,201. With the rent outstanding decreasing from \$812,317 in Q3 to \$697,701 in Q4, it shows overall improvement in households currently in financial difficulties. This is the first quarter that LMCH has achieved a yellow status in arrears since this metric has been tracked on a quarterly basis.	Trend	▼
	Notes: Currently sits at 581 households in arrears which is a decrease of 12.9% from last quarter.	

Business Impact / Implications	<p>When tenants are not able to or are unwilling to make their monthly rent payments/fees, the following impacts could be seen:</p> <ol style="list-style-type: none"> 1) Cash Flow Issues: A High number of accounts in arrears can lead to significant cash flow problems, affecting LMCH’s ability to meet its own financial obligations. 2) Increase Operational Costs: The cost of managing and recovering overdue accounts can increase operation expenses. 3) Reputation Damage: High arrears rates can damage the organizations reputation with London City Council and our Shareholder. <p>Resource Allocation: Staff time and resources may need to be redirected towards managing arrears and debt recovery processes.</p>
Management Actions	The number of households in arrears has decreased in Q4 2024, moving into the yellow zone. This indicates that process improvements and early interventions have been effective.
Assumptions	Some tenants may be less cooperative and may refuse to engage with LMCH staff to rectify their payment issues. This also assumes a stable economic environment where tenants have consistent income to meet their rent obligations. Tenants will also need to be willing to engage with support programs and payment plans.

Arrears	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Rent Outstanding	\$829,424	\$954,572	\$879,637	\$812,317	\$697,701
Households in Arrears	611	650	625	667	581
Average Owed by Households	\$1,358	\$1,469	\$1,407	\$1,218	\$1,201

Outcome	Optimized Workforce Performance and Well-being	
Strategy	Comprehensive Talent Management and Employee Support	
Measure	4.1	Full-Time FTE's vs FTE Budget

Performance Measure Definition & Calculation	Performance Thresholds	
<u>Compliment Management:</u> “Full-Time FTE’s vs FTE Budget” measures the number of full-time employees employed versus the number of budgeted full-time positions required to be filled to have a full compliment of staff. This is calculated by dividing the total number of FTE’s by the budgeted FTE’s.	G	Green = > 97%
	Y	Yellow = 95% - 96%
	R	Red = < 95%

Summary Analysis of Results	Status	G
In Q4-2024, the measure for Compliment Management achieved the target of 99%, maintaining in the green band. This indicates that the organization successfully maintained the ratio of current full-time employees to the total FTE meeting the budget, demonstrating effective workforce management and alignment with budgetary goals for this quarter.	Trend	▼
	Notes: Currently sits at 99% of FTE filled which has been consistently in the green over the past three quarters.	

Business Impact / Implications	<p><u>Short-term Impact:</u> A high number of permanent full-time vacancies can lead to increased workloads for existing staff, potentially resulting in burnout, decreased productivity, and higher error rates.</p> <p><u>Long-term Impact:</u> Persistent vacancies can strain team dynamics, reduce overall morale, and lead to higher turnover rates as remaining employees seek less stressful work environments.</p>
Management Actions	<p>LMCH continues to work towards ensuring that adequate staffing levels are maintained. Although attrition is natural and expected, LMCH has been successful in maintaining near full staffing complement in recent quarters. As LMCH continues to grow its staffing complement through the implementation of Business Case 22, we will work towards attracting and growing staffing levels to meet the new operational goals and objectives.</p>
Assumptions	<p>The assumption is that the current staffing model accurately reflects the organization's operational needs and that vacancies directly impact the ability to meet these needs.</p> <p>The recruitment process is assumed to be efficient and timely, and retention strategies are in place but may not fully mitigate the impact of vacancies.</p>

Full-Time FTE's	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Number of FTE's (End of Quarter)	96	95	96	102	101
Budgeted # of FTE's	97	99	99	102	102
Percentage of FTE's Filled (%)	99%	98%	97%	100%	99%

Retention of Talent	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Staff at Beginning of Quarter	93	96	95	96	102
Staff at End of Quarter	96	95	96	102	101
Difference in Quarter (#)	+3	-1	+1	+6	-1

Business Case #22 Hires (No Refill Hires Counted)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Projected Number of Hires	0	2	0	1	1
Actual Hires	0	2	0	0	0
% of Hires Made vs Projected	0%	100%	0%	0%	0%

Outcome	Optimized Workforce Performance and Well-being	
Strategy	Comprehensive Talent Management and Employee Support	
Measure	4.2	Average Time to Fill Vacancy (Days)

Performance Measure Definition & Calculation	Performance Thresholds	
<u>Talent Recruitment:</u> “Time to fill vacancy (Days) measures the average number of days it takes to fill a vacant position. This is calculated by taking the date of hire for the new employee and subtracting the days from the posting date.	G	Green = ≤ 90 days
	Y	Yellow = 91 – 120 days
	R	Red = > 120 days

Summary Analysis of Results	Status	Y
The past quarter recruitment have maintained closed to the number of days to fill a position. During this quarter we returned to normal expected turn around times in the recruitment process. The number of 95 days is slightly above our target range and within expectations.	Trend	▲
	Notes: Currently sits at 95.16 days which is an increase from our previous quarter’s results.	

Business Impact / Implications	<p><u>Short-term Impact:</u> Longer time to fill vacancies can disrupt workflow and increase the burden on current employees, leading to potential delays and reduced productivity.</p> <p><u>Long-term Impact:</u> Consistently high time-to-fill rates can cause chronic understaffing, resulting in operational inefficiencies and decreased employee morale.</p>
Management Actions	Having effective systems and processes for talent acquisition will be critical as we continue to grow staffing levels. We believe that we have struck an effective balance between a thorough recruitment process that also moves as fast as practical. We will continue to monitor recruitments and work towards identifying the steps or processes that are holding up recruitments and leading to slower turn around times in filling vacancies.
Assumptions	<p>It is assumed that the recruitment process, including job posting, candidate screening, and interviewing, is efficient but can be impacted by external factors such as market conditions and the availability of qualified candidates.</p> <p>The organization is assumed to have a competitive advantage in attracting candidates, but factors such as compensation, benefits, and workplace culture play significant roles.</p>

Time to Fill Vacancy (Days)	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Number of Positions Filled	7	6	4	9	6
Average Time (Days) to Fill All Positions	98.9	27.3	132.3	66.11	95.16

Outcome	Optimized Workforce Performance and Well-being	
Strategy	Comprehensive Talent Management and Employee Support	
Measure	4.3	Employee Attendance and Absences

Performance Measure Definition & Calculation	Performance Thresholds	
UNDER DEVELOPMENT: Managing employee attendance and absence from work due to manageable causes such as short-term sick leave, workplace injuries and absences, and other absences.	G	Green = TBD
	Y	Yellow = TBD
	R	Red = TBD

Summary Analysis of Results	Status	
TBD	Trend	
	Notes:	TBD

Business Impact / Implications	<p><u>Short-term Impact:</u> High absenteeism rates can disrupt daily operations, leading to understaffing and increased workload for present employees, resulting in lower productivity.</p> <p><u>Long-term Impact:</u> Chronic absenteeism can create persistent inefficiencies, requiring constant adjustments in scheduling and possibly impacting project timelines.</p>
Management Actions	TBD
Assumptions	<p>The work environment is assumed to be generally conducive to employee well-being, though factors such as workload, stress levels, and job satisfaction can influence absenteeism rates.</p> <p>The organization is assumed to have some health and wellness programs in place, although their effectiveness in reducing absenteeism may vary.</p>

Outcome	Reduction in Pest Infestation Incidents	
Strategy	Integrated Pest Management (IPM) Implementation	
Measure	5.1	% of Total Units Being Treated

Performance Measure Definition & Calculation	Performance Thresholds	
<u>Infestation Level:</u> “% of Total Units Being Treated” measures the current units being treated compared to the total units available within LMCH. This is calculated by dividing the number of units being treated by the total number of units available within LMCH.	G	Green = ≤ 10%
	Y	Yellow = 11% - 15%
	R	Red = 16%+

Summary Analysis of Results	Status	R
Industry standards show an overall infestation rate of 10% or below is acceptable. The current rate of 23% has decreased from 27% from Q3 2024. This decrease is due to the proactive measures being taken by the Pest Control team with an increase in cleared units in Q4 2024. The clearance rate has still not improved in Q4 2024, which requires LMCH and its vendors to determine the most effective manner to increase clearance rates while also increasing preventative treatments.	Trend	▼
	Notes: Currently sits at 23% which is a decrease of 4% from Q3 2024.	


Business Impact / Implications	<u>Short-term Impact:</u> A high percentage of units being treated for pest control can immediately improve resident satisfaction by addressing pest issues promptly. <u>Long-term Impact:</u> Consistent pest control measures can lead to higher resident retention rates as a pest-free environment enhances the overall living experience.
Management Actions	The Pest Control team is actively working to find all units that have large infestations which may lead to an increased number of units being treated. The overall goal is to get the infestations under control so that every building is within the 10% threshold.
Assumptions	The pest control treatments being used are effective in addressing the specific types of pests present in the units. Residents are cooperative with pest control efforts, allowing access to their units and following recommended practices to prevent infestations.

% of Total Units being Treated	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Senior Buildings	N/A	24%	26%	33%	25%
Adult Buildings	N/A	21%	21%	28%	24%
Family Buildings	N/A	16%	16%	21%	21%
LMCH Total	N/A	21%	22%	28%	23%

% of Total Units Being Cleared	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Senior Buildings	N/A	26%	30%	39%	39%
Adult Buildings	N/A	32%	36%	42%	35%
Family Buildings	N/A	21%	25%	30%	22%
LMCH Total	N/A	27%	31%	38%	34%

Outcome	Reduction in Pest Infestation Incidents	
Strategy	Integrated Pest Management (IPM) Implementation	
Measure	5.2	% of Active Units Being Treated

Performance Measure Definition & Calculation	Performance Thresholds	
<p>“% of Active Units Being Treated” is defined as the number of units that our Pest Control Provider (PCP) are able to treat out of the units that require treatment based on access to the unit.</p> <p>This is calculated by dividing the number of active units being treated by the total number of infested units that need to be treated.</p>	G	Green = 90%+
	Y	Yellow = 80% - 89%
	R	Red = < 80%

Summary Analysis of Results	Status	G
<p>% of Active Units Being Treated is sitting in the green with 94% of infested units being actively treated. This is the first time LMCH has maintained this metric in the green category quarter over quarter.</p> <p>This metric has increased 4% since Q3 of 2024 due to our increased focus on customer service and continuing to speak with our tenants regarding their prep needs and concerns.</p>	Trend	
	Notes: Currently sits at 94% which is an increase of 4% from Q3 2024.	

Business Impact / Implications	<p><u>Short-term Impact:</u> A high percentage of active units being treated for pests demonstrates proactive management, which can improve resident satisfaction.</p> <p><u>Long-term Impact:</u> Sustained efforts in treating active units can lead to higher retention rates as residents feel assured of living in a well-maintained and safe environment.</p>
Management Actions	Management is continuing to work with staff and tenants to increase the number of infested units that are prepared for treatment. LMCH offers a prep program to tenants who have physical or acuity issues that prevent them from properly preparing their units for treatment. This metric is expected to remain in the green moving forward.
Assumptions	<p>The pest control treatments being used are effective in treating the specific types of pests present in active units.</p> <p>Residents are cooperative with pest control efforts, allowing access for treatments and adhering to preventive recommendations.</p>

% of Active Units Being Treated	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Cycle in Progress	N/A	517	713	915	761
Total Active Units Being Treated	N/A	717	868	1018	810
% of Active Units Being Treated	N/A	72%	82%	90%	94%

Outcome	Reduction in Pest Infestation Incidents	
Strategy	Integrated Pest Management (IPM) Implementation	
Measure	5.3	% of “Tenant Refusals”

Performance Measure Definition & Calculation	Performance Thresholds	
<p>“% of Tenant Refusals” is defined as the percentage of tenants who refuse entry to their units to complete a scheduled treatment in which they have received a notice of entry as well as a prep guide.</p> <p>This is calculated by dividing the number of tenant refusals by the total number of active units receiving treatment.</p>	G	Green = ≤ 5%
	Y	Yellow = 6% - 10%
	R	Red = 11%+

Summary Analysis of Results	Status	G
<p>% of Tenant Refusals has increased over the past quarter and the goal of this metric is to identify and reduce the number of tenants who refuse treatment. Tenant refusals delay treatment and allow the infestation to increase in their units and in surrounding units. Keeping this metric low is important in the overall pest control treatment plan. This is the third quarter in a row in which this metric has been in the green category showing consistent cooperation from our tenants.</p>	Trend	▲
	<p>Notes: Currently sits at 4% which is an increase of 1% from Q3 2024.</p>	

Business Impact / Implications	<p><u>Short-term Impact:</u> A high percentage of tenant refusals can undermine the effectiveness of pest control programs, leading to untreated units that can become sources of infestation for neighboring units.</p> <p><u>Long-term Impact:</u> Persistent refusals can lead to widespread pest issues throughout the property, making it more difficult and costly to manage pest control in the long run.</p>
Management Actions	Tenants who refuse treatment have been contacted by LMCH’s Pest Control team and informed that their unit will be escalated to management if they do not comply with LMCH’s Notice of Entry. In the case that the tenant refused due to the inability to prep their unit, LMCH has a program in place to assist in these matters.
Assumptions	<p>It is assumed that tenants are fully aware of the importance of pest control treatments and the potential consequences of refusing them.</p> <p>The assumption is that communication between the property management and tenants regarding pest control procedures and the reason for treatments is clear and effective.</p>

% of Tenant Refusals	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Total Units	N/A	178	133	92	89
% of Tenant Refusals	N/A	8%	5%	3%	4%

% of Units Not Prepped	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Total Units	N/A	219	135	72	76
% of Not Prepped	N/A	10%	5%	2%	4%

% of Escalated Units	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Total Units	N/A	88	160	140	37
% of Escalated	N/A	4%	6%	5%	2%

Sector Memberships and Conferences Report
FAR-2025-09

TO: LMCH Finance, Audit and Risk Management Committee

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: Sector Memberships and Conferences

DATE: February 6, 2025

PURPOSE:

The purpose of the report is to provide information to the Finance Audit and Risk Committee on sector memberships and conferences planned for 2025.

RECOMMENDATION:

That the report **BE RECEIVED** for information.

BACKGROUND:

LMCH engages with a number of sector organizations to support learning, growth, engagement and collaboration. Three of the primary organizations are the Ontario Non-Profit Housing Association (ONPHA), Housing Partnership Canada (HPC), and the Local Housing Corporation group led by Housing Services Corporation (HSC).

Ontario Non-Profit Housing Association

ONPHA represents over 700 non-profit housing providers across Ontario and its members house over 400,000 people in 160,000+ affordable non-profit rental units. ONPHA provides advocacy and government relations support, research, sample policies and practical resources, education and training, and management advice on issues that impact their membership and the tenants they serve.

The CEO of LMCH has been elected by members of ONPHA to sit on the Board of Directors for three years (fall of 2023 through fall of 2026). As a Director the expectation is to attend Board and Committee meetings and attend the annual conference put on by ONPHA. All expenses to participate in this work are covered by ONPHA.

Staff attend training and webinars, are able to access a bulk procurement program and have access to tools/templates.

ONPHA has an annual membership fee is \$20,000. ONPHA hosts an annual in-person conference which will be held in Toronto at the end of October 2025. LMCH will send both Staff and Board Directors to the conference with an estimated cost of \$3,000 per person. It is expected that LMCH will send 4-6 participants to the conference.

Housing Partnership Canada

HPC is a peer-based network that promotes the exchange of information and experiences among its members, and fosters deeper collaboration and exploration of business practices and approaches with regard to the development, operation and sustainability of social housing in Canada. Housing Partnership Canada is a member of the International Housing Partnership, a peer network of non-profit Housing Providers from Canada, Australia, the UK, and the USA with the aim of providing safe, secure, and affordable homes.

The CEO of LMCH has been elected to the Board of Directors since early 2023. As a Director the expectation is to attend Board and working group meetings. Board meetings are held virtually and expenses may relate to optional in-person network meetings or the annual International Housing Partners Conference. There is an in-person meeting for HPC planned for February 2025 that will coincide with the Regeneration Forum.

The annual membership fee for HPC is \$5,250. HPC provides the opportunity to participate in a conference with the International Housing Partnership. There is no conference planned for 2025.

Local Housing Corporation (led by Housing Services Corporation)

The Housing Services Corporation is a non-profit organization committed to ensuring that Ontario residents have access to safe and affordable housing that improves their quality of life. In this role, they work closely with providers providing services and support.

HSC supports a community of Practice for Local Housing Corporations, including LMCH. In this work, there are regular quarterly meetings between the Chief Executive Officers of these corporations to exchange knowledge, share ideas, and collaborate to improve the impact of the work we do.

Through this group we have also established peer communities of practice to support knowledge exchange and support across functional areas of the work we do (Human Resources, Tenant Services/Supports, Property Management, etc.). There are no costs associated with the CEO meetings.

LMCH will incur costs for annual in-person meetings for each of the community of practices which will be minimal.

HSC is funded through revenue by providing services to the sector including a robust insurance program and bulk gas program. HSC hosts a semi-annual conference known as the 'Regeneration Forum'. The 2025 conference will be held at the end of February in Toronto. LMCH will be sending three staff to the conference to continue to build capacity to support the development of the regeneration plan. Conference costs are expected to be approximately \$10,000 for the conference, travel, and accommodations.

PREPARED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

Q4 Capital Project Report STAFF REPORT-2025-02

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: Capital Projects – Q4 2024 Report

DATE: February 13, 2025

PURPOSE:

The purpose of this report is to inform the LMCH Finance, Audit and Risk Management Committee of the status of the organization's capital projects and provide highlights of the Capital Team's progress over the last quarter, while also requesting approval for specific budget actions and reallocations.

RECOMMENDATION:

It is Recommended that the LMCH Board of Directors:

- 1) **RECEIVE** this report for information.
- 2) **APPROVE** the cancellation of 27 projects as set out in **Appendix A**.
- 3) **APPROVE** the reallocation of \$648,255 in net cancelled project funds to General Contingency 2025-0036.
- 4) **APPROVE** the deferral of 8 projects as set out in **Appendix B**.
- 5) **APPROVE** the reallocation of \$485,626 in net closed or completed 2020 and 2021 project funds to General Contingency 2025-0036 as set out in **Appendix C**.
- 6) **APPROVE** the capitalization of \$300,000 from Operating Expenditures for Unit Turns to be sourced out of General Contingency 2025-0036.
- 7) **APPROVE** the reallocation of \$73,902 from General Contingency 2025-0036 to the Southdale-Marconi Furnace Exchange project 2024-0050.
- 8) **APPROVE** the redesignation of IT Upgrades 2025-0033 with a \$100,000 budget to Tenant Directed Funds 2025-0033 with a \$100,000 budget.
- 9) **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

Reason for Recommendation #2:

Thirty-nine (39) projects dating back to the 2020 budget year show job statuses in Yardi as "Cancelled". There are no records of Board approval to cancel these projects. Upon review, some of the projects were completed in conjunction with other projects and others have been assessed as low to no risk if they did not go forward. We request Board approval to cancel the 27 projects listed in **Appendix A**.

Reason for Recommendations #3:

A total of \$648,255 net budgeted funds (see **Appendix A**) are available for reallocation as a result of the cancellation of the 27 projects identified. We request Board approval to reallocate these funds to General Contingency for the 2025 budget year.

Reason for Recommendations #4:

Of the 39 projects dating back to the 2020 budget year that showed job statuses in Yardi of "Cancelled", 8 of these projects – each having no budget dollars assigned – have been assessed as low to medium risk if they did not go forward. It is prudent to keep these 8 projects listed in the budget, but also prudent to assess them further to develop a scope of work (SOW) that is effective and achievable. There is no immediate risk of deferring these 8 projects to allow proper SOW development. As a result, we request Board approval to defer the 8 projects listed in **Appendix B** to allow additional information on each project to be gathered and assessed, in order to assign a budget dollar value (potentially with a request to be sourced out of General Contingency, with a recommendation to that end to be made at a subsequent FAR Committee).

Reason for Recommendations #5:

Fifty-three (53) projects from the 2020 and 2021 Capital Budget years have been completed, and 2 of these have been closed as happens when the warranty period expires. As detailed in **Appendix C**, of the \$9,045,842 total budgeted funds that were made available to complete these projects, \$8,560,217 was expended, resulting in net available funds of \$485,626. We request Board approval to reallocate these funds to General Contingency for the 2025 budget year.

Reason for Recommendation #6:

Subject to reallocated funds having been made available in General Contingency via Board approval, \$300,000 is required in 2025 by Property Services to ensure ongoing expedient unit turns. This is calculated at 12 unit turns at \$25,000 each. We request Board approval to capitalize \$300,000 in Operating Expenditures for Unit Turns to be sourced out of General Contingency 2025-0036.

Reason for Recommendation #7:

Subject to reallocated funds having been made available in General Contingency 2025-0036 via Board approval, \$73,902 is required to remove 25 newer hi-efficiency furnaces from Southdale townhome units slated for demolition (phase 2 of Reimagine Southdale) to 25 Marconi semi-detached units, replacing aged (~18yrs old) furnaces. Included in the \$73,902 is the purchase and installation of 9 new high-efficiency furnaces to replace the remaining 9 aged furnaces at Marconi which has a total of 34 semi-detached units.

The work will be completed by LG who has been approved as a sole source provider for this work as they were successful in the competitive RFPs for townhome furnace work in recent competitive bids, installed the furnaces to be removed from the Southdale Site, and have received positive feedback from both tenants and staff. A sole source justification has been authorized for this work (In camera **Attachment D**) LMCH requests Board approval to reallocate \$73,902 from General Contingency to the Southdale-Marconi Furnace Exchange project.

Reason for Recommendation #8:

When the 2025 Capital Budget was prepared, IT Upgrades were thought to be necessary at all hi-rise building sites. Subsequent investigation has determined that these upgrades are no longer necessary as work was completed earlier by LMCH's IT service provider to ensure that integral wi-fi service was in place for sites where LMCH staff were present. As a result the \$100,000 originally budgeted for this work is no longer necessary, and we request board approval to redesignate project 2025-0033 to Tenant Directed Funds.

BACKGROUND:

LMCH's Capital program addresses asset and infrastructure maintenance, renewal, and replacement in a way that enhances the condition and lifespan of our buildings as well as improves the functionality of spaces as much as possible. In all projects, the Capital Team attempts to minimize tenant impact during construction and renewal activities by working with Tenant Services and Property Services to improve the tenant experience during and after work is complete.

To enhance the way in which the Capital Team delivers projects in a timely manner and within approved budget parameters, LMCH implemented the Project Management software within Yardi (Construction Module – CM) in 2022 as a system tool to track project expenditure, financial approval milestones, and project status to name just a few of Yardi's features. An important aspect of Yardi's CM is populating it with enough project data (historical and current) to enable it to become a single source of truth, and better align LMCH Capital Project Financial Reporting with the City of London's Financial Reporting expectations.

Reconciling Cancelled Projects Plan:

The purpose of the Cancelled Projects Plan is three-fold:

- 1) To identify potential contingency dollars for reallocation,
- 2) To understand the level of risk associated with canceled projects, and
- 3) To ensure proper board governance by seeking board approval for canceled projects.

Appendix A lists the output of a review of all projects that were showing job statuses in Yardi of “Cancelled”. A detailed review of each project’s origin, history and any work that may have taken place previously was conducted by two Capital Team Project Managers with legacy knowledge of the capital program, and vetted by Senior Leadership.

The main focus of the review was risk assessment based, asking the question: “What level of risk will be experienced by LMCH and its tenants if a specific project is canceled?”. A low to no risk level resulted in a “cancel” recommendation, whereas a low to medium risk level resulted in a “defer” recommendation. Deferral of a project allows time to better understand the potential outcome of the project while developing a scope of work that is appropriately costed to achieve the intended outcome.

A medium to high-risk level indicated that the project should not be cancelled, not be deferred, and should be immediately reopened (which does not require board approval as these projects should not have been cancelled in the first place). There are 4 projects listed in **Appendix E** under this category of risk assessment.

Identifying Contingency Dollars Plan:

In previous FAR Committee reporting, it was mentioned that the Capital Team was taking steps to identify contingency dollars by performing a comprehensive review of all project statuses showing in Yardi dating back to the 2020 capital budget year. This exercise has proven complex and is still underway. In order to expedite results, two sub-initiatives were undertaken as part of the overall exercise:

- 1) Identify all Cancelled projects to free up contingencies (resulting in Recommendations 2, 3 and 4), and
- 2) Close out the earliest capital budget years (2020 and 2021) to free up contingencies (resulting in Recommendation 5).

As a result of our efforts, we are steps away from closing out 2020 and 2021 source funding completely with the City of London Finance Department. There are only 7 projects remaining in the overall Capital Budget Plan with a job status of “In-progress” from those budget years (4 – 2020’s and 3 – 2021’s). The goal is for these remaining projects to be completed by mid-year 2025.

This plan has to date identified – between Cancelled, Closed, and Completed projects – over \$1.1mill in contingencies for reallocation.

2025 Capital Budget Plan:

In previous FAR Committee reporting, our efforts to instill more project management rigor into capital planning and project implementation were outlined, indicating it was our goal to make greater use of Yardi Construction Manager features. To that end, the Capital Team’s Business Analyst participated in a comprehensive Yardi training

conference resulting in the following key takeaways for implementation into LMCH's capital budgeting, planning and project management processes:

- 1) Workflow Controls (implementing auditable features to ensure assignment of project managers, budget dollars, and contract parameters are limited to key personnel),
- 2) Financial Controls (tying Yardi Construction Manager financial reporting to LMCH's Finance Department reporting to the City of London's Financials; this is geared towards realizing a single source of truth as to where funding dollars are sourced from and expended upon), and
- 3) Project Management Features.

There are various project management features inherent in Yardi Construction Manager, that make it easier and more efficient for a Project Manager to manage and senior leadership to provide better oversight and direction. One of these features is Milestones actioning and reporting. All Capital Team Project Managers have now been trained in the use of Yardi Milestones and are currently planning their individual projects utilizing this Yardi feature.

Appendix F provides a high-level view of the milestones planned for each project in the 2025 Capital Budget Plan. This is a work in progress, as some projects are still in their initial stages of planning, but the key takeaway from the reporting shown in **Appendix F** is that all 2025 Capital Budget Plan projects are resourced and staged appropriately and efficiently throughout 2025.

Reconciling In-camera Board Approved Budgets with Yardi Budgets:

In our ongoing efforts to reconcile project financials for capital budget projects dating back to 2020, it has come to light that there appear to be between 20-40 projects wherein the In-camera Board Approved Budget dollar amount does not match the Yardi Budget dollar amount. This is not untoward if there is a record of Board approval to change the allotted Board Approved Budget dollar amount. We are currently taking steps to validate the Yardi Budgets against Board records and will report on our findings in subsequent FAR committee reporting.

Capital Project Status Review (Q4)

The following tables present project data, as a result of continuing Capital Team efforts to utilize more Yardi features. As a reminder, please note the following Project Status definitions:

- Pending → Needs board approval
- Approved → Board approved
- Rejected → Board didn't approve
- Cancelled → was approved prior but a decision was made to not proceed with project at this time (requires Board approval to cancel)

In-progress → Project Manager is assigned
 Completed → Project Manager work is done; substantial completion certification
 Closed → holdback and invoices 100% paid; warranty period is over

Project Year:	20	21	22	23	24	Totals			
Status							All Capital Team Projects		
Pending	0	0	0	0	0	0			
Approved	0	0	1	1	1	3			
Rejected	1	0	0	0	0	1			
Cancelled	7	17	10	9	0	43			
In-progress	4	55	9	27	34	129			
Completed	28	52	17	12	4	113			
Closed	0	2	1	0	0	3	Net Ongoing Projects*	Total Budget (\$)	Average Budget per Project (\$)**
Totals	40	126	38	49	39	292	132	\$ 136,901,375	\$ 1,037,132
Budgeted	\$ 4,071,867	\$ 76,351,722	\$ 6,346,754	\$ 8,523,032	\$ 41,608,000	\$ 136,901,375	*Projects with "Pending", "Approved" and "In-progress" status. **Based on Total Budget / Net Ongoing Projects		
Committed	\$ 3,547,888	\$ 52,079,200	\$ 6,101,635	\$ 3,265,707	\$ 2,956,990	\$ 67,951,420			

Project Year:	20	21	22	23	24	Totals			
Status							All Capital Team Projects (not including Reimagine Southdale)		
Pending	0	0	0	0	0	0			
Approved	0	0	1	1	1	3			
Rejected	1	0	0	0	0	1			
Cancelled	7	17	10	9	0	43			
In-progress	4	54	9	27	33	127			
Completed	28	52	17	12	4	113			
Closed	0	2	1	0	0	3	Net Ongoing Projects*	Total Budget (\$)	Average Budget per Project (\$)**
Totals	40	123	37	49	38	290	130	\$ 74,401,375	\$ 572,318
Budgeted	\$ 4,071,867	\$ 46,351,722	\$ 6,346,754	\$ 8,523,032	\$ 9,108,000	\$ 74,401,375	*Projects with "Pending", "Approved" and "In-progress" status. **Based on Total Budget / Net Ongoing Projects		
Committed	\$ 3,547,888	\$ 25,411,473	\$ 6,101,635	\$ 3,265,707	\$ 1,891,283	\$ 40,217,986			

Project Year:	20	21	22	23	24	Totals			
Status							All Capital Team Projects (not including CMHC and Reimagine Southdale)		
Pending	0	0	0	0	0	0			
Approved	0	0	1	1	1	3			
Rejected	0	0	0	0	0	0			
Cancelled	7	15	10	9	0	41			
In-progress	4	3	9	27	33	76			
Completed	28	25	17	12	4	86			
Closed	0	1	1	0	0	2	Net Ongoing Projects*	Total Budget (\$)	Average Budget per Project (\$)**
Totals	39	43	37	49	38	208	79	\$ 33,836,647	\$ 428,312
Budgeted	\$ 4,071,867	\$ 5,786,994	\$ 6,346,754	\$ 8,523,032	\$ 9,108,000	\$ 33,836,647	*Projects with "Pending", "Approved" and "In-progress" status. **Based on Total Budget / Net Ongoing Projects		
Committed	\$ 3,547,888	\$ 4,821,428	\$ 6,101,635	\$ 3,265,707	\$ 1,891,283	\$ 19,627,941			

For information purposes, the projects currently showing as "In progress" in the table above, are listed below by budget year.

