

Board Members:

Phil Squire- Chair

Mayor Grantham-
Vice Chair

Gary Bezaire

Shawn Lewis

Hadleigh McAlister

Cara Awcock

Kathleen Savoy

Gregory Thompson

Sara Piñeros Castaño

LMCH Leadership

Paul Chisholm, CEO

John Krill,
Director, Asset
Renewal

Director of Finance,
Robert Cunningham

Christine Poirier,
Senior Manager,
Property Services

Dirk Volschenk,
Manager of Human
Resources

Olesya Gryn,
Interim Director of
Tenant Services

PUBLIC AGENDA

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

Board of Directors Meeting

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

Thursday, April 17, 2025

5:30 PM – 8:00 PM

Item	Lead	Time
1. Call to Order	P. Squire	5:30
2. Recognition of Indigenous Peoples and Lands Statement	P. Squire	
3. Completion and Acceptance of Agenda	P. Squire	
4. Disclosure of Interest	P. Squire	
5. Approval of Minutes of Previous Meetings a. March 20, 2025, Public Minutes	P. Squire	
6. Communications: Letter from the City of London	Mayor Morgan & E. Pelosa, Budget Chair, City of London	
7. Delegations None		
8. Consent Agenda Items: None		
9. Reports and Business <u>Finance Reports for Approval</u> a) Staff Report 2025- 13 Project 2024-0036 – Wharncliffe Office Renovations Construction Contract Award b) Staff Report 2025- 14 Landscaping Contract Award c) <u>Executive Committee Reports for Information update given by Committee Chair</u> I. EXC- 2025-03 CEO Report d) <u>People Service and Housing Committee Reports for Information, Report overview given by Committee Chair</u> I. PSH- 2025-13 Human Resources Manager Update Q1 II. PSH- 2025- 15 Senior Manager of Property Services III. PSH -2025-16 Q1 Communications Update IV. PSH -2025-17 Q1 Reimagine Southdale Update V. PSH- 2025- 18 Community Safety Unit Status Report and KPI Review VI. PSH- 2025- 19 Update Community Development VII. PSH -2025- 20 Interim Director of Tenant Services Update	J. Krill C. Poirier P. Chisholm Mayor Grantham	

*LMCH Board of Directors Meeting
April 17, 2025*

<u>People Service and Housing Reports for Approval</u>		
e) Staff Report 2025- 15 Annual Update of Occupational Health and Safety Policies	D. Volschenk	
f) Staff Report 2025- 16 LMCH Visitor and Guest Policy	O. Gryn	
g) Staff Report 2025- 17 LMCH Minimum Age Requirements for LMCH Seniors Housing	O. Gryn	
h) Staff Report 2025- 18 Eviction Prevention Policies for Non-payment of Rent and for Cause	O. Gryn	
10) Presentations: None		
11) In-Camera: None		
12) New Business/ Enquiries: None	P. Squire	
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

March 20, 2025, 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

Mayor Grantham

Gary Bezaire

Hadleigh McAlister

Kathleen Savoy

Sara Piñeros Castaño

Cara Awcock

Senior Leadership in Attendance:

Paul Chisholm, CEO

John Krill, Director Asset Management

Rob Cunningham, Director, Finance and
Corporate Services

Christine Poirier, Senior Manager
Property Services

Olesya Gryn, Interim Director Tenant
Services

** Virtual Attendance via Zoom*

1. Call to Order	P. Squire called the meeting to order at 5:31 p.m.
2. Recognition of Indigenous Peoples and Lands	<p>P. Squire provided the recognition address at 5:31 p.m.</p> <p><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></p>
3. Completion and Acceptance of the Agenda	Regarding the completion and acceptance of the agenda, MOVED by Mayor Grantham, seconded by K. Savoy, PASSED at 5:32 pm.

4. Disclosures of Interest	P. Squire called for conflict-of-interest declarations with respect to the agenda. No conflicts - of- interest were declared at 5:33 p.m.
5. Approval of Board Meeting Minutes	Regarding the Board Meeting Minutes of February 20, 2025 MOVED by G. Thompson, seconded by C. Awcock, that the Minutes BE ACCEPTED and APPROVED , item CARRIED at 5:32 p.m.
6. Communications	None
7. Delegations	None
8. Presentations	None
9. Consent Items	None
10. Reports and Business	
a) Finance Reports for Information	<p>Reports overview given by Committee Chair, G. Thompson</p> <p>MOTION to RECEIVE the Report for Information, MOVED by G. Thompson, seconded by G. Bezaire, PASSED 5:35pm</p> <ul style="list-style-type: none"> - Unaudited Q4 Results presented, small surplus for 2024, improvement in the project deficit from Q3. - 185k overbudget on revenue, due to bad debt write offs, Property Tax and Pest Control are the main contributing factors to the deficit. - Tariff Impact on LMCH- London City council and LMCH will be reviewing procurement processes as a result of this. Current expenditures for Reimagine Southdale impact, will be mainly on appliances and steel. Mitigation strategies were identified and as an organization LMCH will continue to monitor this.
b) Staff Report 2025- 09 Asset Management Plan	<ul style="list-style-type: none"> - Plan overview given by P. Chisholm - LMCH does not have its own funding source to fund Capital projects. Funding sources include, City of London, Grant funding through Provincial and Federal Bodies, we are significantly underfunded compared tother LHC. - LMCH accessed additional funds from Infrastructure GAP funding and CMHC repair and Renew fund dollars. - The service model has been strengthened through, increased security, creating the HSCC role, and adding community offices



so LMCH has more of a site presence.

- Review of 60 million dollars being put in over the last 5 years from multiple funding sources.
- Ensure that large systems in the building are being upgraded.
- Green initiatives across the entire portfolios reviewed

Discussion – Accessibility, AODA compliance standards reviewed, communication with tenants and regulations. LMCH does maintain these standards to meet the level of accessibility standards required.

Review of 2026 and beyond: Investments that are planned and projects will be added to the LMCH website so the tenants and public are aware.

2019 was our first AMP, approved by the City of London and the new plan was done in collaboration with the City of London. The numbers reported are complied and reported through the same methodology as the Shareholder. Data is as of Dec 31, 2023.

- If we want to maintain the current level of service we would need an extra 6 million dollars more over the next 10 years.
- If we want to maintain a "Good " level of building condition for the next 10 years, we would need 235 million dollars.

MOTION to RECEIVE the Report **MOVED** by G. Thompson, seconded Mayor Grantham, **PASSED** 5:51 pm.

- Discussion on funding for to be able to hold the standard of "Good State of Repair" reviewed.
- If we make a new request to the Shareholder for funding, that will most likely be next year.

Directive from the City of London is to make cuts, so if LMCH brings an ask in the summer, do we look at options to divest specific properties or investment. We do have the option to defer and extend the life of an asset through maintenance. Can look at deferred maintenance. Our request would line up with the next MYB ask.

MOTION to APPROVE ALL, In Favour,
Unanimously PASSED 5:59 pm.



c) Staff Report 2025-10 Directors update on Capital Projects	<p>COCHI funding was approved and funds will be used at the County sites.</p> <p>MOTION to RECEIVE the report for Information, MOVED by G. Thompson, seconded by Mayor Grantham, PASSED 5:59pm.</p>
d) Staff Report 2025- 11 SIRF and Insurance Premiums payable to the City of London	<p>MOTION to APPROVE the Report and Recommendations, MOVED by G. Thompson, seconded by S. Piñeros Castaño PASSED at 6:00 pm.</p>
e) Executive Committee Reports for Information	<p>Report overview given by Board Chair.</p> <p>MOTION to RECEIVE the report for information, MOVED by G. Bezaire, seconded by K. Savoy, PASSED 6:01 pm.</p>
f) Staff Report 2025- 12 Board of Directors Expiring Terms	<p>MOTION to RECEIVE the Report, MOVED by Mayor Grantham, seconded by G, Bezaire, ALL in Favour, PASSED at 6:02 pm.</p> <p>Report overview given by Board Chair.</p> <p>MOTION to APPROVE the Report and Recommendations, MOVED by G. Thompson, seconded by Mayor Grantham, PASSED 6:03 pm.</p>
g) Discussion Item: Information session City Staff on LMCH Processes	<p>City Elected Officials are interested in having a Q&A session with the Board and the Staff at the end of the next Board Meeting.</p> <p>H. McAlister will send out an invitation to council members. Could potentially meet at City at City Hall.</p>



	<p>Can we put together a one-pager of the properties and work done to date to give staff some information beforehand.</p> <p>MOTION to set the meeting at City Hall and provide an opportunity for elected officials to attend the next meeting and Q& A session.</p> <p>MOVED by H. Seconded by Mayor Grantham, PASSED 6:08 pm</p>
11. IN CAMERA	None
12. New Business	
13. MEETING ADJOURNMENT	MOTION to ADJOURNED , ALL in Favour PASSED at 6:08 pm.

Phil Squire, Chair

Paul Chisholm, CEO

Dear Chair,

On behalf of London City Council, we want to sincerely thank you and your board for the opportunity to join your upcoming meeting. As we continue working through 2026 budget discussions, our goal is to collaborate in identifying opportunities that help maintain high-quality services while alleviating pressures on the tax base.

As part of our discussion, we hope to explore a number of potential considerations. We understand that your organization has received financial training from the City, and we would be interested in hearing how that has been applied and whether there are areas where additional support might be beneficial.

We would also like to discuss opportunities for provincial and federal advocacy—whether your organization is currently accessing available programs, and whether the City's Government Relations team can assist with letters of support or broader advocacy efforts.

Additionally, we would welcome a conversation about the potential benefits of group procurement and whether this might offer efficiencies.

Finally, we are interested in any ideas your board may have regarding revenue generation, as well as whether there are capital expenses that could be delayed or phased over a longer timeframe to help manage financial pressures.

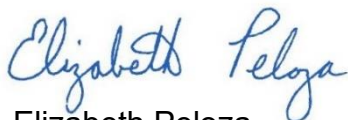
These topics are intended to serve as a starting point for discussion, with any further consideration or decision-making to take place in future meetings.

We appreciate your time and insights, and we look forward to a productive conversation.

Sincerely,



Josh Morgan
Mayor



Elizabeth Pelosa
Budget Chair, Ward 12 City Councillor

Wharncliffe Office Renovations Award Staff Report 2025-13

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: Project 2024-0036 – Wharncliffe Office Renovations
Construction Contract Award

DATE : April 10, 2025

PURPOSE:

The purpose of this report is to provide a progress update on project 2024-0036, 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 request to enter into a construction contract with Tradition Construction Inc. for \$213,660.00 plus taxes.
2. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

In Q1 2024, *Business Case #P-22 – LMCH Service Improvement Plan* was approved as part of LMCH's Multi-year Budget, allocating \$330,000 for the buildout of new office space to support community-based offices. As part of this initiative, a number of LMCH sites were selected, including Wharncliffe and Dundas. This FAR Report seeks approval to award a contract to a GC for the buildout of a new office in the original lounge space on the first floor of 345 Wharncliffe. Several designs were developed both formally and informally until September of 2024, at which time a layout was approved by LMCH Senior Leadership. The layout involves the presence of as many as 8 LMCH personnel working in the new office with revolving staff utilizing workstations and 2 managers sharing a private office.

A meeting room is also being constructed within a space adjacent to the original lounge currently used as storage (alternative storage space is available on site). A full-time Client Services Coordinator would be present at a secured transaction counter with an additional private space for one-on-one meetings. Other LMCH staff, such as the Property Service Manager, the Tenant Service Manager, Property Service Assistant, Tenant Service Assistant and Community Relations Worker, will also be stationed in the new office.

Kevorkian Architecture was engaged to complete the design work for this project. Plans and specifications were finalized in September of 2024 and approved for permit application to the City of London.

Bid documents were created and posted on the Bids and Tenders public procurement site on January 27, 2025, with a bidding close date of March 7, 2025. Bids were received from 15 proponents, and submissions were judged to be complete and valid. The bids were evaluated based on a three-step process:

- 1) 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 (35% of the total score);
- 3) A financial evaluation of the submitted bids (65% of the total score).

Bid evaluations were completed independently by the LMCH Project Manager and Kevorkian Architecture. Evaluations were based on the scoring matrix, which broke down as follows: 65% for pricing, 20% for demonstration of successful completion of comparable projects, and 15% for the quality of company information and qualifications of team members. The top three scores were as follows:

Scoring				
Proponent	Pricing	Comparables	Org. Info	Total Score %
	Max Score 65%	Max Score 20%	Max Score 15%	Max Score 100%
Tradition Const.	55.64	15	5	75.64
First Response	60.15	10	5	75.15
Best Finish	65	5	5	75

Both the LMCH Project Manager and Architect evaluations concur in that the preferred proponent is Tradition Construction Inc. The LMCH Project Manager's scoring matrix for this project can be found in Appendix A, and Kevorkian's scoring matrix can be found in Appendix B. Note that Kevorkian's evaluation disqualified the highest 4 bidders as pricing was excessive and, in their opinion, did not merit review. As well, Kevorkian's evaluation did not include a late bid submission by AVI Constructors, which was ranked 9th by the LMCH Project Manager.

FINANCIAL IMPACT:

Business Case #P22 allocated \$330,000 for office renovations at a number of sites to increase community presence. The table below shows the breakdown of costs for the Wharncliffe office buildout. It is expected that the remaining funds of \$44,400 will need to be topped up with reallocated general contingency dollars when the Dundas office buildout is recommended for award in a subsequent FAR Report (expected Q2/Q3 2025).

	Before Tax	After effective tax	
Initial Budget Allocation		\$ 330,000	
Design Fees - Kevorkian Architecture/Alink	\$ 42,000	\$ 42,739	
Furnishings	\$ 25,000	\$ 25,440	
Construction Costs - Tradition Constructio	\$ 213,660	\$ 217,420	
Total Expected Spend		\$ 285,600	
Funds Remaining after Project		\$ 44,400	

In anticipation of award approval to Tradition Construction, LMCH is currently reviewing their bid submission together with Tradition staff to evaluate the potential for cost reductions based on value engineering. It is expected that the current construction costs of \$213,660 may be reduced by a nominal amount as a result of this review.

TENANT IMPACT:

As part of the submission, Tradition Construction Inc. submitted a proposed construction schedule. It lists a construction timeline of approximately 3 months, beginning in mid-April.

Other than the presence of contractors on site, as well as construction noise, this project will have minimal impact on tenants. Construction noise will, however be mitigated by allowing construction work to only occur during business hours and as local bylaws permit.

A notice to tenants will be written announcing the project 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 contract with Tradition Construction Inc. to complete the renovation project at the 345 Wharncliffe Road North building.

ATTACHMENTS:

Appendix A – Scoring Matrix for Wharncliffe Office Renovation – LMCH Evaluation

Appendix B – Scoring Matrix for Wharncliffe Office Renovation – Kevorkian Architecture Evaluation

PREPARED and SUBMITTED BY:	STAFF CONTACT:
John Krill Director, Asset Renewal	Terry Maslen Construction Project Manager

ITEM PRICING	Best Finish Inc.		SEM Construction Inc.		Aweiro Constructors		First Response Env.		Collard Properties Const.		Elgin Contracting		Escarpment Construction		Accuratius		Little Rainy Construction		Maple Contracting Inc.		PK Construction Inc.		Al Langman Construction		Tradition Construction Inc.		Yelden Vision Contracting		AVI Constructors LTD.	
	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price	Per Unit Price	Total Price
All Work described per the specification	\$0.00	\$182,900.00		\$264,000.00		\$241,305.76		\$197,652.00		\$467,346.75		\$263,000.00		\$376,188.00		\$223,500.00		\$321,307.50		\$282,850.00		\$245,800.00		\$412,096.00		\$213,660.00		\$234,000.00		\$245,650.00
Bonding	\$0.00	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Contingency Allowance	\$0.00	\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00		\$0.00
Sub TOTAL	\$0.00	\$182,900.00		\$264,000.00		\$241,305.76		\$197,652.00		\$467,346.75		\$263,000.00		\$376,188.00		\$223,500.00		\$321,307.50		\$282,850.00		\$245,800.00		\$412,096.00		\$213,660.00		\$234,000.00		\$245,650.00
HST	\$0.00	\$23,777.00		\$34,120.00		\$33,395.75		\$29,694.85		\$60,735.08		\$34,190.00		\$48,904.43		\$29,015.00		\$43,789.98		\$36,770.50		\$31,954.00		\$53,572.48		\$27,775.80		\$30,420.00		\$33,934.50
Total Price		\$206,677.00		\$298,120.00		\$277,901.51		\$223,347.54		\$528,101.83		\$297,190.00		\$425,092.43		\$252,515.00		\$365,077.48		\$319,620.50		\$277,754.00		\$465,668.48		\$241,435.80		\$264,420.00		\$277,584.50
BID DOCUMENTS	Best Finish Inc.	SEM Construction Inc.	Aweiro Constructors	First Response Env.	Collard Properties Const.	Elgin Contracting	Escarpment Construction	Accuratius	Little Rainy Construction	Maple Contracting Inc.	PK Construction Inc.	Al Langman Construction	Tradition Construction Inc.	Yelden Vision Contracting	AVI Constructors LTD.															
WSB Certificate	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed
Insurance	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed
Bid Bond	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed
Bid Submission	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed
Work Performance & Qualification	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Compliance Statement (BIDD)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Performance Bond	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Other Documents	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed	✓/Completed
Fee Score (B3)	65.00	45.03	49.23	60.15	75.44	45.20	11.40	53.39	37.00	42.03	48.37	28.85	15.44	15.44	28.85	50.83	41.40													
Comparable Projects (20)	5.00	3.00	3.00	10.00	8.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Company Info/On Chart (15)	5.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Total Score (100)	75.00	68.03	57.23	75.15	43.44	65.20	31.60	73.39	52.00	67.03	68.37	43.85	26.44	26.44	67.81	61.40														
RANK	3	5	10	2	14	8	12	4	11	7	8	15	1	6	9															

Kevorkian Architecture - Evaluation of Bids

Score Fee 65pts	Score Similar Projects 25pts	Score Company Info 15pts	Total	Rank	Plan Takers	Total Cost excluding HST +	Bid Form	WSIB	BOND	Insurance	Line of Work	Duration (months)	Persons	Similar Projects	Reference Website	Name	Location	Recommendaions/Comments
65	5	5	75	3	Best Finish Inc.	\$182,900.00	YES	YES Expired	Yes 10%	5Mil	Small renovation projects	2	3	N/A	https://best-finish.ca/	Shamil Khafizov	Vaughn	The most cost effective and timely completion of work.
60	10	5	75	2	First Response Environmental (2012) Inc.	\$197,652.69	NO	YES	YES	5Mil	Emergency response	N/A	N/A	N/A	https://first-er.com/	Grace Dattomo	Hamilton	Focuses on time and cost effectiveness. Have done renovation projects of similar price range.
56	15	5	76	1	Tradition Construction Inc.	\$212,410.00	YES	YES	YES	5Mil	General Contractor	3	2	ITS Office Renovation/201 Queens Ave., London, ON	https://www.tradition.biz/	Anthony D'Ambrosi	London	Have done similar projects of similar price range. Local.
53	15	5	73	4	Accuratus Design & Build Inc	\$223,500.00	YES	YES	YES	5Mil	General Contractor - Institutional, Commercial & Residential	3	1 - 5	New Interior Build - Service Ontario Stratford	https://accuratusdesignbuild.com/	Shaleezan Bibi Khan	London	
51	15	5	71	5	Yelden Vision Contracting Inc.	\$234,000.00	NO	YES	YES	5Mil	Design Build	N/A	N/A	Office Renovation for Morningstar Toronto, ON	https://www.yelcontracting.com/	Turan Yelden	Toronto	Slightly larger renovation projects (with larger cost) typ. take 4-5 months completion.
49	2	5	56	10	Aveiro Constructors Ltd.	\$241,505.06	YES	YES	YES	5Mil	General Contractor - Design Build, New Construction, Renovations +	3	1 site super + trades as needed	N/A	https://aveiroltd.com/	Victor Aveiro	Dorchester	
48	12	5	65	8	PK Construction Inc.	\$245,800.00	NO	YES Expired	YES	5Mil	Design Build	N/A	N/A	Lord Nelson Public School Office Reno, London, ON	https://pkconstruction.ca/	Justin Walsh	Tiltsenburg	Similar SF size of interior renovation work completed at lower cost (\$200,000)
45	12	10	67	7	Elgin Contracting and Restoration Ltd.	\$263,000.00	NO	YES	YES	5Mil	Commercial Contractor	N/A	N/A	Middlesex Operations Centre, London, ON	http://www.elgincontracting.com/	Matthew Pedros	St. Thomas	
45	8	12	65	9	S.E.M. Construction	\$266,918.23	YES	YES	YES	10Mil	General Contractor - Institutional, Commercial, Industrial & Residential	2.5	1	Residential Building - 7630 Major Mac Markham	https://www.semconstruction.ca/	Amir Shenouda	London	GANTT chart with estimated dates provided. Has reference letters.
42	15	12	69	6	Maple Contracting	\$282,860.00	NO	YES	YES	5Mil	General Contractor	N/A	N/A	KLC Homes Inc. Interior Renovation - Orillia	N/A	Yusuf Karaoglan	Mississauga	
37	10	5	52	12	Little Rainy Construction	\$321,307.50											Brantford	Full analysis not provided for bids \$300k+
32	10	12	54	11	Escarpment Construction Ltd.	\$376,188.00											Brantford	Full analysis not provided for bids \$300k+
29	12	5	46	13	All Langman Construction	\$412,096.00											Barrie	Full analysis not provided for bids \$300k+
25	8	12	45	14	Collard Properties Construction	\$467,346.75											Cambridge	Full analysis not provided for bids \$300k+

CEO Report
EXC-2025-03

TO: LMCH Executive Committee

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: CEO Update

DATE: March 29, 2025

PURPOSE:

The purpose of the report is to provide updates to the Executive Committee (EC) 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:

CEO Workplan (Attachment # 1)

Attached is the first draft of the CEO Workplan. As discussed in 2024, the CEO Workplan should not contain a summary of organizational initiatives and would take a more strategic approach to driving strategic organizational outcomes. Attached is the draft CEO Workplan with a status update as of the end of Q1 2025. The Workplan contains 4 key areas of focus for the CEO: Expand our Impact, Create a Foundation for Success, Increase Profile, and Financial Sustainability.

