

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

Sara De Candido, COO

John Krill,
Director, Asset
Renewal

Christine Poirier, Senior
Manager, Property
Services

Dirk Volschenk,
Manager of Human
Resources

Olesya Gryn,
Senior Manager of
Tenant Services

PUBLIC AGENDA

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

Board of Directors Meeting

**Meeting Room
955 Southdale Rd. E
London, Ontario, N6E 0C1**

Thursday, November 20, 2025

5:30 PM – 8:00 PM

g) Staff Report 2025-38 46 Huron Site Exterior Lighting – Contractor Contract Award – Project 2023-0035 h) Staff Report 2025-39 Director of Asset Renewal Q3 update <u>People Services and Housing Committee Reports for information, Overview given by Committee Chair</u> I. PSH- 2025-37 COO Update II. PSH- 2025- 41 Q3 Community Development Update III. PSH -2025-42 Q3 Communications Update IV. PSH- 2025- 43 Community Safety Unit Status Report and KPI Review V. PSH -2025- 44 Senior Manager Tenant Experience VI. PSH- 2025- 45 Rent Forgiveness Update VII. PSH- 2025- 46 Senior Manager of Property Services VIII. PSH -2025- 47 Human Resources Manager Update Q3 <u>People Services and Housing Reports for Approval</u> i) Staff Report 2025- 40 Staff Expense Policy j) Staff Report 2025- 41 Accessibility Policy k) Staff Report 2025 -42 Impact of Rent Increase <u>Executive Committee Reports for Approval</u> l) Staff Report 2025-43 Board Policies for Renewal	J. Krill	
	J. Krill	
	Mayor Grantham	
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

August 21, 2025, at 5:30 p.m.
London & Middlesex Community Housing
Boardroom, 1299 Oxford Street East, Unit 5C5, London, Ontario, Canada

Board Members in Attendance:

Hadleigh McAlister

Gary Bezaire

Shawn Lewis

Sara Piñeros Castaño

Kathleen Savoy

Gregory Thompson

Cara Awcock

Mayor Grantham, Vice Chair

Senior Leadership in Attendance:

Paul Chisholm, CEO

Rob Cunnington, Director, Finance
and Corporate Services

John Krill, Director of Asset Renewal

Regrets

Phil Squire, Board Chair

** Virtual Attendance via Zoom*

1. Call to Order	Mayor Grantham called the meeting to order at 5:38 p.m.
2. Recognition of Indigenous Peoples and Lands	Mayor Grantham provided the recognition address at 5:38 p.m. <i>We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty known as the London Township Treaty of 1796. Throughout time, this region has also become the current home to the Haudenosaunee and Lenni-Lenape Nations.</i>

3. Completion and Acceptance of the Agenda	Regarding the completion and acceptance of the agenda, MOVED by G.Bezaire, seconded by H.McAlister, PASSED at 5:39 pm.
4. Disclosures of Interest	Mayor Grantham called for conflict-of-interest declarations with respect to the agenda. 5:39 p.m.
5. Approval of Board Meeting Minutes	Regarding the Board Meeting Minutes of June 13, 2025 MOVED by S. Piñeros Castaño, seconded by G. Thompson, that the Minutes BE ACCEPTED and APPROVED , item CARRIED at 5:37 p.m.
6. Communications	None
7. Delegations	None
8. Consent Items	None
9. Reports and Business a) Staff Report 2025- 26 CEO Report	• Board agreed to changes in the Committee and Board meeting dates for the remainder of 2025. • Build Canada homes consultation, feedback to the Federal Government of Ontario on how they can support the building of Community housing, if the board has feedback on the submission this would be helpful as this is critical to our future. MOTION to RECEIVE the report for Information, MOVED by C. Awcock, G. Thompson, PASSED, 5:45PM Discussion: Feedback will come from S. Piñeros Castaño, we have unit Aug 29th to submit. <u>Finance Reports for Information: Committee Chair to provide an overview</u> KPI- Vacancy 3.5% increase, due to the new remodeled CMCH units coming back online Pest Control- Infestation rates have declined slightly Q2 Financials – Salary line was down due to organization not being at full complement Reimagine – Looking at occupancy in September MOTION to RECEIVE the REPORT for Information, MOVED by G. Thompson, seconded by S. Piñeros Castaño, PASSED 5:48pm