In-progress Projects by Budget Year

20	21	22	23	24
Albert Fire Panel Upgrade	Baseline Elevator	Various Sites Asphalt Restoration	York Roofing Replacement	Commissioners Replacement Awning
Various Asbestos Reassessment	Walnut Lobby Upgrades	Dundas Electrical Upgrades	Albert Elevator	Commissioners Roof Replacement
Albert Fire Alarm Devices	Limberlost Hard Surface Restoration	William Electrical Upgrades	Albert Lobby Redesign	Albert Boiler Replacement
Simpson High Rise Lighting		York Fire Alarm Replacement	Berkshire Elevator Modernization	Albert St Laundry Room Relocation
		Baseline Heating System Repair	McNay Distribution Panel	Kent Mechanical Room Upgrades
		Mechanical System Review - Various Sites	McNay Elevator	Cairn Roof Replacement
		Outdoor Security Cameras - Various Sites	McNay Electrical Room Equipment	Baseline Control Valve Replacement
		Oxford Fire System Repairs	Simcoe Heating Panel	345 Wharncliffe Elevator Mod
			Simcoe Stairwell Door	349 Wharncliffe Elevator Mod
			345 Wharncliffe Distribution Panel	William Boiler Replacement
			345 Wharncliffe Electrical Room Equipment	Asbestos Abatement
			349 Wharncliffe Distribution Panel	Various Sites Asphalt Repair and Replace
			349 Wharncliffe Generator	Various Sites Back Yard Redesigns
			349 Wharncliffe Electrical Room Equipment	Various Sites Common Area Upgrades
			Hale Distribution Panel	Various Mold Abatement
			Walnut Elevator	Various Unit Modernization
			Bella Window	Various Universal Accessibility Upgrades
			Boulee Repairs Sunken Steps	Mechanical Equipment Recommissioning
			Huron Site Lighting Upgrade	Boulee CCTV
			Allan Rush Repair Chimneys	Baseline Electrical Upgrades
			Various Building Envelope Study	Baseline Mailbox Replacement
			Various Family Sites Backyards	Berkshire Electrical Upgrade
			Oxford Distribution Panel	Berkshire Generator Replacement
			Oxford Elevator Modernization	Family Site Envelope Upgrades
			Various Garbage Room Access Control Installation	Family Site Improvements
			Various Unit Modernization	Various Garbage Enclosure Redesign
			Various Unit Modernization Flooring	Oxford Balcony Repairs

			Various - Family Sites Backyards	Simcoe Generator Replacement
				Simcoe Roof Replacement
				Wharnccliffe / Dundas Office Renos

Q4 Capital Project Update

Contracts Awarded	Tenders Issued	Substantial Completion Achieved
Bella water softener system removal → estimated contract value \$5k	Boullee back doorstep replacement	Dorchester parking lot repave
Albert boiler replacement → \$145k	Allan Rush chimneys	York roof replacement
William boiler replacement → \$159k	Albert laundry room relocation	Kent mechanical room refinishing
Wharnccliffe office floor → \$11k	Bella roof, windows, and paving design consultant	Commissioners roof replacement
Millbank rear yard unit mock-up, fencing → \$14.5k	Head roof and windows design consultant	Electrical study for Simcoe, Hale, McNay, Oxford, Wharnccliffe
Dundas office architectural design → \$3.9k	Boullee outdoor CCTV installation	Millbank rear yard unit mock-up, concrete patio
	Boullee building envelope repair (consultant package)	

PREPARED and SUBMITTED BY:
John Krill Director, Asset Renewal

ATTACHMENTS:

- Appendix A – Project Cancellation Report Recommendations
- Appendix B – Project Deferral Report Recommendations
- Appendix C – Contingency Dollars Identified via Closed and Completed 2020 and 2021 Capital Projects
- Appendix D – In-Camera Sole Source Justification
- Appendix E – Project Reopen Report
- Appendix F – Project Milestones 2025 Capital Plan

Appendix A – Project Cancellation Report Recommendations

RECOMMENDED PROJECTS ACTION: CANCELLATION							Recommended Action		
Property Name	Job Code	Job Name	Revbudget	Invoiced	Reason for Cancellation	Level of Risk Assumed	Cancel	Reopen	Defer
85 WALNUT STREET	2023-0001	Walnut - Heating Panel Repl	\$ 60,000	\$ -	Scope was incorporated into generator replacement project 2020-0008	None. Work was completed as part of a separate project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10 York St.	2022-0010	Fences and Gates	\$ -	\$ -	Damaged fence is not causing any difficulty. Cost/complexity of work does not warrant the expense	Low. Fence is still intact, just has a tree growing through it. Still delineates the property line properly. No security risks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2061 Dorchester Rd.	2022-0010a	Wood Fencing Renewal	\$ 10,000	\$ -	Scope was incorporated into parking lot replacement project (2023-0017)	None. Work was completed as part of a separate project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Boulee Site	2021-0010	Garbage Infrastructure Improvement	\$ 45,000		Earth bins have been installed under the CMHC program.	None. Work was completed as part of a separate project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
349 (21-39)Wharnccliffe Rd N	2023-0020	349 Wharnccliffe - Ped Surf. Repairs	\$ 30,000		This work was completed through the CMHC program.	None. Work was completed as part of a separate project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Huron Site	2021-0010a	Garbage Infrastructure Improvement	\$ 45,000		Garbage bins have been installed under the CMHC program.	None. Work was completed as part of a separate project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1481 Limberlost Rd.	2022-0013b	Family Site Garbage Infrastructure			Garbage bins have been installed under the CMHC program.	None. Work was completed as part of a separate project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pond Site	2022-0013a	Family Site Garbage Infrastructure			Garbage bins have been installed under the CMHC program.	None. Work was completed as part of a separate project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30 Baseline Road West	2020-0018	Plumbing Riser Replacement	\$ (2,907)		Plumbing riser epoxy linings were investigated with quotes averaging near \$1,000,000. Cost/benefit analysis didn't make sense based on the number of pin hole leaks requiring repairs. We are currently using a product called Leac Shield that coats the inside of the water pipes with a silica based lining.	Low. Continue to use Leac Shield as an alternative to replacing/relining the riser pipes.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30 Baseline Road West	2022-0006	Plumbing Riser Replacement			Plumbing riser epoxy linings were investigated with quotes averaging near \$1,000,000. Cost/benefit analysis didn't make sense based on the number of pin hole leaks requiring repairs. We are currently using a product called Leac Shield that coats the inside of the water pipes with a silica based lining.	Low. Continue to use Leac Shield as an alternative to replacing/relining the riser pipes.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
200 Berkshire Drive	2023-0030	Berkshire - Concrete Repairs	\$ 25,000		This project was originally deferred due to the expanded scope to include the retaining wall next to the rear parking lot. This project will be combined with the Parking Lot & Retaining Wall Repair Project 2025-0006	None. Work to be completed as part of a separate project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Penny Lane Site	2023-0019	Penny Lane - Upgrade Stairwell	\$ 20,000		This work was to reinstall basement railings that were found to be missing during BCA's. Missing railings were again identified during 2024 annual inspections. Work orders were created and have the work being completed by M/R.	None. Work was completed by M/R as regular unit maintenance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
London Operating Building	2023-0042	Various - Mold Abatement			Mold abatement was completed by Property Services usually during unit turnovers.	None. Work is completed on an as is basis.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
London Operating Building	2023-0031	Various - Landscaping Improvements			No funds were made available. Landscaping was not completed.	Low. This appears to have been a general placeholder as no specific sites were identified.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operating Site London	2021-0024	Various - Mould Abatement			Mold abatement was completed by Property Services usually during unit turnovers.	None. Work is completed on an as is basis.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operating Site London	2021-0026	Various - Appliance Purchases			Appliances were purchased out of the operating budget	None. Work was completed.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operating Site London	2021-0021	Bathroom Rebuilds			This was a placeholder for Operating to draw funds from for complete bathroom renovations.	None. Any work that was completed was paid for from unit turnovers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operating Site London	2020-0020	Bathroom Rebuilds	\$ 39,819		This was a placeholder for Operating to draw funds from for complete bathroom renovations.	None. Any work that was completed was paid for from unit turnovers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LMHC Allan Rush Admin	2022-0013	Family Site Garbage Infrastructure			Garbage bins have been installed under the CMHC program.	None. Work was completed as part of a separate project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
580 DUNDAS STREET	2022-0027	Dundas Stairwell Door Replacement			Replacement of stairwell doors to ensure positive latching and compliance with fire code. Stairwell door replacement to be covered by CMHC funds.	None. Work was completed as part of a separate project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
136 ALBERT STREET	2022-0004-01	Elec Investigation Water-a27c	\$ 10,000		Water stains were found in the electrical room at the time of the BCA's. Further investigation revealed that the water stains were several years old and were caused by a plumbing flood from the unit above.	None.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
136 ALBERT STREET	2020-0004-01	Albert boiler replacement			Albert St. Boiler replacements were cancelled in 2020 due to the actual condition of the boilers being serviceable. It was determined that these funds could be used on more urgent projects.	The work is now being completed under a new project number, (2024-0017)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
872 WILLIAM STREET	2020-0004-02	William boiler replacement	\$ 15,297	\$ 989	William St. Boiler replacements were cancelled in 2020 due to the actual condition of the boilers being serviceable condition. It was determined that these funds could be used on more urgent projects.	None. The work is now being completed under a new project number, (2024-0018)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
241 SIMCOE STREET	2020-0003	Balcony Fall Protection			Balcony restorations were completed under project 2021-0002	None. Work was completed as part of a separate project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
241 SIMCOE STREET	2020-0016	Simcoe Stairwell review			This project was to change the corridor FOB locking system. At the time of this project, the intent didn't meet fire code regulations.	None. Work was completed as part of a separate project with alterations to the original scope.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39 TECUMSEH AVENUE	2022-0009	Tech - Make Up Air Replace	\$ 350,000	\$ 4,070	Tecumseh is up for possible regeneration, and spending significant dollars now on a possible demo in the near future is not prudent (especially so as the aged MUA units continue to function properly)	Low. Regular maintenance will continue by operating.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
85 WALNUT STREET	2020-0010	Walnut Electrical Upgrades	\$ 6,106	\$ -	This work was rolled into the generator replacement project.	None. Work was completed as part of a separate project	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			Totals =	\$ 653,314	\$ 5,060				
			Revbudget - Invoiced =	\$ 648,255					

Appendix B – Project Deferral Report Recommendations

RECOMMENDED PROJECTS ACTION: DEFERRAL							Recommended Action		
Property Name	Job Code	Job Name	Revbudget	Invoiced	Reason for Deferral	Level of Risk Assumed	Cancel	Reopen	Defer
Boulee Site	2021-0009	Exterior Site Furnishings			There were never any funds allocated to this project	Low.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Boulee Site	2021-0013a	Bathroom Fans/Light Switches			Bathroom venting does not currently exist. Adding roof exhaust vents would be extremely disruptive to tenants as bathroom, attic & roof access would all be required. Canceled for that reason. But recommending deferral to allow proper SOW development and perhaps combine with future roof renewal project.	Medium. Bathroom humidity can be a source for mold	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
243-339 Marconi Blvd. (Townhouses)	2021-0009b	Exterior Site Furnishings			There were never any funds allocated to this project	Low.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
243-339 Marconi Blvd. (Townhouses)	2021-0013c	Bathroom Fans/Light Switches			Bathroom venting does not currently exist. Adding roof exhaust vents would be extremely disruptive to tenants as bathroom, attic & roof access would all be required. Canceled for that reason. But recommending deferral to allow proper SOW development and perhaps combine with future roof renewal project.	Medium. Bathroom humidity can be a source for mold	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Huron Site	2021-0009a	Exterior Site Furnishings			There were never any funds allocated to this project	Low.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Huron Site	2021-0013b	Bathroom Fans/Light Switches			Bathroom venting does not currently exist. Adding roof exhaust vents would be extremely disruptive to tenants as bathroom, attic & roof access would all be required. Canceled for that reason. But recommending deferral to allow proper SOW development and perhaps combine with future roof renewal project.	Medium. Bathroom humidity can be a source for mold	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pond Site	2021-0013d	Bathroom Fans/Light Switches			Bathroom venting does not currently exist. Adding roof exhaust vents would be extremely disruptive to tenants as bathroom, attic & roof access would all be required. Canceled for that reason. But recommending deferral to allow proper SOW development and perhaps combine with future roof renewal project.	Medium. Bathroom humidity can be a source for mold	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
LMHC Allan Rush Admin	2021-0013	Bathroom Fans/Light Switches			Bathroom venting does not currently exist. Adding roof exhaust vents would be extremely disruptive to tenants as bathroom, attic & roof access would all be required. Canceled for that reason. But recommending deferral to allow proper SOW development and perhaps combine with future roof renewal project.	Medium. Bathroom humidity can be a source for mold	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Appendix C – Contingency Dollars Identified via Closed and Completed 2020 and 2021 Capital Projects

CONTINGENCY DOLLARS IDENTIFIED VIA CLOSED AND COMPLETED 2020 AND 2021 CAPITAL PROJECTS					
Job Code	Job Name	Status	Budgered	Invoiced	Budgeted - Invoiced
2020-0001-01	Baseline MUA Hookup	Closed	\$ 94,019	\$ 94,019	\$ -
2021-0006	Roof Investigation-Berkshire	Closed	\$ 44,127	\$ 2,137	\$ 41,990
2020-0001-02	McNay MUA Hookup	Completed	\$ 102,051	\$ 102,051	\$ -
2020-0001-03	Simcoe MUA Hookup	Completed	\$ 93,323	\$ 93,323	\$ -
2020-0001-04	Walnut MUA Hookup	Completed	\$ 120,172	\$ 120,172	\$ -
2020-0002	Balcony Condition Study	Completed	\$ 38,353	\$ 38,353	\$ -
2020-0005	Elevator Repairs	Completed	\$ 14,807	\$ 14,807	\$ -
2020-0006	Fire Alarm Panels Replacement	Completed	\$ 206,736	\$ 197,789	\$ 8,948
2020-0008	Walnut generator replacement	Completed	\$ 738,059	\$ 684,513	\$ 53,546
2020-0009	Baseline Generator Replacement	Completed	\$ 471,272	\$ 487,280	-\$ 16,008
2020-0011	Simcoe electrical upgrade	Completed	\$ 80,304	\$ 80,304	\$ -
2020-0012	Elevator Repairs	Completed	\$ 543,469	\$ 543,469	\$ -
2020-0014	Penthouse Roof Replacement	Completed	\$ 41,445	\$ 41,445	\$ -
2020-0015	Technology Contingency	Completed	\$ 14,771	\$ 14,771	\$ -
2020-0017	Physical Securities Upgrades	Completed	\$ 24,361	\$ 58,311	-\$ 33,950
2020-0019	Asphalt,Park Lots,Pathways Repl	Completed	\$ 41,039	\$ 41,039	\$ -
2020-0021-01	Corridor Painting - Dundas	Completed	\$ 28,427	\$ 28,427	\$ -
2020-0021-02	Corridor Painting - McNay/Hale	Completed	\$ 51,397	\$ 50,860	\$ 537
2020-0021-03	Corridor Painting - Wharnccliffe	Completed	\$ 4,762	\$ 4,762	\$ -
2020-0022	Entrance Doors	Completed	\$ 35,000	\$ 23,511	\$ 11,489
2020-0024	Kitchen Cabinets and Countertops	Completed	\$ 107,455	\$ 79,932	\$ 27,523
2020-0025	Lobby Upgrades	Completed	\$ 22,000	\$ 20,718	\$ 1,282
2020-0026	Unit Flooring/Moveout Capital	Completed	\$ 290,843	\$ 290,843	\$ -
2020-0027	Window and Door Replacement	Completed	\$ 236,061	\$ 113,878	\$ 122,183
2020-0028	Mould Abatement Funds	Completed	\$ 75,925	\$ 56,407	\$ 19,518
2020-0029	BCA 30%	Completed	\$ 44,298	\$ 45,491	-\$ 1,193
2020-0030	CRW Office Security Upgrades	Completed	\$ 33,905	\$ 19,170	\$ 14,735
2020-0031	Universal Access Upgrades	Completed	\$ 78,940	\$ 78,940	\$ -
2021-0001a	Elev Major Control-Mod-a20c	Completed	\$ 45,000	\$ 6,207	\$ 38,793
2021-0001b	Elev Major Control-Mod-a26c	Completed	\$ 45,000	\$ 6,207	\$ 38,793
2021-0001c	Elev Major Control-Mod-a23c	Completed	\$ 45,000	\$ 6,207	\$ 38,793
2021-0001d	Elev Major Control-Mod-a03c	Completed	\$ 45,000	\$ 5,190	\$ 39,810
2021-0001e	William elevator mod	Completed	\$ 5,292	\$ 4,681	\$ 611
2021-0001f	Dorchester Elevator Mod	Completed	\$ 5,292	\$ 4,681	\$ 611
2021-0002	Balcony Repairs	Completed	\$ 1,035,870	\$ 1,035,870	\$ -
2021-0004	Generator Replacement	Completed	\$ 474,525	\$ 480,859	-\$ 6,334
2021-0005	Fire System; Comprehensive Review	Completed	\$ 52,962	\$ 46,962	\$ 6,000
2021-0006a	Roof Investigation-Commissioners	Completed	\$ 2,137	\$ 2,137	\$ -
2021-0006b	Roof Investigation-Tecumseh	Completed	\$ 442,863	\$ 561,428	-\$ 118,565
2021-0006c	Roof Investigation-Variou	Completed	\$ 72,453	\$ 72,453	-\$ 0
2021-0006d	Roof Investigation-William	Completed	\$ 115,000	\$ 2,137	\$ 112,863
2021-0007	Furnace Contingency	Completed	\$ 376,000		\$ 376,000
2021-0007a	Furnace Replacement	Completed	\$ 233,900	\$ 473,506	-\$ 239,606
2021-0008	Hard Surface Site Restoration	Completed	\$ 1,247,136	\$ 1,247,168	-\$ 32
2021-0011	Asphalt Restoration & Replacement	Completed	\$ 72,656	\$ 72,656	\$ -
2021-0012	Kitchen Cabinets and Countertops	Completed	\$ 230,487	\$ 230,487	\$ -
2021-0015	General Contingency	Completed	\$ 121,949	\$ 121,949	\$ -
2021-0018	BCA 40% Portfolio	Completed	\$ 106,726	\$ 88,904	\$ 17,822
2021-0019	Universal Access Upgrades	Completed	\$ 50,000	\$ 74,070	-\$ 24,070
2021-0020	Exterior Lighting	Completed	\$ 183,274	\$ 125,147	\$ 58,127
2021-0022	Kitchen Cabinets and Countertops	Completed			\$ -
2021-0023	Flooring Replacements	Completed	\$ 360,000	\$ 464,591	-\$ 104,591
2021-0025	Corridor Painting	Completed			\$ -
Grand Total		Totals =	\$ 9,045,842	\$ 8,560,217	\$ 485,626

Appendix E – Project Reopen Report

PROJECTS ACTION: REOPEN							Recommended Action		
Property Name	Job Code	Job Name	Revbudget	Invoiced	Reason for Cancellation	Level of Risk Assumed	Cancel	Reopen	Defer
85 WALNUT STREET	2022-0004-05	Walnut - Electrical equip replace	\$ -	\$ -	Unsure why this was cancelled. Additional electrical work was completed as part of the generator replacement project and during heating panel upgrade work. A fulsome review is required to ensure all required work is complete.	High. Equipment is at end of life and needs to be refreshed/replaced. Some disconnects did not operate properly when last used	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1481 Limberlost Rd.	2023-0013	Limberlost - Pedestrian Paving			Limberlost parking lot budget was substantially over budget. Funds from this project were reallocated to the parking lot paving.	High. The pedestrian walkways are in poor condition and pose tripping/slipping hazards throughout the property.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
125 Head Street	2021-0017	Major Horizontal Plumbing Line	\$ 30,000		This project was cancelled due to minimal amount of repairs required due to pin holes in the pipes. Recent review of maintenance calls and water shutdowns for repairs have increased and may warrant replacement of the main horizontal plumbing lines.	Medium. This work should be rescheduled due to the recent number of leak occurrences.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Operating Site London	2021-0003	Balcony Studies	\$ 84,430		This work was deferred due to Covid, as consultants would need to enter each tenant suite to gain access to the balcony.	Medium. This work should be rescheduled on buildings still outstanding	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
			<u>\$ 114,430</u>	<u>\$ -</u>					

Milestones

SAVED FILTERS: 2025 Projects ▾
 PROPERTY: Any ▾
 JOB ATTRIBUTES: Any ▾
 JOB: 40 select... ▾
 PROJECT MANAGER: Any ▾
 DISPLAY TYPE: Default ▾

More Selected ▾ [Clear](#)

Jobs Milestones Assessments

29 Milestones

Export to Excel

931-1125 Southdale Rd. (sou_site)
Southdale Site Lighting Upgrade (2025-0028)
 Elec
 Start: 2024-12-20
 End: 2025-07-25

Milestone	Date	Completion
Engage CGS for consulting service	2024-12-02	100% Complete
CGS Consulting Proposal and Approval	2024-12-20	100% Complete
Site review with CGS and Fortis	2025-01-23	100% Complete
Existing conditions study with photometrics	2025-03-03	5% Complete
Lighting Design and Construction Documents	2025-04-11	0% Complete
RFP issue and close	2025-04-25	0% Complete
Proposal review	2025-04-30	0% Complete

1194 Commissioners Rd W (com_site)
Generator Replacement (2025-0001)
 Elec
 Start: 2024-10-18
 End: 0001-01-01
 Show Inactive Milestones

RFP Consultants
 2025-03-31
 (% 0 Complete)

1194 Commissioners Rd W (com_site)
Main Elec Room Equipment Repl. (2025-0002)
 Elec
 Start: 2024-10-18
 End: 0001-01-01
 Show Inactive Milestones

RFP Consultants
 2025-03-31
 (% 0 Complete)

200 Berkshire Drive (ber_site)
Balcony Repairs (2025-0003)
 Structural
 Start: 2024-10-18
 End: 0001-01-01
 Show Inactive Milestones

RFP Consultants
 2025-03-31
 (% 0 Complete)

Work In Progress
 2025-06-30
 (% 0 Complete)

72 William Street (wil_site)

Generator Replacement (2025-0004)

Elec

Start: 2024-10-18
End: 0001-01-01

Show Inactive Milestones

RFP

2025-03-31
(% 0 Complete)



London Operating Building (adm_site)

Fire System Upgrades (2025-0005)

Life Safety

Start: 2024-10-18
End: 0001-01-01

Scoping

2025-05-15
(% 0 Complete)

RFP Consultants

2025-07-25
(% 0 Complete)

RFP Contractors

2025-09-22
(% 0 Complete)

Project Start Up Meeting

2025-10-06
(% 0 Complete)

Mobilization

2025-10-20
(% 0 Complete)

Work In Progress

2025-10-30
(% 0 Complete)

Substantial Completion

2025-12-12
(% 0 Complete)

Project Complete

2025-12-31
(% 0 Complete)

Warranty Period

2025-12-31
(% 0 Complete)

Project Closeout

2026-12-31
(% 0 Complete)

TODAY



200 Berkshire Drive (ber_site)

Parking Lot & Retaining Wall Repair (2025-0006)

Site

Start: 2024-10-18
End: 0001-01-01

Consultant Picked

2025-03-14
(% 0 Complete)

Consultant RFP

2025-03-14
(% 0 Complete)

Consultant Selection

2025-03-28
(% 0 Complete)

Contractor Selection

2025-04-13
(% 0 Complete)

Completion of Design

2025-04-22
(% 0 Complete)

Contractor RFP

2025-04-25
(% 0 Complete)

Construction

2025-07-13
(% 0 Complete)

Project Close Out

2025-08-14
(% 0 Complete)

TODAY



London Operating Building (adm_site)

Domestic Water Valve Replacements (2025-0007)

Plu

Start: 2024-10-18
End: 0001-01-01

Show Inactive Milestones

Develop SOP

2025-06-30
(% 0 Complete)



LMHC Allan Rush Admin (all_site)

Spalling Bricks Repair (2025-0008)

Envelope

Start: 2024-10-18
End: 0001-01-01

Show Inactive Milestones

Work In Progress

2025-06-30
(% 0 Complete)



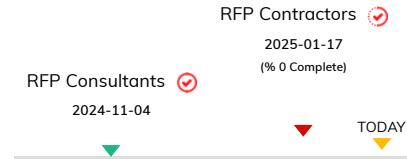
Boullee Site (bou_site)

Spalling Bricks, Gable Ends Repair (2025-0009)

Envelope

Start: 2024-10-18
End: 0001-01-01

Show Inactive Milestones



170 Kent Street (ken_site)

Elevator Mod (2025-0011)

Elevators

Start: 2024-10-18
End: 0001-01-01

Show Inactive Milestones



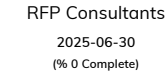
2061 Dorchester Rd. (dor_site)

Roofing Replacement (2025-0015)

Envelope

Start: 2024-10-18
End: 0001-01-01

Show Inactive Milestones



125 Head Street (hea_site)

Window Replacement (2025-0021)

Envelope

Start: 2024-10-18
End: 0001-01-01

Show Inactive Milestones



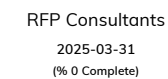
200 Berkshire Drive (ber_site)

Roof Replacement (2025-0022)

Envelope

Start: 2024-10-18
End: 0001-01-01

Show Inactive Milestones



London Operating Building (adm_site)

SH Restricted Stair Access Areas (2025-0010)

Security
Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones

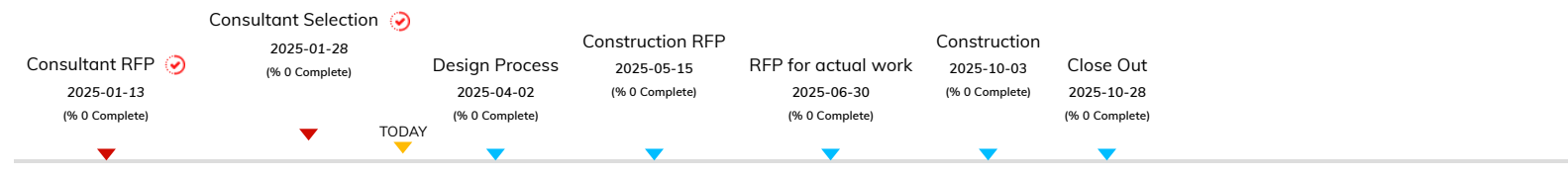
Scoping
2025-03-31
(% 0 Complete)



49 Bella St. (bel_site)

Roofing Replacement (2025-0012)

Envelope
Start: 2024-10-21
End: 0001-01-01

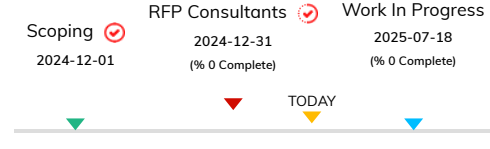


125 Head Street (hea_site)

Roofing Replacement (2025-0013)

Envelope
Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones

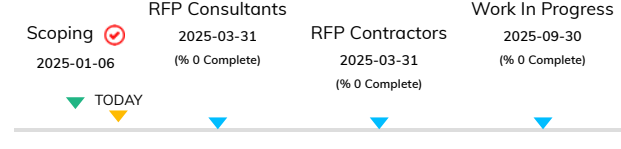


157 Simpson Street (simp_sit)

Roofing Replacement (2025-0014)

Envelope
Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones

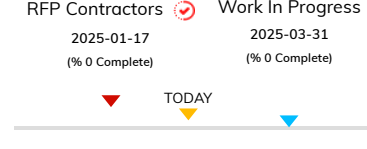


249 Ellen St. (ell_site)

Roofing Replacement (2025-0016)

Envelope
Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones



5 Walnut Street (wal_site)

Roofing Replacement (2025-0018)

Envelope

Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones

RFP

2025-06-30
(% 0 Complete)



2061 Dorchester Rd. (dor_site)

Window Replacement (2025-0019)

Envelope

Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones

RFP Consultants

2024-12-19
(% 0 Complete)



TODAY

49 Bella St. (be_site)

Window Replacement (2025-0020)

Envelope

Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones

RFP Consultants

2024-12-31
(% 0 Complete)

Work In Progress

2025-04-30
(% 0 Complete)

RFP Contractors



TODAY



49 Bella St. (be_site)

Water Softener Decommissioning (2025-0023)

Plu

Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones

RFP Contractors

2024-12-09

Mobilization

2025-01-16
(% 0 Complete)

Work In Progress

2025-03-31
(% 0 Complete)



TODAY



49 Bella St. (be_site)

Paving, Parking Lines (2025-0024)

Site

Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones

RFP Consultants

2024-12-31
(% 0 Complete)

Work in Progress

2025-04-30
(% 0 Complete)

Scoping



TODAY



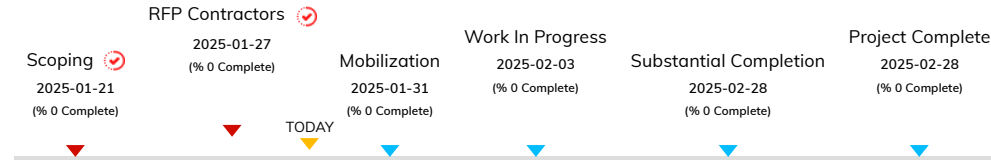
London Operating Building (adm_site)

SH Secure Cabinet Notice Repl (2025-0025)

CA

Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones



London Operating Building (adm_site)

SH Wayfinding In Hallways (2025-0026)

CA

Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones

SOW
2025-03-31
(% 0 Complete)



London Operating Building (adm_site)

SH Intercom System Upgrades (2025-0027)

Security

Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones

SOW
2025-03-31
(% 0 Complete)



580 Dundas Street (dun_site)

SH Rear Property Fencing - Queen St (2025-0029)

Security

Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones

Work in Progress
2025-04-30
(% 0 Complete)



© 2025 Copyright Yardi Systems, Inc. All Rights Reserved.