For Discussion:

- Does the Workplan focus on the correct areas?
- Are there specific outcomes, milestones or indicators that the EC would like included in the report back?

Organizational Review

LMCH has completed an organizational review which made recommendations to changes to the LMCH in terms of organizational structure and organizational effectiveness.

The organizational structure changes are set out below and will be completed by the end of 2025:

- Introduce a Chief Operating Officer Role with accountability for all areas of Tenant Services and Property Services with three Senior Managers with oversight of the Tenant Experience, Building/Property Services and Community Safety and Wellbeing.
- Transition the work of the existing Tenant Services Team, which is currently done predominantly through a 'portfolio' assignment model, to a functional alignment to support improved integrated management approach.
- Create improved systems and structures to support managing complex tenancies through the increased focus on Community Safety and Wellbeing
- Improved focus on the tenant experience to better support business operations, service request management and achieving identified service levels.
- Reduce the portfolio size in Property Services to increase management time on site and strengthen accountability for building operations for the Property Services Team.

LMCH is reviewing the recommendations related to organizational effectiveness with some changes being initiated in 2025 and the remainder to be moved forward in 2026. These recommendations include:

1. Develop Client Journey Maps
2. Enhance employee training, onboarding and recognition
3. Increase awareness across community partners
4. Develop a Building Health Index and Management Approach
5. Develop Service Standards and Standard Operating Procedures
6. Develop a vendor Quality Assurance Program

Key Accomplishment in Q1 2025 is sharing of organizational review recommendations with managers, employees and the union as well as the posting for the position of Chief Operating Officer in March 2025.

Tenant Protest at 85 Walnut Street

LMCH was made aware of a planned protest at 85 Walnut being organized by ACORN. ACORN (Association of Community Organizations for Reform Now) Canada is a multi-issue, membership-based community union of low- and moderate-income people. ACORN is active across Canada and in London.

LMCH support tenant groups, typically social circles, through the work of the Community Development Team but has not worked with ACORN in the past. There were not specific issues raised by tenants to assist LMCH understand the issues in advance of the meeting.

The tenants presented a demand letter requesting a meeting in the following areas:

- Pests – ineffective treatment, no notice, lack of support for preparation
- Maintenance – water damage, old appliances, peeling tiles, slow response time
- Air Quality – tenants have lung issues and are concerned about air quality and asbestos
- Poor Cleaning – lack of consistent cleaning and no weekend cleaning
- Security – no on-site security, requesting 24/7 security
- Lack of Enforcement of Building Rules – failed to enforce its own rules in the building
- Lack of communication – no true avenue for tenants to have their feedback received

LMCH does not recognize any one group of tenants or association as representing the collective voice of tenants. LMCH works directly with individual tenants on their unique needs and provides general program updates during town halls and information sessions open to all tenants. LMCH did speak with individual tenants during the protest and will respond directly to those issues raised with those tenants.

LMCH staff will develop their response to the issues raised and the letter in the coming days.

April Board Meeting

LMCH is coordinating an information session for elected officials that coincides with the April 17, 2025 Board Meeting. It is expected that LMCH Board Meeting location will change to accommodate a larger meeting size. As soon as details are finalized information will be shared with the Chair and the Directors. Information will be updated on the LMCH website to advise tenants and the general public of the change.

*LMCH Executive Committee Meeting
March 29, 2025*

2026 Budget Planning

LMCH is preparing the updated 2025 Budget for the next meeting of the Finance and Audit Committee. Staff are also turning their eye to the 2026 Operating Budget. It is anticipated that the City of London may request LMCH to make adjustments to the 2025 and 2026 operating budgets to reduce impact on property tax increases. There has been no formal communication on this matter with the City but there were sessions earlier this year where discussions were led by KPMG on zero based budgeting, increased collaboration and lean six sigma to identify internal efficiencies.

Business Case 22 – Service Improvement Updates

LMCH received approximately \$5 million dollars increase in the operating budget for service improvements across a number of areas. LMCH wants to provide an update on the progress to date with this investment:

- LMCH has hired:
 - three additional Full time Community Safety Specialists to bring the complement to six staff;
 - A new full-time communication resource
 - A new full-time Health and Safety Specialist
 - A new full-time Client Service Coordinator
- LMCH is about to start building out the new community office for 345 Wharncliffe with opening by the end of Q2 2025.
- The plan to bring cleaning services in house to LMCH continues and is expected to be completed by the end of Q3 2025.

ATTACHMENTS:

APPENDIX A: CEO Workplan

APPENDIX B: ACORN Flyer

APPENDIX B: ACORN Letter

PREPARED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

APPENDIX A: CEO Workplan

CEO Workplan Q1 2025

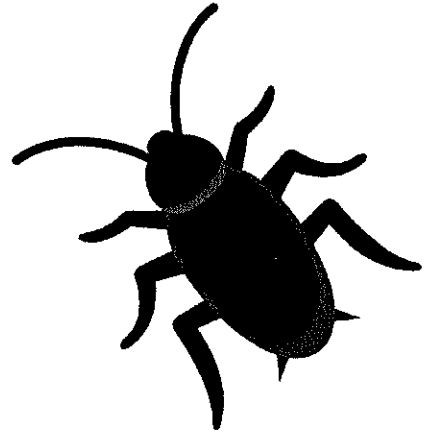
Strategic Objective	2025 Objectives	Status as of Q1 2025 (March 29, 2025)
Expand our Impact Identify Opportunities to increase the amount and type of housing offered to the community.	<ul style="list-style-type: none"> Strengthen the relationship with the City of London and Middlesex County to create opportunities for redevelopment potential. Create design concepts for the redevelopment of Inter-Faith Housing (London) property (728-792 Ladybrook Crescent) in collaboration with the City of London and aligned with the LMCH Master Regeneration Plan. Identify source funding through all levels of move government to invest in existing and planned regeneration work. Engage broadly in the LMCH Master Regeneration Planning process to bring a comprehensive plan to the Board of Directors for approval in Q3 2025. 	<ul style="list-style-type: none"> Leveraging engagement for Master Regeneration Plan to open dialogue with key stakeholders including the City of London, Middlesex County and Community Agencies/Support Services. Work with CMHC on investment in Reimagine Southdale continues.
Create a Foundation for Success Align LMCH to organization structure, systems, and teams to best support delivering on strategic priorities and service excellence for tenants.	<ul style="list-style-type: none"> Implement Phase 1 of the LMCH Organizational review recommendations including <ul style="list-style-type: none"> Hire a COO and three Senior Managers in Operations Transition to functional management model for tenant services. Strengthen key accountability tools including the lease, tenant handbook and tenant facing policies. Design an Intake and Support Program to strengthen the onboarding approach for new tenants. 	<ul style="list-style-type: none"> Hiring for Chief Operating Officer was initiated in March 2025. New lease to be implemented in April 2025 which includes no smoking clause and mandatory tenant insurance New tenant Handbook and related web content to be rolled out in April 2025 Intake and Support Program designed with posting of new staff roles in April 2025 to support the program.

APPENDIX A: CEO Workplan

Strategic Objective	2024 Objectives	Status as of Q1 2025 (March 29, 2025)
Increase Profile Demonstrate the positive impact that LMCH is having in our community by highlighting service improvements /excellence, a positive work culture, and investment in communities.	<ul style="list-style-type: none"> • Increase positive LMCH sentiment in social media and media mentions • Demonstrate investment in asset management that support improved state of repair and investment in renewal of communities. • Demonstrate service improvement with positive impact for tenants. • Demonstrate positive changes in LMCH approach to managing tenancies, Community Safety, Maintenance, Pest Management and support. 	<ul style="list-style-type: none"> •
Financial Sustainability Create a financial plan that best supports sustainable operations and investment in initiatives that create long-term financial stability for the corporation.	<ul style="list-style-type: none"> • Identify opportunities for reductions in the LMCH base operating budget. • Strengthen revenue model by reducing arrears, improving number of tenants in good standing and developing a non-rental revenue plan • Continue the transition of LMCH away from a 100% RGI-funded organization • Access capital funding for regeneration through CMHC and other providers 	<ul style="list-style-type: none"> • Have engaged a consultant to strengthen site based budgeting and reporting tools.

ROACHES DON'T PAY RENT.

**WHY ISN'T LONDON HOUSING
DOING ANYTHING?**



TENANT SPEAKOUT

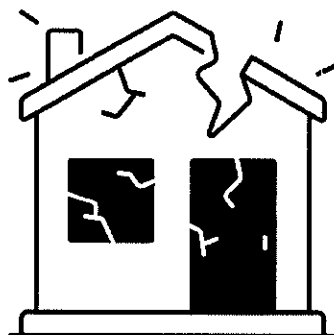
**TUESDAY MARCH 25TH AT 2PM
OUTSIDE 85 WALNUT STREET**

**Roaches, bed bugs, mold, and broken units shouldn't
be the norm for our most elderly and disabled
community members.**


**Stand with London Housing tenants and demand
better from our city!**

Contact ACORN

for all the details:



LondonFO@acorncanada.org 

519-670-1859 

acorncanada.org 

@londonacorn 

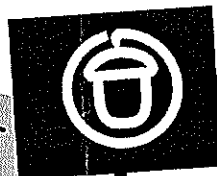
85 WALNUT ST ACORN TENANT UNION MEETING

**THURSDAY, MARCH 27TH, 6PM-8PM
IN THE LOUNGE**

**QUESTIONS? CONTACT ACORN AT:
LONDONFO@ACORNCANADA.ORG
(519)-670-1859**



TENANTS DESERVE
HEALTHY HOMES



ROACHES DON'T
PAY RENT!

TENANTS
RIGHTS ARE
HUMAN
RIGHTS

YOUR NEIGHBOURS
ARE GETTING
TOGETHER TO
DISCUSS ISSUES IN
THE BUILDING LIKE
PESTS, DISREPAIR,
AND MORE, AND
PLAN HOW WE CAN
FIGHT BACK!

The Walnut St ACORN Union operates separately from the 85 Walnut Tenant Association - while the Walnut Tenant Association focuses on one-on-one individual concerns, ACORN focuses on collective issues and how we can fight for our rights together! Both groups support each other's important work in the building - come to our meeting to learn more!

**SAVE \$45-\$75
a month on your
electricity bill!**

Ontario Electricity Support Program (OESP)

OESP is a free Ontario Government program for low-moderate income households. To apply you'll need:

- Your electricity bill
- SIN/Date of birth for every household member over 18
- Your total household income (ex: CRA Notice or Assessment of pay stub)

Email oesp@acorncanada.org or call
(613) 746-5999 EXT 2 for help applying.



ACORN Canada

Uniting communities for justice | acorncanada.org

March 25 2025

Paul Chisholm
Chief Executive Officer
London & Middlesex Community Housing

Dear Paul,

We, the tenants of 85 Walnut Street, have joined ACORN and formed a tenant union in our building. We would like to request a meeting with you to discuss urgent concerns we have with the property.

ACORN is an independent, membership-based community organization of low and moderate income people fighting for social justice. We have 185,000 members nation-wide. We are coming to you in an effort to resolve the very real and serious concerns we have. While we appreciate the efforts LMCH has made to hold "Tenant Talks" where tenants can ask questions, we do not feel that tenants have been given an opportunity to have our concerns heard or addressed by LMCH.

We are requesting a meeting with you to discuss the following issues and LMCH's plans to resolve them:

- Pests - tenants have been overwhelmed with infestations of roaches, bed bugs, mice, rats, and more. LMCH has not been effectively or efficiently responding to infestations, has frequently failed to provide notice of treatments and/or failed to provide support for tenants who need help with preparation for treatments. Tenants have either not been made effectively aware or have not received when requested the supports LMCH claims to provide such as "providing mattress protectors, laundry cards, and onsite support for preparation and unpacking" as claimed in the letter sent to City Council late last year.
- Maintenance - tenants are experiencing water damage, old broken appliances, peeling tiles, and much more. Maintenance requests are not addressed in a timely manner and tenants are left living in disrepair through no fault of their own.
- Air quality - many tenants at 85 Walnut have been experiencing lung issues, and tenants have concerns about the lack of cleaning of air vents in the building, possible asbestos exposure during renovations, and deteriorating air quality resulting from unchecked pest infestations.
- Poor cleaning - Tenants have noticed a lack of consistent cleaning in common areas of the building, with no cleaning being done on weekends at all
- Security - there is no on-site security available for tenants to call in the event of break-ins or other security concerns. Given the frequent break-ins in the building, there is an urgent need for 24/7 security personnel to be present.
- Lack of enforcement of building rules - tenants have had several experiences where LMCH has failed to enforce its own rules for the building, or follow its own policies around pest treatments and tenant supports
- Lack of communication - there are no true avenues for tenants to have their feedback received and concerns addressed. The "Tenant Talks" hosted by LMCH often feel like lectures to tenants who wish for an avenue to be heard, not spoken at.

We are active, motivated, and wanting to work with you and the LMCH team to solve the issues that have been plaguing these buildings for some time. We would like a meeting to discuss these issues as soon as possible. We are requesting a response to this letter within the next two weeks to schedule a meeting for a later date.

Sincerely,

London ACORN Tenant Union

To set up a meeting, please contact London ACORN staff at:

Vonica Flear (Lead Organizer) londonFO@acorncanada.org (519)-670-1859

PSH REPORT 2025-13

TO: People Services and Housing Committee (PSH)
FROM: Dirk Volschenk, Manager of Human Resources
SUBJECT: Human Resources Manager Update – Q1 2025
DATE: March 28, 2025

PURPOSE:

To provide the People, Service and Housing Committee an overview of the key activities in Human Resources for Q1 of 2025 and to provide information for the matters identified as priorities for Human Resources in 2025.

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 reaching their full potential at LMCH.

Staffing Complement

As per the KPI Quarterly Report provided, LMCH has seen a reduction in its targeted range for staffing complement during the first quarter of 2025. Our staffing levels decreased to 96% of the budgeted complement at the end of the quarter as a result of increased departures during the period. Three departures were as a result of new employment opportunities, and one was retirement.

Although the departures have resulted in LMCH falling below its targeted range for staffing complement, the timing thereof played a role with two occurring in the month of March. We believe that within the next quarter with current competitions we will be able to return to within our targeted staffing complement.

Through the provision of Business Case 22 Funding, LMCH is currently implementing the initiative of bringing our cleaning services in-house. Human Resources is supporting this

process by facilitating conversations between LMCH and Counsel as the process triggers continuity of employment obligations under the Employment Standards Act and requires LMCH to replace the current vendor of our cleaning services as Employer through this transaction.

As this process is completed, it will result in the creation of thirteen (13) additional Union positions within LMCH and have a positive and marked impact on our Staffing complement, which will have to be effectively monitored and managed to ensure a successful transition into the workplace. This is a collaborative project between multiple functional areas.

Finally, in December 2024, LMCH applied to the Canada Summer Jobs program for funding for 9 students in Communications, Finance, and Property Services. Although we are currently waiting for approval and targeting hiring the students in April of 2025. Should we be supported it will provide an increase in capacity in key areas and support a worthwhile and important initiative through providing opportunities for youth in the Social Housing Sector.

Recruitment

As per the KPI Quarterly Report provided, LMCH has maintained our targeted and expected time per recruitment at 84.25 days.

We successfully completed three competitions either at the 90-day target or less due to internal candidates filling newly vacant roles or Temporary Employees accepting permanent positions.

We expect to see an increase in open competitions in the second quarter due to ongoing organizational restructuring and the implementation of the newly created positions for BC22. These competitions vary from front-line positions to executive level roles and as a result we expect to see varying results in how long competitions take to complete. Our goal, however, remains to maintain an average performance of around 90 days from posting to completion to ensure that the organization is effectively and adequately staffed.

Employee Attendance and Absences

As part of the Strategic Plan for 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.

As we are developing this KPI, we are looking at measures that include:

1. Tracking Sick Time utilization against the standards set through our Attendance Management Program. Recommended tracking is the number of employees into threshold for Attendance Management.
2. Tracking Time Lost for Workplace Injury and Illness. Recommended tracking amount of time lost for workplace injuries or illness.
3. Employees on Long Term Illness or Absence and the success of facilitating a Return-to-Work Program. Recommended tracking number of Employees who are on longer term absences, the length of absence, and whether successful return-to-work procedures have been implemented.

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

LMCH is continuing the important work to ensure a safe working environment for its employees and continues to work towards the completion of the Steve Hall Safety Audit recommendations.

As per the Q4 update, LMCH has launched the Non-Violent Crisis Intervention training and Verbal De-escalation training for its employees in Q1 of 2025, and we have successfully completed training for 29 employees, which represents nearly 30% of all employees trained in these important skills and initiatives. We will continue training approximately 20 employees per month, and we are targeting the completion of training for all employees during the Fall.

We will continue to work towards completion of the recommendations but also communicating the work that is being performed to employees and the Board. For Q1 we are providing an update on the work that has been performed by our Community Safety Team, and we are reporting the initiatives being taken around access control at our properties, leveraging our CCTV systems on our properties and improving service coverage of our CSU Members with our after-hours vendor.

One recommendation that we review afresh is the implementation of a Peer Support Group for employees developed through the Wounded Warriors Organization. After meeting with the organization and reviewing their program, it was determined that it's designed for organizations of a larger size and might be less optimal when implemented in a smaller organization. We still believe that the creation of a peer support system would be beneficial for the organization, and we are currently investigating other options.