b) Staff Report 2025- 27 CMHC Q2 2025 Update	Report overview given by J.Krill Allocated within the CMHC program, this will go to accessibility compliance signage and to install air source heat pumps into buildings. MOTION to APPROVE the Report and Recommendations, MOVED by G. Thompson, seconded by S.Piñeros Castaño PASSED at 5:50PM
c) Staff Report 2025- 28 Berkshire Retaining Wall and Parking Lot	Report overview given by J.Krill Reallocation to support the Berkshire Retaining wall, and to award the construction contract to A25. MOTION to APPROVE the Report and Recommendations, MOVED by G. Thompson, seconded by G. Bezaire, PASSED 5:51 PM
d) Staff Report 2025- 29 Pond Mills Playground	This is the last playground to be installed for all family sites, allocated from the Pondmills exterior works budget, to award the contract to install to PLAYPOWER. MOTION to APPROVE the Report and Recommendations, MOVED by G. Thompson, seconded by C. Awcock, PASSED 5:57 PM Discussion on municipal parks taking over the parks, as there is an increased cost of playgrounds. Review the parks and recreation Master plan. Moving forward, should the be a City expense Playgrounds from a parks and rec perspective?
e) Staff Report 2025- 30 Boullee and Penny Lane Siding	Report overview given by J. Krill - Engaged staff internally to review sites for consideration; Boullee and Pennylane were determined as needing a siding upgrade. - Funds are available from CMCH for the exterior works project at Boullee. - COCHI, 960K Funding was received, and this was used for County work for approved budgeted projects. Some is being kept in reserve for contingency funds.

f) Staff Report 2025- 31 Pest Control RFP	MOTION to APPROVE the Report and Recommendations, MOVED by G. Thompson, seconded by H. Mc Alister, PASSED at 6:02pm Report overview given by S. De Candido • Recommendation to Award the contract to 2 companies, this will bring a 16% cost reduction. • Tenant impact will lead to a more flexible prep process and more effective implementation plan MOTION to APPROVE the Report and Recommendations, MOVED by G. Thompson, seconded by C. Awcock, 6:21 pm. Discussion: The previous year, we did a multi-vendor approach and a single-level approach. The dual model combination will increase service standards, as they offer unique services in preparation for tenants. Feedback from the tenants on the new vendor would be something the Board would like to see. Monitoring goals will be a priority for LMCH & Vendors are working towards a singular goal. GAP in vendor participation in applying for the contract. What is our process to ensure the process is competitive, how is this being promoted to get the best vendors applying? - Vendors that apply have the option to choose us, certain aspects on the procurement stage we lose vendors, which can be a good thing. - Discussion around vendors who are interested, this process can take people out of the market as the process is complicated. PSH Reports for Information, presented by S. MOTION to RECEIVE the Reports for Information, MOVED by S. Piñeros Castaño, seconded by G. Bezaire, ALL in FAVOUR, PASSED at, 6:34PM.
---	---



**Staff Report
2025- 32
Communications
Policy**

Bill 10 Update – Consequences and impacts on the implications of Bill 10. Schedule 8, aspects, Landlords must not knowingly allow their premises to be used for illegal drug activity.

The Liability would impact our insurance; ONPHA is leading engagement advocacy on this.

Discussion: Arears rent, why is rent not being paid directly to LMCH from OW, OW & ODSP, they are not legally allowed to pay the funds to LMCH. This needs to be a discussion with the Minister of Housing.

- There needs to be communication with the OW & ODPS worker
- We do connect with the tenant and the OW & ODSP and we do proactively notify the work when rent is going to market rent.
- This needs to be a discussion with Minister Flack; the Province needs to recognize this as a problem, and should it be mandatory to continue to receive subsidy, to be paid directly to LMCH.
- Not all people who live in RGI housing are on Government assistance, so there is no one to hold them accountable.

Report overview given by M. Senchal

Policy was refined to be more high-level to separate out more procedurally based. The policy change is in the right direction for what the Board would like to receive.

Discussion: Board member speaking publicly, specifically the Political voices when speaking to the media.