London Operating Building (adm_site)

Universal Access Upgrades (2025-0030)

Access

Start: 2024-10-21
End: 0001-01-01

Show Inactive Milestones

RFP Contractors
2024-12-31
(% 0 Complete)



**Allan Rush Chimneys – Contract Award
STAFF REPORT- 2025-03**

TO: LMCH Board of Directors

FROM: John Krill, Director of Asset Renewal

SUBJECT: 2023-0015 – Allan Rush Chimneys – Contract Award
Recommendation

DATE : February 13, 2025

PURPOSE:

The purpose of this report is to provide a progress update on project 2023-0015, and request approval to enter into a construction contract with a general contractor.

Based on the *LMCH Purchasing Policies and Guidelines*, if staff would like to enter into a construction contract for an amount higher than the pre-approved project budget, then approval from the Board of Directors is required.

RECOMMENDATION:

That the LMCH Board of Directors **APPROVE** the following recommendations to be presented to the Board of Directors:

1. **APPROVE** the reallocation of \$75,000 from 2023-0028 (the Cancelled Dorchester Window Replacement project) to 2023-0015.
2. **APPROVE** the request to enter into a construction contract with Image Masonry for \$114,580 plus taxes.
3. **APPROVE** the request to engage Pretium Engineering to perform Construction and Contract Administration for \$11,950 plus taxes.
4. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

At Allan Rush Gardens, there are 22 townhome blocks, each with 2 or 3 chimneys projecting from the roofs. When the buildings were first erected, the chimneys were used to vent combustion gases from water heaters and furnaces. Over the last 15 years, LMCH has upgraded both of these HVAC systems with higher efficiency models, which now vent through the buildings' foundations near the back of the units. This has resulted in chimneys that no longer have a function. In addition to no longer serving a purpose, the chimneys have begun to break down. The chimneys are spalling throughout the site,

which has resulted in pieces of bricklaying loose on rooftops. This creates a potential safety hazard and is generally an eyesore. In order to mitigate these issues, it has been decided to remove chimneys from the buildings. In total, there are 62 chimneys which need to be demolished.

In late 2023 Pretium Engineering was engaged to complete the design work for this project. The intent was initially to knock the chimneys down below the roof line, install new plywood, and shingle the over the openings to create a contiguous roof surface. This was tendered in May of 2024, but the bids received were all well over our project budget. The lowest bid was for more than \$170,000.

In order to better use available funds, it was decided to pivot to a different design. The altered design requires less demolition and eliminates work in the attic space of the units. This new design will demolish the chimneys to a height of approx. 4" and then install metal flashing over the opening. This is a more economical and less invasive approach to the project. LMCH went out for public tender – using this second design – at the end of November 2024, with a tender closing just prior to Dec 24th.

Bids were received from six proponents, with five submissions judged to be complete and valid. The bids were evaluated based on a three-step process:

- 1) Were all mandatory submissions received and compliant (a pass/fail evaluation),
- 2) A qualitative evaluation, including experience of each firm and their staff, as well as the contractors' proposed project schedule (worth 40% of the total score),
- 3) A financial evaluation of the submitted bids (worth 60% of the total score).

Bid evaluations were completed independently by the LMCH Project Manager and Pretium Engineering. The full scoring matrix for this project can be found in Appendix A. Both evaluations concur and recommend that the preferred proponent is Image Masonry.

FINANCIAL IMPACT:

The initial capital budget allocation for this project was \$100,000 (including effective tax). To date, spending on the project totals just under \$20,000. These costs include the design fees paid to Pretium Engineering as well as fees for the project-specific hazardous materials assessment completed by Pinchin.

The recommended construction bid is for a total of \$116,600 (after effective taxes). To accept this bid, the project budget must be increased by \$75,000. It is recommended that these funds come from the cancelled \$100,000 Dorchester window replacement project (2023-0028 was cancelled as it was deemed not necessary after internal review). There is \$97,000 available for reallocation from 2023-0028 as \$50,000 was previously approved (by FAR) for reallocation to the Dorchester paving project as a contingency measure but only \$3000 was required for reallocation upon that project's close.

The project will also require the design consultant to perform construction supervision and contract administration. Pretium has submitted a proposal to complete this work for a cost of \$11,950 (plus effective tax). The proposal is found in **Appendix A**.

	Before Tax	After Effective Tax
Initial Budget Allocation		\$ 100,000
Design Fees - Pretium Engineering	\$ 15,700	\$ 15,976
Hazardous Material Assessment	\$ 3,000	\$ 3,053
Construction Costs - Image Masonry	\$ 114,580	\$ 116,597
Contract Admin - Pretium Engineering	\$ 11,950	\$ 12,160
Total Expected Spend		\$ 145,230
Funding Shortfall		\$ (45,230)
Funds to be Reallocated (2023-0028)		\$ 75,000
Funds Remaining after Project		\$ 29,770

TENANT IMPACT:

As part of the bid submission, Image Masonry included a proposed construction schedule. It lists a timeline that begins at the end of March and ends in mid-May. Some construction equipment will be stored on site, but this will be secured in fenced compounds to protect the tenants.

The demolition of chimneys will, naturally, create some noise and dust but otherwise will not impact the tenants. There should be no reason for the contractor to enter the interior of units. Image Masonry will be responsible for maintaining the cleanliness and safety of the site and ensuring that debris from the chimneys do not litter the common spaces or tenant backyards.

A notice to tenants will be written announcing the project in the next week and delivered to all units. This will give tenants the opportunity to raise any concerns to the LMCH Project Manager before the start of work on site.

As an added efficiency and environmental benefit of the project, the contractor will salvage as many removed chimney bricks as possible. These bricks will subsequently be used to repair and replace other damaged bricks throughout the site. This will further enhance the overall condition of the property.

CONCLUSION:

Based on the tenders received, it is recommended that LMCH enter into a CCDC2 contract with Image Masonry to complete the chimney demolition project at Allan Rush Gardens.

In Camera Appendix A – Scoring Matrix

PREPARED and SUBMITTED BY:	STAFF CONTACT
JOHN KRILL DIRECTOR of Asset Renewal	TREVOR WHITTINGHAM Construction Project Manager

**Albert Laundry Room Relocation
STAFF REPORT- 2025-04**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: 2024-0007 – Albert Laundry Room Relocation
Construction Contract Award

DATE : February 6, 2025

PURPOSE:

The purpose of this report is to provide a progress update on project 2024-0007, and request approval to enter into a construction contract with a general contractor.

Based on the *LMCH Purchasing Policies and Guidelines*, if staff would like to enter into a construction contract for an amount higher than the pre-approved project budget, then approval from the Board of Directors is required.

RECOMMENDATION:

That the LMCH Finance, Audit and Risk Management Committee **APPROVE** the following recommendations to be presented to the Board of Directors:

1. **APPROVE** the reallocation of \$200,000 from 2024-0011 (the Simcoe Roof Replacement project) to 2024-0007.
2. **APPROVE** the request to enter into a construction contract with Stracor Inc. for \$148,715 plus taxes.
3. **RECOMMEND** approval of this contract to the Board of Directors.
4. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

In 2023, the laundry room at Albert St. was vandalized on a number of occasions. The vandals removed the electrical wiring serving the dryers which resulted in the laundry room being out of service for approximately a week. This incident was part of a pattern of vandalism, safety, and security incidents located in the basement of the Albert site. Upon internal review of these incidents, the recommendation to move the laundry room to the main level was made by LMCH. Moving the laundry to the main level will eliminate all tenant spaces in the basement and enable the level to be locked off and made exclusively an LMCH space. This project, along with other initiatives like the redesign of the front

entrance, enhancements to the lounge, and the upcoming project to modernize the elevators, is part of our ongoing efforts to invest at Albert to improve the safety and security of the building for our tenants and neighbours.

In late 2023 Pretium Engineering was engaged to complete the design work for this project. The project was briefly put on hold while LMCH selected a new laundry machine provider, so the design could incorporate the electrical and mechanical requirements of the updated machines.

Bid documents were created and posted on the Bids and Tenders public procurement site on November 20, 2024, with a bidding close date of Dec 18, 2024. Bids were received from two proponents, and both submissions were judged to be complete and valid. The bids were evaluated based on a three-step process:

- 1) Were all mandatory submissions received and compliant (a pass/fail evaluation);
- 2) A qualitative evaluation, including the experience of each firm and their staff, as well as the contractors' proposed project schedule (worth 40% of the total score);
- 3) A financial evaluation of the submitted bids (worth 60% of the total score).

Bid evaluations were completed independently by the LMCH Project Manager and Pretium Engineering. Both evaluations concur and recommend that the preferred proponent is Stracor Inc. The LMCH Project Manager's scoring matrix for this project can be found in the in-camera attachment (**Appendix A**).

FINANCIAL IMPACT:

During the 2024 capital planning process the need for this safety/security-related project scope was identified but was mistakenly not included in the Board report. Internally, a \$200,000 project budget had been assumed approved while developing the construction scope. As a result of this oversight, staff require Board approval to officially enter into a construction contract with the requisite funds properly allocated.

As 2024 capital funds, provided by the City of London, were fully allocated, we propose to reallocate the \$200,000 required to fund this project from project 2024-0011 – Simcoe Roof Replacement. This would leave the Simcoe project with \$1.2M, which upon review is deemed ample funds to complete the roofing scope.

As above, the assumed capital budget allocation for this project was \$200,000 (including effective tax). Spending to date – Pretium's design fees as well as a Project Specific Hazardous Materials Assessment – totals \$26,000 and Starcor's bid is for just less than \$150,000. Included in the contractor's bid is a construction contingency of \$20,000. This contingency is carried in the event there are concealed building conditions that could not be predicted in the design. If the contingency funds are not needed during construction, there is a possibility that the contract value will be reduced.

With all the costs considered, the project will be on a budget, with just over twenty thousand dollars remaining in the original budget allocation. Shown below is the expected cost breakdown.

	Before Tax	After effective tax	
Initial Budget Allocation		\$ 200,000	
Design Fees - Pretium Engineering	\$ 22,600	\$ 22,998	
Hazardous Materials Assessment	\$ 3,500	\$ 3,562	
Construction Costs - Stracor	\$ 148,715	\$ 151,332	
Total Expected Spend		\$ 177,892	
Funds Remaining after Project		\$ 22,108	

TENANT IMPACT:

As part of the submission, Stracor Inc submitted a proposed construction schedule. It lists a construction timeline of approximately 6 weeks, beginning in mid-February.

To maintain services for the tenants, the new laundry room will be completed before the existing space is taken out of service. There will only be a day or two, while the machines are relocated, when no laundry services will be available for tenants. Other than the presence of contractors on site, as well as a little construction noise, this project will have minimal impact to the tenants

A notice to tenants will be written announcing the project in the next week and delivered to all units. This will give tenants the opportunity to raise any concerns to the LMCH Project Manager before the start of work on site.

CONCLUSION:

Based on the tenders received, it is recommended that LMCH enter into a CCDC2 contract with Stracor Inc to complete the laundry room relocation project at the Albert building.

In-Camera Appendix A – Scoring Matrix



PREPARED and SUBMITTED BY:	STAFF CONTACT:
JOHN KRILL Director, Asset Renewal	TREVOR WHITTINGHAM Project Construction Manager

Reimagine Southdale – Q4 2024 Report
STAFF REPORT-2025- 05

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: Reimagine Southdale – Q4 2024 Report **REVISED**

DATE: February 13, 2025

PURPOSE:

This report is to provide an update to the **LMCH Board of Directors** on the Reimagine Southdale project and to request approval to spend additional funds sourced from the total LMCH Regeneration Funds provided by the City of London, for Phase 2.

REVISED RECOMMENDATION:

It is recommended that the LMCH Board of Directors:

- 1) **RECEIVE** this report for information.
- 2) **APPROVE** the expenditure of Reimagine Southdale Phase 2 pre-construction budget totaling \$298,352.
- 3) **RECOMMEND** approval of this pre-construction budget to the Board of Directors.
- 4) **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

DIALOGUE WITH FAR COMMITTEE:

After discussion with the FAR Committee, 3 tables have been revised in this report (original tables shown in Appendices C, D and E), to reflect a more appropriate accounting of the Phase 1 pre-construction expenditure, and to make a notation regarding General Contractor holdback. Also, Phase 2 pre-construction expenditures have been lowered to \$298,352 as the City of London Civil Security Deposit is no longer required.

BACKGROUND:

LMCH has been collaborating with the City of London since 2019 to define program requirements for Reimagine Southdale, developing sustainable comprehensive site regeneration plans to be staged over a multi-year period while minimizing tenant impact.

In March of 2021, LMCH engaged a local Architecture firm to complete concept drawings concentrating on a preliminary design. These drawings were utilized to engage

internal and external stakeholders to progress the overall design and project goals. In October of 2021, procurement was completed to secure an Architect for Reimagine Southdale. CGS Architects was selected as the Architect of record for Reimagine Southdale Phase 1.

During the period following the Architectural award, LMCH and its design team worked with the City of London to secure approval of a Zoning Bylaw Amendment and Site Plan Approval Demolition Permit, which allowed a Request for Quotation (RFQ) to be issued in August 2023 to prequalified General Contractors for Phase 1. GC's submitted bids to complete the scope of work for Phase 1 which included: a six-story 53-unit building with community use space over much of the ground floor; multiple 1-, 2-, 3- and 4-bedroom units; 20% barrier-free units; surface parking; landscaping improvements; demolition of 18 existing townhouse units; improvements on 103 townhouse units (new siding, landscaping, hardscape). In October 2023, Jackman Construction was awarded the GC contract for Phase 1 as approved per FAR Staff Report 2023-51.

Q4 PROJECT UPDATE:

Phase 1 Construction Progress and Related Updates:

Exterior: Window installs and exterior waterproofing membrane installations are complete. Exterior brickwork work is underway.

Interior: Drywall is underway, and Mechanical and Electrical rough-ins continue to be underway.

Townhouse Improvements:

- 103 of 103 townhouses have been re-clad with new metal siding.
- 103 of 103 townhouses have received a new concrete main entry sidewalk and exterior façade entry wall tile.

LMCH has entered into a contract with Power Stream Energy Services (PSE an Alectra company) for Electrical Sub-Metering services. PSE was selected as the best option for this service with respect to tenant needs and financial impact. Sub-meter installations are currently underway.

ICC (LMCH's CCTV/Access Control provider) has developed a SOW for CCTV/telecom services on site. The goal is to ensure the appropriate level of site security meeting tenant safety needs and enhancing LMCH operating efficiency, providing all the required infrastructure for office staff on site, common area, and exterior site security. Of note, both Bell and Rogers infrastructure is available on site, providing greater tenant telecom options/choices (both offer special rates for low-income households).

Arva Appliances was the preferred vendor for the appliances package, and we have issued a PO to Arva subject to LMCH Terms and Conditions to supply and install all appliances throughout the Phase 1 building.

Furniture requirements are currently being assessed for common area and office staff needs, and LMCH will engage with a local furniture supplier to fulfill these needs.

While the City of London's organic waste disposal and recycling requirements have not been officially released for multi-unit residential buildings at this time, we are taking steps to implement efficient and effective waste disposal, recycling and collection practices.

Jackman Construction is currently on schedule for the new build, having completed 100% of the superstructure, exterior waterproofing, site works and interior fit-out underway, with 70% of the schedule expired. All indications are that Jackman Construction will achieve substantial completion by June 2025 and occupancy permitting from the City of London approximately 4 weeks later. Due to structural engineering challenges identified in Q2/Q3 2024 (and subsequently rectified), the earlier ahead-of-schedule buffer we enjoyed has been erased, however, the project does remain on schedule.

Phase 2 Pre-construction Progress:

LMCH has entered into a contract with CGS Architects as of June 14th, 2024 to complete the Architectural services for Reimagine Southdale Phase 2.

The City of London's approval was achieved for Phase 2 minor zoning variance (Zoning Bylaw Amendment – ZBA) as the ground floor occupancy has changed to include more office space. Site Plan Approval (SPA) documentation for Phase 2 has been issued to the City of London for approval, as of the writing of this report. Planning and coordination efforts are underway to vacate 25 townhouse units (22 tenants and 3 LMCH/Partner) by year-end to make ready for demolition 20 units have been vacated as of December 31, 2024. Securing tenant relocations is key.

As of the writing of this report, through the collaborative efforts of Tenant Services and the Project Team, we have:

- Transferred 8 households within Southdale
- Transferred 12 households outside Southdale
- Vacated 2 households (left LMCH)
- Made accommodations for 2 Chaplaincy units and 1 LMCH unit/office (which has been relocated to an existing vacant unit within Southdale)

Phase 2 Pre-construction Milestones Schedule:

Milestone	Start Date	Delivery Date
Board Approval of Architect CGS	June 20 th 2024	
Zoning Bylaw Amendment	Approved	
Site Plan Approval documentation to COL	October 21, 2024	March / 25
Additional Funding (CMHC) Application documentation for submission (ESA critical path, and class-B estimates)	September / 24	November / 24
Tenants Vacate Townhouses Slated for Demo	July / 24	January / 25
Demolition Permit	January / 25	March / 25
Foundation Building Permit	March / 25	April / 25
RFQ for General Contractor	April / 25	May / 25
Board Approval of Phase 2 General Contractor	May / 25	
Phase 2 Construction Start	June / 25	

The Phase 2 Milestones Schedule is estimated and based upon the timing experienced in Phase 1. The Project Team continued to work closely throughout Q4 with City of London staff to streamline the required approvals from the City of London to secure Site Plan Approval (SPA) as early as possible in the new year. Challenges such as Fire Department building accessibility from Southdale Road are being addressed collaboratively with City of London staff by proposing roadside layby design and construction ahead of any road widening on Southdale Road in the future. To expedite the schedule, we will also have no pre-qualification of sub-contractor components, going straight to market as a result. This has the added benefit of a potentially lower overall GC cost as the successful GC candidate will likely have their own experienced sub-contractors to bring to the project.

Phase 2 Pre-construction Expenditures:

The following REVISED table is LMCH’s preliminary draft budget for Phase 2 and is being shared – in part – for information purposes at this stage while individual budget line items are still being developed and/or confirmed. Note that our application to CMHC for additional Regeneration funding – for both Phase 1 and Phase 2 – requires detailed budget submissions which are greater in total dollar value than our internally developed budgets. This is intentional as we have adopted a very conservative approach in our CMCH application. For example, our internal budget reflects effective HST costs of ~1.7%, whereas, in our submission to CMHC, HST costs are reflected at full face value. This alone represents a delta of over \$3.4M.

	DESCRIPTION	PHASE 2 Budget
1	Soft Cost - CGS - Prime Architect and sub consultants	\$ 808,390.00
2	Soft Cost - Consultants and LMCH Salary's	\$ 481,000.00
3	COL Planning and Permit Fees	\$ 1,369,916.73
4	Construction Cost New Build	\$ 23,499,585.00
5	Cash Allowance	\$ 100,000.00
6	Contingency Construction (Change Orders)	\$ 1,409,975.10
7	Effective HST - 1.7602%	\$ 480,867.14
8	LMCH - Inspection and Testing Allowance	\$ 110,000.00
9	FFE - Appliances	\$ 175,000.00
10	FFE - Furniture, desks, chairs, tables	\$ 100,000.00
11	Printing, presentation rendering, banners, animations	\$ 10,000.00
12	Pre-construction Costs	\$ 298,352.25
	Total	\$ 28,843,086.22

Some budget line items such as securing architectural services (budget line item 1) have already received FAR Committee approval for expenditure (e.g. award of architectural services contract to CGS for Phase 2). Other expenditures though – such as Pre-construction Costs (budget line item 12) – now require FAR Committee approval to spend on specific Phase 2 pre-construction activities. Activities such as London Hydro work to relocate underground electrical infrastructure for approximately \$160k as detailed in **Appendix A**. Provision of a Security Deposit to the City of London for almost \$400k for potential repair costs of damaged civil works (roadside curbs, etc) during Phase 2 construction, as detailed in **Appendix B**, has been removed from pre-construction costs as the City of London has recently advised that this deposit is no longer required. A comprehensive list of all anticipated Pre-construction Costs totaling \$298,352 is shown in the REVISED table below.

Pre-construction Costs - Phase 2	
Debris Removal	\$ 15,000.00
Tenant Moving Expenses	\$ 25,000.00
Reliance rental water heaters buyout	\$ 37,500.00
London Hydro electrical infrastructure relocation	\$ 157,645.00
Pinchin Environmental (Haz Material testing and Spec 25 demo units)	\$ 30,000.00
Pre-engineering locates and CAD drawing for London Hydro	\$ 17,000.00
1057 Rec Unit move to 1147	\$ 2,000.00
Contingency (5%)	\$ 14,207.25
TOTAL	\$ 298,352.25

LMCH is requesting approval to spend up to these individual dollar amounts – totaling \$298,352 – on all pre-construction activities identified above.

TENANT IMPACT:

Early on, LMCH recognized that consistent tenant communication and engagement are crucial throughout this regeneration project. To support this, LMCH created a communication strategy and plan to guide key messaging, engage with tenants, and gather feedback for the project. Important elements of the plan are grounded in the goals of the project. Key audiences have been identified and community engagement to gather feedback is ongoing. Notices are issued regularly to tenant mailboxes to keep the information pipeline current.

LMCH has made a clear commitment to residents of the Southdale community to support each family impacted by regeneration. Fair and effective tenant relocation and resettlement consider the special circumstances of each household impacted by the Reimagine Southdale project. This commitment – delivered successfully in Phase 1 – is continuing in Phase 2 as we relocate tenants/families from the 22 affected townhouse units to other LMCH accommodations (see Phase 2 Pre-construction Progress above).

Additionally, the basketball court currently located on the Phase 2 site, will be part of the demolition plan this Spring. This has been reflected in the development renderings shared with tenants, however, we will be formally communicating this to our tenants in Q1 prior to demolition commencing in Q2. As the current plan has the potential of no basketball court availability for possibly longer than 20 months, we are investigating interim solutions and will report back to the FAR Committee on our findings and potential recommendations.

Finally, to ensure all Southdale residents experience increased tenant satisfaction derived from new and better home surroundings – whether a tenant will reside in new buildings or remain in existing townhouses – the Reimagine Southdale project includes exterior improvements across the entire development such as new siding, renewed landscaping and upgrades to hardscape areas.

FINANCIAL IMPACT:

On January 26, 2023, the City of London approved the 2023 Budget Amendment #P-9 allocating \$30M to LMCH to complete Phase 1 of Reimagine Southdale. Total projected spend is expected to be \$29.4M to bring Phase 1 to completion.

At the end of December 2024, total project spending is approximately **59%** of budget. The majority of this expenditure has been for GC construction costs, which are at the end of December 2024, approximately **60%** of the budget, (noting that there is about a 60-day lag between a GC's scheduled work completion and expenditure for this completed work). This pattern of expenditure meets expectations for a project of this size at 100% superstructure complete and **70%** of the timeline expired, indicating no risk to schedule or future budgeted expenditures.

Construction Budget Status to end of December / 24 REVISED:

DESCRIPTION	PHASE 1 Budget	Spent to Date (Dec 31/24)	Remaining
Soft Cost - CGS - Prime Architect and sub consultants	\$ 1,067,000.38	\$ 915,407.53	\$ 151,592.85
Soft Cost - Consultants and LMCH Salary's	\$ 857,962.16	\$ 800,962.56	\$ 56,999.60
COL Planning and Permit Fees	\$ 1,268,441.42	\$ 74,693.00	\$ 1,193,748.42
Expenditures prior to March 2021 (Prior to SR Start Date at LMCH)	\$ 292,228.00	\$ 292,228.00	\$ -
Construction Cost (GC) new build and renovations	\$ 23,804,400.00	\$ 14,396,030.91	\$ 9,408,369.09
Contingency Construction (Change Orders) *	\$ 1,190,220.00	\$ 211,103.65	\$ 979,116.35
Effective HST - 1.7602%	\$ 419,005.05	\$ 253,398.94	\$ 165,606.11
LMCH - Inspection and Testing Allowance	\$ 100,000.00	\$ 59,704.12	\$ 40,295.88
FFE - Appliances	\$ 160,000.00	\$ -	\$ 160,000.00
FFE - Furniture, desks, chairs, tables	\$ 40,000.00	\$ -	\$ 40,000.00
Printing, presentation rendering, banners, animations	\$ 10,000.00	\$ 4,567.00	\$ 5,433.00
Debris Removal	\$ 10,000.00	\$ 4,221.66	\$ 5,778.34
Ross Towing	\$ 5,000.00	\$ 3,300.20	\$ 1,699.80
Ground Breaking Phase 1	\$ 7,000.00	\$ 6,460.98	\$ 539.02
Enbridge Savings by Design	-\$ 50,000.00		-\$ 50,000.00
CMHC - Seed Funding	-\$ 103,000.00		-\$ 103,000.00
COL Civil Security Deposit made	\$ 370,815.00	\$ 370,815.00	\$ -
COL Civil Security Deposit returned	-\$ 370,815.00		-\$ 370,815.00
Total	\$ 29,078,257.01	\$ 17,392,893.55	\$ 11,685,363.46

* Spent to date amount is exclusive of 10% holdback (actual project completion tracking at $[(\$14.396/0.9)/\$23.804] = 67%$)

Change Orders to the end of December 2024:

Change Order No.	Amount
01	\$21,585.84
02	\$ 4,375.92
03	\$ 5,789.61
04	\$43,535.60 (Credit)
05	\$14,304.82
06	\$4,187.00 (Credit)
07	\$5,861.23
08	\$280,686.38 (Credit)
09	\$15,017.87
10	\$9,766.29
11	\$278.50 (Credit)
12	\$58,541.47
13	\$2,312.92

14	\$17,692.00
15	\$8,214.84
16	\$14,820.51
17	\$11,942.99
18	\$318.61
19	\$67,626.94
20	\$281,619.77
Total Change Orders to end of December / 24	\$211,103.65
Total Construction Value (Jackman Construction)	\$23,804,400.00
GC Invoiced to Contract to end of December / 24	\$14,396,030.91

The value of additional change orders expected for the remainder of the project does not represent a risk of exceeding the \$1.19M total in contingencies budgeted for Phase 1.

ATTACHMENTS:

Appendix A – Relocation of London Hydro infrastructure for Reimagine Southdale Phase 2 - Package R00

Appendix B – City of London Development Agreement Security Calculation Spreadsheet - Schedule E

Appendix C – Original Table (at top of page 90 of February 11th 2025 FAR Committee Package) Removed from Reimagine Southdale – Q4 2024 Report FAR-2025- 07 dated February 6/25

Appendix D – Original Table (at bottom of page 90 of February 11th 2025 FAR Committee Package) Removed from Reimagine Southdale – Q4 2024 Report FAR-2025- 07 dated February 6/25

Appendix E – Original Table (at top of page 92 of February 11th 2025 FAR Committee Package) Removed from Reimagine Southdale – Q4 2024 Report FAR-2025- 07 dated February 6/25

PREPARED and SUBMITTED BY:	STAFF CONTACT:
John Krill Director, Asset Renewal	Scott Robertson Construction Project Manager (Reimagine Southdale)



111 Horton St.
P.O. Box 2700
London, ON N6A 4H6

Powering London.
Empowering You.

Thursday, September 5, 2024

2024-0050
Contract #: 1029

Reimagine Southdale
London Middlesex Community Housing
1299 Oxford Street East, Unit 5C5
London, Ontario
N5Y 4W5

Scott Robertson
London & Middlesex
Community Housing
Date: 21 Jan 2025

Re: **LMCH REIMAGINE Southdale – Existing Underground Infrastructure Relocation for Phase N^o 2**
OUR FILE: SUB727-19

This letter is to confirm the cost to relocate the existing underground infrastructure at 1059-1117 Southdale Rd. E. is **\$157,645.49** (\$139,509.28+\$18,136.21^{HST}) based on information and drawings supplied to London Hydro. Due to the increased coordination required for the construction of the primary duct banks, secondary duct banks and underground unknowns in the area, the above cost is an estimate only. The above costs will be initially collected as a deposit and final customer billing will be based on actual cost.

This letter will identify the responsibilities of both London Hydro and the customer for (LMCH) Reimagine Southdale Phase N^o 2 relocation of existing infrastructure. Upon payment London Hydro will proceed to acquire the necessary assets and coordinate the relocation of the existing infrastructure in order to resupply the existing town houses (1059-1117 Southdale Rd. E.) by installing two (2) new 1Φ transformers, installing new primary / secondary duct banks and installing new secondary pedestals as the point of supply. A new primary and secondary bus will be installed by means of directional drilling and open slot trenching from the proposed new infrastructure (as further detailed on "Southdale Phase No. 2_Ref. Map").

The existing primary conductor spanning through the proposed new building foundation and associated area will be spliced out and abandoned in place. London Hydro will proceed to remove the existing transformers (TE 1433 and TE 1434) and the existing secondary pedestals.

London Hydro will supply and install all material for resupplying the existing townhouses. For commercial developments London Hydro, charges are based on a capital recovery factor of 100 percent (%) of the installation for 2024.

→ *The remainder of the page is intentionally left blank* ←

Additional Customer Responsibilities

- The customer is to provide Engineering Locates of the Existing Utilities within the Design Area. The Engineering Locates must be provided in CAD Format, to aid with the London Hydro design process.
- The primary and secondary cable route must be kept clear.
- Final grades must be established in areas where London Hydro crews will be installing and setting the new 1 Φ transformers and secondary pedestals. Final grade must eliminate water pooling in the pedestals.
- The customer is responsible for all restorations to the landscaping, grading, etc.
- The rear of yards must be clear of all obstructions (patio furniture, children play sets, barbeques, pools, large articles, etc.) by the building owners and tenants prior London Hydro performing the scope of work.

The above cost assumes all work will be performed inside of regular working hours (between 07:30 AM and 04:00 PM, Monday through Friday). Upon receipt of the customer's capital contribution of **\$157,645.49** (\$139,509.28+\$18,136.21^{HST}) London Hydro will proceed to engineer, procure materials, and schedule this project.

Should you require additional information or clarification of these items, please contact our office.

Yours truly,

London Hydro



Nick Sek, C.E.T.
Engineering Technologist
(519) 774-0286
sekn@londonhydro.com

Attachments:

- Quotation-LH 20006533 R00
- Project Payment Instructions
- Southdale Phase No. 2_Ref. Map

→ The remainder of the page is intentionally left blank ←



Instructions for Payment by Cheque

Please mail cheques to London Hydro's office to the attention of **Project Billing**, 111 Horton St, London, ON, N6A 4H6, or deliver in person from 8:30 a.m. to 4:00 p.m. (excluding weekends and statutory holidays).