As we are onboarding the new H&S Specialist and setting up a more robust and responsive Health and Safety Program, we must continue evolving our practices and ensuring that we are making informed and intentional decisions. Good information and

reporting are critical to that and we are developing reporting information that seeks to collect and combine all relevant Health and Safety information across the organization including Tenant Services, Community Safety, Human Resources, and the JHSC.

As we work towards collecting and reporting this information we will share for input and direction from the Committee and the Board on how we report this information.

Changing Outsourced Payroll Provider

During February of 2025 the transition started moving to an alternative Payroll Services Provider. An implementation team was formed, including representatives from ADP and Human Resources, to review and update our current HRIS and Payroll practices. Internally, a steering Committee was also formed comprised of Members from HR and Finance to ensure that the needs of the organization were known and considered during the project.

At present we are finalizing training on certain system components and working on the creation of Standard Operating Procedures for LMCH-specific payroll practices. Through the work and progression of the project, we are targeting completion of the transition in Q2 of 2025.

Training Calendar 2025

LMCH has consulted with all departments and gathered requests for training and development for the year. This included training that is legislatively required for either ensuring compliance to Industry Standards or Legislation or to maintain professional designations that are required for positions.

In addition, we have identified priority training initiatives based on LMCH Strategic and departmental objectives, such as Healthy Organization or more efficient or safe working practices in our Property and Tenant Services Departments.

Finally, we have also collected information on professional development opportunities for staff and we are creating a budget to ensure that there is a reasonable opportunity for all staff to undergo individually driven professional development.

Once finalized and approved by the SLT group, the intention is to have a structured, annual training program to ensure continuous and intentional investment and improvement in our staff and their skillsets.

While in development, we have, however, continued in Q1 to schedule four (4) training sessions and trained a total of fifty (50) employees in areas such as Non-Violence Crisis Intervention and Control of Hazardous Energy Training.

PREPARED and RECOMMENDED BY:
Dirk Volschenk MANAGER OF HUMAN RESOURCES



PSH REPORT 2025- 15

TO: LMCH People, Services & Housing Committee

FROM: Christine Poirier, Senior Manager, Property Services

SUBJECT: Update from Senior Manager, Property Services

DATE: March 28, 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.

Vacancy Update

The vacancy data identifies an efficient turnover process with a consistent turnover rate. The vacancy rate consistently achieves a benchmark of 3% or less, and the average days to turn a unit is currently sitting at 86 days which is down from 103 days in January 2025. 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 Q1 2025.

Service Request Standard

In Q4 2024 LMCH implemented the improved service request timeline to provide a consistent and predictable maintenance service to the tenants. This is in line with the LMCH mission to provide well-maintained homes to meet the needs of the people we serve in our communities.

In Q1 2025 LMCH completed 100% of the emergent work orders, 100% of the urgent work orders and 83% of the nonemergent work orders. The nonemergent work orders are counting new work orders entered at the end of the quarter. With the improved service standard timeline, priority is given to the emergent and urgent work orders.



Staff Development

On the cusp of developing and fostering a healthy organization, the property services team has initiated staff training and development. This training and development will help empower the LMCH team to create a strengths-based culture to work together toward one common goal – to provide clean, safe, and well-maintained homes, and feel confident and safe while doing so.

Throughout the month of February, the Electrical Safety Authority hosted two training sessions at the main office for the property services team. These courses provided the maintenance repair team with electrical safety training as well as control of hazardous energy (LOTO) training.

In March the London Fire Department hosted Fire and Life Safety (FLS) Awareness training for the LMCH site staff at the main office as well as FLS practical training for the maintenance repair staff hosted at the 241 Simcoe Street location.

The month of April will include the Asbestos and Hazardous Material Awareness for new staff including members of tenant and property services. The Asbestos Worker Training for the maintenance repair team. The Asbestos Worker Training for the maintenance repair team will empower the team to confidently remediate ACM safely as well as the knowledge to monitor the vendors ACM remediation methods for vacant unit turns.

April will also be the month that will include the Supervisor Competency training for the greater management team. This interactive workshop breaks down the responsibilities outlined in the Occupational Health and Safety Act and how those responsibilities directly relate to the LMCH management team. It also aligns with the requirements outlined in the Ministry of Labour supervisor awareness workbook.

Integrated Pest Management Update

LMCH is working on Phase 2 of the Integrated Pest Management Program which 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.

In Q1 2025, the tenant refusals and units not prepped are consistent at 1%. Units in escalation are currently at 4%. The total number of units cleared is currently 49% and the total number of units being treated is 25%.

During Q1 2025 LMCH has identified units with prolonged treatment cycles. 24% of the units that are actively being treated are taking longer to clear than expected and we are currently reviewing these with the provider to determine the cause and a timely resolution.

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
CHRISTINE POIRIER SENIOR MANAGER, PROPERTY SERVICES	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

PSH REPORT 2025-16

TO: LMCH People, Service, and Housing Committee

FROM: Matt Senechal, Communications Manager

SUBJECT: Communications Update

DATE: March 28, 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 our community's most vulnerable residents. Our communications Team's work 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.

Q1 Review:

Q1 has been a building phase for the Communications team—laying the groundwork for more effective engagement across all channels. As our website, media strategy, and content production efforts evolve, we remain focused on enhancing transparency, accessibility, and trust with our stakeholders.

Website Updates

The LMCH website remains a key communications tool for external audiences. In Q1, the Communications team continued foundational work to ensure our online presence is accurate, accessible, and aligned with LMCH's strategic priorities.

Key updates:

- The updated Tenant Handbook is being prepared for online publication and will go live by mid-April. This ensures consistency across our print and digital communications and improves tenants' access to important information.
- Significant progress has been made on expanding and refining core organizational content, including updated language around LMCH's operational and capital investments. We have added content for our Climate Action Plan and Asset Management Plan.
- Looking ahead, the next phase (Q3) of the website enhancement will focus on improving the user experience and navigation, helping ensure the site meets the needs of diverse audiences.

Content Creation

In Q1, we shifted toward the planning and production of high-impact, long-form content that delivers strong investment returns. These assets will support our efforts to educate, inform, and engage tenants, staff, stakeholders, and the public.

In development:

- A new video format is being introduced to deliver project updates in a more journalistic, documentary-style format. This will help humanize our work and better illustrate LMCH's impact.
- Animated explainer videos are being developed to serve as evergreen content across our website. These will break down complex policies, services, and processes into digestible, accessible pieces, reinforcing LMCH's core objectives.
- Internally, we are launching a new series of short, upbeat videos for staff engagement. These videos are designed to add levity and positivity to the workday and support staff morale in an often-challenging environment.

These strategic investments in content will help ensure LMCH continues telling its story in dynamic, compelling ways that resonate with internal and external audiences.

Media Relations

Effective media relations are vital to shaping public perception of LMCH. In Q1, we introduced new tools and metrics to better understand and manage our media presence.

Highlights:

- A new media monitoring and tracking tool was implemented to allow for more detailed reporting.
- For the first time, media sentiment is being assessed and categorized as positive, neutral, or negative.

Q1 2025 Media Mentions:

- Total Mentions: 12
- Positive: 2 (17%)
- Neutral: 4 (33%)
- Negative: 6 (50%)

While negative coverage still accounts for a notable share, introducing tracking enables us to take a more data-driven approach to media strategy. We are actively working on planned opportunities to increase positive mentions and exploring partnerships with content creators to broaden our reach and tell LMCH's story through new, more relatable lenses.

PREPARED and SUBMITTED BY:
Matt Senechal, Communications Manager

Quarter	Month	Date	Outlet	Type	LMCH Initiative	Title	Reporter	Sentiment	Link	Property	Notes
Q1	January	January 13, 2025	CBC London	Earned Media	Reimagine Southdale	New Southdale public housing project nearing completion	Kate Dubinski	Positive	https://www.cbc.ca/news/canada/london/new-southdale-public-housing-project-nearing-completion-1.7428342 https://www.cbc.ca/listen/live-radio/1-158-london-morning/clip/16120636-a-tour-inside-londons-public-housing-building-decades	Southdale	CBC was invited to the Reimagine Southdale site for a walk-and-talk interview, which was mainly intended for radio.
Q1	January	January 15, 2025	London Free Press	Earned Media	Pest Control	City-owned housing agency fights \$3,500 ruling in favour of tenant	Randy Richmond	Negative	https://lfpres.com/news/local-news/city-owned-housing-agency-fights-3500-ruling-in-favour-of-tenant	Wharmcliffe	Follow-up coverage from a January 2024 story.
Q1	January	January 28, 2025	CTV London	Earned Media	Community Safety	Twelve years for man sentenced in brutal stabbing attack	Nick Paparella	Neutral	https://www.ctvnews.ca/london/article/twelve-years-for-man-sentenced-in-brutal-stabbing-attack/	McNay	Coverage from an incident in September 2022.
Q1	February	February 1, 2025	CTV London	Serious Occurrence Coverage	Community Safety	Residents asked to shelter in place during police standoff in east London	Brent Lale	Neutral	https://www.ctvnews.ca/london/article/residents-asked-to-shelter-in-place-during-police-standoff-in-east-london/	Allan Rush	LMCH was not mentioned.
Q1	February	February 7, 2025	London Free Press	Serious Occurrence Coverage	Community Safety	Gun fired, dog stolen during robbery at London public housing building	Dale Carruthers	Neutral	https://lfpres.com/news/local-news/gun-fired-dog-stolen-during-robbery-at-london-public-housing-building	Simcoe	LMCH and the building were mentioned, but the story only reported the facts and left out subjective opinions or commentary on LMCH security and safety.
Q1	February	February 12, 2025	CTV London	Related to City of London	Operations	Audit report details what went wrong with notorious public housing unit	Daryl Newcombe	Neutral	https://www.ctvnews.ca/london/article/audit-report-details-what-went-wrong-with-notorious-public-housing-unit/	122 Base Line	A story as a result of an audit report that went to the City's Audit Committee about lessons learned at 122 Base Line.
Q1	February	February 26, 2025	CBC London	Earned Media	Community Partner	Housing for domestic violence survivors desperately needs funding boost, advocates say	Isha Bhargava	Positive	https://www.cbc.ca/news/canada/london/ontario-election-domestic-violence-1.7462030	LMCH Organization	The story is part of the coverage of the provincial election, and it includes information about what each party is doing to address housing and domestic violence survivors.
Q1	March	March 11, 2025	London Free Press	Earned Media	Pest Control	London social housing tenant faces new fight after cockroach nightmare	Randy Richmond	Negative	https://lfpres.com/news/local-news/london-social-housing-tenant-faces-new-fight-after-cockroach-nightmare	Wharmcliffe	Follow-up coverage from a January 2024 story.
Q1	March	March 25, 2025	CTV London	Earned Media	Pest Control	'Special delivery': Residents drop off dead roaches to building management highlighting pest issue	Reta Ismail	Negative	https://www.ctvnews.ca/london/article/special-delivery-residents-drop-off-dead-roaches-to-building-management-highlighting-pest-issue/	Walnut	Coverage of a tenant-led protest involving Acorn for building-related issues.
Q1	March	March 25, 2025	London Free Press	Earned Media	Pest Control	Fed up: Social housing tenants deliver dead cockroaches to landlord	Jonathan Juha	Negative	https://lfpres.com/news/local-news/fed-up-social-housing-tenants-deliver-dead-cockroaches-to-landlord	Walnut	Coverage of a tenant-led protest involving Acorn for building-related issues.
Q1	March	March 25, 2025	CBC London	Earned Media	Pest Control	Public housing tenants give bag of cockroaches from Walnut St. building to housing officials	Matthew Trevithick	Negative	https://www.cbc.ca/news/canada/london/public-housing-tenants-give-bag-of-cockroaches-from-walnut-st-building-to-housing-officials-1.7493299	Walnut	Coverage of a tenant-led protest involving Acorn for building-related issues.
Q1	March	March 26, 2025	980 CFPL	Earned Media	Pest Control	What is the state of community housing in London?	Devon Peacock	Negative	https://open.spotify.com/episode/4A7YCASypzpg2jUJLEAhwZ?si=B39dS7sf8buo7xZfWlkarw	Walnut	Coverage of a tenant-led protest involving Acorn for building-related issues.

PSH REPORT 2025- 17

TO: People Services and Housing Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Reimagine Southdale Q1 – 2025 Report

DATE: March 28, 2025

PURPOSE:

This report is to provide an update to the People, Service and Housing (PSH) Committee on the Reimagine Southdale project.

RECOMMENDATION:

It is recommended that the LMCH PSH 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 approximately 50% of the exterior brickwork and siding, 90% of the drywalling (with mostly common areas installation underway), and cabinetry approximately 70% complete. At the time of writing this report, Jackman Construction has indicated substantial completion to be delivered about 3 weeks early (end of May 2025) and, occupancy permitting, from the City of London approximately 4 weeks later. As a result, our intention to have full move-in capability for tenants before the school season starts is not at risk.
- There have been no material community complaints of note related to security, parking, and or noise complaints since the last quarterly update.
- Installation of CCTV/telecom services is currently underway on-site. The goal is to ensure tenant safety needs are met and to provide all the required infrastructure for office, common area, and exterior site security.
- Infrastructure coordination with Bell and Rogers is well underway to provide phone and internet service to our Tenants. LMCH focused on low-cost plans for our Tenants. *Connect for Success* offers plans as low as \$9.99 per month from Rogers.
- We are continuing to take steps to implement efficient and effective waste disposal, recycling, and collection practices for the new tenants and to be compliant with City of London Green Plan initiatives.
- Furniture requirements are currently being assessed for the common area and office staff needs, and LMCH will engage with a local furniture supplier to fulfill these needs. Arva Appliances is the supplier of all appliances (including stove tops with safety burners for the benefit of tenants). Furniture and appliance delivery and installation will commence in June 2025.
- LMCH is currently installing Canada Post mailboxes as well as parcel lockers for tenants.
- The existing basketball court is located on the Phase 2 site and will be part of the demolition work in Spring 2025. For the benefit of tenants, LMCH will construct a temporary basketball court on the North / East side of the Southdale property. This court will serve as a temporary location until the new Phase 2 court is completed in 2027.

Phase 1 Construction Progress and Related Updates:

- Landscaping begins late Spring 2025.
- LMCH has entered into a contract with Power Stream Energy Services (PSE an Alectra company) for Electrical Sub-Metering services, and installations are nearing completion.

- Phase 1 commissioning is underway with our initial kick-off meeting slated for March 27, 2025. Our Architect, General Contractor, Mechanical and Electrical trades will meet with CFMS West – LMCH’s commissioning consultant – to ensure smooth operations of all building equipment prior to occupancy.
- LMCH completed site tours with LMCH staff with a focus on Maintenance Repair staff to have them provide valuable feedback on all spaces of the new building. MR staff will be in charge of the building after completion so having LMCH familiar with the building operation is crucial to a successful turnover.
- Our Reimagine Southdale construction team will continue to focus on coordination with LMCH Tenant Services and Property services to ensure a smooth transition once the building is turned over to us from our General Contractor.

Phase 2 Pre-construction Progress:

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

City of London approval was received for Phase 2 minor zoning variance (Zoning Bylaw Amendment – ZBA) as the ground floor occupancy was changed to include more office space.

Site Plan Approval (SPA) documentation for Phase 2 has gone through 3 cycles of commentary (by the COL) and response (by LMCH). As of the writing of this report, indications are that COL approval will be received by the end of Q1 2025 or early April 2025.

Planning and coordination to vacate 25 townhouse units (22 tenant and 3 LMCH/Partner units) was completed on February 1, 2025. Through the collaborative efforts of Tenant Services and the Project Team, we have:

- Transferred 8 households within Southdale
- Transferred 14 households outside Southdale
- 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	April/ 2025
Additional Funding (CMHC) Application	September / 24	April/ 2025

documentation for submission (ESA critical path, and class-B estimates)		
Tenants Vacate Townhouses Slated for Demo	July / 24	February 1, 2025
Demolition Permit	January / 25	April / 25
Foundation Building Permit	February / 25	April / 25
RFQ for General Contractor	April / 25	May / 25
Board Approval of Phase 2 General Contractor	May / 25	
Hazardous material abatement 25 Demo Units	June / 25 to July / 2025	
Demolition 25 units	July / 2025 to August / 2025	
Phase 2 Construction Start (New Building)	September / 2025	
Phase 2 Construction complete	March / 2027	

The Phase 2 Milestones Schedule is estimated and based upon the timing experienced in Phase 1.

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 considers 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 relocated 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 and a new playground.

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

Community Safety Unit – Q4 Data

Disclaimer: As reports were due on March 25th, the Community Safety Manager had to estimate incident totals for the remaining days of Q1 by averaging available data. While final totals will be accurately recorded, please be aware of potential minor discrepancies.

Basic Metrics:

- **Total Incidents:** In the first quarter of 2025, a total of 3,152 incidents were reported, marking an 8% increase from the 2,914 incidents documented in the previous quarter. This equates to an average of 35.02 incidents per day, up from the daily average of 31.67 observed in the fourth quarter of 2024. Undoubtedly, factors such as cold weather patterns and the addition of community safety staff and service hours have contributed to this increase.
- **Use of Force Incidents:** In the first quarter, the Community Safety Unit documented an increase in Use of Force incidents, with 20 instances reported. This rise can primarily be attributed to enhancements in our reporting process, which now ensures that all interactions are recorded for more accurate data capture and stricter adherence to Ministry guidelines. Notably, 90% of these incidents occur outside of regular office hours. As we continue to expand service hours and enhance overall support, a proportional increase in these incidents may be anticipated. Our targeted patrols are strategically deployed to areas with frequent trespassing, particularly by repeat offenders. This proactive approach not only increases the presence of our security personnel during critical times but also enhances tenant safety by effectively removing or arresting individuals when more reasonable methods are not viable. This ensures a safer environment for our residents by attempting to address and mitigate potential threats.
- **Major Incidents/ Serious Occurrences:** 9 Major incidents/ Serious Occurrences were tracked by the Community Safety unit in Q1 of 2025. Below is a brief summary of what took place and the outcome of each instance.

Water Leak - January 12th, 2025

- Incident: Significant flooding triggered by a burst water shut-off valve.
- Tenant Involvement: Flooding affected multiple units including tenants directly and indirectly through water damage.
- Response: Immediate shutdown of building's water, emergency teams and Winmar responded for damage assessment and water extraction.
- Outcome: Water extraction and damage repair were initiated, tenants provided support for displacement, with ongoing damage assessment.

Gas Leak - January 19th, 2025

- Incident: Gas smell reported leading to discovery of a gas leak and subsequent shutdown of gas to several units.
- Tenant Involvement: Directly affected nine units; tenants provided with space heaters.
- Response: Contractors and maintenance staff mobilized to address the gas leak and provide alternative heating solutions.

- Outcome: Repairs scheduled, tenants remained in their units with space heaters, situation monitored throughout the night.

Police Activity – February 1st 2025

- Incident: Significant police operation involving a standoff, requiring local residents to shelter in place.
- Tenant Involvement: Incident occurred within a residential area,
- Response: Police handled the situation with arrests made details on the reasons for the standoff were not fully disclosed.
- Outcome: Situation resolved with arrests; normalcy restored post-incident.

Fire/Arson - February 1st, 2025

- Incident Details: A tenant intentionally set a bag on fire and placed it in front of the door of a neighboring unit. The fire department and on-site security managed the response until Police arrived.
- Response: The fire department addressed the fire, which did not escalate beyond the initial act. The building was temporarily put on fire watch.
- Law Enforcement: Police were notified and arrived on site at 21:50 to review the CCTV footage. Attempts to contact the tenant responsible at unit 410 were initially unsuccessful, leading to police forcibly entering the unit around 02:30, resulting in the tenant's arrest.
- Outcome: The situation was contained, with the building removed from fire watch after the issue was resolved. The tenant responsible for setting the fire was arrested, ensuring no ongoing threat to building safety.