Please make cheques payable to **London Hydro Inc.** and reference the project quotation number in the memo field and attach a copy of the project quotation to ensure timely processing of the payment.

Instructions for Online Payment

Please use "London Hydro Inc" or "London Hydro Electric Commission" as the payee and your quotation number (found at the top right-hand corner of your quotation) as the payee account number. An example is shown below:

The screenshot shows two parts of the online payment interface. On the left is a cheque stub with the London Hydro logo and address: 111 Horton Street, P.O. Box 2700, London, ON N6A4H6. The slogan "Powering London Empowering You." is also present. A table on the stub contains the following information:

Quotation Number	20005009
Quotation Date	Sep 27, 2021
Total Amount Due	\$17,247.13
Quotation Expiry Date	Mar 28, 2022
Payment Enclosed	

Below the table, it says "Please return this portion with your payment to London Hydro's office". On the right is the "Payee Information" form. It has a section for "Required Information" where the payee is selected as "LONDON HYDRO ELECTRIC COMMISSION". Below that, it asks to "Enter the 7 - 8 digit numeric account or billing number from a recent statement without spaces or dashes." The "Account Number" field contains "20005009". There are "Back", "Cancel", and "Continue" buttons.

Please note that the quotation number is specific to the project and will change from one project to another. To ensure that the correct quotation number is noted when paying through your online account, a new payee may be required for each separate quotation payment.

After submitting an online payment, please e-mail the payment details to London Hydro at projectbilling@londonhydro.com within 24 hours. This will help ensure accurate and timely processing of your payment. The following information should be included within your email:

Name of the Customer:

Address of work location (where service is to be performed):

Customer telephone number:

Payment Amount:

Project Quotation #:

Please allow 1-2 business days to process your payment.

If you require an invoice before completing your payment, or if you have a general inquiry regarding payments and project invoices, please contact projectbilling@londonhydro.com.

DO NOT USE THE ABOVE INFORMATION TO PAY YOUR LONDON HYDRO ELECTRICITY BILLS



111 Horton Street
 P.O. Box 2700
 London, ON N6A4H6

Powering London
 Empowering You.

LONDON & MIDDLESEX COMMUNITY
 HOUSING INC SHEILA PROVILY OR
 MEAGAN JOHNSTONE
 1299 OXFORD STREET EAST, UNIT 5C5
 LONDON ON N5Y 4W5

Quotation Number	20006533
Quotation Date	Sep 04, 2024
Total Amount Due	\$157,645.49
Quotation Expiry Date	Mar 04, 2025
Payment Enclosed	

Please return this portion with your payment to London Hydro's office

Page 1 of 1

Quotation Number:	20006533
Quotation Date:	Sep 04, 2024
Quotation Expiry Date:	Mar 04, 2025
Quotation Prepared by:	SEKN

Invoice To:
LONDON & MIDDLESEX 1299 OXFORD STREET EAST, UNIT LONDON ON N5Y 4W5

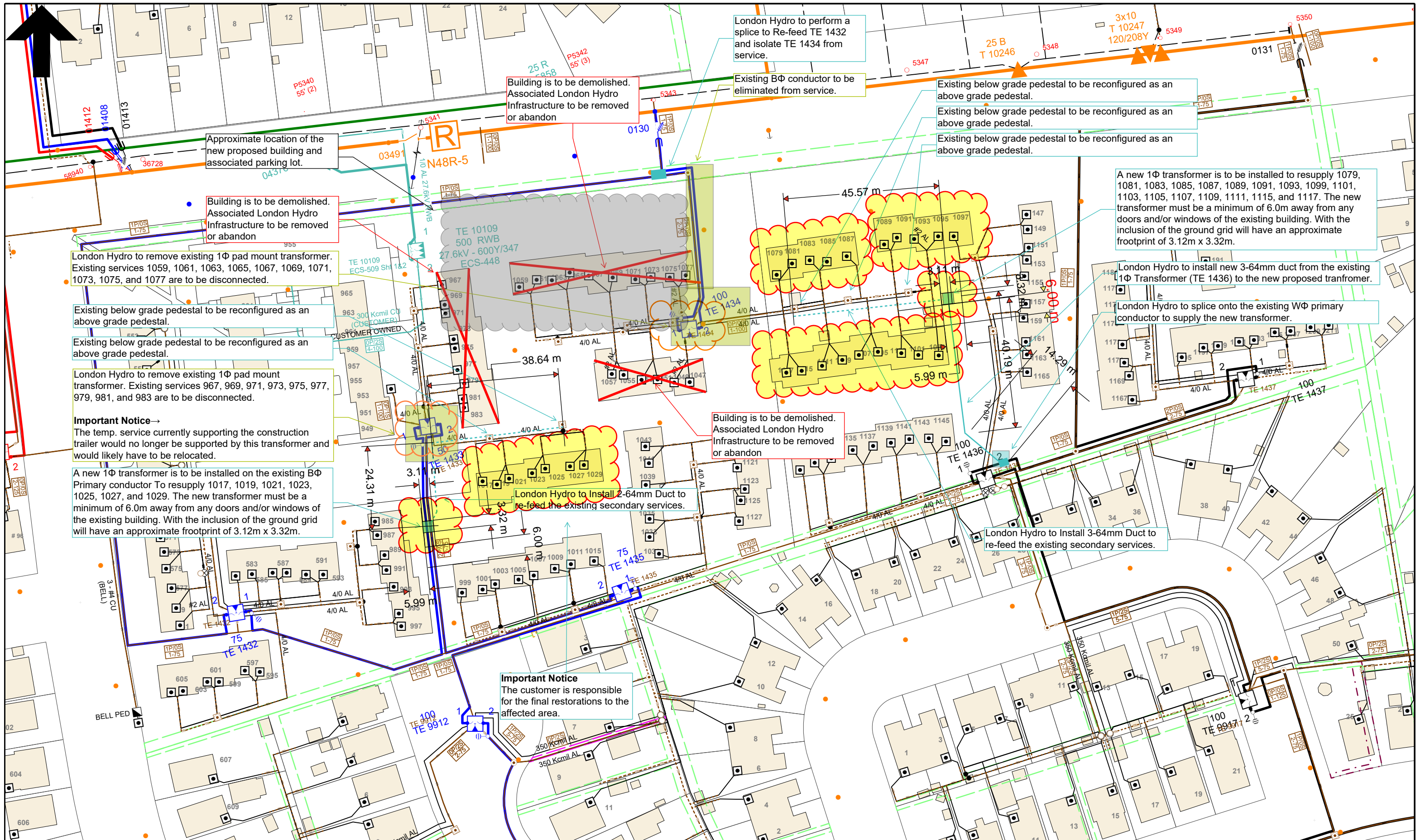
Location: Southdale Rd. E.
 (LMCH) REIMAGINE Southdale Phase No. 2 - Relocation of Existing
 Infrastructure.

Description	Quantity	Units	Unit Cost	Amount
Relocate Padmount Transformer	1	EA	\$139,509.28	\$139,509.28

Subtotal	\$139,509.28
HST	\$18,136.21
Total Amount Due	\$157,645.49

This is a quotation

Please retain this portion for your records



London Hydro to perform a splice to Re-feed TE 1432 and isolate TE 1434 from service.

Building is to be demolished. Associated London Hydro Infrastructure to be removed or abandon

Existing BΦ conductor to be eliminated from service.

Existing below grade pedestal to be reconfigured as an above grade pedestal.
 Existing below grade pedestal to be reconfigured as an above grade pedestal.
 Existing below grade pedestal to be reconfigured as an above grade pedestal.

Approximate location of the new proposed parking lot.

Building is to be demolished. Associated London Hydro Infrastructure to be removed or abandon

London Hydro to remove existing 1Φ pad mount transformer. Existing services 1059, 1061, 1063, 1065, 1067, 1069, 1071, 1073, 1075, and 1077 are to be disconnected.

Existing below grade pedestal to be reconfigured as an above grade pedestal.

Existing below grade pedestal to be reconfigured as an above grade pedestal.

London Hydro to remove existing 1Φ pad mount transformer. Existing services 967, 969, 971, 973, 975, 977, 979, 981, and 983 are to be disconnected.

Important Notice→
 The temp. service currently supporting the construction trailer would no longer be supported by this transformer and would likely have to be relocated.

A new 1Φ transformer is to be installed on the existing BΦ Primary conductor To resupply 1017, 1019, 1021, 1023, 1025, 1027, and 1029. The new transformer must be a minimum of 6.0m away from any doors and/or windows of the existing building. With the inclusion of the ground grid will have an approximate footprint of 3.12m x 3.32m.

London Hydro to Install 2-64mm Duct to re-feed the existing secondary services.

Building is to be demolished. Associated London Hydro Infrastructure to be removed or abandon

A new 1Φ transformer is to be installed to resupply 1079, 1081, 1083, 1085, 1087, 1089, 1091, 1093, 1099, 1101, 1103, 1105, 1107, 1109, 1111, 1115, and 1117. The new transformer must be a minimum of 6.0m away from any doors and/or windows of the existing building. With the inclusion of the ground grid will have an approximate footprint of 3.12m x 3.32m.

London Hydro to install new 3-64mm duct from the existing 1Φ Transformer (TE 1436) to the new proposed tranformer.

London Hydro to splice onto the existing WΦ primary conductor to supply the new transformer.

London Hydro to Install 3-64mm Duct to re-feed the existing secondary services.

Important Notice
 The customer is responsible for the final restorations to the affected area.



Submitted By:
 Nicolas Sek, C.E.T.

Date:
 8/30/2024

Scale:
 1:1,000

Appendix C

Original Table (at top of page 90 of February 11th 2025 FAR Committee Package)
 Removed from Reimagine Southdale – Q4 2024 Report FAR-2025- 07 dated
 February 6/25

	DESCRIPTION	PHASE 2 Budget
1	Soft Cost - CGS - Prime Architect and sub-consultants	\$ 808,390.00
2	Soft Cost - Consultants and LMCH Salary's	\$ 481,000.00
3	COL Planning and Permit Fees	\$ 1,369,916.73
4	Construction Cost New Build	\$ 23,499,585.00
5	Cash Allowance	\$ 100,000.00
6	Contingency Construction (Change Orders)	\$ 1,409,975.10
7	Effective HST - 1.7602%	\$ 480,867.14
8	LMCH - Inspection and Testing Allowance	\$ 110,000.00
9	FFE - Appliances	\$ 175,000.00
10	FFE - Furniture, desks, chairs, tables	\$ 100,000.00
11	Printing, presentation rendering, banners, animations	\$ 10,000.00
12	Pre-construction Costs	\$ 713,587.35
	Total	\$ 29,258,321.32

Appendix E

Original Table (at top of page 92 of February 11th 2025 FAR Committee Package)
 Removed from Reimagine Southdale – Q4 2024 Report FAR-2025- 07 dated
 February 6/25

DESCRIPTION	PHASE 1 Budget	Spent to Date (End of Dec., 2024)	Remaining
Soft Cost - CGS - Prime Architect and sub consultants	\$ 1,067,000.38	\$975,111.65	\$91,888.73
Soft Cost - Consultants and LMCH Salary's	\$ 857,962.16	\$800,962.56	\$56,999.60
COL Planning and Permit Fees	\$ 1,268,441.42	\$74,693.00	\$1,193,748.42
Expeditures prior to March 2021 (Prior to SR Start Date at LMCH)	\$ 292,228.00	\$292,228.00	\$0.00
Construction Cost (GC) new build and renovations	\$ 23,804,400.00	\$14,396,030.91	\$9,408,369.09
Contingency Construction (Change Orders)	\$ 1,190,220.00	\$211,103.65	\$979,116.35
Effective HST - 1.7602%	\$ 419,005.05	\$253,398.94	\$165,606.11
LMCH - Inspection and Testing Allowance	\$ 100,000.00	\$0.00	\$100,000.00
FFE - Appliances	\$ 160,000.00	\$0.00	\$160,000.00
FFE - Furniture, desks, chairs, tables	\$ 40,000.00	\$0.00	\$40,000.00
Printing, presentation rendering, banners, animations	\$ 10,000.00	\$4,567.00	\$5,433.00
Debri Removal	\$ 10,000.00	\$4,221.66	\$5,778.34
Ross Towing	\$ 5,000.00	\$3,300.20	\$1,699.80
Ground Breaking Phase 1	\$ 7,000.00	\$6,460.98	\$539.02
Enbridge Savings by Design	-\$ 50,000.00	\$0.00	-\$50,000.00
CMHC - Seed Funding	-\$ 103,000.00	\$0.00	-\$103,000.00
Total	\$ 29,078,257.01	\$17,022,078.55	\$12,056,178.46

PSH REPORT 2025-01

TO: People Services and Housing Committee (PSH)
FROM: Dirk Volschenk, Manager of Human Resources
SUBJECT: Human Resources Manager Update – Q4 2025
DATE: January 30, 2025

PURPOSE:

To provide the People, Service and Housing Committee an overview of the key activities in Human Resources for Q4 of 2024 and to provide information for the matters identified as priorities for Human Resources in 2024.

RECOMMENDATION:

That the People, Service and Housing Committee receives this report for information.

BACKGROUND:

LMCH is committed to providing quality, accessible, affordable, and sustainable housing to those in need in our community. The work of our Human Resources Team is critical to supporting the organization in meeting this objective as well as individual staff reach their full potential at LMCH.

Staffing Complement

As per the KPI Quarterly Report provided, LMCH has seen a slight reduction but still maintained a high level of staffing complement filled during the final quarter of 2024. Our staffing levels decreased to 99% of budget complement at the end of the quarter as a result of increased departures during the period. Two departures were as a result of Temporary or Co-Op Placements coming to an end and two departures related to New Employment opportunities and personal reasons.

The placements ending is expected and we will continue to review the effectiveness of our planned retention strategies against our staff turnover. Unfortunately, we continue to see Employees are finding higher compensation in the market, in comparison to LMCH salaries particularly among Employees and less service and Seniority.

For 2025 we are planning on introducing a more formal staff development approach intended to provide our at-risk employee group with additional development opportunities and to retain them. We will continue reviewing the impacts on staff retention.

Recruitment

As per the KPI Quarterly Report provided, LMCH has returned our slightly above our targeted and expected time per recruitment to 95.16 days. As we reported in the previous quarter, we expected the increase in turn around times that was seen in this quarter.

We successfully completed six competitions either at the 90 days target or less. However, two competitions exceeding 100 days but the roles were at a Senior or Specialist level which is expected to take longer to fill.

Additionally, at the conclusion of 2024 the majority of vacant positions were filled and at present the only recruitment competition are for replacement and planned staffing increases due to the additional positions becoming available from Business Case 22 funding.

Employee Attendance and Absences

As part of the Strategic Plan of maintaining a healthy organization, LMCH believes it's important to maintain an understanding of the attendance and absences of our employees. This is both important from the perspective of fostering a healthy organization but also to ensure that all positions are operating effectively and ensure equitable workloads for all employees and service levels to our Tenants are maintained.

This KPI is under development to ensure that we appropriate consider and report both short term unpredictable absences as well and longer-term absences due to illness and occupational injuries and illness.

Although our initial target was to develop this KPI for presentation during Q4, other priorities has resulted in the development being delayed. It is currently in development for Q2 of 2025.

Update on Occupational Health and Safety / Steve Hall Safety Consulting Project

LMCH continued with the implementation of the Steve Hall Safety Consulting Project recommendations.

In Q4 of 2024 we were able to successfully recruit for the Health and Safety specialist position and welcomed Bob Siddique as our first Health and Safety Specialist beginning of 2025. Bob is an experienced professional in Occupational Health and Safety and brings previous experience supporting the Healthcare sector and will bring valuable and relevant experience to LMCH.

LMCH also had identified two candidates to be CPI Training providers, one representative from Management and one Representative from the Employee group who successfully completed their certification training. In Q1 of 2025 we will be implementing the training program with the target of completing Non-Violent Crisis Intervention training and Verbal De-escalation training for our staffing groups. The target completion date for the relevant training courses depending on the employee group is Q3 2025.

We will also introduce development of a Peer Support Group using the systems implemented and applied at LPS and LFS, with relevant training from Wounded Warriors.

Legislative Updates.

Effective October 28th, 2024, the Working for Workers Five Act received Royal Assent and made numerous changes to the *Employment Standards Act, 2000* and the *Occupational Health and Safety Act*.

We previously reported on the changes to electronic postings and although the provisions haven't been implemented yet, LMCH will be in compliance with the future updates.

New updates it that the Employer may no longer request a medical note from a qualified health practitioner for any period less than three (3) days. Although our Collective Agreement contains similar language around limiting ability to request a medical note to absences less than three (3) days, there are other practices which will be reviewed for compliance.

Further new updates is expanding the scope of Workplace Harassment and Sexual harassment to include virtual harassment and expanding the scope of coverage for workplace injuries to include Remote Work. Although LMCH has minimal remote work arrangements in place at present, we are reviewing our current arrangements to ensure risk is effectively managed.

Opportunities for virtual JHSC meetings and JHSC boards are now available and LMCH will be reviewing how technology can be better leveraged with our JHSC to ensure we use the expanded language to be more effective and productive.

Finally there is additional language around maintaining washroom facilities for Employees which is not in force yet but will be reviewed and monitored.

Changing Outsourced Payroll Provider

As approved by the PSH Committee and the Board of Director, LMCH has entered into an Agreement with ADP to transition to become LMCH’s new Outsourced Payroll provider.

The transition is expected to take between twelve (12) and sixteen (16) weeks and implementation has been scheduled to start in February to allow for completion of all Year-End reporting with the current provider.

Progress updates to be provided in future reports.

Training Calendar 2025

Through the additional funding provided through Business Case 22 and considering the objectives of LMCH’s Health Organization strategic goal, we are currently developing a focused training schedule for 2025. The schedule that is in development will include a component for mandated and recommended compliance training that will support the effective and safe operation of the various departments. This is being developed in consultation with the various departments of LMCH.

We will also be allocating a Professional Development component which will be available for Employees for self-directed professional development that is relevant to either the organization or the position of the employee.

We will provide more information around the training types and professional development opportunities in future updates.

PREPARED and RECOMMENDED BY:
Dirk Volschenk MANAGER OF HUMAN RESOURCES

PSH REPORT 2025 - 02

TO: People, Services, and Housing Committee

FROM: Olesya Gryn, Director of Tenant Services

SUBJECT: Tenant Services Update

DATE: January 30, 2025

PURPOSE:

The purpose of this report is to update the People, Services, and Housing Committee on the status of key initiatives in Tenant Services and provide information about meetings, events, or operational activities that may be of interest to the Committee.

RECOMMENDATION

That the Tenant Services Report **BE RECEIVED** for information and forwarded to the Board of Directors as an information item.

UPDATES:

SHOAC (Social Housing Operational Advisory Committee)

The most recent committee meeting took place on November 20, 2024. The sector continues to meet to discuss draft Housing Division Notices and updates.

During the meeting, there was a discussion about ONPHA reintroducing the RentSmart program. This program aims to offer proactive solutions for housing stability by providing education and support to vulnerable households, helping them overcome barriers to housing and maintain successful tenancies. Participants in the program learn essential skills and behaviors that contribute to housing stability, such as managing finances, communicating effectively, and maintaining their homes.

Sector representatives are encouraged to provide feedback, and conversations will continue about how the Housing Access Center can support housing providers with the RentSmart program.

Workforce Development Table

Carey Bowen, the Housing Stability Case Coordinator, will represent LMCH at the Workforce Development Table. This table is one of the implementation tables for the Health & Homelessness Whole of Community System Response. Its goal is to support a sustainable and highly effective workforce by identifying and prioritizing training needs for frontline workers. The table will also make recommendations regarding workforce wellbeing, coordinate events for frontline staff, and discuss resources that the sector can share with all the participants to promote operational and cultural shifts within organizations focused on workforce wellbeing.

Reimagine – Phase II Tenant Engagement

Over the past 10 months, LMCH staff have worked with tenants from Phase II of the Reimagine project to identify their relocation preferences while considering each household’s unique needs. The team has identified suitable units for relocation and has assisted families in transitioning smoothly to their new homes and, in some cases, new communities.

Of the 22 units, 2 households have moved out, 8 households have moved within the Millbank/Southdale site, 12 households relocated to five different LMCH family communities, and 1 household has been temporarily housed at 122 Baseline with the right to return to Southdale.

On December 17, 2024, LMCH hosted an open house event at the Southdale rec unit, distributing donations of children's books, toys, diapers, hygiene products, winter coats, and more. The event was well-attended, and residents expressed their appreciation for receiving these essential items before the holidays.

Connectivity Table

LMCH continues to be an active participant at the Connectivity Table. Tenant Services Manager Karey Prashad attends weekly meetings to bring forward situations of acutely elevated risk. In December, LMCH presented five situations and engaged community agencies to attend door knocks, establish connections, and put support plans in place for households facing challenging circumstances related to personal or community safety and well-being.

PREPARED BY:	REVIEWED BY:
Olesya Gryn Director of Tenant Services	Paul Chisholm CEO

PSH REPORT 2025- 03

TO: People, Services, and Housing Committee

FROM: Olesya Gryn, Director of Tenant Services

SUBJECT: HDN# 2024 – 269 Arrears Policy regarding Eligibility for Rent-Geared-to-Income (RGI) Subsidy

DATE: January 30, 2025

PURPOSE:

To inform the LMCH People, Services, and Housing Committee of the receipt of a new Housing Division Notice received from the Service Manager for the City of London and identify issues, risks, and impacts associated with the new guideline.

RECOMMENDATION

That the Housing Division Notice (HDN) # 2024 - 269 Report **BE RECEIVED** for information.

BACKGROUND:

The City of London, in its capacity as Service Manager, periodically issues Housing Division Notices (HDNs) to communicate mandatory policies and procedural guidelines that housing providers are required to follow. As a matter of best practice, these guidelines are provided to the Board of Directors for their review.

OVERVIEW:

The Housing Services Act, 2011 (HSA) establishes the Service Manager's authority to set local eligibility rules for Rent Geared to Income (RGI) assistance.

HDN # 2024 – 269 outlines a local eligibility rule stating that no household member may owe arrears for past rent or damages to any housing provider or project.

Households that owe money to no more than one RGI community housing provider in Ontario can enter into repayment agreements. If they meet all other eligibility criteria, they will be placed in "Pending" status on the RGI waitlist. While in Pending status, households will accumulate wait time on the list, but they will not receive housing offers.

Once a household provides proof to the Housing Access Centre (HAC) that their arrears have been paid in full, their status on the waitlist will be changed to eligible, allowing them to receive housing offers. However, households that fail to maintain their repayment agreements in good standing will be removed from the waitlist. A breakdown of an agreement does not prevent the household from receiving future RGI assistance if they re-enter into an agreement and meet the necessary criteria.

This HDN also provides exceptions for overhoused tenants with arrears. Overhoused households remain eligible for internal transfers within the same housing provider unless eviction proceedings have been initiated by the provider through the Landlord and Tenant Board (LTB).

This HDN replaces HDN # 2021 – 252.

COMMUNICATIONS IMPLICATIONS:

Changes in policy or procedure resulting from guidelines are communicated to London & Middlesex Community Housing staff and this updated HDN has already been implemented.

This policy supports the continued financial stability of RGI housing providers, promotes fair treatment of all applicants, and encourages responsible payment behavior. By adhering to this policy, LMCH expects to strengthen its operational framework, improve cash flow and bad debt collection, and set clear expectations for all tenants regarding their rental obligations.

CONCLUSION:

Based on direction from the Service Manager, LMCH will implement the updated policy and procedures as outlined in the HDN.

Attachments:

Appendix A: HDN #2024 – 269.

PREPARED BY:	REVIEWED BY:
Olesya Gryn Director of Tenant Services	Paul Chisholm CEO



Housing Services
355 Wellington Street,
Suite 248
London, ON
N6A 3N7

London
C A N A D A

Housing Division Notice

Date: September 23, 2024

HDN# 2024 - 269

This applicable legislation/policy is to be implemented under the following programs:

- Federal Non-Profit Housing Program
- ✓ Private Non-Profit Housing Program
- ✓ Co-operative Non-Profit Housing Program
- ✓ Municipal Non-Profit Housing Program (Pre-1986)
- ✓ Local Housing Corporation
- ✓ City of London Housing Access Centre

Subject: ARREARS POLICY REGARDING ELIGIBILITY FOR RENT-GEARED-TO-INCOME (RGI) SUBSIDY (Replaces HDN# 2021 – 252)

1. PURPOSE:

To advise households applying to the waitlist for Rent Geared to Income (RGI) housing of their responsibilities and eligibility criteria for RGI housing in the City of London/County of Middlesex when arrears are incurred due to non-payment of rent or damages, with any RGI housing provider within the province of Ontario.

To advise RGI housing providers of obligations and process regarding debt owed by former tenants either for non-payment of rent or damages.

2. BACKGROUND AND COMPLIANCE STANDARD:

The Housing Services Act, 2011, [O.Reg 367/11 s. 26](#) states that a household is ineligible for RGI assistance if a member of the household owes arrears of rent or damages from a previous tenancy in social housing unless they have entered into a repayment agreement and the service manager is satisfied that the member is making or intends to make all reasonable efforts to repay the amount owing.

Under [O. Reg. 367/11 s. 27b](#) a household that has been determined to be eligible for rent-geared-to-income assistance ceases to be eligible if, the household becomes ineligible under section 25 or 26.

3. POLICY

A. Applicants to the RGI Housing Waitlist & Waiting Households

To be eligible for RGI assistance, the conditions outlined [O. Reg. 367/11 s. 24 to 32.2](#) must be met. All households have an obligation to repay debts owed to any RGI housing provider in the province of Ontario which resulted from non-payment of rent, and/or damages.

For civic administration to be reasonably satisfied that a household owing arrears to an RGI housing provider is making or intends to make all reasonable efforts to repay the amount owing, the household must meet the following conditions to be added to the RGI housing waitlist:

1. Have an amount owing to no more than one RGI community housing provider in Ontario.
2. Have submitted a repayment agreement signed by both the person owing arrears and the housing provider with verification of the repayment to date.

Once both conditions are met and verified, and all other eligibility criteria are met, a household will be placed in “pending’ status on the RGI waitlist. Pending status accrues wait-time on the waitlist for the household but does not allow the house to receive an offer of housing.

Civic administration will update the RGI housing waitlist database to show agreement in good standing and update the amount owing.

When a household provides to the City of London – Housing Access Centre verification that their arrears have been repaid in full, civic administration will confirm full payment with the housing provider, and the household will be changed to eligible status on the waitlist. Eligible status allows households to receive offers of housing.

Applicant households will be required to provide verification of their ongoing repayment with each annual update to remain on the waitlist. Households who have not maintained their repayment agreement in good standing will be removed from the RGI waitlist.

Breakdown of a repayment agreement does not preclude a household from future RGI assistance if the individual re-enters into a repayment agreement and meets criteria above.

B. Process for Housing Providers

If a tenant incurs arrears, either wholly or partially due to damage to a rental unit, the following steps apply:

1. Damages Up to \$10,000

The housing provider may proceed with repair and restoration at their discretion. The housing providers must notify the City of London (Housing Access Centre) of any arrears incurred by tenants.

2. Damages Exceeding \$10,000

Before initiating repair and restoration, the housing provider must submit the following

documentation to the City of London (Municipal Housing Development):

- Photographs and records of the unit's condition before tenancy and after vacancy.
- Maintenance records and duration of occupancy.
- At least three estimates from licensed contractors.
- If the arrears include both damages and rental arrears, this documentation is mandatory.
- A vacancy extension of more than two months may be granted if necessary.
- Municipal Housing Development will verify if the damages were caused by the tenant or a household member and, if confirmed, will instruct the Housing Access Centre to assign the arrears to the tenant.

3. General Requirements for Arrears Notification

- Housing providers must retain records of arrears, payments made, and any repayment agreements for all tenants and provide this information to the City of London upon request.
- If the housing provider is aware that a tenant will incur arrears for rent or damages but does not yet know the amount, they must inform the City of London (Housing Access Centre) and update them once the final amount is determined.

4. Over-Housed Tenants with Arrears

- Over-housed tenants who have arrears at their current unit will still be eligible for an internal transfer within the same housing provider unless the provider has initiated eviction proceedings through the Landlord and Tenant Board.

5. Responsibility for Arrears Collection

- Housing providers and their respective boards are responsible for developing policies and procedures to collect payments for rental arrears and damages from current and former tenants.

a. ACTION:

Effective immediately, the policies and procedures in this Housing Division Notice are to be implemented by the City of London and housing providers in the City of London and County of Middlesex.

b. AUTHORIZATION:

*Original signed by
Matt Feldberg
Director, Municipal Housing Development*

PSH REPORT 2025-04

TO: People, Services, and Housing Committee

FROM: Olesya Gryn, Director of Tenant Services

SUBJECT: HDN# 2024 – 271 Selection of RGI Households for Vacant Units

DATE: January 30, 2025

PURPOSE:

To inform the LMCH People, Services, and Housing Committee of the receipt of a new Housing Division Notice received from the Service Manager for the City of London and identify issues, risks, and impacts associated with the new guideline.

RECOMMENDATION

That the Housing Division Notice (HDN) # 2024 - 271 Report **BE RECEIVED** for information.

BACKGROUND:

The City of London, in its capacity as Service Manager, periodically issues Housing Division Notices (HDNs) to communicate mandatory policies and procedural guidelines that housing providers are required to follow. As a matter of best practice, these guidelines are provided to the Board of Directors for their review.

OVERVIEW:

Under O. Reg. 367/11, s. 52 of the Housing Services Act 2011 (HSA), Service Managers have the authority to develop a local rule to set priorities for the selection of households for vacant units. Notwithstanding, provincial priorities for special priority applicants still take precedence.

HDN # 2024 – 271 confirms that applicants with Special Priority status, including those with Special Priority Human Trafficking status, are housed before all other households. These applicants are ranked according to the date their status was assigned.

The second priority is given to overhoused households, which are defined as those living in units that are too large for their household composition based on local occupancy standards and as determined by the Housing Access Centre (HAC).

For all other households, units are offered at a ratio of 20% to urgent status households and 80% to chronological households. As of September 26, 2024, applications for Urgent Homeless, Urgent Social, and Urgent Medical statuses are no longer accepted for households applying to the RGI housing waitlist. This process will be reviewed by the end of March 2026.

This HDN replaces HDN # 268.

COMMUNICATIONS IMPLICATIONS:

Changes in policy or procedure resulting from guidelines are communicated to London & Middlesex Community Housing staff and this updated HDN has already been implemented.