Armed Robbery - February 6th, 2025

- Incident: Unauthorized entry by two males leading to a robbery incident inside of a unit.
- Tenant Involvement: Interaction with tenants during the incident, with security monitoring movements.
- Response: Security observed and reported the incident, assisting in police apprehension of suspects.
- Outcome: Suspects were caught and apprehended by Police. Charges filed by London Police in relation to this matter.

Fire - February 13th, 2025

- Incident: Fire reported in the garbage room, triggering the building's fire suppression system.
- Tenant Involvement: No direct impact on tenant units, confined to common areas.
- Response: Fire department and security managed the situation, with repairs and water extraction followed.
- Outcome: Fire extinguished, building placed under fire watch, repairs completed with no significant tenant impact.

Firearm Incident - March 2nd, 2025

- Incident Description: A noise complaint between neighbors escalated into one party brandishing a firearm.
- Tenant Involvement: Direct confrontation between tenants, with one threatening the other using a firearm.

- Security and Police Intervention: Security & CSU facilitated the police response by providing CCTV footage, which assisted in the identification and arrest of the individuals involved.
- Outcome: Threatening individual was arrested. Enhanced security measures were implemented to ensure ongoing tenant safety surrounding this floor.

Fire - March 12th, 2025

- Incident: Fire in garbage room quickly extinguished by sprinkler system.
- Tenant Involvement: Smoke affected common areas, minimal tenant disruption.
- Response: Fire department, security, and maintenance coordinated on smoke clearance and system reset.
- Outcome: Quick extinguishment of fire, minimal impact, building returned to normal operation after fire watch concluded.

Assault - March 17th, 2025

- Incident: Violent altercation involving multiple residents and a replica firearm.
- Tenant Involvement: Several residents directly involved in physical confrontation.
- Response: Emergency services called, security reviewed CCTV footage, involved tenants received immediate medical and police attention.
- Outcome: Perpetrators were arrested, building security and safety measures reassessed. Replica firearm recovered in assistance with Police. Support to impacted tenants remains ongoing.

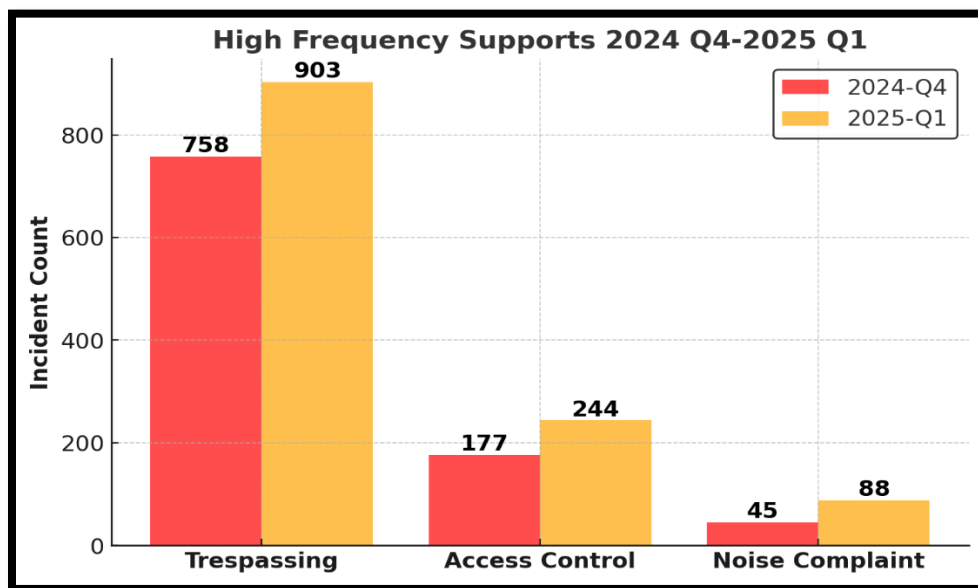
Incident Follow Up

In response to serious incidents, once the initial safety concerns have been addressed, the Tenant Services team conducts a thorough investigation, gathering evidence such as CCTV footage, tenant reports, witness statements, etc. Based on the collected evidence, and if appropriate, eviction notices are issued to the responsible parties involved in each incident. If necessary, LMCH will file L2 applications at the Landlord and Tenant Board.

Statistics Overview:

High Frequency Incidents:

- **Trespassing: 903 incidents**
 - Trespassing continued to remain a top support provided across our properties. We observed an increase of 19% in Trespassing reports from Q4 of 2024 (758) to Q1 of 2025 (903)
- **Access Control: 177 incidents**
 - Access Control also remained a high frequency support type tracking an increase of 37.85% from Q4 of 2024 (177) to Q1 of 2025 (244).
- **Noise Complaint: 88 incidents**
 - Noise complaints increased significantly this quarter tracking. In Q4 of 2024 there were 45 Noise Complaints submitted, in Q1 of 2025 we tracked 88 an increase of 95.56%



Moderate Frequency Incidents:

Cause Disturbance: 80 incidents

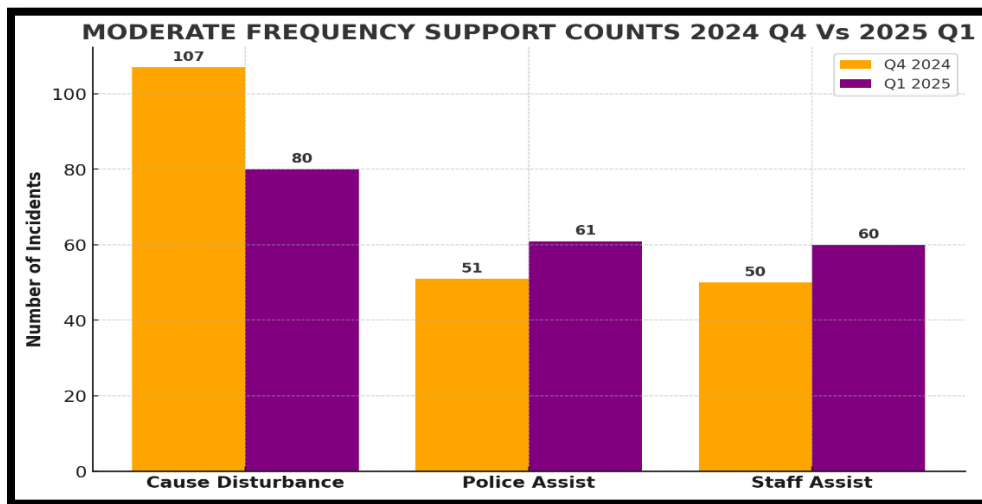
- The category "Cause Disturbance," which represents severe noise complaints or more significant disruptions, remained high on our support list but ultimately decreased by 25.23% in Q1 of 2025, with 80 incidents reported, down from 107 in Q4 of 2024.

Police Assist: 61 incidents

- Police Assists increased by 22% to 61 incidents in Q1, up from 50 in Q4 of 2024. This category may not capture all police assistance instances, as some, like location services via CCTV, are categorized under "CCTV-Search." Detailed statistics on police involvement are available later in this report.

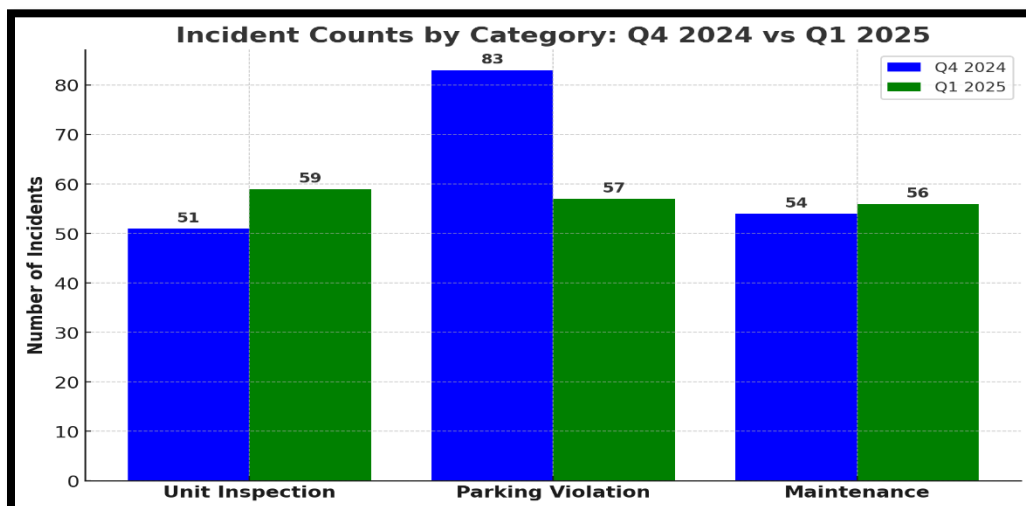
Staff Assist: 60 Incidents

- Staff Assists saw a 20% increase in Q1, rising from 50 reported incidents in Q4 of 2024. This category includes various forms of support such as delivering notices, aiding in tenant interactions, or other actions that assist LMCH staff in providing services to our clients.



Lower Frequency Supports

- **Unit Inspection: 59 Incidents**
 - The Community Safety Unit (CSU) maintained consistent involvement in Unit Inspections, ensuring the safety of both staff and tenants. The number of CSU-involved Unit Inspections rose by 15.69% from the 51 incidents reported in Q4 of 2024, reflecting a focused effort on maintaining high safety standards.
- **Parking Violation: 57 Incidents**
 - Parking Violations shifted from moderate to low frequency in Q1 of 2025, with a significant reduction of 31.33% from the 83 incidents reported in Q4 of 2024. The decrease primarily resulted from the ongoing construction progress at the Re-imagine Southgate location, which impacted parking availability.
- **Maintenance: 56 Incidents**
 - The Maintenance category showed a slight increase, with 56 incidents in Q1 of 2025 compared to 54 in Q4 of 2024. Following CPTED (Crime Prevention Through Environmental Design) training, Community Safety staff now use a new Maintenance-CPTED category to promptly address minor maintenance issues. Emphasizing the principle that "What happens here matters," this category was introduced in late Q1 and had been reported 31 times by March 24th, 2025, demonstrating its immediate effectiveness.

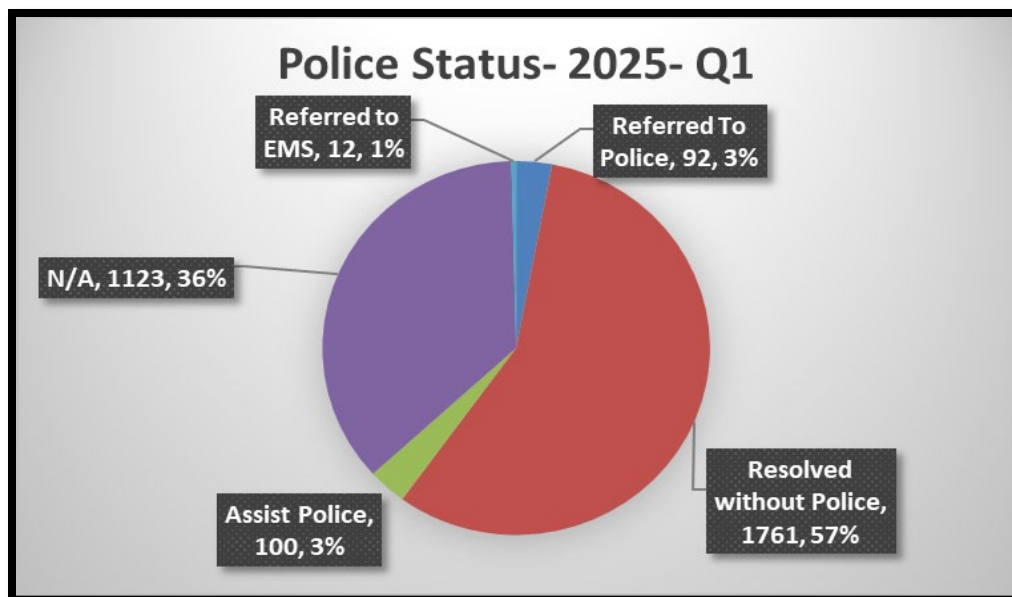


Police Status:

During A previous People Services & Housing Committee meeting, the Community Safety Manager was asked to track incident resolutions, including those managed without police involvement, those assisting police, and those that should be referred to Police Services. Data collection began on January 1, 2025, and is now being presented for the first time below.

- **Resolved Without Police:** This category encompasses incidents that were addressed and resolved without the involvement or assistance of police forces. This includes situations managed solely by support staff.
- **N/A:** This category is designated for incidents that inherently do not require police involvement, such as routine patrols or maintenance issues. Incidents involving fire alarms that result from actual fires, where police attendance occurs, are also recorded under this category.
- **Assist Police:** This category refers to instances where the Community Safety Unit or LMCH staff provided support to police investigations. This support may involve assistance during calls initially directed to police or aiding in the collection of video evidence and other investigative activities.
- **Referred To Police:** This designation is used when an incident handled by the Community Safety Unit necessitates police intervention to effectively manage or resolve the situation.
- **Referred To EMS:** These instances detail situations where police involvement was deemed unnecessary, yet the effective management of the incident required Emergency Medical Services.

Status	Total
Resolved Without Police	1761
N/A	1123
Assist Police	100
Referred To Police	92
Referred To EMS	12



PSH REPORT 2025- 18

TO: People, Services & Housing Committee

FROM: Tim Rudow, Community Safety Manager

SUBJECT: Community Safety Update – Q.1

DATE: March 28, 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 first quarter of 2025. This report details significant progress and highlights in our top priority areas, specifically targeting the extension of service hours and enhancement of security measures, which 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 first quarter of 2025, the Community Safety Unit (CSU) focused on four key priorities to further enhance the safety and security of our tenants and properties while building on the groundwork laid in previous quarters:

1. Completion and Deployment of Afternoon Shifts:

- A comprehensive training schedule was meticulously completed, leading up to the deployment of our afternoon shifts on January 2nd, 2025. This preparation ensured that our staff were fully equipped and ready to extend service hours.
- Since the deployment, there has been a noticeable increase in support provided to our tenants, marking a significant accomplishment in our operational capabilities. This initiative has not only enhanced our responsiveness but has also established an increased security presence outside of regular office hours.
- Additionally, the extended hours have enabled us to assist other community partners, including local police, enhancing our collaborative efforts to ensure community safety.

2. Safeguarding of Keys Assigned to 3rd-Party Security:

- We have implemented electronic surveillance and tracking measures specifically for security keys assigned to third-party vendors. This targeted approach involves new lock boxes and scan points for patrol verification, which have been introduced to monitor key access and return times exclusively for these vendors.

3. Initiating Early Stages of Emergency Response Planning

- A comprehensive Standard Operating Procedure (SOP) has been developed to ensure consistent and effective management of emergencies by On Call Managers. This procedure addresses critical situations such as fires, floods, and power outages.
- The SOP is strategically designed to equip on-on-call managers with the necessary skills and confidence to handle scenarios that affect fewer tenants and do not typically require intervention by external agencies such as the City of London or the Canadian Red Cross. It covers emergencies that, while impactful, involve fewer individuals or smaller areas, ensuring that responses are uniform and efficient.
- This document provides a systematic approach for On-Call Managers, starting from the initial point of arrival at the incident site to the assessment and resolution stages, and concludes with the procedures for winding down the response.
- Serving as a foundational document, this SOP marks the beginning of our commitment to continuously enhance our emergency management protocols. We plan to systematically expand this document with additional detailed information and guidelines, progressively improving our preparedness for and responsiveness to unforeseen events, thus supporting the safety and well-being of our community.

4. Training and Deployment of CPTED Knowledge:

- After completing CPTED training in late Q4 of 2024, we have actively deployed this knowledge across our operations. Two CPTED reviews have been completed and shared with staff regarding higher-volume properties.
- Leveraging our recent CPTED (Crime Prevention Through Environmental Design) training, we have applied these principles to enhance the functionality and safety of the LMCH Site Office at Wharncliffe. This application of CPTED strategies ensures a secure environment for both staff and tenants, fostering a sense of safety and community engagement.
- To enhance the early detection and management of maintenance needs or graffiti, we have introduced specific reporting categories such as "Maintenance-CPTED." This initiative allows for prompt addressing of

such issues through our Daily Security Brief, reinforcing the importance of community safety and showing both tenants and visitors that "*What happens here matters.*"

LOOKING FORWARD TO Q2 OF 2025:

CSU has set ambitious goals to continue advancing our community safety initiatives:

1. Drive and Assist Streamlining of LMCH Resources Relevant to Community Safety:

- We aim to enhance the efficiency and effectiveness of resources tied to community safety (or other areas of LMCH). This will include finalizing a Standard Operating Procedure (SOP) for a Recovered Items and/or Lost and Found Program, ensuring a standardized approach across our operations.
- We will refine our process for reviewing and investigating package thefts, aiming to expedite resolutions and ensure tenants have the appropriate support needed.
- We are continuing our collaboration with the London Police Service to enhance trials involving secure video transfers, aiming to streamline the process of providing secure and valuable evidence.
- We are currently developing guidelines focused on Police Collaboration and Partnership. These guidelines will establish a comprehensive framework for cooperating with law enforcement agencies, including provisions for the management of CCTV software. This initiative is designed to enhance our security operations and ensure a coordinated approach to community safety.

2. Expanding Community Partnerships for Specific To Community Safety

- We are actively integrating initiatives such as Red Cross Exercises and Crime Stoppers into our buildings to bolster our community safety framework.
- LMCH will continue its collaboration with the Canadian Red Cross to refine our internal emergency response procedures. This partnership strengthens our capability to handle situations requiring coordination with external agencies like the Canadian Red Cross or the City of London.
- We are committed to enhancing our partnership with London & Middlesex Crime Stoppers, providing tenants with additional anonymous channels to report concerns. This initiative plays a crucial role in improving our overall community safety and security.
- Our efforts to support vulnerable populations continue to grow through partnerships with the London & Middlesex Health Unit, particularly in expanding Naloxone availability at LMCH sites.
- All security staff in LMCH buildings and our mobile supervisors are

equipped with Naloxone, ready to assist or provide to vulnerable populations encountered during their duties.

CONCLUSION:

The first quarter of 2025 brought significant advances for LMCH's Community Safety Unit. The introduction of afternoon shifts improved tenant support and partnerships with local police, while new electronic surveillance for security keys and the drafting of a Special Circumstances SOP enhanced our operational readiness. We also continued to integrate CPTED practices into our daily operations, setting a strong foundation for further safety improvements.

In Q2, we'll focus on refining safety resources, improving SOPs for Recovered Items and Lost & Found, and advancing package theft procedures. Supported by the People, Services, and Housing Committee and the Board of Directors, we are well-positioned to boost our community safety and operational efficiency.

ATTACHMENTS:

APPENDIX A: Quarter 4 Incident Data

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

PSH REPORT 2025- 19

TO: People, Services and Housing Committee

FROM: Lisa Luther- Community Engagement Manager

SUBJECT: Community Development Update

DATE: March 28, 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:

Guided by the principles of our Community Development Strategy, the Community Development (CD) team has had a strong start to 2025. Our team continues to develop and nurture partnerships while executing initiatives that adopt a tenant-centric approach, empowering individuals, amplifying their voices, and leveraging the strengths of our communities.

Since the start of 2025, the LMCH Community Development team has engaged with tenants more than 1,300 times through initiatives designed to build community, empower individuals, and develop skills. These initiatives span food security programs, tenant decision-making projects, youth outreach, and engaging events. Thanks to strong partnerships, these efforts support tenants' well-being, education, and sense of belonging.

Given the breadth of our engagement, it would be impossible to highlight every initiative. Below is a sampling of key projects undertaken from January to March 2025:

LMCH Community Decision-Making Project

The LMCH's Community Decision Making Project adopts a tenant participatory budget model to involve tenants in decision making regarding the allocation of funds within LMCH's housing communities.

Project goals:

Empowerment: Tenants play an active role in decision-making, fostering a sense of ownership and responsibility in their living space.

Community Building: The program encourages collaboration among tenants, promoting social connections and strengthening community bonds.