This HDN strengthens the current tenant selection process and eliminates urgent status to ensure that applicants with chronologically earlier submissions are given due consideration. The shift is designed to ensure a more equitable and effective tenant selection process, better reflecting the needs of applicants on the waitlist and providing LMCH and other housing providers with a diverse pool of prospective tenants. We believe this change will foster long-term benefits, including improved tenant retention, enhanced fairness in the selection process, and a more streamlined workflow for the LMCH tenant placement team.

CONCLUSION:

Based on direction from the Service Manager, LMCH will implement the updated policies and procedures as outlined in the HDN.

Attachments:

Appendix A: HDN #2024 – 271.

PREPARED BY:	REVIEWED BY:
Olesya Gryn Director of Tenant Services	Paul Chisholm CEO



Housing Services
355 Wellington Street,
Suite 248
London,
ON N6A
3N7

Housing Division Notice

Date: September 24, 2024

HDN# 2024-271

This applicable legislation/policy is to be implemented by the housing provider(s) under the following programs:

Please note if your program is **not checked**, this change is **not applicable** to your project.

Federal Non-Profit Housing Program

√ Private Non-Profit Housing Program

√ Co-operative Non-Profit Housing Program

√ Municipal Non-Profit Housing Program (Pre-1986)

√ Local Housing Corporation

Subject: SELECTION OF RGI HOUSEHOLDS FOR VACANT UNITS

(REPLACES HDN# 268)

1. PURPOSE:

To inform community partners of the local rule, background and compliance standard under the [Housing Services Act \(2011\) s 47 to 49](#) requiring Service Managers to set local rules regarding determination of priority of households waiting for rent-geared-to-income assistance.

Definitions:

1. **Special Priority Policy** (SPP) household is defined in O. Reg. 367/11 s 52 to s 58.
2. **Over-housed Households** are those households in RGI community housing who are in units too large for their household based on local occupancy standards and as determined by the City of London Housing Access Centre.
3. **Urgent Status** as determined by the Service Manager through the Housing Access Centre; to be eligible for urgent status other than medical to move to London to access treatment, must have been a resident of London for 9 months and be under the High Need income limit as set in the Housing Services Act 2011 O.Reg 370/11.
4. **Chronological** refers to all eligible applicants based on date made eligible on the Rent Geared to Income Waitlist. Chronological households do not have priority over any other group.

2. BACKGROUND AND COMPLIANCE STANDARD:

The Housing Services Act 2011 states that the Service Manager shall have a system to determine the priority of households waiting for rent-geared-to-income assistance.

The local eligibility rules for rent-geared-to-income assistance were approved by Municipal Council on September 24, 2024 and are as follows:

- 1) the ratio at which Rent-Geared-to-Income (RGI) Households are housed be maintained at a rate of 20% Urgent Status households, to 80% chronological waitlist households
- 2) Beginning September 26, 2024, Urgent Homeless, Urgent Social, and Urgent Medical applications will no longer be accepted for households applying to the RGI housing waitlist.
- 3) A new local rule for prioritization of households on the waitlist be implemented.
- 4) That Civic Administration report back on the outcomes of the RGI Waitlist Ratio, Urgent Status, and new prioritization changes, by the end of March 2026.

3. LOCAL RULE:

Housing Providers are to immediately implement the local selection priority rules for rent-geared-to- income assistance.

Placement Ratio:

When selecting an applicant from the centralized social housing waiting list, offers by the Housing Providers should be made in the following order:

- 1) Special Priority (SPP) and Special Priority – Human Trafficking (SPP-HT)
- 2) Over-housed: Households in RGI community housing who are in units too large for their household are the second local priority.
- 3) Next, RGI housing is allocated to eligible households using a 20:80 prioritization ratio of Urgent Status Household (20%) to Non-Urgent Status Household (80%). Housing providers will allocate one (1) unit to a household with urgent status on the waitlist, and then allocate the next four (4) units to non-urgent/chronological households on the waitlist.

4. AUTHORIZATION:

*Original signed by
Matt Feldberg
Director, Municipal Housing Development*

PSH REPORT 2025-07

TO: People, Services and Housing Committee

FROM: Tim Rudow, Community Safety Manager

SUBJECT: Community Safety Update – Q.4

DATE: January 30, 2025

PURPOSE:

The purpose of this report is to provide an update to the People Services and Housing Committee on key Community Safety operational outcomes for the fourth quarter of 2024. The report highlights significant progress and achievements in our key priority areas for both our Community Safety Unit as well as our Contract Security that may be of interest to the Committee.

RECOMMENDATION:

That the People, Services, and Housing Committee RECEIVE this report for information and forward it to the Board of Directors as an information item.

BACKGROUND:

During the fourth quarter of 2024, the Community Safety Unit (CSU) concentrated on three key priorities to further enhance the safety and security of our tenants and properties and building on previous in-place projects from the previous quarter:

1. Completion and Deployment of Afternoon Shifts:

- To improve our service coverage and responsiveness, the CSU successfully completed the final training and issued applicable notices for the deployment of afternoon shifts. CSS extended service hours are now 8:30 am to 8:00 pm Monday to Friday. These shifts began on January 2nd, 2025.
- This initiative is expected to enhance our operational efficiency and ensure a continuous security presence during peak hours identified by data collection over 2024.

2. Advancements in CCTV Systems:

- In our ongoing commitment to monitoring capabilities, LMCH has reviewed user permissions and logins for CCTV Systems for On Call Managers and other essential roles within LMCH, enhancing both general and remote access to camera systems. This strategic move ensures more reliable and readily accessible surveillance during critical periods.

- During Q4, the CSM also initiated a pilot project exploring various Artificial Intelligence-based camera technologies to evaluate potential integration with our existing Invid software system. Despite challenges posed by outdated software, advancing this integration remains a top priority for Q1 of 2025.

3. Standard Operating Procedures for 3rd Party Vendors:

- The CSM developed and implemented comprehensive Standard Operating Procedures (SOPs) for Solution Security, ensuring that issues after hours are managed with the same expectations as those during the day.
- This included the organization of workshops and the development of relevant standing orders for managing noise complaints, fire watches, and other critical operations.
- These documents remain living documents with quarterly reviews scheduled with our vendor's management.

As we move into Q1 of 2025, the CSU has set ambitious goals to continue advancing our community safety initiatives:

- **Predictive Patrol Data:** Starting February 1st, we will begin leveraging predictive data to optimize patrol routes and times, enhancing our proactive capabilities in preventing incidents before they occur.
- **Expansion in AI Camera Use:** We plan to expand and perform physical testing of this software in Q1 at specific locations within the LMCH portfolio to gauge its effectiveness.
- **Process Adjustments for Emergency Responses:** The CSU will make necessary adjustments to processes such as suspected package thefts, emergency response, and business continuity planning to ensure our readiness and resilience in the face of emergencies.
- **Crime Prevention Through Environmental Design:** We will implement CPTED strategies to enhance property security and safety by assessing and modifying the physical environment to reduce crime opportunities and bolster community engagement. Key elements include improving lighting, securing access points, and optimizing public space layouts to promote natural surveillance and territorial reinforcement.

The fourth quarter of 2024 saw significant progress for the Community Safety Unit at LMCH, with the rollout of afternoon shifts, CCTV improvements, and the development of comprehensive operating procedures, setting a strong foundation for future initiatives.

Looking into Q1 2025, we plan to enhance safety measures with predictive patrol data, AI camera technologies, and improved emergency protocols. With continued support from the People, Services, and Housing Committee and the Board of Directors, we are well-prepared to advance our commitment to community safety.

ATTACHMENTS:

APPENDIX A: Quarter 4 Incident Data

PREPARED and SUBMITTED BY:	REVIEWED BY:
Tim Rudow Community Safety Manager	Olesya Gryn Director, Tenant Services

Community Safety Unit – Q4 Data

Basic Metrics:

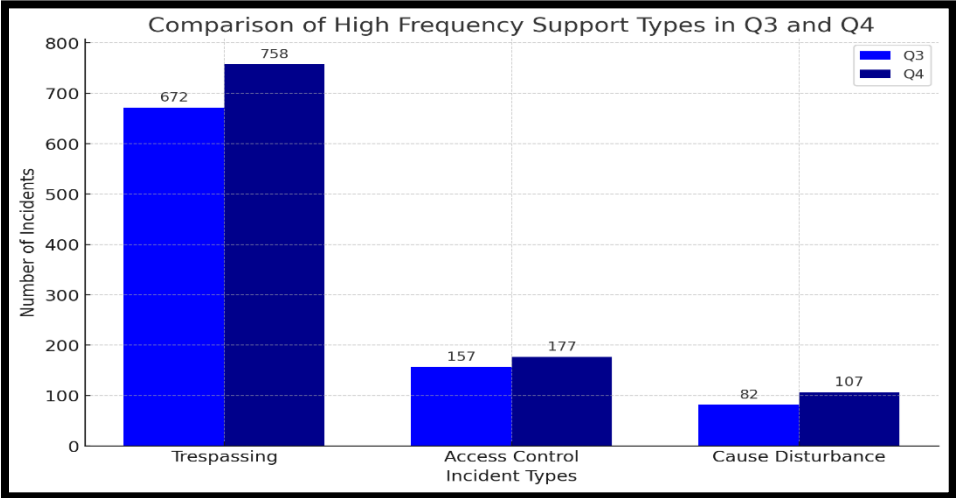
- **Total Incidents:** 2914 were tracked within Q4. This averages out to 31.67 supports per 24-hour period over the quarter. We have observed a minor reduction of approximately 5.05% in support from Q3 (3069) to Q4 (2914).
- **Use of Force Incidents:** LMCH's Community Safety Unit did notice a nominal increase in Use Of Force incidents reported over Q4 with 5 documented instances of Use OF Force completed. This marked a slight increase from the previous quarter, in which 4 instances were reported.
- **Major Incidents/ Serious Occurrences:** 5 Major incident/s Serious Occurrences were tracked by the Community Safety unit in Q4 of 2024.
 - **Huron Fire: October 25th 2024-** A small kitchen fire occurred in a residential unit from a range hood, causing damage confined to the kitchen area, with no reported injuries. Winmar conducted soot cleanup on the main floor, allowing the family to remain in the unit, and performed minor drywall repairs for odor control. They also installed air scrubbers. An electrician ensured the stove receptacle was safe and operational, and all life safety devices in the unit were replaced.
 - **Limberlost Vehicle Fire: November 7th 2024-** On Thursday, November 7, 2024, Community Safety Services (CSS) personnel were en route from Simcoe to Oxbury Plaza when they received a call from the local police service requesting assistance with CCTV footage related to a truck that had been set on fire earlier that morning at Limberlost. CSS staff supported video playback and provided requested footage to police services.
 - **85 Walnut- Police Activity- November 13th 2024-** On November 13th at 85 Walnut Street, London, Ontario, multiple search warrants were executed simultaneously. The Community Safety Unit provided support for tenants and managed tenant traffic. Following the operations, an "Avoid the Area" notice was issued to minimize foot traffic, later canceled as the situation stabilized. Further support involved supporting the police investigation.
 - **28 Cornish- Fire- On November 28th 2024-** At approximately 11:30 am, a fire broke out in a residential unit. The Fire Department promptly extinguished the fire, and emergency services assessed all residents, confirming no injuries. The incident caused significant fire damage in one of the bedrooms with additional water damage in the basement and

smoke damage throughout the house. Cleanup and electrical restoration efforts have commenced by Winmar, and the tenant, who has rental insurance, is expected to coordinate with their insurance for accommodations and LMCH cost recovery.

- **Security Guard (Non LMCH) Assaulted)-** November 29th 2024- On November 29, 2024, a mobile supervisor received a call for assistance at a location due to reports of an armed individual threatening security guards. The supervisor reviewed CCTV footage, which showed a white male adult in black attire involved in two confrontations with security personnel, first being asked to leave and later pulling what appeared to be a firearm on a guard. The individual, a former tenant previously evicted from the address, was arrested by LPS after the incident.

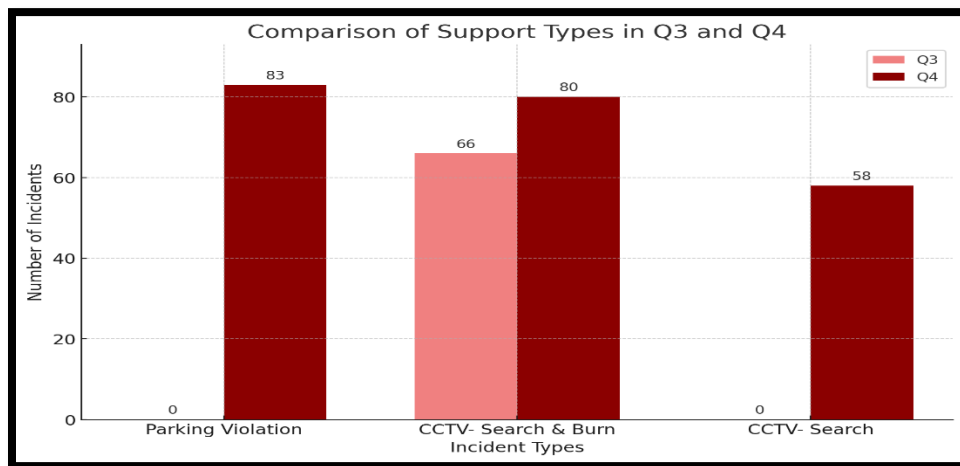
High Frequency Incidents:

- **Trespassing:** in Q3 LMCH managed 672 instances of trespassing, however in Q4 an increase of 12.80% noting Trespassing supports an increase to 758 instances in Q4. This support category accounted for 26% of all supports in Q4.
- **Access Control:** Access Control remained the 2nd most common support type provided in Q4. Following a similar trend to "Trespassing" Access Control related events increased 12.73% increasing to 177 supports in Q4.
- **Cause Disturbance:** Cause Disturbance made its first appearance into the "High Frequency Incident count in Q4. This support type achieved a 30.45% increase from Q3, increasing to 107 instances reported in Q4 but only 82 reported in Q3.



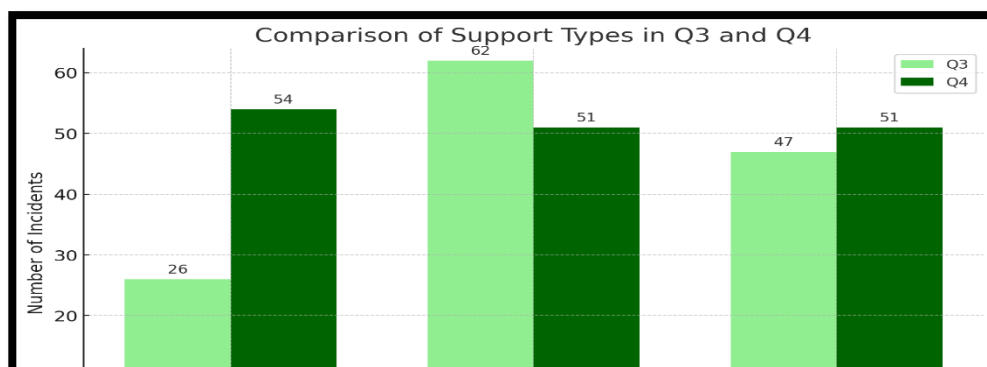
Moderate Frequency Incidents:

- **Parking Violation:** Parking Violation(s) increased in Q4 as LMCH made an ongoing commitment to Parking Enforcement and standards within our locations. Parking Violations accounted for 83 supports in Q4 indicating Parking Concerns remain important to Tenants and LMCH staff members.
- **CCTV- Search & Burn:** This support category remained a constant contributor to LMCH support count & noted a 24% increase in Q4. Search & Burn instances rose from 66 in Q3 to 80 in Q4.
- **CCTV- Search:** Remaining consistent support, CCTV Searches were logged by the Community Safety Unit in 58 instances for Q4 making it one of the moderate frequency. incident types.



Lower Frequency Incidents:

- **Maintenance:** Maintenance concerns were reported 54 times in Q4, indicating LMCH’s dedication to Property Standards. This category noted a 107% increase, surging to 54 up from just 26 in Q3.
- **Police Assist:** This category remains in the lower frequency incidents and notes a slight decrease of 17.74%, decreasing from 62 Police Assists in Q3 to 51 in Q4. It is however noted that some “Police Assists” are now being captured in more detailed support types for improved data collection.
- **Unit Inspections:** Unit Inspections remained relatively consistent between Q3 & 4 noting that this category increased by 8.51%, moving from 47 Unit Inspections for Q3 to 51 in Q4



PSH- REPORT 2025- 08

TO: People, Services and Housing Committee

FROM: Lisa Luther, Manager Community Development

SUBJECT: Community Development Update

DATE: January 30, 2025

PURPOSE:

The purpose of this report is to provide an update to the People Services and Housing Committee on key Community Development events and initiatives that may be of interest to the Committee.

RECOMMENDATION:

That the People Services and Housing Committee **RECEIVE** this report for information and forward to the Board of Directors as an information item.

UPDATES:

Throughout Q4, the CD team concentrated on delivering targeted support for tenants and advancing several key initiatives aimed at improving community development. On December 5, 2024, the team welcomed Ashley Magee, who quickly became a valued member of the team. Her addition brought fresh perspectives and strengthened our capacity to support tenants more effectively.

CD EVENTS & INITIATIVES

Below is a sampling of CD events and initiatives that have been implemented between October - December 2024.

Food Education Session-Simcoe

In partnership with a community dietitian at London Intercommunity Health Centre, an information session was hosted at Simcoe on all things food. Topics of discussion included how to best utilize a budget and how to cook certain vegetables that are regularly in the Harvest Hands Bags. The session ended with an informal Q&A session and was well received by tenants.

Tenant Talks

In Q4, the CD team participated in tenant talks at 4 communities where LMCH staff from various teams engaged with tenants to share information about Capital Projects, Community Development opportunities, Community Safety, and Pest Control.

National Housing Week

This year's National Housing Week was packed with events, tours, and community connections that highlighted the importance of housing and the incredible work we're all doing to make a difference. Site tours were organized to showcase key aspects of LMCH's work, including regeneration projects, new builds, and tenant-led initiatives such as the Caring Cupboard food bank.

Cookies and Community focused on creating meaningful tenant engagement. Across 15 properties, we organized drop-in sessions where tenants could meet LMCH staff, receive a beautifully customized cookie, and learn about National Housing Week and LMCH's ongoing efforts to improve their communities.

To deepen the sense of purpose among staff, we facilitated a reflective and creative activity centered on the idea that housing is more than just four walls and a roof—it's a foundation of safety, belonging, and stability. This initiative not only brought our team closer together but also highlighted the vital role LMCH plays in building vibrant and supportive communities.

Community Needs Assessment and Community Conversation

A Community Needs Assessment (CNA) focused on LMCH's 4 Pillars, was distributed to the Bella community with the intention to better understand what challenges tenants are experiencing as well as how they want to be connected to their community. This information, combined with the information gathered from a Community Conversation, will inform future engagement opportunities, as well as explore bringing in new programs and services that are tenant-informed.

Holiday Meals

Over **300 free holiday dinners** were delivered to pre-registered tenants at six LMCH communities. Additionally, LMCH supplemented over **50-holiday dinners** at two senior sites, coordinated by VON, to make them more affordable.

This initiative is especially important in addressing food insecurity, offering tenants a chance to enjoy a holiday meal they might not otherwise experience. Beyond nourishment, it brings a sense of community and holiday spirit to those who may be facing financial or social challenges during the season.

Holiday Hampers

For the second year in a row, LMCH partnered with Seventh-day Adventist Church to bring Holiday Hampers, which included a bag of food and a \$25 PC gift card to tenants

in the Huron and Boullee communities. Tenants were very appreciative and while picking up their Holiday Hampers, they were informed of extra food resources that the church provides.

Looking ahead- Community Development in 2025

As we look to 2025, our focus will center on deepening tenant engagement, fostering stronger partnerships, and building upon the successful initiatives that have shaped our communities. Guided by the principles of our Community Development Strategy, we will continue to adopt a tenant-centric approach that empowers individuals, amplifies their voices, and leverages the strengths of our communities. Programs like Community Decision Making, Clean and Green, Rookie Ball, Senior Month Celebrations, Resource Fairs and Barbecues, and National Housing Week will serve as foundations for expanding tenant-informed initiatives.

Collaboration and relationships will remain central to our work. The value of partnerships cannot be overstated—they are the key to delivering impactful programs. In 2025, we aim to strengthen existing collaborations while cultivating new relationships that align with our mission to enhance community well-being.

ATTACHMENT:

APPENDIX A: Q4 INFOGRAPHIC: CD Team, Community Partner Impact, Tenant-Led Events

SUBMITTED BY:	STAFF CONTACT:
Olesya Gryn Interim Director, Tenant Services	Lisa Luther Community Engagement Manager



Sept-Dec 2024

CD TEAM LED EVENTS & INITIATIVES



Holiday Hampers
Distributed

106

10

participated in

800

Cookies given to
tenants during
National Housing
Week



Tenants
participated in CD
Initiatives

183

91

Tenants participated
in CD Pop Ups &
Tenant Talks



Free Holiday Meals
distributed to
tenants

312

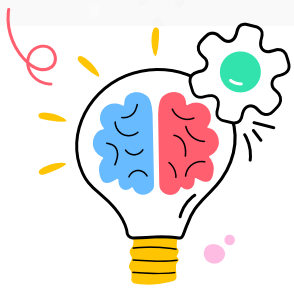


October– Dec 2024

COMMUNITY PARTNER IMPACT

2857

Health & wellness supports offered to Senior communities

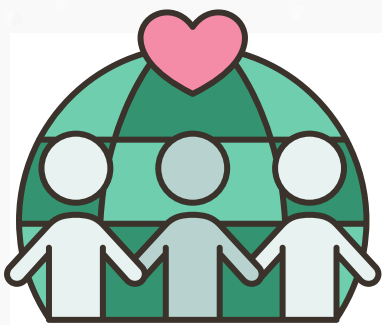


Tenants attending Life Skills Workshops

30

106

Holiday Hampers distributed to families



Tenants participated in student led community conversations and social events

170

45

Seniors received free tune ups on their mobility equipment



Children and Teens attended groups that explore healthy relationships, coping skills and skill building

91



Seniors participated in community partner led social events

121



Visits to an After School Program

517



October- Dec 2024

TENANT LED EVENTS

100

Bingo
Events



Coffee/Tea
Groups

80

39

Food
Program
Opportunities



Tenants participated
in Social Activities

- Potlucks
- Tech Support
- Crafts
- Cards
- Games
- Pool
- Music
- Cookie Exchange

410

PSH REPORT -2025-09

TO: LMCH People, Service, and Housing Committee
FROM: Matt Senechal, Communications Manager
SUBJECT: Communications Update
DATE: January 30, 2025

PURPOSE:

The purpose of this report is to inform the LMCH People, Services, and Housing Committee on communications updates.

RECOMMENDATION:

That the People, Services, and Housing Committee receive this report for information and forward to the Board of Directors as an information item.

BACKGROUND:

LMCH is committed to providing quality, accessible, affordable, and sustainable housing to those in need in our community. The work of our Communications Team is critical to supporting the organization in effectively communicating with key stakeholders and highlighting the great work being done by LMCH staff to tenants and the general public.

Q4 Review:

Tenant Communication

In alignment with our mission to support and empower LMCH residents, we have dedicated substantial effort this quarter to updating and finalizing the Tenant Handbook. Clear, consistent messaging reduces confusion, promotes adherence to guidelines, and minimizes maintenance, safety, and tenant rights issues. It is also vital for managing expectations and proactively addressing concerns, ultimately contributing to our communities' overall success and harmony.

Tenant Handbook Overview

The updated Tenant Handbook has been designed to serve as a comprehensive resource for residents. It consolidates critical information into one user-friendly document and reflects feedback from tenants, staff, and community partners. Key topics include:

- **Guidelines for Successful Living:** Clear expectations for maintaining a positive living environment.
- **Unit and Community Safety:** Best practices for personal and community safety, emergency procedures, and contact information for reporting hazards.
- **Rights and Responsibilities:** Detailed explanations of tenant and landlord rights and obligations by RTA standards.

Q4 Progress

Throughout Q4, our team has worked diligently to:

- **Revise Content:** Ensuring accuracy, clarity, and cultural sensitivity in all handbook materials.
- **Enhance Accessibility:** The handbook will be designed to be easily understood by readers of varying literacy levels.
- **Streamline Distribution:** Develop digital and physical dissemination plans, ensuring every tenant receives a copy.

Expected Outcomes

The Tenant Handbook is more than just a resource—it is a tool for empowerment. By providing tenants with the information they need, we anticipate:

- Improved compliance with community guidelines.
- Greater tenant satisfaction and engagement.
- A decrease in misunderstandings or disputes.

Next Steps

The final version of the handbook is on track to be distributed in early Q1 of 2025.

External Communication

During Q4, the communications team performed a comprehensive website audit to evaluate its functionality, content accuracy, and user experience. The audit identified areas where updates are necessary to ensure the site continues functioning as intended, supporting our tenants and reflecting LMCH's strategic goals.

The website serves as our organization's central hub of information. It is a **single source of truth** for existing tenants, potential tenants, media representatives, and the general public.

A well-structured, up-to-date website is essential for:

- **Tenants:** Providing quick access to resources, policies, and support.
- **Potential Tenants:** Offering transparency and clarity about housing opportunities and processes.
- **Media and Public:** Communicating LMCH's mission, vision, values (MVV), and strategic priorities while promoting our role in the community.

Ensuring the website remains accurate, user-friendly, and aligned with organizational objectives is critical to maintaining trust and credibility.

Website Audit Key Findings:

- Some content, including tenant resources, was outdated or inconsistent with current practices.
- Foundational information, such as LMCH's MVV and strategic priorities, was underrepresented.
- The user experience could be improved to enhance navigation and accessibility.

Planned Updates for Q1

The following improvements will be implemented in Q1 to address these findings:

1. Tenant Handbook Integration:

- The updated information from the Tenant Handbook will be migrated to the website.
- This ensures alignment between printed materials and online resources, promoting consistent messaging for tenants.

2. Enhanced Foundational Content:

- Additional pages will be added to articulate LMCH's **Mission, Vision, and Values (MVV)** clearly.
- Content that highlights our strategic priorities and achievements will be included to provide transparency and foster public trust.

3. Improved Accessibility and Navigation:

- While not a primary focus in Q1, preliminary steps will be taken to streamline the user experience and ensure the site is easy to navigate for diverse audiences.

Expected Outcomes

These updates will ensure that the website:

- Reflects LMCH's core values and priorities.
- Provides tenants and stakeholders with clear, accurate, and accessible information.
- Strengthens LMCH's reputation as a transparent and community-focused organization.

Next Steps

The updates will be rolled out incrementally in Q1 and Q2, focusing on ensuring minimal disruption to existing website functionality.

Media Relations

Building and maintaining strong relationships with reporters remains a priority to ensure accurate and fair coverage. In Q4, we continued efforts to foster these connections by providing timely responses to inquiries and offering insights into our initiatives. The planned website improvements will play a pivotal role in enhancing our media relations strategy. By ensuring that the website serves as a transparent, centralized source of information, reporters will have greater access to accurate, up-to-date content, including our mission, vision, values, strategic priorities, and tenant resources. This will help improve the narrative surrounding our organization and promote a deeper understanding of our impact on the community.

Sylvan Ribbon Cutting Ceremony

On December 20, we supported the City of London with the official ribbon cutting of 345 Sylvan. All levels of government were in attendance for the event, culminating in the celebration of the funding announcement that was previously announced in 2023. LMCH CEO was available for media inquiries and provided small group tours of the building to media, city staff, and government officials.

The official press release can be found here:

<https://news.ontario.ca/en/bulletin/1005523/federal-and-provincial-partner-to-help-build-new-affordable-housing-in-london>



Below is coverage from Q2, where LMCH was mentioned in the coverage and follow-up coverage of incidents.

November

- London Free Press – November 6 - [London city council: Yes to annual tenant fair, no to public pest control](#)
- London Free Press – November 14 - [City budget: Program that helps tenants stay housed gets second look](#)
- London Free Press – November 26 - [One arrested, three sought in shooting at London apartment: Police](#)
- CTV London – November 26 - [Police look to identify 3 suspects in shooting investigation, arrest 4th suspect](#)
- London Free Press – November 27 - [Man charged in public housing shooting lives there, court documents show](#)

December

- London Free Press – December 6 - [Police publish photo of suspect in shooting at public housing building](#)
- London Free Press – December 13 - [London woman awarded \\$3.5K for cockroach ordeal in public housing](#)
- London Free Press – December 18 - [London police arrest shooting suspect, make largest-ever fentanyl seizure](#)
- CTV London – December 20 - ['I don't have any challenges here at all': Tenants now occupying supportive housing building in south-central London](#)
- London Free Press – December 20 - [Tenants already settling in as London affordable housing project opens](#)

PREPARED and SUBMITTED BY:
Matt Senechal, Communications Manager



202 MCNAY

Tenant Guide

A Place to Call Home

Client Services: 519-434-2765 | lmch.ca



LONDON &
MIDDLESEX
COMMUNITY HOUSING



Need a translated copy?

This document has important information for London and Middlesex Community Housing tenants. If you would like a copy of the guide, call 519-434-2765

Ce document contient des informations importantes pour les locataires de London and Middlesex Community Housing. Si vous souhaitez obtenir un exemplaire du guide, appelez le 519-434-2765.

Este documento contiene información importante para los inquilinos de London and Middlesex Community Housing. Si desea una copia de la guía, llame al 519-434-2765.

本文件为伦敦和米德尔塞克斯社区住房的租户提供重要信息。如果您需要指南副本，请拨打 519-434-2765。

यह दस्तावेज़ लंदन और मिडलसेक्स सामुदायिक आवास के किरायेदारों के लिए महत्वपूर्ण जानकारी प्रदान करता है। यदि आप गाइड की एक प्रति चाहते हैं, तो 519-434-2765 पर कॉल करें।

يحتوي هذا المستند على معلومات هامة لمستأجري الإسكان المجتمعي في لندن وميدلسكس. إذا كنت ترغب في الحصول على نسخة من الدليل، اتصل بالرقم 2765-434-519.

Este documento contém informações importantes para os inquilinos da London and Middlesex Community Housing. Se você deseja uma cópia do guia, ligue para 519-434-2765.

এই নথিতে লন্ডন এবং মিডলসেক্স কমিউনিটি হাউজিং ভাড়াটোদের জন্য গুরুত্বপূর্ণ তথ্য রয়েছে। যদি আপনি গাইডের একটি কপি চান, তাহলে 519-434-2765 নম্বরে কল করুন।

ਇਹ ਦਸਤਾਵੇਜ਼ ਲੰਡਨ ਅਤੇ ਮਿਡਲਸੈਕਸ ਕਮਿਊਨਿਟੀ ਹਾਊਸਿੰਗ ਦੇ ਕਿਰਾਏਦਾਰਾਂ ਲਈ ਮਹੱਤਵਪੂਰਨ ਜਾਣਕਾਰੀ ਸ਼ਾਮਲ ਕਰਦਾ ਹੈ। ਜੇ ਤੁਸੀਂ ਗਾਈਡ ਦੀ ਇੱਕ ਕਾਪੀ ਲੈਣਾ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ 519-434-2765 'ਤੇ ਕਾਲ ਕਰੋ।



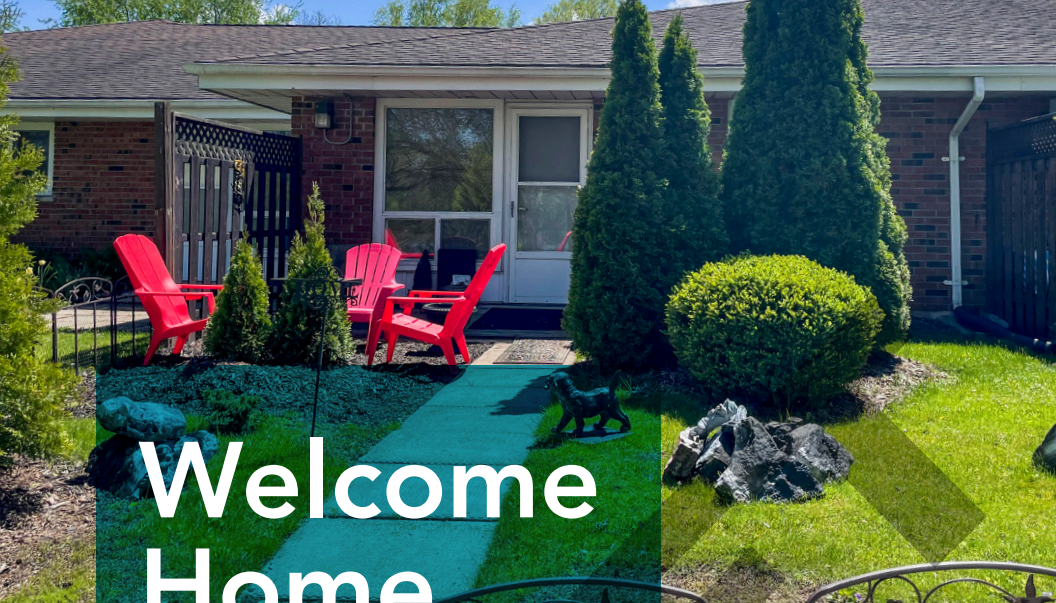
Land Acknowledgement

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, London-Middlesex is home to many First Nations, Métis and Inuit people. We are grateful to have the opportunity to work and live in this territory.



Table of contents

Our Staff and How They Serve You	7
Contact LMCH	8
Your Local Staff	9
Emergency Contacts.....	10
Non-Emergency Contacts.....	11
Safety	13
Your Tenancy	22
Rights and Responsibilities	30
Accessibility at LMCH	34
Complaint Process	35
Information for Successful Living.....	36
Common Areas	47
Getting Involved	50
Glossary and Appendices	52



Welcome Home

About London and Middlesex Community Housing

London and Middlesex Community Housing (LMCH) provides 3,258 housing units across 32 properties to more than 5,000 people. Those who call LMCH home are a diverse cross-section of individuals including families, seniors, adults, and new Canadians, all of whom are living with limited income. At LMCH, we believe that housing is the foundation of a better tomorrow. We are committed to providing people in the community with safe and affordable housing. We hope we can help make a difference in people's lives by providing them with a safe place to call home.

LMCH traces its roots to the London and Middlesex Housing Authority and has been providing affordable housing for more than 50 years. In 2001, London and Middlesex Housing Corporation was created when the management of community housing transferred from the Province of Ontario to the City of London. The City of London is the organization's sole shareholder. LMCH operates under the 2011 Housing Services Act, the Shareholder's Agreement with the City of London, and the Ontario Business Corporation Act. Since 2018, we have been known as London & Middlesex Community Housing, or LMCH.



About the Handbook

The Tenant Handbook is your guide to living in your LMCH home. It has details about your rights and responsibilities as a tenant. It also has information about how to make your home a great place to live.

Note: The information in this guide is subject to change without notice. This guide should not be taken as legal advice. If there is any conflict between what is written in this guide and any law of Canada (federal, provincial, or otherwise), or any LMCH policy, procedure, or guideline, then the law, policy, procedure, or guideline prevails. Nothing in this guide should be seen as a promise that LMCH will do something or will not do something, an offer, or an agreement.

January 31, 2025



Our Staff and How They Serve You

Tenant Services Team

The Tenant Services team is committed to providing a wide array of services for applicants and tenants of LMCH. The team offers and rents units, and provides administration of the RGI program, referral services, housing stability supports, rent collection, partnership and programming, as well as community engagement, legal services and community safety.

Property Services Team

Your Property Services Team is responsible for the overall management of the building including the maintenance of the property including ground keeping, cleaning, building maintenance, unit maintenance, pest control, and overall functionality of all systems are services that the building provides.

Community Safety Unit (CSU)

The Community Safety Unit is a specialized team committed to bolstering the safety and security of tenants. This unit proactively addresses noise complaints, suspicious activities, domestic incidents, and other situations affecting our residents. The CSU supports CCTV operations and partners with law enforcement to supply essential surveillance data. By conducting patrols at properties lacking on-site security, the unit not only reduces incidents of loss but also enhances the sense of security for residents, ensuring the protection of LMCH tenants, staff, and property.



Contact LMCH



Online: lmch.ca

- General LMCH information
 - Contact us page – name, email address, and phone number of site staff
 - Online maintenance request form
 - Online feedback form
-



In Person:

- 1299 Oxford Street East
Monday - Friday
8:30 AM - 4:30 PM
 - 345 Wharnclyffe (Coming in early 2025)
-



Telephone: 519-434-2765

- Monday – Friday - 8:30 AM to 4:30 PM
 - Maintenance and Pest Control
 - After hours for emergency service
-



Email: care@lmch.ca



Your Local Staff

Write the contact information for your London and Middlesex Community Housing Property and other LMCH staff below.

(You will get this information when you sign your lease, or you can also call the Client Services at 519-434-2765. Information is also posted in your building.)

Community Relations Worker (CRW): _____

Office Hours: _____

Phone: _____ Email: _____

Property Service Manager (PSM): _____

Office Hours: _____

Phone: _____ Email: _____

Notes: _____



Emergency Contacts

Call 911 for life-threatening situations or physical safety, fires, or serious crimes such as theft.

Call LMCH at 519-434-2765 to speak to Maintenance during business hours and after hours for non-life-threatening urgent matters such as:

- Smoke detectors other alarm equipment.
- Electrical issues.
- Water leaks or anything that may lead to a leak.
- Elevator entrapment or if it is not working.
- Loss of heat or other utilities.

You can also call us for issues related to unauthorized access, vandalism, noise complaints, or any situation where intervention is needed to protect residents and property.

Use your judgment: If you believe a situation is an emergency, but can't decide whether to 911 or LMCH, don't hesitate to call both. We can also offer further directions regarding what level of emergency you are facing and who to call.



Non-Emergency Contacts

Non-emergency

Police (Non-Emergency): 519-661-5670

For non-urgent criminal issues or concerns that do not require immediate police presence.

Fire Department (Non-Emergency): 519-661-4565

For fire safety inquiries, non-urgent fire hazard reports, and fire prevention information.

Medical Services (Non-Emergency): 519-679-5466 (Ext 1145)

For non-urgent medical advice or information about health services.

Animal Care and Control

London Animal Care Centre: 519-685-1330

After-hour Emergencies: 519-685-1640

Dead Animals on City Streets or City Property: 519-661-4965 or email es@london.ca

Excessive Dog Barking: 519-661-4660 or email enforcement@london.ca

**Animal Neglect: Provincial Animal Welfare Services (PAWS)
1-833-926-4625**

Nuisance and Bylaw Infractions

By-laws are local regulations passed by Council under provincial legislation such as the Municipal Act, Building Code Act and Planning Act.

Typically, phone calls and emails from residents inform the City of concerns or nuisances, which they assess to determine if they may constitute by-law violations.

Learn more about City by-laws at london.ca

City Bylaw Enforcement:

Call - 519-661-4660 or Email - enforcement@london.ca

Utilities and Services

London Hydro, Customer Service & Collection: 519-661-5503

- **Emergencies:** 519-661-5555 (to report emergencies such as downed power lines, tree limbs on lines or electrical equipment that is sparking or dangerous.)

Water or Sewage Issues: 519-661-2489 x 5701

- **After-hours:** 519-661-4965 (to report basement or yard flooding.)





Safety

Safety in your Community

To create a healthy and safe community, residents should be mindful of the following standards:

1. We (staff and residents) treat each other with respect and courtesy and value the diversity in our communities.
2. We promote peaceful, healthy, and safe communities.
3. We are responsible for our actions and the actions of our children, family members, guests, visitors, and pets.
4. We respect all property in our communities, including rental units, personal property, common spaces, and offices.
5. We respect and uphold LMCH policies, lease agreements, and all laws.

If you see or are experiencing disruptive behaviour, please contact the Community Safety Unit:

Phone: 519-434-2765 (*follow prompts*)

Email: communitysafetyunit@lmhc.ca

Common examples of disruptive behaviour include:

- Excessive noise
- Opening lobby doors for strangers
- Loitering
- Littering/dumping trash/smells from trash
- Verbally abusive behaviour
- Aggression towards people
- Aggressive dogs or dogs not on a leash
- Unsafe housekeeping/excessive clutter
- Illegal substance use

Important: Tenants who engage in disruptive behaviour may receive formal warnings. In the most severe cases, they could face eviction through the Landlord and Tenant Board. Police or other agencies will be involved as needed.

Safety in your Building

To keep you and your building safe:

- Do not prop entrances and doors open. Doing so puts everyone in the building at risk. Instances of such are investigated and could lead to formal warnings.
- Keep all hallways clear. Keeping hallways clear helps prevent trips and falls and allows emergency workers to get to you quickly.
- Be aware of your surroundings. If see something or have a safety concern, don't hesitate to contact us.
- Always close and lock your unit doors.
- When using the entry system, be sure you know the person calling before you let them into the building.
- Do not let salespeople or others you don't know into the building.
- Do not give copies of your unit key or fob to anyone who doesn't live with you.
- If you lose your keys or fob, call 519-434-2765 to report it to Maintenance for replacement.
- If you are going to be away for a long time let us know.

Important: Tenants who pay rent-geared-to-income who leave their units vacant for more than 60 consecutive days, or 90 days in a calendar year risk losing their subsidy.

- Do not leave young children home alone.
- Make sure your windows and doors are locked and secure.
- Let Maintenance know:
 - a) If you see light bulbs that are burnt out in and around your building.
 - b) If your smoke detector is beeping.
 - c) If there are areas that require snow and ice removal.
 - d) If you see trees, shrubs and hedges that need pruning.

Power Failures

Each London and Middlesex Community Housing property is different. Some buildings have emergency generators and some do not.

If a power failure is planned and expected to last more than three hours, staff will post notices and visit units to share information to make sure tenant needs are met. To learn more about preparing for power failures visit www.londonhydro.com

To report a power failure in your building:

- Call London Hydro at 519-661-5615.
- Call the Client Services.





Pets

We know how important your pet is to you. LMCH requires all tenants to be compliant with municipal and county bylaws while on LMCH property. If you are deemed to be in violation of a bylaw, you could be fined by Bylaw Enforcement, and/or your tenancy could be at risk.

You are responsible for your pet's behaviour as well as the behaviour of the pet of a visitor or guest:

Keep your pet on a leash in common areas (e.g., hallways, lounges, entryways).

Never leave the pet alone on your balcony.

Ensure that the pets are properly cared for and that all requirements for animal control (including licensing, vaccinations, and spaying or neutering) are complied with at the tenant's expense.

In the interest of health and safety, pet(s) are to be confined in a separate area if requested by staff or contractors working on the premises. Failure by the Tenant to do so may result in a refusal to work in unsafe conditions and a delay in repairs. For pest treatments, refer to instructions given prior to treatment.

Stoop, scoop, bag, and dispose of the pet's waste, responsibly, every time.

Use outdoor garbage bins to dispose of pet waste when out for a walk.

Cat litter is never to be discarded in the toilet.

Double bag all pet waste, including litter and cage linings securely for garbage chute disposal.

Ensure that pets:

- Do not damage property or the belongings of others
- Do not use the balcony as bathroom
- Are not a nuisance or creates unreasonable disturbances (e.g., excessive barking, other examples)

Each municipality requires licenses for certain pets. To find out if you require a license for your pet check with your municipality or county website.



Wildlife

Do not feed pigeons, squirrels, stray animals, or any other wildlife. They can attract other pests.



Fire Safety

If you discover a fire, **always call 911!**

Never assume that someone else has already called 911. Make sure you give:

- Your name
- Your building's address
- The location of the fire

Life Safety Equipment

Every London and Middlesex Community Housing unit has a smoke alarm:

- Smoke alarms will warn you of a fire by sounding an alarm
- **Never remove or tamper with the smoke alarm**

Use Smoke Alarms Properly:

If your smoke alarm goes off when there is smoke from the oven or kitchen but no fire, fan the smoke away from the alarm or push the "hush" button. If your smoke alarm is not working or the alarm sounds when there is no smoke, press the "hush" button then call the Main Office.

Our staff check to make sure your smoke alarm is working every time they visit your unit, and during the annual unit inspection. If the smoke

alarm is not working, it will be repaired or replaced. If you disable or remove the smoke alarm, you are putting yourself, your family, and your neighbors at risk. We will notify London Fire Services who will send you a warning letter. You may be charged for repairs and could be fined up to \$50,000. If this happens more than two times, you may face eviction.

Carbon Monoxide Alarms:

Carbon monoxide alarms will warn you if the level of carbon monoxide, an odourless gas, is too high. Carbon monoxide alarms are in units where there is an appliance that burns fossil fuel, e.g., a gas hot water heater or furnace.

In an apartment building, carbon monoxide alarms are in units two floors above, two floors below and the same floor as fossil fuel-burning appliances and above underground parking garages.

Be Emergency Ready:

- Have a plan so that you and your family know what to do in an emergency. Practice how you will leave your home safely, especially if you have children. Pick a place outside your home where everyone in your household will meet in an emergency.
- Create an emergency kit (including a list of important contacts) and know where it is.
- Have insurance to help protect your family and your belongings.
- Make sure your family members know your emergency contact's name and number.

If there is a fire in your unit that you cannot put out, leave immediately, pull the nearest fire alarm and call 911.

- If there is a fire in your building, consult the instructions on the back of your unit door.
- **DO NOT** use the elevator.
- Before opening any door, touch the door handle and the door itself, starting from the bottom, moving to the top. If the door is not hot, open it slightly. If the hallway is clear, take your keys and grab-and-go bag (if you have one) and leave using the nearest stairway.
- Close all doors behind you as you leave.
- Fire doors in hallways will close automatically. Do not prop them open.

If You Cannot Leave:

- Seal all cracks where smoke can enter by using wet towels or wet sheets. Use tape to cover mail slots and ventilation outlets.
- Move to the balcony or the room farthest away from the smoke. Smoke rises, so stay low to the floor, if you can.
- Hang a towel or sheet in your window or from your balcony to show firefighters where you are.
- Call 911 and let them know where you are.
- Try to stay calm. London Fire Services recommends creating a kit with the following items to use in case of fire:
 - a) A few towels or washcloths you can wet and place at the base of a door, as well as over your mouth and your nose, to help you breathe in smoke-filled areas.
 - b) Some duct tape and foil wrap to cover mail slots and vents.
 - c) A whistle to signal for help.
 - d) A flashlight to use if there is a power failure, if hallways are smoky, or to signal for help.
 - e) A marker to write messages on cloth, doors, or windows.
 - f) A cotton bed sheet. If smoke is heavy in your room, soak the bed sheet with water and make a tent near an open window.
 - g) A plastic pail with a lid for storing everything on this list. During a fire, fill the pail with water.

For more information on fire safety and prevention, visit the London Fire Services Website www.london.ca/fire.

Keep your Kitchen Safe:

- Keep your stove clean and don't leave the room while cooking.
- Turn pot handles inward so you do not bump into them, and children cannot reach them.
- Open a window to clear cooking smells. Do not open your apartment door. It will let smoke into the hall and set off the building's fire alarm system.
- Do not open a window or prop open a door if there is a fire. If you cannot put out the fire quickly, leave your home immediately, pull the nearest fire alarm, and call 911.

- If your smoke alarm goes off while you are cooking, push the “hush” button. This will quiet the alarm while the smoke clears.
- Never disconnect a smoke alarm.

Be Careful with Flammable Materials:

- Keep lighters and matches in a safe place.
- Do not leave candles burning when you leave the room.
- Do not throw flammable materials like paint, ammonia, or oil down the garbage chute.
- Learn more about how and where to properly dispose of hazardous materials here: london.ca/living-london/garbage-recycling/household-hazardous-special-products

Be Careful when Smoking in your unit:

- Always use ashtrays.
- Do not leave cigarettes burning when you leave the room.
- Do not smoke in bed.
- Do not throw cigarette butts off a balcony.

Smoke-Free Transition:

We are in the process of transitioning all LMCH units to smoke-free. If you signed your lease after January 1, 2025, you would have acknowledged the smoke-free portion of your lease and are prohibited from smoking in your unit, including your balcony.

Do Not Overload Electric Outlets:

- Plugging too many electronics or appliances into one outlet using extension cords or power bars is a fire hazard. Unplug things you are not using to make room for what you need.
- Use CSA approved electrical devices.

Excessive Clutter Creates Fire Hazards:

- Keep your home clean and free of clutter.
- If you have a piece of furniture or other items to throw away, never leave them in the hallway.

Do Not Use Fireworks:

- Fireworks cannot be used on LMCH property, at any time. Although beautiful to watch, fireworks are dangerous to children, adults, and pets. They can cause fires and damage homes. They can also cause serious injuries such as burns, cuts, and blindness.

Outdoor Fires Prohibited:

- Outdoor fires are prohibited on LMCH property at all times. This includes open-air fires, bonfires, fire pits, and fire tables or bowls.
- If you are found to have started or allowed any outdoor fire, it will be extinguished by an authorized officer at your expense. Additionally, you may face fines from London Fire Services.
- Violating this policy could result in the termination of your lease agreement.

Be Prepared:

- Place important documents in a safe place.
- Have an emergency contact list.

If you have special needs, need a support person, or use life-sustaining equipment:

- Request an Emergency Assistance (EA) form. EA forms allow tenants who have accessibility needs to identify themselves to LMCH, which will help you and your loved ones get the help you need during emergencies. This process is voluntary and completely confidential.
- Wear a Medic Alert bracelet or carry an identification card.
- Label your equipment and attach instructions on how to use and move it.

Common Area Testing

Every month, LMCH staff test fire alarms and other life safety systems in the common areas of your building.





Your Tenancy

Your Rent

Your rent is due on the first day of the month, every month.

Types of Rent

There are three kinds of rent available at London and Middlesex Community Housing.

1. Rent-Geared-to-Income (RGI):

This is rent paid for subsidized housing. It is usually 30 per cent of gross monthly household income (income before deductions). Under the rules for social housing in Ontario, the amount paid is reviewed every year. If some or all your income is from Ontario Works or the Ontario Disability Support Program and you pay rent-geared-to-income, your rent is calculated differently.

If you pay rent-geared-to-income and your income changes at any time during the year, you must report the change in writing or in person to LMCH within 30 days.

2. Affordable Rent:

This type of rent is set at or below average market rent. To qualify, an applicant's household annual gross income cannot be more than four times the annual rent of the unit for which you are applying.

3. Market Rent:

It is the same or slightly lower than rents charged by private landlords in the area.

Please Note: If you have RGI and graduate to market rate rent for over two years, in order to qualify again you must apply to the waiting list via Housing Access Centre (HAC) managed by the City of London.

london.ca/living-london/community-services/homeless-prevention-housing/community-housing

If it's been less than 2 years, please contact Tenant Services (CRW).



Your Payment Options

Resident can pay their rent in one of three ways:

1. Automatic Rent Payments (ARP)

This is the easiest way to make sure your rent is always paid on time. For pre-authorized rent payment, your bank automatically sends your rent payment from your bank account directly to LMCH every month.

To set up this type of payment, you will get a ARP form when you sign your lease and will need to give LMCH a void cheque or pre-authorized debit form from your bank. You can get this from your online banking or in person at your local branch.

If you need another form, please contact your Community Relations Worker or the Main Office.

Be sure that you have enough money in your account on the first of every month to ensure your rent is paid on time. You may be charged fees from both your bank and LMCH if there is not enough money in your account on the first of each month.

We also accept direct payments from Ontario Works and Ontario Disability Support Program. Contact your case worker to set this up.

2. Online Banking Payment:

You can pay your rent by online banking at your financial institution by adding LONDON & MIDDLESEX COMMUNITY HOUSING and your personalized LMCH tenant number as a payee on your online banking. If you need help with online banking, speak to someone at your bank, credit union, or trust company for assistance.

3. In-Person:

You can pay rent at our Main Office located at:

1299 Oxford Street East, Unit 5C5
London, Ontario
N5Y 4W5

Payments can be made with cash, debit, cheque, bank draft, or money order.

We do not accept credit card payments for rent.

Important: We want to help you keep your home. If you miss rent payments or know that you will be missing payments, **please contact us.**

If you miss rent payments, you will be in arrears or If your rent is geared-to-income, this puts you at risk of losing your subsidy.

We can make special arrangements to help you if you are in hospital or have a personal emergency. Call the Main Office or speak with your property Community Relations Worker (CRW). We can work with you to create a repayment plan.



Income Changes for RGI Tenants

The City of London and Province of Ontario sets the rules for rent-geared-to-income subsidies. **All income changes should be reported to LMCH if you know before it happens or within 30 days of the change.** By not reporting income changes, may lose your subsidy and put your account into arrears, which could ultimately lead to eviction.

Reporting Changes to your Income

If your income changes, you must report the change in writing or in person to LMCH within 30 days. If you do not report income changes, you could be charged for back rent and/or lose your subsidy. Your rent will then be raised to market rent, and you could face eviction. If you have questions about reporting income changes, speak with your Community Relations Worker (CRW).

Are you or someone in your household turning 65 this year?

When you or a member of your household turn 65, this may affect the annual income for your household, which will affect the rent you pay each month depending on your income source.

Example: If your income source was from OW/ODSP and you turn 65, your income source will change to a pension plan. When your income source is OW/ODSP there is a capped rate that you pay for rent, based on your drug benefit card. When you switch to a pension plan, your rent will be calculated

based on 30% of your income, which could be more than you have been previously paying. **Note: This is meant as an example only.**

If you receive a pension from another country, you also need to report this income to LMCH. If you have questions about the Canada Pension Plan or Old age Security, call 211 or visit 211ontario.ca.

Annual Rent Review

If you pay rent-geared-to-income, we will send you a rent review package once a year. The package includes forms that you must fill out to report the income of everyone in your household. You must complete and return these forms with supporting documents within 30 days. If you do not, you could lose your subsidy. Talk to your CRW or call the Main Office to set up an appointment if you need help completing these forms.

Adding or Removing Someone from Household

A person living in an LMCH household is defined as any person over the age of 18, who is residing in the household for more than 30 days. If a person resides in a household for more than 30 days, and they are not on the lease and will be considered an illegal border, and your RGI status could be compromised. If you receive a subsidy, you must get approval from LMCH to add an occupant.

To request the addition of someone to your household, you must contact Tenant Services to begin the process:

1. Complete the Add Occupant Request form. You can get a copy by talking to your CRW or by visiting or calling the Main Office.
2. Attach all supporting documents.
3. Send or bring the information to your CRW or the Main Office.

If your request is approved:

- You may need to sign a new lease or addendum to the lease.
- Your rent will be recalculated based on your new household income.
- If a person was added to your household and was on the central wait list, they will be removed from the list.

Some conditions that must be met before another person can be added to your household include:

- They must be eligible for a rent-geared-to-income subsidy.
- Adding the person must meet the city's occupancy standards (under the London Municipal Code Property Standards section).
- Your account must be in good standing.

To remove someone from your household:

You must contact LMCH within 30 days of someone moving out of your home. If the person was on your lease, they will need to declare in writing that they are giving up on any and all interest in the unit. You may need to sign a new lease or addendum to the lease.

Downsizing (over-housed) Procedures

The City of London and Province of Ontario sets the rules for rent-geared-to-income subsidies and requires tenants to live in units according to the size of their households. If you are living in a unit that is too large for your household, you will be added to LMCH's internal transfer list. Staff will work with you to find a unit that is the right size for your household. If this takes longer than one year, your household will be added to the central wait list at Housing Access Centre (HAC). You will then be asked to choose at least five housing options with other housing providers.

Expanding (under-housed) Procedures

If you are living in a unit that is too small for your household, you can ask to be added to LMCH's internal transfer list.

How to Request a Transfer to Another Unit

LMCH has an approved transfer policy that determines who is eligible for a transfer and how they happen. This policy may change from time to time. You can view the transfer policy at lmch.ca or you can speak with your CRW, who can also assist you in receiving and completing the application forms. You can submit the forms to your Community Relations Worker or by visiting the Main Office. If approved, your name will be added to the waiting list for the properties you choose. Many buildings have long wait lists. In some cases, you may have to wait as long as five to 10 years.



Are you or someone in your household turning 65 this year?

At LMCH, we have buildings designated for seniors. If you or a member of your household is turning 65 this year, you can request a transfer to one of these buildings. Transfers for seniors follow our regular transfer policy. To learn more about transferring to a seniors building, speak with your CRW or call the Main Office.

Visitors and Guests

Tenants are welcome to have visitors and guests in their homes. To ensure the safety and security of all residents, tenants are reminded of the following:

- Tenants should not duplicate keys or lend building access devices (such as keys or entry FOBs) to visitors.
- For the safety of all residents, tenants should only permit entry to individuals they know personally.
- Individuals who have been formally trespassed are not permitted access to the building or individual units.

Guests

Guests are individuals who are not on the lease but stay with a tenant for up to 30 days within a 12-month period. If a guest remains in the unit for longer than 30 days without prior notification to LMCH and the completion of a request to add an occupant, the guest may be considered an unauthorized occupant.

Exceptions may apply in certain circumstances, such as:

- Accommodation-related situations under the Ontario Human Rights Code, including the need for short-term care provided by a qualified individual for a tenant with a disability.
- International guests who can provide documentation of their intended departure date and leave as scheduled.

Tenants are encouraged to contact LMCH if they require assistance or clarification on accommodating guests for longer periods.

Visitors

Visitors are individuals who come to see a tenant but do not stay overnight or require temporary accommodation.

While on the property, visitors may be asked to identify themselves and confirm the unit they are visiting if requested by LMCH staff.

Tenant Responsibility

Tenants are responsible for the actions, behaviour, and any damages caused by their visitors, guests, and occupants. For more information, please refer to your lease agreement, the Tenant Code of Conduct, and the Visitor and Guest Policy, available at lmch.ca

To learn more about the Visitor and Guest Policy:

- Call the Main Office,
- Email care@lmch.ca
- Visit lmch.ca to read the Visitor and Guest Policy

Absences from your unit while paying rent-geared-to-income

For a household paying geared-to-income rent, the City of London's guideline for social housing sets 60 consecutive days, and 90 days within a calendar year as the maximum number of days that all members of the household can be "absent" or not living in their unit while continuing to receive a geared-to-income rent subsidy. However, there are some exceptions to this rule.

- This rule only applies if all members of your household are away at the same time.
- Short absences of up to seven days in a row or less are not counted toward the 90-day limit within a 12-MONTH period.

Note: Please tell us if you are in hospital, rehabilitation, awaiting trial or have documentation to support another valid reason for being away from your unit longer than 60 days consecutively or 90 days within a calendar year. To learn more, contact or visit the Main Office.

Disclosure of Personal Information:

There are laws that protect your right to privacy. Landlords must follow strict rules when they collect, use, and share your personal information.

If you pay geared-to-income rent:

London and Middlesex Community Housing is required to collect personal information about your household members to determine if you are eligible for geared-to-income rent subsidy and to calculate your rent. London and Middlesex Community Housing also has the right to collect and keep information about your tenancy and housing subsidy under the Housing Services Act, 2011.

If you want someone to speak on your behalf about your lease or subsidy, you must fill out a Consent to Disclose information form to give us permission to share information about your tenancy. To learn more, contact the Main Office.



Rights and Responsibilities

Human Rights

London is made up of many people and cultures. LMCH embraces this diversity and is committed to providing an inclusive housing and working environment where everyone is valued equally and treated fairly. Residents, visitors, guests, and staff have the right to live and work in a safe environment of mutual respect, free from discrimination and harassment in all forms.

LMCH has a Human Rights, Harassment and Fair access Policy that reflects the requirements of the Ontario Human Rights Code. Anyone who believes that they have been harassed and/or discriminated against under this policy may file a complaint.

LMCH Staff Rights

LMCH is committed to fostering a workplace environment where every individual feels respected, valued, and safe. Harassment, discrimination, or any form of inappropriate behaviour has no place in our organization. We believe that a harassment-free workplace is essential to ensuring that all employees can work with dignity and confidence.

Tenant Rights:

As a tenant, you have the right to:

Security of Tenancy

You can continue to live in your rental unit until you give your landlord proper notice that you intend to move out, you and your landlord agree that you can move, or your landlord gives you a notice to end your tenancy for a reason allowed by the RTA.

Important: If your landlord gives you a notice to end your tenancy, you do not have to move out. Your landlord must apply to the LTB to get an order to evict you and you will have the right to go to a hearing and explain why your tenancy should not end.