Addressing Priorities: Tenants identify and prioritize projects that matter most to them, ensuring allocated funds address the community's specific needs.

Enhancing the Tenant Experience: Tenant involvement leads to improved infrastructure, amenities, and services, ultimately enhancing overall quality of life.

Fostering Trust: By involving tenants in financial decisions, LMCH demonstrates a commitment to transparency and shared decision-making.

In January, engagement sessions were held at William and Hale, where over 37 tenants participated in interactive sessions to learn about the initiative, brainstorm ideas, and identify funding priorities.

Based on tenant input, the Capital team developed two actionable project options per site. Tenants were then invited to vote for their preferred project. With over 50 votes cast, the winning projects were:

- **Hale:** Lounge and Kitchen Renovation
- **William:** Outdoor Improvements

The Capital team is now developing detailed plans for each project and will continue to provide updates on project milestones.

Dundas Community Needs Assessment

A community needs assessment (CNA) is a structured process designed to identify and understand specific community needs, gaps, and strengths. This ensures that the most relevant supports and services are identified and delivered effectively.

Over the past two years, the Community Development (CD) team has conducted 10 CNAs across LMCH communities. These assessments focused on understanding tenant needs related to the CD Strategy pillars: **Health/Wellness, Education/Skill Building, Employment/Contribution, and Connection/Community**. This approach centered on gathering insights specifically linked to these pillars to inform programming and service delivery.

Dundas presents unique and complex challenges, including significant social, structural, and health-related issues, making it one of LMCH's most high-acuity communities. Recognizing that the standard CNA framework may not fully capture the depth and complexity of these challenges, LMCH is adopting a more responsive and tailored approach to better understand and address tenant needs at Dundas.

Over the next few months, the CD team, in collaboration with internal teams, will engage tenants through diverse outreach methods to gather feedback across **five key service areas**:

- Tenant Services
- Property Services
- Community Safety Unit
- Pest Management
- Specialized Supports and Community Development

The survey design reflects input from multiple LMCH service areas to ensure alignment with the assessment's overall goals. Language has been simplified, and examples have been included to improve accessibility and ensure tenants can easily understand and engage with the process.

Once data collection is complete, the information will be analyzed to identify trends, patterns, and key areas of need. These insights will drive future partnership opportunities and improve service delivery at Dundas.

This new approach marks a strategic shift toward a more integrated and adaptable model for community needs assessments. By combining tenant input with staff insights from all service areas, LMCH aims to create a more responsive and tailored support system that meets the distinct and complex needs of the Dundas community. This model will serve as a framework for addressing high-acuity communities more effectively in the future.

Summary and Outlook

The initiatives outlined in this report highlight LMCH's continued commitment to strengthening tenant engagement, empowering residents, and fostering resilient communities. By taking innovative approaches, such as participatory budgeting and intentional community needs assessments, we are building stronger partnerships, enhancing tenant well-being, and ensuring that services are responsive to the unique challenges faced by our communities. We look forward to providing further updates on these impactful initiatives as they progress.

APPENDIX A: DUNDAS COMMUNITY NEEDS ASSESSMENT SUMMARY

PREPARED and SUBMITTED BY:	REVIEWED BY:
Lisa Luther Community Engagement Manager	Olesya Gren, Director, Tenant Services

Dundas- Community Needs Assessment

Tenant Services Survey

INTRODUCTION

The Tenant Services Team helps tenants by renting units, collecting rent, providing referrals to community services, and supporting housing stability. Their goal is to ensure tenants have the resources they need to maintain their housing successfully.

Key Staff Roles Include:

- Tenant Services Manager- Breanna Dartch
- Community Relations Worker- Amber Young
- Housing Stability Case Coordinator- Maggie Haynes
- Tenant Services Coordinator- Laura Shea
- Tenant Placement- Glynnis Bowman
- Legal: Corrie Sanford

SECTION 1: Teant Services Team

1. **Do you know how to contact the Tenant Services Team?**

☐ Yes

☐ No

2. **What is the easiest way for you to contact the Tenant Services Team?** (Select all that apply)

☐ Visiting the LMCH office in my building

☐ Going to the LMCH main office (Oxford & Highbury)

☐ Having a staff member visit me in my unit

☐ Phone call

☐ Email

☐ Chat through an app (if available)

☐ Other (please specify): _____

3. **Do you feel comfortable asking Tenant Services staff for help when you need it?**

☐ Yes

☐ No

If no, what makes it difficult to ask for help?

Dundas- Community Needs Assessment

4. What makes it hard for you to get the help you need from Tenant Services?

(Select all that apply)

- ☐ I don't know what services are available
- ☐ I have trouble getting in touch with staff
- ☐ I don't trust the process
- ☐ I've had negative experiences in the past
- ☐ Other (please explain): _____

5. What could the Tenant Services Team do differently to better support you in your housing?

SECTION 2- Community Relations Worker

A **Community Relations Worker (CRW)** is available **onsite several days per week** to help tenants with:

- Lease renewals, transfers, and repayment plans
- Referrals to health and social services
- Responding to complaints
- Helping with neighbor disputes and conflicts

1. Do you know who the Community Relations Worker (CRW) for Dundas is?

- ☐ Yes
- ☐ No

2. Did you know the CRW can help with the supports listed above?

- ☐ Yes
- ☐ No

3. How often have you asked the CRW for help?

- ☐ Never
- ☐ 1-4 times a year
- ☐ Monthly
- ☐ Weekly
- ☐ Daily

4. If the CRW was onsite every day, how often would you use their services?

- ☐ Daily

Dundas- Community Needs Assessment

- ☐ Weekly
- ☐ Only in emergencies
- ☐ Never

5. **What could LMCH do to help you feel more comfortable asking the CRW for support?**

Dundas- Community Needs Assessment

Property Services Survey

INTRODUCTION

The Property Services Team ensures your building is well-maintained, clean, and functional. They handle groundskeeping, unit and building maintenance, and repairs.

Key Staff Roles include:

- Property Services Manager- Jen Meaney
- Property Services Assistant- John Almeida
- Maintenance Repair- Sanjay Chhetri
- Property Services Coordinators/ Maintenance Request Line- Tammy, Brenda or Deo
- Onsite Cleaners

SECTION 1: Property Services Team

1. **Do you know how to contact the Property Services Team?**

☐ Yes

☐ No

2. **What is the easiest way for you to contact the Property Services Team?** *(Select all that apply)*

☐ Visiting the LMCH office in my building

☐ Going to the LMCH main office (Oxford & Highbury)

☐ Having a staff member visit me in my unit

☐ Phone call

☐ Email

☐ Chat through an app (if available)

☐ Other (please specify): _____

3. **Do you feel comfortable asking Property Services staff for help when you need it?**

☐ Yes

☐ No

If no, what makes it difficult to ask for help?

Dundas- Community Needs Assessment

4. What makes it hard for you to get the help you need from the Property Services Team? (Select all that apply)

- ☐ I don't know what services are available
- ☐ I have trouble getting in touch with staff
- ☐ I don't trust the process
- ☐ I've had negative experiences in the past
- ☐ Other (please explain): _____

SECTION 2: Maintenance Requests

5. Do you know how to report a maintenance issue or request a repair during LMCH office hours (Monday-Friday, 8:30 AM-4:30 PM)?

- ☐ Yes
- ☐ No

6. Do you know how to report a maintenance issue or request repairs after-hours (when LMCH is closed)?

- ☐ Yes
- ☐ No

7. What is the easiest way for you to make a maintenance request? (Select all that apply)

- ☐ Phone call
- ☐ Email
- ☐ Website submission
- ☐ Chat through an app (if available in the future)
- ☐ Other (please specify): _____

8. Have you had any maintenance issues in your unit in the past year?

- ☐ Yes
- ☐ No

If yes, please explain: _____

Dundas- Community Needs Assessment

9. **How satisfied are you with the repairs provided for the maintenance issue?**

- ☐ **Unsatisfied** – The repair did not help, or the issue got worse.
- ☐ **Somewhat unsatisfied** – The repair helped a little, but the issue is still ongoing.
- ☐ **Neutral** – The repair had some effect, but I am not sure if the issue is resolved.
- ☐ **Satisfied** – The repair helped, and the issue has improved.
- ☐ **Very satisfied** – The repair fully resolved the issue.

10. **If you could improve one thing about property and maintenance services, what would it be?**

Dundas- Community Needs Assessment

Community Safety Unit Survey

INTRODUCTION

The Community Safety Unit (CSU) helps ensure that tenants feel safe and supported in their homes. They assist with building security, noise complaints, responding to incidents, and addressing concerns about suspicious activity or safety risks. LMCH also provides after-hours security (Solutions) when the CSU is not available.

1. **Do you know how to contact the Community Safety Unit (CSU) during LMCH office hours (Monday-Friday, 8:30 AM - 4:30 PM)?**

☐ Yes

☐ No

2. **Do you know how to contact the after-hours security team (Solutions) when LMCH is closed?**

☐ Yes

☐ No

3. **Do you feel comfortable approaching or contacting the CSU or after-hours security (Solutions) when you need help?**

☐ Yes

☐ No

If no, what makes it difficult to ask for help?

-
4. **Do you know how to make an anonymous report to CSU?**

☐ Yes

☐ No

Dundas- Community Needs Assessment

5. Have you ever contacted CSU or after-hours security for help?

- ☐ Yes, and they responded well
- ☐ Yes, but my issue was not resolved
- ☐ No, I have never needed to
- ☐ No, because I don't feel comfortable reaching out

6. What are your biggest safety concerns in the building or surrounding area?

(Select all that apply)

- ☐ Break-ins or theft
- ☐ Drug activity or substance use in common areas
- ☐ Harassment or violence
- ☐ Poor lighting or security cameras
- ☐ Noise disturbances
- ☐ Other (please specify): _____

7. Do you feel safe in the building during the day?

- ☐ Yes, always
- ☐ Sometimes
- ☐ No, I often feel unsafe

8. Do you feel safe in the building at night?

- ☐ Yes, always
- ☐ Sometimes
- ☐ No, I often feel unsafe

9. What changes would make you feel safer in your building? (Select all that apply)

- ☐ More security presence onsite
- ☐ Improved lighting in hallways, entrances, and outside
- ☐ More security cameras
- ☐ Stronger enforcement of rules against disruptive behavior
- ☐ More tenant involvement in community safety efforts
- ☐ Other (please specify): _____

10. What would you like the CSU to be aware of to improve the safety and security at Dundas?

Dundas- Community Needs Assessment

Pest Management Survey

INTRODUCTION

Pest issues such as bed bugs, cockroaches, and mice can impact health, comfort, and overall well-being. LMCH provides pest control services, but effective treatment requires tenant cooperation and timely reporting.

1. Have you experienced issues with pests in your unit?

- ☐ Yes – Bed Bugs
- ☐ Yes – Cockroaches
- ☐ Yes – Mice
- ☐ Yes – Other (Please specify) _____
- ☐ No

2. If yes, how long has this been an issue?

- ☐ 1-3 weeks
- ☐ 1-6 months
- ☐ 6-11 months
- ☐ 1 year or more

3. Have you noticed pests in common areas of the building (e.g., lounge, laundry room)?

- ☐ Yes – Bed Bugs
- ☐ Yes – Cockroaches
- ☐ Yes – Mice
- ☐ Yes – Other (Please specify) _____
- ☐ No

4. Do you know how to report a pest issue to LMCH?

- ☐ Yes
- ☐ No

Dundas- Community Needs Assessment

5. How satisfied are you with the treatment provided for pest issues?

- ☐ Unsatisfied – The treatment did not help, or the issue got worse.
- ☐ Somewhat unsatisfied – The treatment helped a little, but the issue is still ongoing.
- ☐ Neutral – The treatment had some effect, but I am not sure if the issue is resolved.
- ☐ Satisfied – The treatment helped, and the issue has improved.
- ☐ Very satisfied – The treatment fully resolved the issue.

6. What are some reasons you have avoided, or would avoid reporting a pest issue?

- ☐ Fear of eviction
- ☐ Didn't think it would be fixed
- ☐ Fear of Judgement or shame
- ☐ Other (Please specify) _____
- ☐ I have always reported my pest issue

7. What are some ways you currently manage pests on your own?

- ☐ Prioritize keeping my space clean
- ☐ Properly store food
- ☐ Dispose of trash regularly
- ☐ Use traps and baits targeted to specific pests
- ☐ Other (Please specify): _____

8. What information would help you prepare for pest control treatment?

- ☐ Written instructions
- ☐ Picture instructions
- ☐ Step-by-step guide
- ☐ Other (Please specify) _____

9. What challenges have you faced that prevented your apartment from being treated?

- ☐ I was not given enough notice before treatment
- ☐ The preparation process was too difficult or unclear
- ☐ I was not home when pest control arrived
- ☐ The issue was reported but no one followed up
- ☐ Other (Please specify) _____

Dundas- Community Needs Assessment

10. How would you prefer to receive pest control updates and information?

- ☐ Letter delivered to my unit
- ☐ Posters in common areas
- ☐ Email or text message
- ☐ Phone call
- ☐ Other (Please specify)

Dundas- Community Needs Assessment

Support Services and Community Development Survey

INTRODUCTION

Support services connect tenants with resources, professionals, and programs that can help with daily challenges, health, and overall well-being. LMCH brings service providers to Dundas to make it easier for tenants to access help, whether it's for housing stability, mental health, employment, or life skills.

Your feedback will help us ensure the right supports are available to meet the needs of the community.

SECTION 1 –Canadian Mental Health Association (CMHA) onsite support at Dundas

1. What types of support have you received from CMHA? (Select all that apply)

- ☐ Crisis support (help during a difficult or urgent situation)
- ☐ Supportive listening (someone to talk to and help you work through challenges)
- ☐ Referrals to other services (connecting you with outside organizations)
- ☐ Harm reduction supplies (safer use tools to reduce health risks)
- ☐ Groups or programs (such as workshops or support groups)
- ☐ Other (please specify): _____

2. How often do you access support from CMHA?

- ☐ Never
- ☐ Rarely (1-4 times per year)
- ☐ Monthly
- ☐ Weekly
- ☐ Daily

3. Do you feel comfortable asking CMHA staff for help when you need it?

- ☐ Yes
- ☐ No

If no, what makes it difficult to ask for help?

Dundas- Community Needs Assessment

4. What makes it hard for you to get the help you need from CMHA? (Select all that apply)

- ☐ I don't know what services are available
- ☐ I have trouble getting in touch with staff
- ☐ I don't trust the process
- ☐ I've had negative experiences in the past
- ☐ Other (please explain): _____

5. If another agency or organization was onsite at Dundas to support you, what services would be most helpful? (Select all that apply)

- ☐ Emotional well-being support (help with stress, anxiety, or feeling overwhelmed)
- ☐ Coping strategies & personal development (learning ways to handle challenges in daily life)
- ☐ Life skills training (Examples: budgeting, cooking, cleaning, time management)
- ☐ Employment support (Examples: resume help, interview practice, job training programs)
- ☐ Help with daily living needs (Examples: access to food, clothing, hygiene products)
- ☐ Social connection & activities (Examples: group outings, peer support, hobby groups)
- ☐ Other (please specify): _____

SECTION 2- Community Development

Community Development is about creating a safe, supportive, and connected living environment where tenants can access resources, build relationships, and feel part of a community.

Key Staff Roles Include:

- Community Engagement Manager- Lisa Luther
- Community Development Worker- Ashley Magee
- Tenant Program Coordinator- Kristen Turner

1. How connected do you feel to your community at Dundas?

- ☐ Very connected – I know my neighbors and feel part of the community
- ☐ Somewhat connected – I know a few people but not many
- ☐ Not connected – I mostly keep to myself
- ☐ I don't want to be connected to the community

2. What types of programs or activities would you like to see in your community? (Select all that apply)

- ☐ Social events (Examples: community meals, coffee meetups, game nights)
- ☐ Learning opportunities (Examples: guest speakers, workshops, life skills training)
- ☐ Health & wellness programs (Examples: exercise groups, stress management)

Dundas- Community Needs Assessment

sessions)

- ☐ Arts & creative activities (Examples: painting, music, crafts, writing)
- ☐ Tenant-led groups (Examples: peer support, tenant council, hobby groups)
- ☐ Other (please specify): _____

Dundas- Community Needs Assessment

3. What are the biggest barriers that prevent you from participating in community programs or events? (Select all that apply)

- ☐ I don't know what's available
- ☐ The programs don't interest me
- ☐ I feel uncomfortable or anxious in group settings
- ☐ The events are at times that don't work for me
- ☐ I have mobility or accessibility challenges
- ☐ Other (please explain): _____

4. How would you like the Community Development team share information about community events and programs? (Select all that apply)

- ☐ Flyers/Posters in the Lounge
- ☐ Flyers/Posters on every floor by the elevator
- ☐ Email
- ☐ Other (please explain): _____

5. What is one thing LMCH could do to help improve the sense of community at Dundas?

PSH REPORT 2025-20

TO: LMCH People, Services, and Housing Committee

FROM: Olesya Gryn, Interim Director of Tenant Services

SUBJECT: Tenant Services Update

DATE: March 28, 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:

Social Housing Operational Advisory Committee (SHOAC)

The most recent committee meeting took place on February 20, 2025. Conversations continue regarding training that would be of interest and value to housing providers, with the aim of covering two to three topics per year.

The Committee intends to review the SHOAC Terms of Reference and propose possible changes. All Committee members were encouraged to review the current Terms of Reference document and come to the next meeting on April 17th prepared to have a fulsome discussion.

VHA Programs

VHA Restored Home: Extreme Clean and Safer Spaces: Hoarding Support programs have resumed services after securing funding from the City of London. Both programs began accepting referrals effective March 3, 2025, through the City of London's Coordinated Access Team. The services provided by these programs are free for eligible participants.

The programs provide services and support for the most vulnerable individuals at risk of homelessness due to excessive clutter, hoarding, or unsanitary living conditions in the unit. The Extreme Clean program focuses on providing extreme cleaning services

over a period of 1 to 3 days. In contrast, the Hoarding Support program is longer in duration and offers counseling along with hands-on de-cluttering sessions. This program also helps clients create plans to maintain their homes clutter-free.

Elections

We have been in discussions with several officials from Elections Canada regarding the use of our buildings as polling stations for the upcoming federal election. In the past, we have rented space to both Elections Canada and Elections Ontario and have allowed their staff to utilize our locations for polling. We expect to schedule tours of the buildings in the coming weeks, as inspections are needed to ensure that the spaces meet size and accessibility requirements.

Workforce Development Table

Carrie Bowen, the Housing Stability Case Coordinator, attended her first Workforce Development Table meeting on February 20, 2025. **Having** a designate from LMCH that represents the front line was welcomed, as the Table aims to strike a balance at meetings between management and frontline staff.

At this meeting, several other tables gave updates on presentations that were made recently. Most notable was the update on the Strategy and Accountability Table (SAT). During the recent SAT meeting, two supportive housing projects from CMHA-TVAMHS and one from Indwell were presented for endorsement to engage the Fund for Change. Both projects received endorsement to proceed with the funding request, with five abstentions.

The current work of the Workforce Development Table is focused on a few proposals, including Community Living Room Proposal and Program Proposal – Frontline Support.

Highly Supportive Housing Table

The most recent Highly Supportive Housing Table meeting took place on January 28, 2025. During this meeting, updates were shared regarding the progress made by various implementation tables.

The Co-chair presented the Addiction and Mental Health Organization (AMHO) Feedback Survey. This survey aims to inform policy development related to Mental Health and Addiction (MH&A) supportive housing. Its primary objective is to support advocacy and funding initiatives. The purpose of sharing this information with the group was to raise awareness of the ongoing policy work related to MH&A supportive housing. Additionally, further updates will be provided regarding the policy recommendations that emerge from this process.

Looking ahead, the group agreed that future priorities should focus on establishing standards, conducting evaluations, and clarifying the purpose in the development of highly supportive housing. The table will also play a role in evaluating and providing feedback to organizations interested in supportive housing.

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 February, LMCH presented three situations and engaged three to five 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, Interim Director of Tenant Services	Paul Chisholm CEO

Annual update of Occupational Health and Safety Policies Staff Report 2025- 15

TO: LMCH Board of Directors

FROM: Dirk Volschenk, Manager of Human Resources

SUBJECT: Annual update of Occupational Health and Safety Policies.

DATE: April 10, 2025

PURPOSE:

To provide an update on the Health and Safety Policy and Workplace Violence, Harassment and Sexual Harassment Policy of the organization, which has been reviewed and/or updated in terms of the organization's obligations under the Occupational Health and Safety Act, 1990.

RECOMMENDATION:

That the LMCH Board of Directors:

1. **RECEIVE** and **APPROVE** the attached Health and Safety Policy;
2. **RECEIVE** and **APPROVE** the attached Workplace Violence, Harassment and Sexual Harassment Policy;
3. **AUTHORIZE** LMCH staff to take the necessary action to give effect to the above recommendations.

BACKGROUND:

It is a requirement under the Occupational Health and Safety Act to review both of these policies as required or at least annually. These policies were last reviewed and approved by the Board in early 2024.

As part of the 2025 Annual Review the Committee made recommendations to Update the included Policies based off the recent legislative updates in the Working for Workers Five Act and specific updates were made to reflect these changes as it relates to the ability of having digital Health and Safety Posters, JHSC meetings through electronic means and updates on the definition of Harassment and Sexual Harassment to recognize that it may occur through electronic means.

As part of the Terms of Reference with LMCH's Joint Health and Safety Committee has been requested that a further and more fulsome review be undertaken of LMCH's current Policy on Workplace Violence, Harassment, and Sexual Harassment. This work will begin during the course of Q2 and potential further refinements and updates may be present at future Committee and Board Meetings.

ATTACHMENT:

APPENDIX A: 2025 Draft Policy - Health and Safety

APPENDIX B: 2025 Draft Policy - Workplace Violence, Harassment, and Sexual Harassment.

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED
Dirk Volschenk Manager, Human Resources	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

RELATED DOCUMENTATION

Legislation	<ul style="list-style-type: none"> Occupational Health and Safety Act, 1990 www.labour.gov.on.ca/english/hs/laws/regulations.php Human Rights Code www.ohrc.on.ca
Collective Agreement	Article 31.04
Forms	<ul style="list-style-type: none"> N/A
Policies	<ul style="list-style-type: none"> Code of Conduct Policy Workplace Violence, Harassment, and Sexual Harassment Policy Health & Safety Orientation Manual
Other Resources	<ul style="list-style-type: none"> Employee Assistance Program (EAP)

1.0 PURPOSE

London & Middlesex Community Housing (LMCH) acknowledges it has a statutory duty to take all reasonable precautions to protect employees, contractors, volunteers, visitors, and all other individuals onsite. Protecting employees from injury or occupational disease from accidents or incidents is a continuing objective. We will make every effort to provide a safe and healthy work environment for all staff. We believe all accidents are preventable and active participation at all levels will help ensure accidents are avoided. Supervisors and workers must refrain from any actions or activities that could jeopardize the health and safety of others and must work to reduce the risk of injury.

We are committed to promoting a safe and healthy workplace for all employees, contractors, volunteers, and visitors. In pursuit of our commitment, we will develop, implement, and enforce policies and procedures that promote and provide a healthier, safer work environment. We understand the importance of safety to the well-being and productivity of our employees, and strive to safeguard the workplace from injury and malfeasance through negligence.

This policy outlines the responsibilities of all parties in maintaining a safe and healthy work environment. LMCH will act in compliance with all applicable workplace health and safety legislation.

This policy applies to everyone providing service at LMCH including:

- Board Members
- Management
- Bargaining-Excluded Staff
- Unionized Employees
- Temporary Staff
- Volunteers including Students
- Contractors

2.0 SCOPE

Guidelines

Communication

LMCH encourages open communication on health and safety issues. Open communication is essential to providing an accident-free and productive work environment.

- Employees who voice or identify a health and safety concern will not be subject to reprisal or retaliation.
- Health and safety concerns will be reviewed by Human Resources. The Joint Health & Safety Committee (JHSC) or designate will initiate an investigation on each reported or potential hazard.
- Employees should inform their supervisor of any matter they perceive to be an actual or potential workplace hazard.
- Communication can be written or verbal.

3.0 RESPONSIBILITIES

Employer and HR will:

- Instruct, inform, and supervise workers to protect their health and safety.
- Assist in a medical emergency by providing any information, including confidential business information, to a qualified medical practitioner and other prescribed persons for the purpose of diagnosis or treatment.

-
- Appoint competent persons as supervisors. "Competent person" is a defined term under the OHSA as a person who:
 - is qualified because of knowledge, training, and experience to organize the work and its performance,
 - is familiar with the Act and the regulations that apply to the work, and
 - has knowledge of any potential or actual danger to health or safety in the workplace.
 - Inform a worker, or a person in authority over a worker, about any hazard in the work and train that worker in the handling, storage, use, disposal, and transport of any equipment, substances, tools, material, etc.
 - Help the JHSC and health and safety representatives to carry out their functions.
 - Not employ or permit persons under the prescribed age for the employer's workplace, to be in or near the workplace.
 - Take every precaution reasonable in the circumstances for the protection of a worker.
 - Post the following documents in the workplace (either in a physical location or virtually):
 - A copy of the OHSA
 - Health and Safety at Work – Prevention Starts Here MLITSD poster.
 - Workplace health and safety policy
 - Workplace violence and harassment policy
 - Names and work locations of joint health and safety (JHSC) members
 - Orders from an MLITSD inspector and notice of compliance to an MLITSD order (if applicable)
 - Results of monitoring of airborne concentrations of a designated substance and worker exposure to airborne concentrations of a designated substance (if applicable)
 - Provide the JHSC or the health and safety representative with the results of any occupational health and safety report that the employer has. If the report is in writing, the employer must also provide a copy of the parts of the report that relate to occupational health and safety.
 - Advise workers of the results of such a report. If the report is in writing, the employer must, on request, make available to workers copies of those portions that concern occupational health and safety.
 - Notify a Director of the MLTSD if the JHSC (or a health and safety representative) has identified potential structural inadequacies of a building, structure, or any part

thereof, or any other part of a workplace, whether temporary or permanent, as a source of danger or hazard to workers.

- Supply an effective strategy to manage the occupational health and safety concerns of the company.
- Allocate and govern resources properly to achieve the health and safety requirements of employees, and ensure that policies comply with the company's legal obligations.
- Foster a workplace culture of safety with appropriate leadership.
- Review relevant policies annually for compliance and efficiency, and revise where necessary.
- Provide all relevant parties with a copy of all orders or reports issued to the employer by a Ministry of Labour inspector and inform the JHSC of any work-related incidents involving injury, death, or occupational illness.
- Liaise with government agencies to ensure workplace health and safety compliance.
- Advise on safety and health policy issues.
- Coordinate health and safety inspections, and follow up to ensure the completion of necessary corrective actions.
- Develop best practices that support a strong health and safety program.
- Design and develop accident and incident reports and investigation procedures.
- Maintain an up-to-date knowledge of applicable health and safety regulations as mandated locally, provincially, or federally.
- Design and develop company policies and procedures related to workplace safety and health issues.
- Review injury and illness trends, and identify problem areas and solutions.

Managers and supervisors will:

- Help develop, implement, and enforce company policies and procedures.
- Continually promote health and safety awareness with instruction, information, training, and supervision to ensure the safe performance of employees.
- Use the process of hazard identification, risk management, and incident investigation.
- Perform occupational health and safety inspections of the workplace to identify and control any and all hazards to employees as needed.
- Ensure that a worker works in the manner and with the protective devices, measures and procedures required by the OHSA and the regulations.
- Ensure that any equipment, protective device or clothing required by the employer is used or worn by the worker.

- Advise a worker of any potential or actual health or safety dangers known by the supervisor.
- If prescribed, provide a worker with written instructions about the measures and procedures to be taken for the worker's protection.
- Take every precaution reasonable in the circumstances for the protection of workers.
- Ensure that machinery and equipment are safe and that employees work in compliance with established safe work practices and procedures.
- Ensure that employees receive adequate training in their specific work tasks to protect their health and safety.

Employees will:

- Work in compliance with the Act and regulations.
- Use or wear any equipment, protective devices or clothing required by the employer.
- Report to the employer or supervisor any known missing or defective equipment or protective device that may endanger the worker or another worker.
- Report any hazard or contravention of the Act or regulations to the employer or supervisor.
- Not remove or make ineffective any protective device required by the employer or by the regulations other than in circumstances specified below. The only circumstance in which a worker may remove a protective device is where an adequate temporary protective device is provided in its place. Once there is no longer a need to remove the required protective device or to make it ineffective, it must be replaced immediately.
- Not use or operate any equipment or work in a way that may endanger any worker.
- Not engage in any prank, contest, feat of strength, unnecessary running or rough and boisterous conduct. Racing powered hand trucks in a warehouse or seeing who can pick up the most boxes are examples of unlawful conduct.
- Comply with occupational health and safety policies and procedures.
- Notify managers of any health and safety concerns, so they may be dealt with promptly.
- Protect their own health and safety by working in compliance with the law, safe work practices, and procedures established by the company.
- Use appropriate personal protective equipment as required.
- Report unsafe or potentially hazardous conditions, without fear of reprisal, to their manager or Human Resources.

All staff will:

- Complete required occupational health and safety training.
- Perform duties in a manner conducive to a safe workplace, following all safety practices and procedures.
- Report any incident, injury, or hazard to their manager or supervisor.
- Report any acts of violence or harassment in the workplace.
- Promote a hazard-free workplace.
- Learn the posted emergency plan detailing the corporation's procedures pertaining to fire, weather, or medical emergency.

Joint health and safety committee members will:

- Commit to improving health and safety conditions in the workplace.
- Stimulate and raise awareness of health and safety issues in the workplace.
- Recognize and identify workplace risks and hazards.
- Develop recommendations to address risks and hazards.
- Conduct regular workplace inspections and make written recommendations.
- Recommend accident prevention and health and safety programs.
- Listen to employee complaints, concerns, and suggestions.
- Participate in health and safety inquiries and investigations.
- Advise on health and safety matters, such as personal protective equipment.
- Maintain accurate and detailed records of near misses, accidents, and injuries.
- Promote and monitor compliance with health and safety regulations.
- Monitor the effectiveness of existing health and safety programs and policies, and assist with the implementation of improvements.
- Attend regular committee meetings, which may be held virtually or in person.

Reporting Structures

Any concerns or near misses should be reported to the appropriate manager and/or JHSC. Employees who voice or identify a health and safety concern will not be subject to reprisal or retaliation.

If an emergency occurs, employees must immediately report the incident to their Manager/designate. Appropriate responses will be dictated by the severity of the event and its effect on the health and safety of employees, visitors, and property.

An emergency is any number of unsafe conditions that pose a threat to people or property. This includes but not limited to fire or smoke; natural disaster or severe weather; chemical, biological, or radiological incidents; and structural failures.

4.0 DOCUMENT CONTROL

Date Drafted	<ul style="list-style-type: none"> January 2017
Date Approved	<ul style="list-style-type: none"> February 23, 2017 Update approved by Board of Directors January 20, 2022 Update approved by Board of Directors March 16, 2023
Date Revised	<ul style="list-style-type: none"> March 14th, 2025
To be reviewed	<ul style="list-style-type: none"> Review and update every twelve months. General review by all employees every twelve months.
Inquiries to Policy Owner	<ul style="list-style-type: none"> Human Resources



RELATED DOCUMENTATION

Legislation	<ul style="list-style-type: none">Occupational Health and Safety Act, 1990, including Bills 168 & 132 www.labour.gov.on.ca/english/hs/laws/regulations.phpHuman Rights Code www.ohrc.on.ca
Collective Agreement	Articles 3, 4
Forms	<ul style="list-style-type: none">Appendix A: Workplace Violence and Harassment Incident Reporting FormAppendix B: Workplace Violence and Harassment Incident Form – Manager ReportStaff Occurrence Reporting Program - https://forms.monday.com/forms/147d4f2aa201763204af479501a49b6e
Policies	<ul style="list-style-type: none">Code of Conduct PolicyHealth and Safety Policy
Other Resources	<ul style="list-style-type: none">Tenant Code of ConductEmployee Assistance Program (EAP)London Abused Women Centre https://www.lawc.on.ca/Sexual Assault Centre of London/Anova http://www.anovafuture.org/Victim Services, London Police Services https://www.londonpolice.ca/Modules/contact/search.aspx?s=jFuV9WkBBXGefKkbDlsz3geQuAleQuAlCanadian Mental Health Association (CMHA) https://cmha.ca/

1.0 PURPOSE

London & Middlesex Community Housing (LMCH) is committed to building and maintaining a safe, productive, and healthy working environment for its employees, free from violence and harassment. LMCH will take all reasonable measures to ensure job candidates, employees, and managers are not subject to any form of violence or

harassment, sexual harassment, bullying, discrimination, or any other unwelcomed behaviour. This commitment applies to all areas of business, including training, performance, assessment, promotions, transfers, layoffs, remuneration, and all other employment practices and working conditions.

SCOPE

This policy applies to everyone providing service at LMCH including:

- Board Members
- Management
- Bargaining-Excluded Staff
- Unionized Employees
- Temporary Staff
- Volunteers including Students
- Contractors

Acts of violence or harassment against or by any employee will not be condoned or tolerated by LMCH. This policy outlines LMCH's violence and harassment program, including how incidents of violence and harassment will be handled and investigated.

2.0 DEFINITIONS

In accordance with the *Occupational Health and Safety Act* and the *Ontario Human Rights Code*, the following definitions apply to our Workplace Harassment and Violence Program.

Complainant: A person who has made a complaint about another individual who they believe committed an act of violence or harassment against them.

Respondent: A person whom another individual has accused of committing an act of violence or harassment.

Workplace harassment: engaging in a course of vexatious comment or conduct against a worker in a workplace, including virtually through the use of information and communications technology, that is known or ought reasonably to be known to be unwelcome.

Workplace sexual harassment: (a) engaging in a course of vexatious comment or conduct against a worker in a workplace, including virtually through the use of information and communications technology, because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or

(b) making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome;

Workplace violence: The exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or a statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

Bullying: Engaging in actual or perceived acts or verbal comments that could mentally hurt or isolate a person in the workplace.

- Bullying can involve negative physical contact.
- Bullying usually involves repeated incidents or a pattern of behaviour that is intended to intimidate, offend, degrade or humiliate a particular person or group of people.
- It has also been described as the assertion of power through aggression.
- Bullying can be face-to-face or cyber-bullying.

Discrimination: Engaging in differential treatment of an individual or group of individuals which is based, in whole or in part, on one or more than one of the prohibited grounds of discrimination and which has an adverse impact on the individual or group of individuals. Discrimination may be direct (from an individual or group of individuals) or systemic (through systems and attitudes perpetuated within organizations).

Domestic Violence: Domestic violence refers to violent or abusive acts committed by one family or household member against another, such as child, elder, or spousal abuse. Domestic violence can refer to physical harm, or behavior that is controlling, coercive, or threatening. It can occur in any kind of intimate relationship -- married or unmarried,

living together, or simply dating. Signs of Domestic Violence in the workplace may include, but are not limited to:

- Repeated phone calls, emails and/or social media messages to the employee at work
- Stalking
- Unexpected person showing up at the workplace and asking personal questions about the employee to other co-workers
- Verbal Abuse
- Employee exhibiting different behaviors than usual, including being more withdrawn, isolated, appearing uncomfortable while on the phone etc.

Workplace:

- At the workplace, including all LMCH facilities, work sites, and vehicles;
- Any land, premises, locations or things at, upon, in or near where the business of LMCH is being conducted;
- At employment-related social functions;
- In the course of work assignments outside the workplace;
- During work-related travel;
- Over the telephone, if the conversation is work-related; or
- LMCH-related activities, including Corporation-sanctioned social functions, or business performed at any other location away from LMCH, during or outside of normal working hours.
- Elsewhere, if the person is there as a result of work-related responsibilities or a work-related relationship.

Bullying and harassing behaviour does not include:

- Expressing differences of opinion.
- Offering constructive feedback, guidance, or advice about work-related behaviour.
- Reasonable action taken by an employer or supervisor relating to the leadership and direction of employees or the place of employment (e.g., managing a worker's performance, taking reasonable disciplinary actions, assigning work).

3.0 PROCESS

This policy has been developed in consultation with the LMCH Joint Health & Safety Committee (JHSC). It will be reviewed annually, or more frequently if necessary to ensure that it accurately represents the LMCH prevention program.

LMCH will provide all employees with appropriate training and information regarding LMCH's violence and harassment prevention practices and procedures. Employees are responsible for adhering to this policy, and should report every incident of violence and/or harassment immediately to management. This includes any incidents that have been witnessed, experienced by, or reported to an employee.

For the purposes of this policy, workplace harassment or violence can occur:

- At the workplace, including all LMCH facilities, work sites, and vehicles;
- Any land, premises, locations or things at, upon, in or near where the business of LMCH is being conducted;
- At employment-related social functions;
- In the course of work assignments outside the workplace;
- During work-related travel;
- Over the telephone, email or social media, if the communication is work-related; or
- LMCH-related activities, including Corporation-sanctioned social functions, or business performed at any other location away from LMCH, during or outside of normal working hours.
- Elsewhere, if the person is there as a result of work-related responsibilities or a work-related relationship.

Reasonable action taken by an employer or supervisor relating to the management and direction of employees or the workplace that helps manage, guide, or direct employees or the workplace and appropriate employee performance reviews, counselling, or discipline by a manager does not constitute harassment.

Reasonable management actions would be part of a manager's or supervisor's normal work function, and could include changes in work assignments, scheduling, job assessment and evaluation, workplace inspections, implementation of health and safety measures, and disciplinary action.

4.0 PREVENTION

Preventing violence, harassment, bullying, and sexual harassment is everyone's responsibility. All employees or person's acting on behalf of LMCH is expected to:

- Set a good example.
- Act against workplace violence/harassment.
- Refrain from comments and/or behaviour that is considered violent/harassment in nature.
- Express their disapproval if they encounter or witness violent or harassing behaviour in the workplace.

5.0 RESPONSIBILITIES

LMCH will not tolerate any level of workplace violence or harassment directed at employees, between employees, by tenants or members of the public towards employees, or by an employee towards a member of the public or a tenant. We take every reasonable precaution to prevent or minimize violence and harassment in the workplace. Any employee, whether knowingly or not, who fails to follow any rule outlined, will be subjected to the disciplinary process, up to and including termination of their employment and subject to the provisions of the Collective Agreement (if applicable) or any other relevant policy or legislation.

LMCH shall:

- Provide information, instruction, and supervision to employees to protect their health and safety as it relates to workplace violence and harassment;
- Take every reasonable precaution to protect employees from workplace violence and harassment;
- Review and update this policy at least annually, and develop and maintain a workplace violence and harassment program to eliminate identified hazards from the workplace;
- Post a copy of this policy in a conspicuous location in the workplace;
- Ensure supervisors/managers are competent in dealing with workplace violence and harassment matters;
- Investigate all incidents and complaints for workplace violence and harassment; and
- Assist the joint health and safety committee, in carrying out functions related to workplace violence and harassment, and provide them with copies of any reports,

investigations, or documents related to workplace violence and harassment.

Employees shall:

- Not engage in any level of workplace violence or harassment.
- Work in compliance with all applicable legislation and all policies and procedures related to workplace violence and harassment prevention;
- Report all instances of workplace violence and harassment they become aware of to their supervisor or management;

Supervisors/Managers shall:

- Ensuring their behaviour always reflects this policy.
- Advise employees of all potential or real hazards and dangers they are aware of involving workplace violence and harassment;
- Provide employees with written instruction when necessary to prevent workplace violence and harassment; and
- Take every reasonable precaution to protect employees from workplace violence and harassment.