Privacy

Your landlord can only enter your rental unit for the reasons allowed by the RTA. In most cases, before entering your unit, your landlord must give you 24 hours written notice. There are some exceptions, however, such as in the case of an emergency or if you agree to allow the landlord to enter.

You are responsible for:

- **Paying your rent** on time.
- **Keeping your unit clean**, up to the standard that most people would consider ordinary or normal cleanliness.
- **Repairing any damage** to the rental property caused by you or your guests - whether on purpose or by not being careful enough.

You are not allowed to:

- **Change the locking system** on a door that gives entry to your rental unit unless you get your landlord's permission.

Landlord Rights and Responsibilities

Your landlord has the right to:

- **Collect a rent deposit** - It cannot be more than one month's rent, or if rent is paid weekly, one week's rent. This deposit must be used as the rent payment for the last month or week of your tenancy. It cannot be used for any other reason, such as to pay for damages. A landlord must pay interest on the deposit every year.
- **Increase the rent** - There are special rules that limit how often your landlord can increase the rent and by how much. In most cases, a landlord can increase the rent only once a year by the guideline that is set by the Ontario Government. A landlord must give a tenant at least 90 days notice in writing of any rent increase and this notice must be on the proper form. **Exceptions:** Non-profit and public housing units, residences at schools, colleges and universities, and certain other accommodation are not covered by all the rent rules.

Your landlord is responsible for:

- **Keeping the rental property in a good state of repair** and obeying health, safety and maintenance standards.
- **Providing you with a copy of your written tenancy agreement** within 21 days after the day you signed it and gave it to your landlord. For most tenancy agreements first entered into on or after April 30, 2018, the landlord must use the standard lease form entitled Residential Tenancy Agreement (Standard Form of Lease).

Your landlord is not allowed to:

- **Shut off or deliberately interfere with the supply of a vital service** (heat, electricity, fuel, gas, or hot or cold water), care service or food that your landlord must provide under your tenancy agreement. However, your landlord is allowed to shut-off services temporarily if this is necessary to make repairs.
- **Take your personal property** if you don't pay your rent and you are still living in your rental unit.
- **Lock you out of your rental unit** unless your landlord has an eviction order from the LTB and the Sheriff comes to your rental unit to enforce it.
- **Insist that you pay your rent by post-dated cheque or automatic debit.** These ways of paying your rent can be suggested, but you cannot be refused a rental unit or evicted for refusing to give them.



What Happens if Tenant Responsibilities are not met?

LMCH works with tenants who fall behind in their rent payments to help them meet their responsibilities and, when possible, to keep their housing. Eviction is always a last resort. Your unit is your home, and we want to help you keep it by working together. If you are having trouble paying your rent, please let us know right away.

Under the Residential Tenancies Act, these are some of the reasons you can be evicted:

- Not paying your rent.
- Having more people living in your unit than is allowed by safety standards.
- Having people not listed on your lease living in your unit.
- Willfully cause serious damage to your unit or to the building.
- Not reporting your income or the income of anyone else living with you while you pay geared-to-income rent.
- Acting in a way that interferes with the reasonable enjoyment of other residents.
- Threatening the safety of another resident.
- Harassing, obstructing, coercing, threatening or interfering with a landlord.
- Breaking the law on LMCH property.
- Violating the terms of your lease.



Accessibility at LMCH

Accommodation Requests

Everyone has different needs and LMCH is committed to working with tenants to make an individualized accessibility plan. LMCH supports Accommodation Requests that are made by tenants living with disabilities or accessibility needs. An accessibility plan could include:

- Modifications to their units (e.g., installing grab bars, door widening etc.)
- Modifications to common areas in buildings
- In some cases, moving to a more suitable unit

Accommodation Requests require the cooperation of staff, tenants, family members, and agencies to make the necessary changes that tenants request. The Accommodation Request form needs to be filled out by the tenant and the tenant's health care professional.

To learn more visit lmch.ca/your-tenancy

Complaint Process

LMCH's mission is to provide clean, safe, and well-maintained homes to meet the needs of the people we serve in our communities. If you have a concern about customer service or the quality of repair work in your unit or community, it is important to contact LMCH.

To report a concern or complaint, you can contact LMCH:

In-Person: Speak to your building staff on-site or visit the Main Office.

By phone: 519-434-2765

By email: care@lmch.ca

To learn more about our complaint policy or to file an official complaint, visit [lmch.ca](https://www.lmch.ca)





Information for Successful Living



Moving In

Before you move in, your home is cleaned, repaired, and inspected. It is also sprayed for pests, if needed. LMCH staff will do a move-in inspection with you and will go through the types of changes you can and cannot make to your home. They will also note any repairs that you point out.



Decorating

Enjoy making your unit comfortable. It's your home! Décor and improvements should be temporary as under the terms of your lease, permanent changes are not allowed and you will be charged for any permanent changes made to your unit.

- Use command hooks to hang pictures and curtains
- Do not paint your walls.
- Do not change flooring
- Do not remove doors, cabinets, plumbing or light fixtures



Utilities

- If you pay rent-geared-to-income, the amount you pay and who pays for utilities will be different depending on the size and type of your unit. The amounts are set in the Housing Services Act.
- If you are responsible for paying for electricity, call London Hydro at 519-661-5503 or visit www.londonhydro.com to set up your account before your move-in date.



Phone, Cable, and Internet

Phone, cable, and internet are not included in your rent. You can choose any of the companies that provide services in London. Make appointments with the phone or cable company during the day, from Monday to Friday 8:30am-4:30pm, so Maintenance Repair staff can be there if the technician needs access to a restricted area of the building.

If you live in a building with a building intercom system and you find it is not working, check with your cable provider to see if their service works with the enter-phone system. If it still isn't working, call Maintenance.



Appliances

Kitchen

Every senior and adult unit comes with a fridge and stove. Regular cleaning of your appliances will enhance their performance. If your fridge or stove needs to be repaired, call the Main Office during regular business hours.

Townhouses do not include fridges and stoves. Tenants are responsible for arranging the purchase, delivery, installation, repair, and upkeep of their appliances.

Laundry

All buildings have common laundry rooms that are open and closed at specific times. Tenants are not permitted to install a washing machine, dryer, or dishwasher in their units. Installing these machines in your home can damage the plumbing in your building, cause floods or loss of water for you or your neighbours or create other problems. If you install appliances without written consent, they will be removed, and you will be charged for any needed repairs.

Family sites/townhouses do not include washers or dryers. Tenants are responsible for arranging the purchase, delivery, installation, repair, and upkeep of their appliances.



Window Air Conditioners and Satellite Dishes

Written permission from LMCH staff is required before installing a window air conditioner or a satellite dish. A recognized professional must install these items to meet defined safety regulations and avoid safety hazards. LMCH must receive verification of the installation. Home Insurance is required if you install a satellite dish. If this equipment is installed without written permission, you will be charged for the removal and any repairs.

Property Services can provide a list of qualified contractors to install these fixtures.

Air conditioners can be used between May 1 to October 31 of each year. During the months when air conditioners are not in use, they must be uninstalled, and the window be in normal operating condition.



After-Hours Noise Complaints

If you are experiencing disruptive noise outside of LMCH business hours, call the after-hours number: 519-424-2765.

You can also report noise complaints to your municipality. See information about by-laws on page 12.



Window Safety

Window locks are used in apartment buildings to protect people and pets from falling through window screens and can be opened 10 centimetres to let in fresh air and keep you safe. It is important not to damage, tamper with, or remove window locks or screens in your unit as doing so will jeopardize the safety of people and pets living and visiting in your home. Damaging or tampering with window locks or screens violates the terms of your lease, and you may be charged for repairs.

Please report any window locks or screens that need repair by calling Maintenance Repair at 519-434-2765.



Balconies

Balconies are great spaces to get fresh air, grow plants, soak up some sun, and more. Tenants who live in units with balconies are encouraged to enjoy them and use the space responsibly.

You can use your balcony to exercise, read or work, enjoy the outdoors, catch up with a friend, grow potted plants, or dry clothes on a drying rack.

If you want to install pigeon netting, written permission must be received from LMCH.

Do not use your balcony to:

- Do not store, display, or clean carpets.
- Do not store or use barbeques or propane tanks.
- Do not hang clothes on the railing.
- Do not throw cigarettes, garbage, food, or other items off your balcony. (You may be fined for engaging in this behaviour.)
- Do not let your pet use your balcony as its toilet.

Important:

- Never leave children or pets alone on your balcony.
- Never use your balcony for storage. It creates a fire hazard.



Keys and Fobs

LMCH will give you keys and fobs for your unit, mailbox, main entrance, garbage chute rooms, and common spaces (if applicable).

There are fees associated with replacing keys and fobs and to have to your locks changed. The current fees (as of January 2025, subject to change) are:

- \$100 lock replacement
- \$15 FOB replacement
- \$10-\$12 key replacement

Residents are not permitted to change or add locks; doing so is a violation of your lease. If your lock must be broken to enter into your unit, residents will be charged for repairs.

Contact your LMCH to:

- Replace keys/fobs
- Have your locks changed



Insurance

- Contents or Renter's Insurance is not mandatory for anyone who signed a lease before January 1, 2025, but we highly encourage having it. It is the tenant's responsibility to obtain insurance.
- Tenants who signed a lease after January 1, 2025 are required to show proof of renter's insurance prior to signing the lease. It is the tenant's responsibility to obtain insurance.
- LMCH's insurance will not cover replacement of tenant belongings due to fire, flood, or another emergency.

If you are in receipt of Ontario Works or the Ontario Disability Support Program, you may be able to have the cost of contents insurance added to your shelter allowance. Connect with your Caseworker for more information.

What will insurance do?

If your unit is damaged by flood, fire, or any other incident, depending on your policy, insurance may cover a portion of the costs associated with:

- Replacing belongings
- Legal costs
- A hotel stay or a replacement unit if you must leave your unit for a period of time because of the extent of damage or an emergency situation.

Affordable Insurance:

Marsh Canada provides insurance designed for tenants who live in social housing. You can get information about rates and coverage at tenant.hscorp.ca or by calling 1-866-940-5111.

If you have questions about what kind of insurance is right for you, call the Insurance Bureau of Canada at 416-362-9528, Monday to Friday from 8 a.m. to 5 p.m.

Any tenant who signed a lease agreement after January 1, 2025 is required to obtain and show proof of insurance at the time of lease and will be reviewed annually.



Maintenance and Repair

You can help keep your unit in good condition by submitting a request on lmch.ca or emailing maintenacerepair@lmch.ca as soon as repairs are needed. If you wait, a problem could become worse, and you may be charged for some or all repairs.

Response to Requests

- We respond to requests for repairs and maintenance as soon as possible by priority status.
- We will work with you to find a lasting solution.
- You can also contact maintenance by phone at 519-434-2765.

Emergency Repairs

When you call for an emergency repair (e.g., flood, fire, life safety equipment, etc.), a staff person or authorized vendor will be at your home as soon as possible, depending on the type of repair. We will try to fix the problem or stop it from getting worse. If the repair is a temporary fix, your request is then treated as a regular repair and staff will respond as soon as possible.



Heating

Building staff monitor the temperature in all adult and senior buildings. According to the London Vital Services By-Law: PH-6, from September 15th to June 15th building temperatures should be at least 20 degrees Celsius between 6am and 11pm, and a minimum of 18 degrees Celsius at all other times.

We use this bylaw to decide when to turn the heat on and off. If you are concerned about the temperature inside your unit, call the Main Office.



Garbage and Recycling

All senior and adult buildings have chutes rooms that are open and closed at specific times and require your fob to access them. Please be sure to separate your recycling items from your garbage. Check signs at your property or ask your Maintenance Repair staff for necessary information. Take your waste to the right chutes or containers in your building, or to dumpsters outside your building.

Please do your share and:

- Tie all garbage in small plastic bags.
- Double-bag cat litter and diapers when included with other waste.
- Avoid putting glass, aerosol cans, or large items down the garbage chute. Ask your Maintenance Repair staff where to dispose of these items.
- Ask your Maintenance Repair staff about where to bring furniture or other large items for the garbage.



Smoking

If you are smoking in your unit, keep the unit doors closed so smoke doesn't travel down the hallway. If you smoke on your balcony, check with neighbours to make sure they are not affected by second-hand smoke. Never throw cigarette butts off the balcony. You can be fined for doing so.

Smoke-Free Transition

We are in the process of transitioning all LMCH units to smoke-free. If you signed your lease after January 1, 2025, you would have acknowledged the smoke-free portion of your lease and are prohibited from smoking in your unit, including your balcony.



Disposal of Medical Needles

Sharps are dangerous and need to be disposed of properly. Help us keep your building clean and safe by disposing of sharps properly.

All LMCH buildings have their own process for sharps disposal. Speak to your building staff to learn more.

LMCH has public disposal containers at 580 Dundas and 241 Simcoe Street.

To learn more about how to safely dispose of sharps, visit: london.ca/living-london/community-services/needle-bins-syringe-recovery



Pest Control

Unfortunately, cockroaches, bedbugs, mice, and other pests can sometimes get into homes. They are harder to control in places that are cluttered or overcrowded.

You can help us control pests on your property:

- Keep your unit clean and clutter-free.
- Do not feed pigeons, squirrels, or stray animals. They can attract other pests.
- Do not pick up furniture that others have thrown away, as it could be infested.
- Do not put any garbage in hallways or on the floors of chute rooms, as this contributes to infestation.
- Make sure all garbage is placed into the garbage receptacle and the hatch is fully closed. Larger items that do not fit into the chute must be brought to the bulk garbage area.

Bed bugs are a problem in many cities in North America, including London. The only way to control them is to treat infested units right away.

If you throw out pest-infested furniture or mattresses, ask Maintenance Repair staff for plastic to wrap these items before taking them out of your unit. Never leave anything in the hallway.

There is no charge for pest control or treatment, unless you fail to prepare your unit, or you refuse to let the contractor in. Once the pests have been properly reported, you will receive instructions on how to prepare your unit for treatment. Report pests by:

- Filling out the form on lmch.ca
- Calling 519-434-2765

Move-Out Procedures

1) Giving Notice:

When you are ready to move out, you must give notice in writing 60 days (two full calendar months) before you plan to move. Contact the Main Office to give notice, and LMCH staff will provide you with the required paperwork.

2) Returning Keys and Fobs:

You must return all unit keys, including mailbox keys and key fobs and parking tags before you leave. You will be charged for replacements if you do not return these items.

3) Rent and other Charges:

Last Month's Rent: Depending on what year you signed your lease, you may or may not have paid last month's rent when you moved in.

If you signed a lease with LMCH before 2010, you were not charged last month's rent when you moved in. When you move out, you will pay rent up to the end of the month that your tenancy ends. For example:

If you gave written notice on March 1st, you would pay rent for March and April and would move out before May 1.

If you signed a lease with LMCH after 2010, you paid last month's rent when you moved in. When you move out, you would still give 60 days' notice and would be charged up to the end of the second last month that your tenancy ends. For example:

If you gave written notice on March 1, you would pay rent for March and would move out before May 1.

4) Inspection:

LMCH staff will inspect your unit shortly after you give written notice. They will inspect it again after you move out. Your unit should be clean, and in its original condition. You will be charged for any damage or cleaning to your unit, beyond normal wear and tear. For example: if you put up wallpaper, you will have to remove it.

Annual Unit Inspections:

Once every year, LMCH staff and contractors will inspect your unit to make sure:

1. Your unit's smoke alarms (and carbon monoxide alarms, if applicable) are working.
2. Window screens are not damaged, and window locks are in place and not tampered with.
3. Appliances are clean and working (high-rise buildings only)
4. There is no excessive clutter or fire hazards.
5. There are no major repairs needed.

The annual unit inspection is a time to check for capital repair needs and compliance with municipal licensing standards. For example, if you are living in a townhouse, during the annual unit inspection, staff will make sure there are no modifications in the basement.

Access To Your Unit

Notice of Entry

- A landlord (LMCH) must provide 24 hours written notice before entering your unit, unless there is an emergency.
- A LMCH employee or vendor who enters your unit must have a reason for entering that complies with the Residential Tenancies Act of Ontario (RTA) or your lease.

Entry Without Notice

Under the Residential Tenancies Act, a landlord may enter a rental unit at any time without written notice,

- In an emergency, to make repairs, or to inspect your unit.
- If you consent to the entry at the time of entry.





Common Areas

1) No Smoking in Common Areas:

In Ontario, it is against the law to smoke in common areas of apartment buildings. In London, it is against the law to smoke within nine metres (about 30 steps) of any entrance or exit of a public building. This includes all LMCH apartment buildings and offices.

Common areas include elevators, stairwells, hallways, parking garages, laundry rooms, lobbies, gyms, garbage or recycling rooms, and party or entertainment rooms. If you or someone in your household is caught smoking in a common area, you could face a fine of up to \$10,000 from the City of London.

2) Share the Air:

Products like hair gel, soap, perfume, and lotion contain chemicals and scents that affect other people's health and may make them feel sick. Never use aerosol sprays or powders in common hallways. Please consider using "scent-free" products in other common areas. Your choice affects your neighbours.

3) Laundry Rooms:

All adult and senior LMCH buildings have laundry rooms with card-operated washers and dryers. Hours and prices are posted in each laundry room. If you see a machine that is not working, or a machine keeps your coins, call the number posted in your laundry room.

4) Lounges:

Many LMCH buildings have lounges that are open for all tenants to enjoy from 8am to 10pm, unless otherwise communicated. Tenants can plan special events or activities their community to enjoy by contacting the Community Development team.

5) Hallways:

All hallways must be kept free of furniture, carpets (unless installed by LMCH), scooters, bicycles, strollers, walkers, debris, or garbage. Bring household waste and large garbage items to the designated area of your property.

If you have questions about how and where to throw away old furniture or large items:

- Ask your Maintenance Repair staff and/or Community Relations Worker or
- Call the Main Office

Never leave items in hallways. This is a fire hazard and you may be charged for the items' removal.

6) Outdoor Spaces:

Residents are welcome to use outdoor spaces—e.g., private resident spaces, such as a backyard—in a fair and reasonable way. Doing so helps to maintain safety and allows everyone to enjoy the outdoors in their community.

Outdoor gatherings:

Tenants are welcome to have private gatherings within their backyards. You are responsible for the actions of your guests and visitors. Remember, you need to stay within your backyard space and respect your neighbour's expectations of noise and cleanliness.

If you are affected by a disruptive event in your community, contact us by:

- Calling 519-434-2765 during regular business hours and after hours.

7) Outdoor Wading and Swimming Pools and Trampolines:

Swimming pools and trampolines are not permitted in backyards, outdoor spaces, or anywhere on LMCH property.

8) Parking:

To qualify for tenant parking:

- A household must be in good standing with LMCH.
- The ownership of the vehicle must be registered to a household member who is on the lease.
- The address must be a LMCH unit where the household member is living.
- The license plate must be valid and up to date.
- Vehicle must be roadworthy.

A household member must:

- Read and follow the Tenant Vehicle Parking Terms and Conditions.
- Complete and sign the Tenant Vehicle Parking Registration Form.
- Show proof of vehicle ownership and insurance when registering.





Getting Involved

How to Get Involved in Your Community

All residents have opportunities to get involved. Is there an issue that is important to you? Come to a meeting, host a meeting, or join a committee.

Our Community Development team is dedicated to providing support, programs, opportunities, and events for residents. Staff from this department also support resident involvement in all LMCH communities.

Community Supports and Services

All available community services and supports located in London and Middlesex can be found by calling 211 or visiting 211Ontario.ca

Meetings

Board and Board Committee Meetings:

There are two positions for tenants on the London and Middlesex Community Housing's Board of Directors. Interested residents can apply and be elected to the Board when a position becomes available. Applications can be found on the City of London website. Board and Board committee meetings are open to the public.

LMCH welcomes and encourages public input. To engage with LMCH and the Board of Directors, you can contact us via written communications or requesting delegation status at an upcoming Board meeting. More information about requesting delegation status, including a step-by-step guide can be found online at lmch.ca.

Community Meetings:

Meetings held in your community can be organized by staff to talk about London and Middlesex Community Housing business. They can also be organized by residents for residents, to talk about local issues.

Bulletin Boards

Most London and Middlesex Community Housing buildings have one or more bulletin boards with news and information for residents. Check the bulletin board in your building often to learn about activities in your community.

Our Website

Visit our website lmch.ca to find news, Maintenance/Pest request forms, information about tenancy, resources, LMCH buildings, policies, and more.

Our Social Media

Follow us on Facebook and Twitter to learn about activities, resources and initiatives happening at LMCH and in the community.





Glossary and Appendices

Glossary of Terms

Account in good standing:

This is a term used to describe when a tenant has no amount owing (arrears), or pending legal procedures (Ex. Eviction)

Eviction:

When a tenant and their household is put out of their unit by legal means because they did not fulfill the obligations under their lease or the Residential Tenancies Act.

Fob:

Also called a “key fob.” Fobs are used to open the main doors of many LMCH buildings. It is a small object, usually made of plastic or metal, that you wave against a pad near the door which then unlocks the door.

Household:

All the people who live in your unit. You must tell your landlord about every person who is living in your unit. The landlord has rules about adding and removing people from your household.

Housing Services Act, 2011 (HSA):

The law that governs rent-geared-to-income (RGI) housing in Ontario. It replaced the Social Housing Reform Act, 2000.

Landlord:

In this guide, the landlord is London Middlesex Community Housing.

Lease:

A contract between the landlord and one or more tenants. It tells you what unit you are renting from the landlord, the original rent for the unit, and sets out the landlord's and the tenant's rights and responsibilities. If you are a tenant, you should have met with London Middlesex Community Housing staff and signed the lease. You should also have been given a copy of the lease when you started your tenancy.

Residential Tenancies Act (RTA):

The law that sets out the rights and responsibilities of landlords and tenants who rent residential properties.

Sublet:

A sublet is when a tenant moves out and lets someone else live in their unit. Your lease does not allow you to sublet your unit.

Tenant:

A person who has signed a lease for a unit and continues to live in the unit. (This may also be a group of people.) You may have people living in your unit who are part of your household but who are not tenants. For example, children under 16 years old are not tenants as they are not allowed by law to sign the lease.

Tenancy:

An ongoing relationship between a landlord and a tenant (or tenants if more than one person has signed the lease). A tenancy is governed by the lease, the Residential Tenancies Act and, if your tenancy is subsidized, the Housing Services Act.

Unit:

In this guide, a unit is the home you are renting from London Middlesex Community Housing (whether that is an apartment, townhouse, house, etc.)



LONDON & MIDDLESEX
COMMUNITY HOUSING

DRAFT

1299 Oxford St. E., Unit 5C5
London, On N5Y 4W5

519-434-2765 | lmch.ca

PSH REPORT 2025-11

TO: People Services and Housing Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Reimagine Q4 – 2024 Report

DATE: January 30, 2025

PURPOSE:

This report is to provide an update to the People, Service and Housing Committee on the Reimagine Southdale project.

RECOMMENDATION:

It is recommended that the LMCH People, Service and Housing Committee receive this report for information.

BACKGROUND:

LMCH has been collaborating with the London Housing Development Corporation (HDC) and the City of London since 2019 to define program requirements for Reimagine Southdale, developing sustainable comprehensive site regeneration plans to be staged over a multi-year period while minimizing tenant impact.

In March of 2021 LMCH engaged a local Architecture firm to complete concept drawings concentrating on a preliminary design. These drawings were utilized to engage internal and external stakeholders to progress the overall design and project goals. In October of 2021, procurement was completed to secure an Architect for Reimagine Southdale. CGS Architects was selected as the Architect of record for Reimagine Southdale Phase 1.

During the period following the Architectural award, LMCH and its design team worked with the City of London to secure approval of a Zoning Bylaw Amendment and Site Plan Approval Demolition Permit, which allowed a Request for Quotation (RFQ) to be issued in August 2023 to prequalified General Contractors for Phase 1. GC's submitted bids to complete the scope of work for Phase 1 which included: a six-story 53-unit building with community use space over much of the ground floor; multiple 1-, 2-, 3- and 4-bedroom units; 20% barrier-free units; surface parking; landscaping improvements; demolition of 18 existing townhouse units; improvements on 103 townhouse units (new siding, landscaping, hardscape). In October 2023, Jackman Construction was awarded the GC contract for Phase 1 as approved per FAR Staff Report 2023-51.

KEY PROJECT UPDATES WITH TENANT IMPACT:

- Jackman Construction is currently on schedule for the new build, having completed 100% of the superstructure, exterior waterproofing, site works, and interior fit-out underway. All indications are that Jackman Construction will achieve substantial completion by June 2025 and occupancy permitting from the City of London approximately 4 weeks later. We are targeting full move-in capability for tenants before the school season starts.
- There have been no community complaints of note from last quarter's efforts to allow Jackman to work 7 days a week. Likely a result of most of the construction work is now being carried out inside the new building, where noise is less likely to disturb surrounding tenants.
- ICC (LMCH's current CCTV/Access Control Vendor) has developed a SOW for CCTV/telecom services on site. The goal is to ensure the appropriate level of site safety meeting tenant safety needs and enhancing LMCH operating efficiency, providing all the required infrastructure for office staff on-site, common area, and exterior site security.
- Both Bell and Rogers infrastructure installation is complete and is now available on-site, providing greater tenant telecom options/choices (both offer special rates for low-income households).
- While the City of London's organic waste disposal and recycling requirements have not been officially released for multi-unit residential buildings at this time, we are taking steps to implement efficient and effective waste disposal, recycling, and collection practices for the new tenants.
- Arva Appliances was the preferred vendor for the appliances package, and we have issued a PO to Arva subject to LMCH Terms and Conditions to supply and install all appliances throughout the Phase 1 building. This includes stove tops with safety burners for the benefit of our future tenants.

Q4 PROJECT UPDATE:

Phase 1 Construction Progress and Related Updates:

Exterior: The superstructure of the new building is 100% completed, including windows exterior brickwork, and other cladding, is underway. The parking lot has a first application of asphalt with concrete curbing in place.

Interior: Drywall is underway on lower levels, while Mechanical and Electrical rough-ins continue to be underway on upper levels.

103 of 103 townhouses have been re-clad with new metal siding and received a new concrete main entry sidewalk and exterior façade entry wall tile.

Furniture requirements are currently being assessed for common area and office staff needs, and we are planning to engage with a local furniture supplier to fulfill these needs.

Phase 2 Pre-construction Progress:

LMCH has entered into a contract with CGS Architects as of June 14th, 2024 to complete the Architectural services for Reimagine Southdale Phase 2.

City of London approval was achieved for Phase 2 minor zoning variance (Zoning Bylaw Amendment – ZBA) as the ground floor occupancy has changed to include more office space. Site Plan Approval (SPA) documentation for Phase 2 has been issued to the City of London for approval, as of the writing of this report. Planning and coordination efforts are underway to vacate 25 townhouse units (22 tenants and 3 LMCH/Partner) by year-end to make ready for demolition 20 units have been vacated as of December 31, 2024. Securing tenant relocations is key. Additionally, we are working to secure temporary accommodations for Chaplaincy (LMCH/Partner) staff for a 6-month period while awaiting relocation to the new Phase 1 building.

As of the writing of this report, through the collaborative efforts of Tenant Services and the Project Team, we have:

- Transferred 8 households within Southdale
- Transferred 12 households outside Southdale (2 to Limberlost, 2 to Huron, 2 to Bouleee, 2 to Pond Mills, 3 to Marconi and 1 temporarily to 122 Baseline)
- Vacated 2 households (left LMCH)
- Made accommodations for 2 Chaplaincy units and 1 LMCH unit/office (which has been relocated to an existing vacant unit within Southdale)

Phase 2 Pre-construction Milestones Schedule:

Milestone	Start Date	Delivery Date
Board Approval of Architect CGS	June 20 th 2024	
Zoning Bylaw Amendment	Approved	
Site Plan Approval documentation to COL	October 21, 2024	March / 25
Additional Funding (CMHC) Application documentation for submission (ESA critical path, and class-B estimates)	September / 24	November / 24
Tenants Vacate Townhouses Slated for Demo	July / 24	January / 25
Demolition Permit	January / 25	March / 25
Foundation Building Permit	March / 25	April / 25
RFQ for General Contractor	April / 25	May / 25
Board Approval of Phase 2 General Contractor	May / 25	
Phase 2 Construction Start	June / 25	

The Phase 2 Milestones Schedule is estimated and based upon the timing experienced in Phase 1. The Project Team continued to work closely throughout Q4 with City of London staff to streamline the required approvals from the City of London to secure Site Plan Approval (SPA) as early as possible in the new year. Challenges such as Fire Department building accessibility from Southdale Road are being addressed collaboratively with City of London staff by proposing roadside layby design and construction ahead of any road widening on Southdale Road in the future.

TENANT IMPACT:

Early on, LMCH recognized that consistent tenant communication and engagement are crucial throughout this regeneration project. To support this, LMCH created a communication strategy and plan to guide key messaging, engage with tenants, and gather feedback for the project. Important elements of the plan are grounded in the goals of the project. Key audiences have been identified and community engagement to gather feedback is ongoing. Notices are issued regularly to tenant mailboxes to keep the information pipeline current.

LMCH has made a clear commitment to residents of the Southdale community to support each family impacted by regeneration. Fair and effective tenant relocation and resettlement consider the special circumstances of each household impacted by the Reimagine Southdale project. This commitment – delivered successfully in Phase 1 – is continuing in Phase 2 as we relocate tenants/families from the 22 affected townhouse units to other LMCH accommodations (see Phase 2 Pre-construction Progress above).

Finally, to ensure all Southdale residents experience increased tenant satisfaction derived from new and better home surroundings – whether a tenant will reside in new buildings or remain in existing townhouses – the Reimagine Southdale project includes exterior improvements across the entire development such as new siding, renewed landscaping and upgrades to hardscape areas.

FINANCIAL IMPACT:

On January 26, 2023, the City of London approved the 2023 Budget Amendment #P-9 allocating \$30M to LMCH to complete Phase 1 of Reimagine Southdale. Total projected spend is expected to be \$29.4M to bring Phase 1 to completion.

At the end of December 2024, total project spending is approximately **59%** of budget. The majority of this expenditure has been for GC construction costs, which are at the end of December 2024, approximately **60%** of the budget, (noting that there is about a 60-day lag between a GC's scheduled work completion and expenditure for this completed work). This pattern of expenditure meets expectations for a project of this size at 100% superstructure complete and **70%** of the timeline expired, indicating no risk to schedule or future budgeted expenditures.