6.0 Violence Risk Assessment

LMCH will conduct a risk assessment of the work environment to identify potential risks that could affect the organization and the health and safety of employees and will institute measures to eliminate or control any identified risks to employee safety.

The following factors will be considered during the assessment:

- Past incidents of violence;
- Violence that is known to occur in similar workplaces;
- The circumstances in which work takes place, including the type of work and conditions of work;
- The interactions that occur in the course of performing work; and
- The physical location and layout of the workplace.

The risk assessment may include reviews of records, security reports, employee incident reports, staff perception surveys, health and safety inspection reports, first aid records, or other related records. Areas that will be considered and may contribute to risk of violence include but are not limited to contact with the public, exchange of money, and working alone or at night.

LMCH will provide the JHSC with a written copy of the assessment and advise of the results. The JHSC has various powers, including monitoring health and safety in the workplace, identifying hazards in the workplace, and recommending health and safety improvements where and when required.

LMCH will disclose information to employees who are likely to encounter a known person with a history of violence in the performance of their job duties, or if there is a potential risk of workplace violence as a result of interactions with the person with a history of violence. However, LMCH will only disclose personal information that is deemed reasonably necessary to protect the worker from harm.

7.0 Workplace Violence and Harassment Program

Control Measures and Procedures

The following measures have been implemented to eliminate or reduce the identified risks of workplace violence:

- Access control measures at buildings and offices
- Emergency buttons at front counter
- Trespassing procedure
- Master Trespass List
- Non-Tenant Safety Alerts
- Unit Safety Alerts
- Staff Occurrence Reporting Procedure
- Tenant Code of Conduct
- Safety Line Lone Worker application
- Email alerts – active emergency situations
- Third party Security Guards
- Community Safety Unit presence and interventions
- Non violent crisis intervention training
- Body-Worn Cameras
- CCTV system

Reporting Incidents of Workplace Violence and Harassment

An employee who believes they have been subject to violence or harassment should submit a complaint to their immediate Manager/designate and report the incident

through the Staff Occurrence Reporting program. The complaint should be made as soon as possible following the incident and must include the following information (See Appendix A and Appendix B):

- The date and time of the incident;
- The name of any persons involved in the incident;
- The name of any persons who witnessed the incident; and
- A thorough description of what occurred.

An employee who believes they have been subject to harassment may also choose to confront the harasser without filing a formal complaint. They can confront the harasser directly or through writing, detailing the unwelcome behaviour and requesting it to stop.

If the alleged harasser is the employee's manager, or in a position of power, the complainant is welcome to file a complaint with Human Resources. If the alleged harasser is the employee's manager and working in Human Resources, the complainant is welcome to file a complaint with a Director.

Immediate Assistance Procedures

The following measures and procedures should be followed when an incident of violence has occurred or is likely to occur and immediate assistance is required:

- Get yourself to a safe space if possible
- Immediately call emergency services by dialing 911
- Inform immediate supervisor
- Use other resources available (example: emergency phone line, Safety Line app, panic button, contact Community Safety Unit)

Investigation Procedures

Once a complaint has been received, LMCH will complete a thorough investigation as soon as possible. The organization will ensure that, where practicable, the investigation is completed within 90 days of the complaint being filed.

The investigation will include:

- Informing the respondent of the complaint and inviting them to reply in writing;
- Interviewing the complainant and any persons involved in the incident;

- Identifying and interviewing any witnesses; and,
- Obtaining statements from all parties involved.

All of the above information will be documented and used to determine whether an incident of violence or harassment occurred. If necessary, LMCH may employ outside assistance or request the use of legal counsel.

A copy of the complaint, detailing the complainant's allegations will be provided to the respondent, who will be invited to reply in writing to the complainant's allegations. The reply will be made known to the complainant before the case proceeds.

LMCH will take all measures to prevent any disclosure of the incident and the identities of the parties involved, unless the disclosure is necessary for the investigation, for taking corrective action, or required by law.

Results of Investigation

Upon completion of an investigation, LMCH will provide both the complainant and respondent a written summary of the findings of the investigation and may include any information regarding corrective action that has been or will be taken as a result of the investigation. This written notification will be provided within ten working days of the investigation being completed, and will not include the investigation report unless required by law.

Control Measures

Where LMCH determines that violence or harassment has occurred, control measures will be implemented to eliminate or control the risk of violence or harassment to a worker as a result of the investigation. These control measures will be determined on a case-by-case basis, depending on the situation investigated. Any control measure enacted will be communicated to the complainant and respondent, as well as any other employees the measure affects.

Disciplinary Measures

Any disciplinary action will be determined by the appropriate manager, in coordination with Human Resources, and will be proportional to the seriousness of the behaviour or action involved in the incident.

If LMCH determines that an employee has been involved in an incident of violence or harassment towards another employee, immediate disciplinary action will be taken, up to and including immediate dismissal.

Domestic Violence

If LMCH becomes aware that an employee is likely to be exposed to Domestic Violence in the workplace, LMCH will take every precaution reasonable in the circumstances for the protection of the worker, which may include the development of a Personal Safety Plan

Recommendations to Employees

LMCH will provide appropriate assistance to any employee who has experienced violence or harassment. LMCH recommends that a worker who has been harmed as a result of an incident of violence at the workplace consult their health care provider for treatment or referral for post-incident counselling.

LMCH provides an EAP to all staff. Information is posted in the offices and is available through Managers and Human Resources.

The Right to Refuse Unsafe Work

As per the Occupational Health & Safety Act, employees have the right to refuse work that they believe is unsafe to themselves or another worker. A worker who believes that they are endangered by workplace violence may also refuse work. Upon refusing to work, the employee must report the circumstance of the refusal to their manager. An investigation will follow in the presence of a JHSC representative.

Fraudulent, Malicious, or Vexatious Complaints

It is a violation of this policy for anyone to knowingly make a fraudulent, malicious, or vexatious complaint, or to provide false information about a complaint. Unfounded or frivolous allegations may cause both the respondent and LMCH significant damage. Any employee who knowingly makes a false allegation related to violence or harassment will be subject to immediate disciplinary action, up to and including termination of employment.

Recordkeeping

LMCH will ensure that appropriate records of complaints and investigations relating to incidents of violence and workplace harassment are kept, including:

- A copy of the complaint or details about the incident;
- Any records related to the investigation, including notes;
- A copy of the investigation report (if applicable);
- A summary of the investigation results, including the reports provided to the complainant and respondent; and
- A copy of any corrective action taken to address the complaint or incident.

Confidentiality

LMCH will not disclose the name of a complainant or a respondent or the circumstances related to the complaint to any person except where disclosure is necessary to investigate the complaint or take corrective action with respect to the complaint, or required by law. LMCH will only disclose the minimum amount of personal information or details necessary for these purposes.

All records of harassment, and subsequent investigations, are considered confidential and will not be disclosed to anyone except to the extent required by law. LMCH will do everything reasonably possible to protect the privacy of any individuals involved and to ensure that complainants and respondents are treated fairly and respectfully.

Policy Review

In accordance with the *Occupational Health and Safety Act*, this policy will be posted in a conspicuous place in the workplace and reviewed annually.

7.0 DOCUMENT CONTROL

Date Drafted	<ul style="list-style-type: none"> • January 2017
Date Approved	<ul style="list-style-type: none"> • Update approved by Board of Directors January 20, 2022 • Update approved by Board of Directors March 16, 2023 • Update approved by Board of Directors March 21, 2024



Date Revised	<ul style="list-style-type: none">• March 14th, 2025
To be reviewed	<ul style="list-style-type: none">• Review and update every twelve months (in consultation with the JHSC)• General review by all employees every twelve months
Inquiries to Policy Owner	<ul style="list-style-type: none">• Human Resources



Appendix A: Workplace Violence and Harassment Incident Reporting Form

Complete this form if you are the Complainant of OR witness to an alleged incident of workplace violence, workplace harassment, or workplace domestic violence incident. Print or photocopy additional copies as needed. Sign and forward this report to your supervisor and/or HR.

Name:	Date and time of Incident:	Date Incident Reported:
<input type="checkbox"/> Complainant <input type="checkbox"/> Witness	Address/location of incident:	
Name of alleged Respondent:		Your Relationship to the Respondent:
Respondent's Description Height: Weight: Hair Colour: Eye Colour: Race: Distinguishing Features:		
Check the box describing the incident:		
<input type="checkbox"/> Threatened by email or other written communication	<input type="checkbox"/> Assault <input type="checkbox"/> Sexual Assault	<input type="checkbox"/> Robbery <input type="checkbox"/> Stalked
<input type="checkbox"/> Threatened Verbally	<input type="checkbox"/> Assaulted with Weapon	<input type="checkbox"/> Bomb Threat
<input type="checkbox"/> Threatened with a Weapon	<input type="checkbox"/> Arson	<input type="checkbox"/> Mischief to Property
<input type="checkbox"/> Workplace Harassment	<input type="checkbox"/> Workplace Bullying	<input type="checkbox"/> Domestic Violence
<input type="checkbox"/> Other (please specify):		



Describe the incident in detail. Include what happened, where, who was involved, other witnesses, what you heard, saw, etc.

Please provide the names and contact information, if known, of any additional witnesses; the name of any persons involved in the incident:

Signature:

Date:

Person Receiving this Report:

Date:

Appendix B: Workplace Violence and Harassment Incident form – Manager Report

As soon as is reasonably possible, Managers of employees or an area impacted by workplace violence should document incidents by completing and filing this report form to the Human Resources Manager. Not all questions may be applicable to each particular circumstance reported.

SECTION 1	
Date of Incident:	Date of Report:
Location of Incident, be specific (include map or sketch if necessary):	

SECTION 2	
Complainant's Information	Complainant's Contact Information
First Name:	Contact Phone Number(s):
Last Name:	
Home Address:	Email Address(es):
City:	
Postal Code:	
Job Title:	
Manager's Name:	
Time Manager notified:	Date Manager Notified:



SECTION 3				
Respondent's Information		Respondent's Contact Information		Respondent's Description Height: Weight: Hair Colour: Eye Colour: Race: Distinguishing Features:
First Name:		Work Telephone Number:	Home Telephone Number:	
Last Name:				
Home Address:		Cell Telephone #	Email Address:	
City:	Postal Code	Respondent's Gender:		
Work Location:				
Relationship of Respondent to Complainant (<i>if any</i>): <input type="checkbox"/> Co-worker <input type="checkbox"/> Family <input type="checkbox"/> Supervisor <input type="checkbox"/> Spouse/Partner <input type="checkbox"/> Tenant <input type="checkbox"/> Other (<i>please describe</i>)			Use of Weapons (<i>if any</i>): Did the Respondent use a weapon? <input type="checkbox"/> Yes <input type="checkbox"/> No	
			If yes, describe:	
			Describe how it was used:	

SECTION 4		
<input type="checkbox"/> Threatened by email or other written communication	<input type="checkbox"/> Assault	<input type="checkbox"/> Robbery
<input type="checkbox"/> Threatened Verbally	<input type="checkbox"/> Sexual Assault	<input type="checkbox"/> Stalked
<input type="checkbox"/> Threatened with a Weapon	<input type="checkbox"/> Assaulted with Weapon	<input type="checkbox"/> Bomb Threat
<input type="checkbox"/> Workplace Harassment <input type="checkbox"/>	<input type="checkbox"/> Arson	<input type="checkbox"/> Mischief to Property
<input type="checkbox"/> Other (please specify):	<input type="checkbox"/> Workplace Bullying	<input type="checkbox"/> Domestic Violence



SECTION 5	
If an employee was injured, the manager must complete a WSIB Form 7	
<p>Was Complainant or Respondent injured:</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes</p> <p>If yes, describe:</p>	<p>Was medical treatment provided to:</p> <p>(a) Complainant <input type="checkbox"/> No <input type="checkbox"/> Yes</p> <p>If yes, describe:</p>
<p>Date WSIB form submitted:</p>	<p>(b) Respondent <input type="checkbox"/> No <input type="checkbox"/> Yes</p> <p>If yes, describe:</p>
<p>Was Complainant referred to counseling?</p> <p><input type="checkbox"/> No <input type="checkbox"/> Yes</p>	<p>Was Respondent referred to counseling?</p> <p><input type="checkbox"/> No <input type="checkbox"/> Yes</p>

Police notified? <input type="checkbox"/> No <input type="checkbox"/> Yes	
Date Notified:	
Time Notified:	
Responding Police Officer Name:	Badge #:
Was Respondent arrested? <input type="checkbox"/> No <input type="checkbox"/> Yes	
If yes: Date of arrest:	Time of arrest:
Restraining order issued: <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> Unknown	
If yes: Date:	Time:
If yes, what were the charges?	

List of witnesses (attach witness reports):



SECTION 8

Measures taken to prevent recurrence:

SECTION 9

Is the Complainant presenting any concerns that have not been addressed?

SECTION 10

Current status of Respondent, if known (arrested, discipline, transferred, etc.):



SECTION 11	
Manager's Information	Contact Information
First Name:	Contact Phone Number(s):
Last Name:	
Home Address:	Email Address(es):
Time Manager notified:	
Date notified:	
Relationship to Complainant or Respondent, if any:	
<div><div>_____</div><div>Name of person completing this report</div></div> <div><div>_____</div><div>Date report completed</div></div> <div><div>_____</div><div>Signature</div></div>	

Visitor and Guest Policy Staff Report 2025- 16

TO: LMCH Board of Directors

FROM: Olesya Gryn, Interim Director of Tenant Services

SUBJECT: Visitor and Guest Policy

DATE: April 10, 2025

PURPOSE:

To update the LMCH Board of Directors regarding the status of LMCH's new Visitor and Guest Policy.

RECOMMENDATION:

That the LMCH Board of Directors approve the following recommendations:

1. **APPROVE** the attached Visitor and Guest Policy.
2. **Authorize** LMCH staff to take the necessary steps to give effect to the above recommendation.

BACKGROUND:

LMCH currently does not have a formal visitor and guest policy. Traditionally, guests were not allowed to stay in residential units for more than 5 consecutive days without prior written consent from LMCH. Failure to obtain this consent could result in the termination of the rent-geared-to-income subsidy.

REASONS FOR RECOMMENDATION

It has become necessary to establish a formal visitor and guest policy to better align with the needs and expectations of our tenants and to reinforce their responsibilities for the actions of their visitors and guests. This new policy supports the terms of the lease agreement that will go into effect on April 1, 2025.

Under the new visitor and guest policy, tenants will now be permitted to host guests for up to 30 consecutive days, a significant increase from the previous 5-day limit. This change applies to all leases and is aimed at offering tenants greater flexibility in hosting their guests without unnecessary restrictions.

Tenants will benefit from having a longer period of time to accommodate friends and family. By offering a more accommodating guest policy, we anticipate higher satisfaction levels among residents, fostering a stronger sense of community and belonging. When tenants feel supported in hosting guests, they are likely to have a more positive living experience, which can improve retention rates.

The new policy may also attract prospective tenants who value the ability to host family and friends for extended periods, especially during holidays or family events when guests often stay longer. Allowing guests to stay longer can be particularly beneficial for tenants who may need to support relatives, such as elderly parents or family members recovering from surgery. This change reflects a compassionate approach to the needs of our tenants.

Allowing guests to stay for longer periods may also improve tenants' sense of home within the property, fostering stronger personal connections and reducing feelings of isolation. This, in turn, can contribute to an overall positive living environment.

The proposed Visitor and Guest policy offers a balanced approach that considers the needs of tenants while also fulfilling LMCH's responsibilities as a housing provider and adhering to the requirements of the RGI program. According to RGI rules, only tenants and legal members of the household are permitted to reside in the rental unit. Tenants are required to report any changes in household composition within 30 days of the date of change. Changes in household composition are often accompanied by changes in the household income, which in turn impacts RGI rent for the unit. LMCH must ensure that the rent is calculated accurately by including all household members and their incomes.

TENANT IMPACT

The new Visitor and Guest Policy represents a thoughtful adjustment to better serve the evolving needs of our tenants, with benefits for both current and prospective residents. We are confident that this change will contribute to improved tenant satisfaction, retention and a positive community atmosphere within our properties. We will ensure that tenants are aware of the updated policy through a variety of communication channels, including updated lease agreements and posted policy on the LMCH website.

Attachments: Appendix A: Visitor and Guest Policy

PREPARED BY:	REVIEWED BY:
OLESYA GRYN, INTERIM DIRECTOR OF TENANT SERVICES	PAUL CHISHOLM, CEO

RELATED DOCUMENTATION

Legislation	Residential Tenancy Act, Ontario Human Rights, City of London Property Standards By-Law CP-24
Collective Agreement	
Forms	
Policies	
Other Resources	

1.0 PURPOSE

The purpose of this policy is to ensure that all tenants understand their responsibilities related to visitors and guests, and for London & Middlesex Community Housing to meet the following objectives:

- explain when a person is considered a visitor or a guest
- explain when a market rent household is required to inform London Middlesex Community Housing of changes to their household composition as required by this policy
- explain when a rent-geared-to-income household is required to notify London & Middlesex Community Housing of changes to their household composition as required by this policy
- establish the maximum length of time tenants can have guests
- establish exceptions to the maximum permitted time for guests
- balance the tenant's right to use their home and London & Middlesex Community Housing's requirement to assess household eligibility for housing and government subsidy.
- ensure subsidies are based on the true household income, including anyone who moves into the unit
- ensure subsidies are available to households that qualify; and
- ensure that residential units are not improperly transferred or sublet

2.0 SCOPE

This policy applies to all London & Middlesex Community Housing households.

Live-in caregivers are not covered by the scope of this policy. If a member of a household requires a live-in caregiver, the tenant must make the request in writing to London & Middlesex Community Housing.

3.0 STANDARDS

London Middlesex Community Housing staff are responsible for investigating cases where tenants appear to have guests staying with them for more than 30 days.

Tenants are responsible for the actions and behaviours of their occupants, visitors and guests. This includes telling their guests and visitors that they may be asked to prove that they maintain a current home address outside of the unit they are visiting, reporting to London Middlesex Community Housing of a person that they wish to add to their household composition and complying with this policy.

4.0 DEFINITIONS

Guests: Persons who seek temporary accommodation with a tenant (guests do sleep in the tenant's unit, but only for a maximum of 30 days within any 12-month period unless they are a special case as defined further in this policy). Guests are not part of the tenant's household AND MUST maintain a home address outside of the tenant's unit. Guests may be asked to identify themselves (and the unit they are staying in) by London & Middlesex Community Housing staff at any point while accessing the residential complex.

Live-in caregivers: Persons who are not considered tenants, visitors, or guests that provide support services due to a tenant's disability or medical condition.

Occupants: For rent-geared-to-income tenancies, an occupant is a person, who is a declared member of a household with London & Middlesex Community Housing's consent, but who has not signed a lease with London & Middlesex Community Housing.

For market rent tenancies, an occupant is a person who has been added to a household, with London & Middlesex Community Housing's consent, but has not signed the lease, or is an undeclared person who is living in a unit together with the tenant. In either case, occupants have no right to live in the tenant's unit once the tenant moves out.

Tenants: Persons who have signed a lease and have all tenant rights and responsibilities related to the tenancy.

London & Middlesex Community Housing staff: The Landlord *or Agent of the Landlord*.

Unauthorized occupants: Any person who is not a tenant, occupant, visitor, guest, or live-in caregiver as defined in this policy. An unauthorized occupant has no lawful authority to be at a London & Middlesex Community Housing residential property and has no rights to the rental unit in question.

Visitors: Persons who visit a tenant and do not require temporary accommodation with the tenant (visitors do not sleep in the tenant's unit). Visitors are not part of the tenant's household and must maintain a home address outside the tenant's unit. Visitors may be asked to identify themselves (and the unit they are visiting) by London & Middlesex Community Housing staff at any point while accessing the residential complex.

5.0 POLICY STATEMENT

This policy explains the way London & Middlesex Community Housing will manage visitors and guests of all London & Middlesex Community Housing properties. It supports London & Middlesex Community Housing's commitment to equitable and quality service and meets legislative requirements.

London & Middlesex Community Housing knows that tenants may have guests who stay with them in their homes on occasion for a number of days at a time. These may include out-of-town guests, or persons whom tenants have personal relationships with that do not reside with the tenant.

A tenant may have a guest in their home for a maximum of 30 days in total within a 12-month period. The 30 days may be consecutive or non-consecutive days and apply to any one individual who stays in the tenant's unit. In special cases, as defined below, guests may stay in a unit longer than 30 days.

Tenants are responsible for the actions and behaviours of anyone who they invite onto the residential complex, including their occupants, visitors and guests.

6.0 DETAILS

Visitors may come to the unit as often as the tenant invites them. In buildings with secure entry, the tenant must provide this access directly- either through the intercom system or attending the front door. Frequent visitors may be asked to prove that they have a home address outside of the unit they are visiting. Tenants are responsible for informing their visitors of this requirement.

Guests may stay with a tenant in the unit for a maximum of 30 days in total within a 12-month period. Tenants are encouraged to report to London Middlesex Community Housing all persons staying in the unit for safety and emergency purposes.

Guest who stay longer than 30 days in a tenant's unit are special cases, and may include an accommodation-related issue as defined in Ontario Human Rights Code, such as the need for someone to provide short-term supportive care to a person with a disability as prescribed by a qualified licensed healthcare professional, or the guest lives outside the country and has travel documents to prove their planned return date and leaves on that date.

If London & Middlesex Community Housing staff are made aware of a person who has been staying in a tenant's unit longer than 30 days, the staff will investigate and request documentation from the tenant explaining the reason for the stay and information about how long the person is staying.

London & Middlesex Community Housing may determine a guest's stay is not a special case and that a guest is not permitted to stay longer than 30 days should the tenant not provide appropriate documentation, the guest does not intend to leave at the end of the agreed-to term, staff or tenants have complained about the guest's behaviour and London & Middlesex Community Housing is satisfied the complaints are well founded, or the guest(s)' stay would result in non-compliance with Occupancy Standards under the City of London Property Standards By-law CP-24, 4.8.7.

Any person located in a residential unit who is not a tenant, occupant, visitor, guest, or live-in caregiver as defined by this policy is an unauthorized occupant and has no lawful right to be on the premises.

An unreported stay where a guest remains longer than 30 days places a tenant in breach of this policy. London & Middlesex Community Housing may pursue any legal rights available including the possible termination of subsidy if it is a rent-geared-to-income household due to failure to notify the landlord of changes in household composition as required by the Housing Services Act, 2011, and any other action available to London & Middlesex Community Housing.

If a rent-geared-to-income household loses their subsidy, they will have to pay the market rent for the unit and will no longer qualify for a rent-geared-to-income subsidy. The tenant has the right to request a review of decisions related to their continued eligibility for rental subsidy.

Rights to unit

If the tenant moves out of the unit, all other persons in the unit must also leave. Any occupant, guest, visitor, live-in caregiver, unauthorized occupant, or anyone else found in the unit after the tenant moves out will be ineligible for receipt of the household's rent-geared-to-income subsidy and is considered to be trespassing. London & Middlesex Community Housing will reclaim possession of the unit.

Market rent households

A market rent tenant may allow a guest to stay in their rental unit. They may not, however, assign or sublet all or any part of the unit and are required by their lease to report any changes in household composition within 30 days of the change. The tenant may request to add another occupant to their unit and sign a new lease and should report all persons living in the

unit even if the tenant does not wish to add the proposed person to their lease as a tenant. It is essential for safety and emergency purposes that London & Middlesex Community Housing knows who lives in its units. Occupants do not have any legal rights or entitlements to a tenant's unit.

7.0 DOCUMENT CONTROL

Date Drafted	March 17, 2025
Date Approved	
Date Revised	
To be reviewed	
Inquiries to Policy Owner	

Minimum Age Requirements for LMCH Seniors Housing Staff Report 2025 – 17

TO: LMCH Board of Directors

FROM: Olesya Gryn, Interim Director of Tenant Services

SUBJECT: Minimum Age Requirements for LMCH Seniors Housing

DATE: April 10, 2025

PURPOSE:

To update the LMCH Board of Directors regarding the status of LMCH's review of minimum age requirements for LMCH seniors housing.

RECOMMENDATION:

That the LMCH Board of Directors approve the following recommendations:

1. **APPROVE** a minimum age requirement of 60+ for all LMCH seniors housing.
2. **Authorize** LMCH staff to take the necessary steps to give effect to the above recommendation.

BACKGROUND:

When LMCH high-rise buildings were built in the 1970s, they were designated for seniors housing. Over time, there has been an increased need for housing for all age groups. As a result, some LMCH buildings have transitioned to adult living, accommodating individuals and households aged 16 years and older, while others have remained designated as seniors housing. However, the age requirement for residents in some senior buildings is currently set at 50 years or older:

Building	Mandate Age
Hale	60+
Head St, Strathroy	60+
30 Baseline	60+
Kent	50+
McNay	50+
Walnut	50+
Commissioners	60+
York St, Newbury	50+

REASONS FOR RECOMMENDATION

LMCH recommends increasing the age requirement from 50 years old to 60 years and older for Kent, McNay, Walnut, and York St. (Newbury) buildings, thus adopting the minimum age requirement for LMCH seniors housing as 60+. The rationale for this recommendation is to ensure that all LMCH seniors housing better serves the needs and preferences of its residents, aligns with broader demographic trends, and enhances the overall quality of life within the buildings. By implementing a higher age requirement, we can help foster a more age-appropriate environment, meet the evolving expectations of our residents, and maintain the value and reputation of our properties.

We have heard from tenants in our current 50+ buildings. Many have expressed a strong preference for a community where tenants are 60 years and older. With the shift in demographics, an increasing number of individuals between the ages of 50 and 60 do not identify with the traditional image of senior living. Many of the 50+ individuals are still working, active, and engaged in their careers, and they may not require or desire the specific types of programs or living conditions that are designed for seniors.

Tenants have also expressed concerns about how a lower age limit negatively impacts their communities, citing challenges related to security, noise, and tenant behaviour that they consider inappropriate in seniors' communities. Current tenants believe that changing the minimum age requirement to 60+ will enhance the sense of community and provide a peaceful environment more closely aligned with their expectations and needs.

For reference, in the impacted communities in 2023 and 2024, LMCH housed new tenants from the following age groups:

Building	2023		2024	
	Total housed	Under 60	Total housed	Under 60
Kent	37	5	22	4
McNay	28	4	21	5
Walnut	19	7	26	1
York St, Newbury	1	1	1	0
Total	85	17	70	10

LMCH anticipates a continued need for seniors housing. As of January 2025, there are 1,043 senior households on the central waitlist for a 1-bedroom maximum size unit. By focusing on tenants who desire the benefits of seniors housing, we can optimize our resources and ensure the financial sustainability of the buildings.

TENANT IMPACT

LMCH acknowledges that there is a minor impact on the tenant selection process. Applicants between the ages of 50 and 60, who would have met the requirements to reside in some seniors' buildings in the past, will now be offered housing in an adult living community. Ensuring that tenants meet the age requirements helps maintain the legal and social integrity of the communities. LMCH will work with the Housing Access Centre and prospective tenants to minimize the potential impact of this change on future tenants.

PREPARED BY:	REVIEWED BY:
OLESYA GRYN, INTERIM DIRECTOR OF TENANT SERVICES	PAUL CHISHOLM, CEO

Eviction Prevention Policies Staff Report 2025 – 18

TO: LMCH Board of Directors

FROM: Olesya Gryn, Interim Director of Tenant Services

SUBJECT: Eviction Prevention Policies for Non-payment of Rent and for Cause

DATE: April 10, 2025

PURPOSE:

To update the LMCH Board of Directors regarding the status of LMCH's new Eviction Prevention for Non-payment of Rent and Eviction Prevention for Cause policies.

RECOMMENDATION:

That the LMCH Board of Directors approve the following recommendations:

1. **APPROVE** the attached Eviction Prevention for Non-payment of Rent Policy.
2. **APPROVE** the attached Eviction Prevention for Cause Policy.
3. **Authorize** LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

In response to the ongoing challenges faced by both tenants and LMCH in maintaining stable and healthy tenancies, we propose the introduction of two key eviction-prevention policies. These policies are designed to address two common causes of tenancy disputes and evictions: non-payment of rent and anti-social behaviour. By implementing these policies, we aim to ensure a consistent and fair approach in eviction prevention, provide support for tenants, and maintain harmonious and financially stable communities.

REASONS FOR RECOMMENDATION #1 – Eviction Prevention for Non-payment of Rent Policy

The objective of this policy is to reduce the occurrence of evictions due to non-payment of rent through early intervention, communication, and the provision of support for tenants facing financial difficulties.

LMCH will work with tenants, service agencies, the Ministry of Community and Social Services, and external supports whenever possible to resolve situations of unpaid rent. LMCH will provide information about available supports and resources to tenants, including details about local community legal clinics.

Tenants experiencing temporary financial hardships are encouraged to contact LMCH immediately to discuss their situation. Tenants will be offered the opportunity to enter into a repayment agreement based on their financial capacity, helping them avoid falling into arrears. Additionally, tenants will receive information about available government or non-profit financial assistance programs to help cover rent payments, as well as information about community support and legal resources.

Evictions can be costly and time-consuming for both tenants and LMCH. By intervening early, both parties can avoid legal proceedings, reducing the financial burden on both sides. A proactive approach helps maintain a stable tenant base, reduces tenant turnover, and helps preserve the community atmosphere of the properties.

REASONS FOR RECOMMENDATION #2 – Eviction Prevention for Cause Policy

The objective of this policy is to address and prevent anti-social behaviour that poses safety concerns or disrupts the well-being of the community and help tenants maintain respectful and responsible conduct while living on the property. Examples of such behaviour include, but are not limited to, instances of substantial interference with the reasonable enjoyment of other tenants or the landlord, damage to property, illegal activities, or impairment of safety.

Anti-social behaviour affects not only the individuals directly involved but also the broader community. Addressing this behaviour early helps foster a safe and harmonious living environment.

This policy ensures that tenants are well-informed of behavioural expectations and are given the opportunity to correct their behaviour before facing eviction. If anti-social behaviour is reported, LMCH will work with the tenant to identify the cause and offer solutions such as internal LMCH supports or resources available in the community.

LMCH will explore alternative resolutions such as mediation or behavioral agreements, where appropriate.

TENANT IMPACT

Introducing eviction prevention policies for non-payment of rent and anti-social behaviour is a strategic approach to maintaining both tenant stability and a positive landlord-tenant relationship. These policies aim to balance the needs of tenants facing financial difficulties or behavioural challenges with the responsibility of LMCH to ensure safe and financially viable communities. By providing early intervention, support, and clear expectations, both parties can benefit from improved outcomes, avoid the negative consequences of eviction, and support long-term success in tenancies.

Attachments:

Appendix A: Eviction Prevention for Non-payment of Rent Policy

Appendix B: Eviction Prevention for Cause Policy

PREPARED BY:	REVIEWED BY:
OLESYA GRYN, INTERIM DIRECTOR OF TENANT SERVICES	PAUL CHISHOLM, CEO



RELATED DOCUMENTATION

Legislation	Housing Services Act, 2011 (HSA) Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) Residential Tenancies Act, 2006 (RTA)
Collective Agreement	
Forms	
Policies	
Other Resources	

1.0 PURPOSE

The purpose of this policy is to ensure rent is collected as required and to evict as few tenants as possible for non-payment of rent. London and Middlesex Community Housing (LMCH) aims to support tenants in maintaining their housing by implementing proactive eviction prevention strategies.

2.0 SCOPE

This policy applies to:

- The non-payment of rent. Eviction action can be undertaken for other reasons, which will be addressed in a separate policy.
- All residential tenants, including rent-geared-to-income (RGI) and market tenants.

3.0 POLICY STATEMENT

London Middlesex Community Housing (LMCH) is committed to eviction prevention whenever possible and appropriate.

LMCH will work with tenants, service agencies, the Ministry of Community and Social Services, and external supports whenever possible, to keep tenants housed and to ensure that rent is paid, with eviction being the very last resort.

This policy is established within the context of the Housing Services Act, 2011, the Residential Tenancies Act, 2006, and any applicable municipal directives.



4.0 VALUES

LMCH is committed to supporting successful tenancies and ensuring that tenants meet their rental responsibilities. LMCH will:

- Recognize tenants as responsible and able participants in maintaining their tenancy and paying their rent.
- Work with tenants to try to identify solutions, recognizing that tenants sometimes face barriers to maintaining their tenancy due to a lack of support or access to services.
- Ensure all procedures regarding tenancies at risk are fair, open, and equitable (procedural fairness).
- Recognize the right of everyone to be treated fairly, with respect, and without discrimination.
- Collect rent on time, as lost revenue affects building maintenance and other services for all tenants.

5.0 STANDARDS

- Tenants must pay their rent in full and on time each month. Eviction prevention cannot be an incentive not to pay rent on time and in full.
- Staff are required to make a minimum of three (3) documented attempts to make personal contact with the tenant before filing an application to Evict a Tenant for Non-payment of Rent and to Collect Rent the Tenant Owes (L1) at the Landlord and Tenant Board (LTB). This contact could be by phone, email, or in-person.
- At least one reasonable and accessible opportunity for a face-to-face meeting must be given to the tenant during the eviction process.
- Efforts made and the results of those communication efforts with tenants (during the eviction process) will be documented.
- Clear information on how rent is calculated, and the tenant's rental account status will be made available.
- A fair and transparent process exists for reviewing RGI decisions and calculations by a person or panel independent of the original decision-maker.
- Notices to evict will include information on the supports available to tenants, including details about local community legal clinics.
- Tenants will have access to the Eviction Prevention Policy.
- Tenants will be informed of services offered at the Landlord and Tenant Board, including mediation, duty counsel, and interpretation services if applicable.
- Tenants who are evicted by the Sheriff will be informed of external services that can assist them in finding alternative accommodation and support.



6.0 APPLICABLE LEGISLATION AND REGULATIONS

This policy aligns with the following legislation and regulations:

- Housing Services Act, 2011 (Ontario) – Governs social housing providers in Ontario, including rent-geared-to-income calculations and housing program requirements.
- Residential Tenancies Act, 2006 (Ontario) – Outlines tenant and landlord rights and responsibilities, including rules regarding evictions.
- London Property Standards By-law CP-24 – Ensures that rental properties meet minimum maintenance and safety standards.
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) – Governs the collection, use, and disclosure of tenant information.

This policy aligns with LMCH's commitment to housing stability and ensuring that eviction is truly the last resort for non-payment of rent.

7.0 DOCUMENT CONTROL

Date Drafted	January 31, 2025
Date Approved	TBD
Date Revised	N/A
To be reviewed	Every Three (3) Years
Inquiries to Policy Owner	Director of Tenant Services



RELATED DOCUMENTATION

Legislation	Housing Services Act, 2011 (HSA) Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) Residential Tenancies Act, 2006 (RTA)
Collective Agreement	
Forms	
Policies	
Other Resources	

1.0 PURPOSE

London & Middlesex Community Housing (LMCH) is committed to promoting successful tenancies while ensuring that all tenants can live in safe, healthy, and harmonious communities. The Eviction for Cause Policy establishes LMCH's approach to addressing tenant behaviors that may negatively impact others and outlines the circumstances under which eviction may be pursued in accordance with the Residential Tenancies Act, 2006 (RTA).

In implementing this policy, LMCH upholds individual rights under the Ontario Human Rights Code (the Code) and ensures that all tenants have a fair opportunity to maintain their housing while balancing the well-being of the broader community.

2.0 SCOPE

This policy applies to all LMCH residential tenants, occupants, visitors, and guests in both rent-geared-to-income (RGI) and market rent units. Tenants are responsible for the conduct of all individuals they invite onto LMCH properties.

This policy specifically addresses grounds for eviction under the RTA, including but not limited to:

- Substantial interference with the reasonable enjoyment, rights, interests, or privileges of others or the landlord
- Damage to property
- Illegal acts; and
- Impairment of safety

This policy does not apply to eviction cases related to:

- Non-payment of rent (arrears)



- Fraud or misrepresentation of income
- Unauthorized occupancy or illegal subletting
- Ceasing to qualify for social housing; or
- Evictions related to demolition, conversion, major repairs, or sale of the property

3.0 POLICY STATEMENT

LMCH will manage all tenancies in accordance with:

- The Residential Tenancies Act, 2006 (RTA)
- The Ontario Human Rights Code (Code)
- The terms of the tenancy agreement (Lease); and
- LMCH policies, procedures, standards, and protocols, including but not limited to:
 - Tenant Code of Conduct
 - Tenant Complaint Process

LMCH recognizes the significant impact an eviction can have and will pursue it only when legal grounds exist and when alternative resolution methods have been exhausted.

4.0 VALUES

LMCH, its staff, and its tenants are committed to fostering a safe, respectful, and inclusive community. When making decisions about service of eviction notices, LMCH will:

- Uphold human rights and fair treatment by ensuring all tenants are treated with dignity and without discrimination.
- Ensure LMCH provides a safe and harassment-free workplace, ability for staff to perform their duties without fear of harm, and a respectful environment for all interactions with tenants and stakeholders.
- Recognize the tenant has responsibility for maintaining their housing and contributing to a positive living environment.
- Acknowledge tenant vulnerabilities, such as mental health challenges or disabilities, and provide appropriate accommodations under the Ontario Human Rights Code.
- Make decisions on objective and reliable information, ensuring a fair assessment of complaints and evidence.

5.0 STANDARDS

LMCH will ensure that any pursuit of termination for cause adheres to the following standards:



- Evidence-Based Decisions: LMCH will gather sufficient, relevant, and objective facts to support applications to the Landlord and Tenant Board (LTB).
- Tenant Engagement: LMCH will discuss concerns with the tenant before filing an application with the Landlord and Tenant Board unless circumstances make it unreasonable or inappropriate.
- Clear Communication: LMCH will issue appropriate notices of termination, clearly outlining the behavior or violation(s) leading to the notice.
- Access to Support Services: Tenants will be informed of available legal aid clinics, translation services, and social supports when served with a Notice to Terminate a Tenancy.
- Eviction Prevention Efforts: LMCH will explore alternative resolutions such as mediation, behavioral agreements, and referrals to community services as appropriate.
- Time Limitations: LMCH will not pursue eviction for incidents that occurred more than three (3) years prior unless:
 - The behavior is part of an ongoing pattern that continues to affect the community
 - Similar or related incidents have occurred since the original event
 - LMCH was unaware of the original incident, and it had significant community impact; or
 - Other compelling circumstances justify reconsideration.

6.0 APPLICABLE LEGISLATION AND REGULATIONS

This policy aligns with the following legislation and regulations:

- Housing Services Act, 2011 (Ontario) – Governs social housing providers in Ontario, including rent-geared-to-income calculations and housing program requirements.
- Residential Tenancies Act, 2006 (Ontario) – Outlines tenant and landlord rights and responsibilities, including rules regarding evictions.
- Ontario Human Rights Code, R.S.O. 1990, c. H.19 – Outlines the right to be free from discrimination in five parts of society (Employment, Housing, Services, Unions and Vocational Associations and Contracts).
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) – Governs the collection, use, and disclosure of tenant information.

By implementing this policy, LMCH aims to balance tenant rights with community safety, ensuring a fair and transparent process which prioritizes alternative resolutions to eviction where appropriate.



7.0 DOCUMENT CONTROL

Date Drafted	January 31, 2025
Date Approved	TBD
Date Revised	N/A
To be reviewed	Every Three (3) Years
Inquiries to Policy Owner	Director of Tenant Services