PREPARED and SUBMITTED BY:	STAFF CONTACT:
John Krill Director, Asset Renewal	Scott Robertson Construction Project Manager (Reimagine Southdale)

PSH REPORT 2025-12

TO: People, Services and Housing Committee
FROM: Christine Poirier, Senior Manager, Property Services
SUBJECT: Update from Senior Manager, Property Services
DATE: January 30, 2025

PURPOSE:

The purpose of the report is to provide updates to the People Service and Housing Committee on the status of key initiatives previously approved, introduce items that may come before the Committee in future meetings, and provide updates on meetings, events, or activities that may be of interest to the Committee.

RECOMMENDATIONS:

That the Update from the Senior Manager, Property Services report **BE RECEIVED** for information.

Rent-up Update for 345 Sylvan Avenue

The City of London has engaged LMCH to support the property management of their new building at 345 Sylvan Avenue. This Affordable Housing Development transitioned to LMCH in September 2024 and LMCH has been working with City staff on identification and approval of applicants.

There are a total of 42 units. As of January 27, 2025, there are 38 units occupied, 41 units leased, and 1 vacant unit with an application in review. LMCH is targeting full occupancy in March (dependent on the notice period for potential applicants with their current landlords).

There is regular staff presence at the building. Staff will continue to work with City Staff, tenants, and applicants to support the transition process for this building.

Sparkle Solutions Laundry Services Update

LMCH commenced the laundry services project on November 19, 2024. There was a total of 20 sites included in this project. This process included the completion of property assessments to identify laundry room enhancements as well as regulatory compliance repairs and upgrades required to the current ventilation systems prior to the new equipment installation.

Vendors were contacted to provide quotes for the regulatory compliance repairs as well as the anticipated laundry room enhancements. Once all quotes were received and the appropriate vendors were chosen for the tasks, a detailed timeline was created.

Tasks completed during this project included the following;

- Cleaning of all dryer venting
- Removal of existing aged commercial laundry equipment
- Upgrades to dryer venting as needed to meet the building code requirements
- Cleaning and painting of laundry rooms at all buildings
- Installation of new commercial laundry equipment with new Value Add Centers
- Installation of signage to assist tenants in how to use the new equipment

The project successfully completed the transformation as of December 13, 2024.

Payquad Update

LMCH has been working with Payquad on the customization of the inspection module and the maintenance repair module. This has consisted of a look into our current practices in Yardi and how we can create a tenant-facing platform for improved visibility and accountability.

The property services team has worked on customizing the inspections module to be effective in creating a mobile inspection platform with templates to be utilized while conducting annual unit inspections, unit turn inspections, and routine site inspections. This use of the inspections template commenced in Q2 of 2024 with the annual unit inspections and has undergone further customization with the teams to ensure accuracy and ease of use. These templates will continue to be utilized by the team in this year's inspections.

The maintenance and repair (MR) module customizations have been in progress with the client services team through Q4 of 2024 and are nearing completion. The next step of the MR module launch will be to the LMCH maintenance and repair team. This launch is to take place within Q1 of this year.

The maintenance module will improve the service request and customer satisfaction process. This module offers tenants the option to create, submit, and track service requests through a tenant portal as well as answer a quick survey on their satisfaction level once the service request has been completed. It also features a live chat option for the tenants to communicate directly with the LMCH property services coordinators for an improved tenant experience.

Integrated Pest Management Update

In 2024 LMCH commenced phase 1 of the Integrated Pest Management Program (IPM). This phase included the following tasks.

- Internal reflection on pest treatment processes and procedures and creation of a plan for improvement
- Staffing requirement to launch a successful program, increasing current team member participation and involvement
- Identification of communication challenges, improving upon methods of notice delivery and follow-up.
- Site level attendance improvement, ensuring LMCH staff are available at the sites on prescribed treatment dates to ensure successful applications
- Tenant cooperation or consequence, creating a non-compliance aspect to the IPM as a consequence of tenant lack of cooperation
- Tenant ability to prepare their unit adequately, providing vendor-supplied unit preparation instructions and offering unit prep services to tenants that qualify
- Vendor capacity and quality of workmanship, bringing in a second vendor to better service the tenant and portfolio needs

Throughout Phase 1 LMCH worked closely with a consultant who brought 25 years of experience in the pest control industry, created internal working groups to review past practices and create a better service experience, and continued to work with the tenants through the challenges of preparing their unit adequately. By the end of Q4 LMCH had successfully implemented phase 1.

Phase 2 of the Integrated Pest Management Program commenced in January of 2025. LMCH has created a cross-functional working group of current staff members for this phase to focus on the tenant experience. Phase 2 will focus on improved communication with the provision of in-person information sessions at the sites for the tenants, hosted by LMCH and a preferred pest control vendor. It will also include the creation of a Pest Control Information Tool kit for the tenants. This information tool kit will be in the form of a booklet and provided to the tenants to assist with;

- Pest identification
- Tips for pest prevention
- Pest infestation detection, what to look for to confirm an infestation
- Provide recommendations for what to do between and following treatment(s)

Updates will be provided on the progress of Phase 2 throughout this year.

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
CHRISTINE POIRIER, SENIOR MANAGER, PROPERTY SERVICES	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

**Smoke-Free and Tenant Insurance Policies for LMCH
STAFF REPORT 2025 – 06**

TO: LMCH Board of Directors

FROM: Olesya Gryn, Interim Director of Tenant Services

SUBJECT: Smoke-Free and Tenant Insurance Policies for LMCH

DATE: February 13, 2025

PURPOSE:

To update the LMCH Board of Directors regarding the status of LMCH’s new Smoke-Free and Tenant Insurance policies.

RECOMMENDATION:

That the LMCH Board of Directors Approve the following recommendations:

1. **APPROVE** the attached Smoke-Free Policy.
2. **APPROVE** the attached Tenant Insurance Policy.
3. **Authorize** LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

LMCH is finalizing a new tenant lease package that modernizes the language and improves the clarity of expectations for both the landlord and the tenant. As part of this exercise, LMCH is updating the tenant handbook to ensure it is consistent with the new lease requirements.

Through the review of the lease, LMCH staff conducted an environmental scan and recommended two policy changes for inclusion in the new lease that require Board approval:

- Smoke Free Policy
- Tenant Insurance Policy

REASON FOR RECOMMENDATION # 1 - Smoke-Free Policy

LMCH provides homes for more than 5,000 tenants in the City of London and Middlesex County. Our mission is to provide clean, safe, and well-maintained homes for the communities we serve. Through this policy, LMCH is recommending the transition to provide smoke-free housing across all communities. Understanding that this transition will take years LMCH feels it is important to initiate this process to provide healthier homes for the tenants we serve.

Through the policy, LMCH recognizes that current tenants have the right to smoke in their unit under their current lease conditions and that there will be exemptions required for Indigenous tenants and medical marijuana under limited conditions.

The approach to transition to smoke-free buildings is anchored in the following approach:

- New Buildings built and occupied by LMCH will be smoke-free buildings.
- Existing tenants will still be permitted to smoke in their units unless already prohibited from doing so in their lease.
- New Tenants will be required to sign a lease that includes the required smoke-free language.
- All LMCH tenants, guests, and visitors will be required to comply with lease conditions, local by-laws, and the Smoke-Free Ontario Act.

A Communication Plan will be developed to inform applicants for housing, current tenants, and community partners of the changes to policy. LMCH staff will work with the Middlesex London Health Unit and other community agencies to identify support for tenants.

REASON FOR RECOMMENDATION # 2 - Tenant Insurance Policy

LMCH has recommended that tenants have renters' insurance for many years. Renters insurance assists the tenant in covering costs of additional living expenses, loss of personal possessions, and liability coverage.

LMCH is now recommending that all new tenants be required to have tenant insurance as a condition of their lease. With the inclusion of enforceable language in the lease, LMCH is able to require tenant insurance. The lease has been updated to include the required language and LMCH is requesting the attached Policy is approved to support this change.

LMCH experiences insurable serious insurable events on an ongoing basis. This includes fires caused by careless smoking and cooking, floods, and other events that are often the result of a negligent act or omission of tenants. The existence of the tenant insurance will surrogate the claim and transfer all or a portion of the costs to the tenant’s insurance provider reducing the cost to LMCH.

The approach to transition to mandatory tenant insurance for tenants is anchored in the following approach:

- New Buildings built and occupied by LMCH will require all tenants to have tenant insurance.
- Existing tenants will be encouraged to secure or maintain tenant insurance.
- New Tenants will be required to sign a lease that includes requirements to secure and maintain tenant insurance
- LMCH will develop processes to monitor and manage the gathering of information to confirm compliance with the policy.

LMCH will develop a communication campaign to support the rollout of the policy and include information for applicants and current tenants on this requirement as well as information on where to provide insurance providers that could provide the required policies. Housing Services Corporation has an agreement to provide tenant insurance for tenants of community housing providers that ensures that they will have coverage regardless of credit or claims history.

TENANT IMPACT

LMCH acknowledges that these two policies may create a challenge for some tenants. Both policies have been in place for years in other jurisdictions servicing a similar demographic. LMCH is committed to working with community agencies and tenants to minimize the potential impact of these policy changes on future tenants.

ATTACHMENTS:

Appendix A: Non-Smoking Policy

Appendix B: Tenant Insurance Policy

PREPARED BY:	REVIEWED BY:
RYAN WINTER BUSINESS PLANNER	OLESYA GRYN, INTERIM DIRECTOR OF TENANT SERVICES

SMOKE-FREE POLICY

POLICY STATEMENT

LMCH is committed to providing tenants and employees with a safe and healthy environment in which to live and work. To achieve this goal, LMCH has established a smoke-free policy that prohibits smoking in all LMCH residential units, enclosed common areas, as well as outside within nine meters of doorways, operable windows, and air intakes. This policy applies to all tenants, occupants, staff, guests, contractors/vendors, and visitors. The purpose of this policy is to promote the health and safety of everyone within LMCH properties, minimize exposure to second-hand smoke, reduce the risk of fire, and reduce maintenance costs.

SCOPE

This policy applies to all LMCH properties, tenants, occupants, staff, guests, contractors/vendors, and visitors.

OVERVIEW

LMCH tenants are currently permitted by law to smoke tobacco or cannabis inside their unit as well as most outdoor space beyond nine metres of a building entrance or exit. Any household signing a new lease, either as a new tenant or as a transfer, will be required to agree not to smoke in their units as a condition of their lease.

TRANSITION TO SMOKE-FREE

New Builds: All new LMCH-owned properties occupied after 2024 will be designated as smoke-free buildings.

Transition Properties: Existing properties will undergo a transition process, which will be communicated to tenants and enforced through lease agreements and the Residential Tenancies Act, 2006.

New Tenants: New tenants signing a lease effective April 1, 2025, will be required to agree not to smoke in their unit, hallways, or any common areas including 9 meters from any entrance or exit of the building consistent with local by-laws and as per the Smoke-Free Ontario Act, 2017.

Existing Tenants: Currently, LMCH tenants are permitted by law to smoke tobacco or cannabis inside their unit. Existing tenants are required to comply with the Smoke Free

Ontario Act that includes restrictions on smoking indoors and outdoor areas of LMCH properties. Existing households moving between units and/or buildings will normally be required to agree not to smoke in their units as a condition of the move.

Communication: LMCH will provide clear and timely communication to tenants about the transition to a smoke-free environment, including any changes to lease agreements and enforcement measures.

POLICY

1. No tenant, occupant, guest, business invitee, or visitor shall smoke cigarettes, cigars, cannabis, electronic cigarettes or any similar product whose use generates smoke within the building. This prohibition includes all residential units within the building, all balconies, and patios, enclosed common areas, as well as outside within nine meters of doorways, operable windows, and air intakes.
2. The Smoke-Free Ontario Act, 2017 prohibits smoking in common areas of multi-residential buildings, including foyers, elevators, stairwells, laundry rooms, corridors, etc.
3. LMCH's Smoke-Free Policy will come into effect for all LMCH properties beginning April 1, 2025.
4. All new LMCH-owned buildings occupied after 2024 will be designated as smoke-free buildings.
5. Traditional use of tobacco by Indigenous tenants will be permitted when used for traditional/cultural or spiritual purposes.
6. The general use of medicinal cannabis to treat or control symptoms of a disability is protected by the Ontario Human Rights Code. The Smoke-Free Policy does not prohibit the smoking of cannabis for medicinal use for those who are suffering from grave and debilitating illnesses who must smoke their prescription and are not able to exit the building. Written approval must be received from LMCH, and request must be consistent with Health Canada Regulations.

ENFORCEMENT AND COMPLIANCE:

LMCH staff will monitor compliance with the Smoke-Free Policy through regular inspections and tenant reports. Violations of the policy will be addressed by offering formal verbal and written warnings explaining the policy and what is required of the tenant. If violations continue LMCH will bring violations before the Landlord and Tenant Board which could potentially lead to eviction in accordance with the Residential Tenancies Act, 2006.

LMCH is committed to supporting tenants in complying with this policy and will refer tenants to resources and assistance in the community.

DEFINITIONS:

All definitions are from Smoke-Free Ontario Act, 2017:

- “Cannabis” has the same meaning as in subsection 2 (1) of the Cannabis Act (Canada)
- “Electronic cigarette(s)” means a vaporizer or inhalant-type device, whether called an electronic cigarette or any other name, that contains a power source and heating element designed to heat a substance and produce a vapour intended to be inhaled by the user of the device directly through the mouth, whether or not the vapour contains nicotine.

RELATED LEGISLATION

The Smoke-Free Ontario Act, 2017

The Residential Tenancies Act, 2006

DOCUMENT CONTROL:

Created: January 23, 2025

Approved:

TENANT INSURANCE POLICY

POLICY STATEMENT

LMCH is committed to providing safe, affordable, and quality housing to its tenants. As part of its commitment to improving the overall living conditions of its residents, LMCH has established a Tenant Insurance Policy to help protect the personal property of its tenants in the event of loss, damage, or theft. All tenants are required to obtain Tenants Insurance/Renters Insurance (“Insurance”) as a condition of living in LMCH units. LMCH believes that this Tenant Insurance Policy will help protect the personal property of its tenants and provide a safer and more secure living environment for all residents.

SCOPE

This policy applies to all tenancies starting January 1, 2025, including existing tenants with Insurance requirements specified in their tenancy agreements.

OVERVIEW

The Tenant Insurance Policy mandates that all tenants obtain Insurance to protect their personal belongings against loss, damage, or theft. In addition to covering personal property, Insurance also includes liability coverage in case someone is injured in the tenant's unit. Furthermore, Insurance can help cover the cost of temporary housing if the tenant is unable to stay in their unit due to an insured event. Proof of Insurance is required before new tenants can occupy a unit.

POLICY

1. LMCH requires all tenants to obtain Insurance.
2. Tenants must provide Proof of Insurance before occupying the unit.
3. The Insurance policy must provide coverage for personal property and liability coverage with a minimum of \$1,000,000.
4. The Insurance policy must be renewed on an annual basis and the cost of the insurance premium is the responsibility of the tenant.
5. LMCH will keep records of its tenant's insurance coverage and comply with all relevant privacy legislation in so doing.
6. Tenants are required to provide the Landlord with Proof of Insurance for their current Insurance policy within three working days after receiving a written request for Proof of Insurance from the Landlord.

7. In all cases of damage to the Tenant's property, however caused, the Tenant shall notify his or her insurer and shall file a claim with his or her insurer for the full amount of the loss.
8. LMCH will make information from third parties about Insurance available to tenants at the site or main office during LMCH regular business hours.

Enforcement:

As a Rule made by LMCH pursuant to existing tenancy agreements, and as a requirement in new tenancy agreements beginning in 2025, any tenant's refusal to obtain and/or maintain and renew Insurance throughout their tenancy shall constitute a substantial interference with LMCH's lawful rights, interests, and privileges as a landlord. LMCH will, at its discretion, take any action available to it under the *Residential Tenancies Act, 2006* relating to the above-mentioned substantial interference.

Insurance Renewal:

Tenants are required to renew their renter's insurance annually. LMCH, as set out above, shall keep a record of new and existing tenants' Insurance, will request proof of Insurance from tenants at or around the tenants' Insurance policies' expiry dates. Approximately two months before a tenant's Insurance policy's expiry date, an automatic reminder will be sent from LMCH to the tenant via email.

COST RECOVERY AND ENGAGEMENT:

1. Regardless of whether a tenant has Insurance or not, LMCH shall seek to recover any and all damages, and/or terminate a tenant's tenancy, should the tenant or a guest, occupant, or invitee of a tenant, willfully or negligently cause damage to the tenant's rental unit and/or the residential complex.

RELATED LEGISLATION

Residential Tenancies Act, 2006
Insurance Act, R.S.O. 1990, c. I.8

DOCUMENT CONTROL:

Created: January 23, 2025
Approved:

Tenant Code of Conduct STAFF REPORT 2025-07

TO: LMCH Board of Directors

FROM: Olesya Gryn, Interim Director of Tenant Services

SUBJECT: Tenant Code of Conduct

DATE: February 13, 2025

PURPOSE:

To inform the LMCH Board of Directors regarding the LMCH's Tenant Code of Conduct policy and to encourage a discussion regarding the review and improvement of this policy.

RECOMMENDATION:

That the LMCH Board of Directors **APPROVE** the following recommendation:

1. That the Tenant Code of Conduct policy **BE RECEIVED** for information.
2. That a revised Tenant Code of Conduct be provided for Committee review by the end of 2025.
3. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

OVERVIEW:

The Tenant Code of Conduct policy is essential for fostering a healthy, respectful, and safe living and working environment for all tenants, staff, contractors, and community partners within our housing community. The goal of this policy is to establish clear expectations for behaviour, ensuring that everyone interacts in ways that promote mutual respect, cooperation, and understanding.

Our commitment to maintaining a harmonious community extends to every aspect of interactions within the LMCH communities. Over time, we have observed a significant increase in incidents involving misunderstandings, disrespectful behaviour, and communication breakdowns. These issues can lead to conflict, increased stress, and an unhealthy living and working environment. Therefore, it is crucial to proactively address these concerns by reinforcing the expectations for conduct and respectful behaviour.

The Tenant Code of Conduct for LMCH (Appendix A) is provided to all new tenants at the time of lease signing, along with the Brochure: Information for New Tenants

published by the Landlord and Tenant Board (Appendix B). We also issue regular reminders in response to any violations reported to LMCH.

Tenants who fail to follow the Code of Conduct may face escalating consequences, such as verbal warnings, written warnings, or, in extreme cases or cases of persistent non-compliance, an N5 notice to end the tenancy (Appendix C).

QUESTIONS FOR DISCUSSION:

To ensure the success and effectiveness of this policy, the following questions are proposed to guide the conversation:

- What vision does the Board have for fostering a respectful, inclusive, and safe community for tenants, staff, contractors, and community partners?
- How can we balance upholding tenant rights with maintaining a peaceful and respectful environment?
- Are there any aspects of the Tenant Code of Conduct that require further clarification or elaboration?
- What improvements or additional elements should be considered to further promote positive behaviour within the community?
- Are there any aspects of the policy that could be streamlined or adjusted to better reflect the current needs of the community?

Conclusion

The Tenant Code of Conduct policy is a vital step in reinforcing the values of respect and safety. By initiating these discussions, we can refine the policy, ensuring that it not only reflects our shared values but also addresses the practical needs of our diverse tenant base. We encourage open dialogue to help us create a community where all residents, staff, contractors, and community partners feel respected and valued.

Attachments:

Appendix A: Tenant Code of Conduct

Appendix B: Tenant Rights and Responsibilities

Appendix C: N5 Notice to End your Tenancy For Interfering with Others, Damage or Overcrowding

PREPARED BY:	RECOMMENDED BY:
Olesya Gryn Director of Tenant Services	Paul Chisholm CEO

TENANT CODE OF CONDUCT

General Administration

INTRODUCTION

Prior to the start of a tenancy, tenants are required to sign a lease agreement. This is a legal agreement that sets out the rights and responsibilities for both the tenant and landlord.

The primary goal of London & Middlesex Housing Corporation (LMHC) is to provide safe affordable housing for qualifying applicants. This policy aims to clarify the Corporation's behavioral expectation of tenants to contribute to everyone's quiet enjoyment of their home in a safe environment. In the event that tenants do not comply with the lease agreement, inclusive of expectations discussed in this policy, the landlord will take legal action against the tenant, up to and including eviction.

PURPOSE

Living in a Pleasant Neighbourhood/Building

London & Middlesex Housing Corporation believes that tenants are entitled to live in well-managed homes where they feel good about themselves and their community. To achieve this, we strive to work in partnership with tenants, police and community service groups to reduce the level of crime, anti-social behaviour, neighbour nuisance and harassment, and to support victims. Also, we will take action against those who cause problems for their neighbours.

With the help of our partners, we use a combination of methods including prevention, education and enforcement. We will help tenants locate support and assistance if you are a victim of harassment, anti-social behaviour, noise and nuisance. Appropriate action will be taken by LMHC and other agencies when necessary.

POLICY STATEMENT

It is the policy of London & Middlesex Housing Corporation that tenants, members of the household and guests, not become involved in anti-social behaviour toward tenants, visitors, employees and the property of the Housing Corporation.

Anti-Social Behaviour could include but not be limited to:

- noise nuisance
- intimidation and harassment
- environmental quality issues (garbage litter, dog fouling, graffiti, and derelict vehicles)
- actual violence against people and destruction of property
- aggressive behaviour and threatening language
- hate behaviour that targets members of identified groups because of their perceived differences
- using housing accommodation to sell drugs, or for other unlawful purposes
- use of firearms, explosives, or any other weapons including, but not limited to, guns, starting pistols, restricted knives.

TENANT CODE OF CONDUCT

How to Avoid an Eviction

When you signed your lease, you agreed to keep the rules governing the way you live in your home and on LMHC property. If any of these rules are broken, we will take legal action against those responsible to stop them from causing the problem. Some of the main rules included in your lease are:

- **Rent is due every month and you must pay it on time.** Your rent pays for the housing services you receive. It is important that everyone pays their rent on time, so we can afford to deliver those services you expect.
- **You must look after your home, keeping it in good condition** and making sure the fixtures and fittings are clean and do not present a health or fire risk for yourself and others.
- **If you have a garden/balcony, you should keep it tidy and not use it for storage.** If you want to put up a garden shed or a fence, you must get permission, **in writing**, from LMHC.
- We will sometimes have to carry out repairs and maintenance to your home. We will give you notice of when an approved contractor will need to enter the property. **You must allow our contractor into your home so that they can carry out repairs and maintenance to your home.** Should you refuse to let the contractor in, we will take legal action to gain entry to carry out the work and we will charge you for these costs.
- **Your lease allows you to rent space owned by London & Middlesex Housing Corporation as a private home. It should be used only for that purpose.** You must not use the property in any way that will cause a nuisance to any of your neighbours or their families. This includes running a business from your home. You cannot run a business from your home unless you have permission in writing from LMHC and you declare your income.

We want to make sure that all tenants are protected from crime where they live. **If any tenant, or anyone living with a tenant, or, any visitor is charged of using the property for illegal purposes or committing a criminal offence on London & Middlesex Housing's property, we will take action to protect your neighbours from future criminal activity by those people under the terms of the lease.**

Everyone has the right to live in an area that is clean, safe and pleasant. We are committed to helping you enjoy your home and your neighbourhood. It is your responsibility to:

- have respect and to show consideration for your neighbours
- value the different backgrounds, experiences and circumstances of people who live in your community

If your behaviour causes nuisance or harassment to neighbours, you are breaking the terms of your lease. We will take action against you if this behaviour continues. We will also take action if you, members of your household, or, your visitors assault, abuse or harass any of our staff or our contractors.

Any issues arising from this Policy will be dealt with, or approved by the General Manager and Chief Executive Officer or the acting incumbent in the position.

TENANT CODE OF CONDUCT

Procedure to follow

- **All illegal acts must be reported to the Police and the London & Middlesex Housing Corporation.**
- As a tenant, if you witness an illegal act such as robbery, violent act, assault, or other illegal action, **please call 911 immediately.**
- If a fight breaks out on the Property of the London & Middlesex Housing Corporation, do not try to intervene, **please call 911 immediately.**
- When you feel safe, **call LMHC at 519-434-2765**; the Receptionist will direct you to the appropriate department.
- If you live in an apartment, and if the incident occurs after normal business hours, (that is, after 4:30 p.m., Monday to Friday or all day Saturday and Sunday) please notify your Resident Contact. If you live on a family site or you cannot contact your Resident Contact **call the after hours number at 519-640-2181.** The Manager On-Call will follow up with you as soon as possible.

If you feel victimized by others or wish to lodge a formal complaint about someone **call LMHC at 519-434-2765**; the Receptionist will direct you to the appropriate department.

Approved: LMHC Board of Directors, January 22, 2009



Brochure: Information for New Tenants

Landlords must provide this information to new tenants on or before the date the tenancy begins.

The Law

Most residential tenancies are covered by the *Residential Tenancies Act* (RTA). This law:

- gives landlords and tenants specific rights and responsibilities,
- provides rules for increasing the rent and for evicting a tenant, and
- creates the Landlord and Tenant Board (LTB).

Exemptions

Some rental units are not covered under the RTA. For example, the RTA does not apply:

- if the tenant must share a kitchen or bathroom with the owner, or the owner's family members
- if the unit is used on a seasonal or temporary basis

The role of the Landlord and Tenant Board is to:

- inform landlords and tenants about their rights and responsibilities under the RTA, and
- resolve disputes between landlords and tenants through **mediation** or **adjudication**, or by providing information.

Tenant Rights and Responsibilities

You have the right to:

- **security of tenancy** - You can continue to live in your rental unit until you give your landlord proper notice that you intend to move out, you and your landlord agree that you can move, or your landlord gives you a notice to end your tenancy for a reason allowed by the RTA.

Important: If your landlord gives you a notice to end your tenancy, you do not have to move out. Your landlord must apply to the LTB to get an order to evict you and you will have the right to go to a hearing and explain why your tenancy should not end.

- **privacy** - Your landlord can only enter your rental unit for the reasons allowed by the RTA. In most cases, before entering your unit, your landlord must give you 24 hours written notice. There are some exceptions, however, such as in the case of an emergency or if you agree to allow the landlord to enter.

You are responsible for:

- **paying your rent** on time.
- **keeping your unit clean**, up to the standard that most people would consider ordinary or normal cleanliness.
- **repairing any damage** to the rental property caused by you or your guests - whether on purpose or by not being careful enough.

You are not allowed to:

- **change the locking system** on a door that gives entry to your rental unit unless you get your landlord's permission.

Landlord Rights and Responsibilities

Your landlord has the right to:

- **collect a rent deposit** - It cannot be more than one month's rent, or if rent is paid weekly, one week's rent. This deposit must be used as the rent payment for the last month or week of your tenancy. It cannot be used for any other reason, such as to pay for damages. A landlord must pay interest on the deposit every year.
- **increase the rent** - There are special rules that limit how often your landlord can increase the rent and by how much. In most cases, a landlord can increase the rent only once a year by the guideline that is set by the Ontario Government. A landlord must give a tenant at least 90 days notice in writing of any rent increase and this notice must be on the proper form. **Exceptions:** Non-profit and public housing units, residences at schools, colleges and universities, and certain other accommodation are not covered by all the rent rules.

Your landlord is responsible for:

- **keeping the rental property in a good state of repair** and obeying health, safety and maintenance standards.
- **providing you with a copy of your written tenancy agreement** within 21 days after the day you signed it and gave it to your landlord. For most tenancy agreements first entered into on or after April 30, 2018, the landlord must use the standard lease form entitled *Residential Tenancy Agreement (Standard Form of Lease)*.

Your landlord is not allowed to:

- **shut off or deliberately interfere with the supply of a vital service** (heat, electricity, fuel, gas, or hot or cold water), care service or food that your landlord must provide under your tenancy agreement. However, your landlord is allowed to shut-off services temporarily if this is necessary to make repairs.

- **take your personal property** if you don't pay your rent and you are still living in your rental unit.
- **lock you out of your rental unit** unless your landlord has an eviction order from the LTB and the Sheriff comes to your rental unit to enforce it.
- **insist that you pay your rent by post-dated cheque or automatic debit.** These ways of paying your rent can be suggested, but you cannot be refused a rental unit or evicted for refusing to give them.

Contact the Landlord and Tenant Board

Call us:

Toll free: 1-888-332-3234

Toronto area: 416-645-8080

TTY: Bell Relay Service at 1-800-268-9242

Visit our website at tribunalsontario.ca/ltb

Visit your local LTB office. For office locations visit [our website](#).

Last updated: April 2018



DEVELOPMENT AGREEMENT SECURITY CALCULATION

Development Address: 931 Southdale Road East
Agreement No.:
Developer: LMHC

Date: 02-Jan-25

SECTION 1		COST ESTIMATE - TRACKING SUMMARY		
ITEM #	ITEM	TOTAL COST OF WORK	NOTES	
INTERNAL WORKS				
<i>Works & Services</i>				
1	Curbs	\$12,600	360lm	
2	Surface Asphalt	\$76,450	1160m ² HD + 1318m ² LD	
3	Base Asphalt	\$84,688	1160m ² HD + 1318m ² LD	
4	Sidewalks	\$78,400	980m ²	
5	Topsoil & Sod	\$0	Part of landscape	
6	Illumination	\$35,000		
7	Signage	\$1,500		
8	Landscaping	\$200,000	Per Landscape consultant	
9	Other:	\$0		
10	SUBTOTAL - Works & Services	\$488,638		
11	Contingency (5%)	\$24,432		
12	Engineering (10%)	\$48,864		
13	HST (13%) on Lines 10-12	\$73,051		
14	TOTAL - Works & Services	\$634,984		
<i>Miscellaneous Items</i>				
15	Tree Preservation	\$0		
16	Other:	\$0		
17	TOTAL - Miscellaneous Items	\$0		
18	TOTAL - Internal Works	\$634,984		
EXTERNAL WORKS				
19	External Road Works	\$60,000	Layby lane	
20	Other:	\$0		
21	SUBTOTAL - External Works	\$60,000		
22	Contingency (5%)	\$3,000		
23	Engineering (10%)	\$6,000		
24	HST (13%) on Lines 21-23	\$8,970		
25	TOTAL - External Works	77,970.00		

SECTION 2		SECURITY REQUIREMENTS	
1	Internal Works		\$317,492
2	External Works		\$77,970
3		TOTAL SECURITY REQUIRED:	\$395,462