- Would like to see Tenant Board members also participate in media conversations.
- A tenant member and a political member of the Board to participate.
- Is there the option for the Board to receive media training

MOTION to APPROVE the Policy, MOVED S.Piñeros Castaño, seconded by G. Thompson PASSED at 6:42PM

Deputy Mayor left the meeting at 6:43pm

Staff Report 2025- 33 Market Rent Increase	Report overview given by O. Gryn Rent increase guideline, impact on recommendation will not impact RGI tenants. MOTION to RECEIVE and APPROVE the MOVED by S.Piñeros Castaño , seconded by, G. Thompson, ALL in Favour, PASSED at 6:45pm.
11. IN CAMERA	None
12. New Business	
13. MEETING ADJOURNMENT	MOTION to ADJOURN, ALL in Favour PASSED at 6:46 pm

Phil Squire, Chair

Paul Chisholm, CEO

**Finance & Corporate Services Updates
FAR- 2025-38**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: Finance & Corporate Services Updates

DATE: November 11, 2025

PURPOSE:

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

RECOMMENDATIONS:

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

Finance and Corporate Services Updates

Business Case 2025 Request

As noted in the previous meetings with the FAR Committee and Board of Directors, LMCH has faced increasing cost pressure from higher-than-inflationary increases, including snow removal, insurance, and higher-than-budgeted property tax increases. LMCH has submitted a request to the City of London through the annual update to the Multi Year Budget to adjust the operating subsidy to offset the increase in property tax. This request has been included in the budget adjustments presented to the Mayor, with a debate and decisions expected in the coming weeks. Once this decision is made, LMCH will revise and present the 2026 and 2027 operating budgets to the FAR Committee in Q1 2026.

Liability Insurance

The 2025-26 Property and General Liability Insurance renewal was approved by the FAR Committee in October 2025. The FAR Committee received delegated authority to approve the policy coverage and premium payment at the August 2025 Board of

Directors meeting. A copy of the policy and coverage is being shared with the Board at the November 20, 2025, meeting of the Board.

As noted in the approval, LMCH remains a high-risk provider due to its claims history. The policy costs increased in the current policy primarily as a result of increasing the insured values of properties in the portfolio to better align with replacement costs.

Work continues to reduce risk and costs to LMCH, which includes the approval of a smoke-free policy and mandatory tenant insurance program for all new tenancies. LMCH will continue to work with the City of London risk management staff to ensure appropriate coverage and insurance costs for LMCH.

Information Technology Service and Support

LMCH continues with our transition to a hybrid IT model. LMCH hired an IT Manager in August 2025 to provide leadership in this critical area in service, support, governance, and Cyber Risk. The initial focus is reviewing and revising existing IT service and licensing agreements to ensure they provide required services, effectively manage risk, and deliver value for dollar. Changes in IT Costs will be incorporated in the 2026 and 2027 operating budgets.

Change Initiatives

LMCH has initiated a number of change initiatives to improve tenant service experience and improve program administration.

- Site-based Budgeting and forecasting will distribute costs across LMCH sites, providing improved visibility of operating costs on a site-by-site basis. Planned implementation is January 2026.
- Purchasing, approval, and processing is under review to streamline approvals, reduce touchpoints, and improve the timeliness of vendor payments. This is expected to be implemented in Q1 2026.
- LMCH is testing the tool selected to provide improved communication with tenants on work orders, service disruptions other service areas. The tool will be ready for rollout in Q2 2026, and more information will be shared in Q1 2026.

SIGNATURE:

PREPARED and SUBMITTED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

2025 Financial Results – Q3 FAR- 2025-39

TO: LMCH Finance, Audit and Risk Management Committee

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: 2025 Financial Results – Q3

DATE: November 13, 2025

PURPOSE:

The purpose of this report is to share LMCH's Q3 2025 unaudited financial results for the first nine (9) months of the fiscal year ending December 31, 2025, and the financial forecast for the full 12-month 2025 fiscal year.

RECOMMENDATION:

That the September 30, 2025 (Q3) Financial Operational Financials Report be RECEIVED for information.

REASONS FOR RECOMMENDATIONS:

The following report provides two views of the 2025 financial results to date, including a high-level summary of financial operations' variances for the first nine months (Q3) of the fiscal year up to September 30, 2025, as well as a projections of the 2025 full-year (12-month) financial forecast. While overall financial operations show a favourable balance of approximately \$1.3 million for the nine months, the full-year projection results in an estimated Surplus of \$37k, which is \$373k higher than the updated 2025 budget approved by the Board in May 2025. The "adjusted" budget resulted in an estimated \$335k deficit for the year, after adjusting for expected improvements in both Bad Debt Write-Offs and Rent Forgiveness on the Revenue side, as well as the additional cost of Property Taxes.

REVENUE

Total revenue for the first nine months shows a favourable variance of approximately \$813k (3.3%) compared to the YTD budget, with the full year revenues forecasted to be almost \$1.1 million (3.4%) ahead of budget. The following discussion points will focus mainly on the full-year projection for 2025.

Rent Revenue: Rent revenues are higher than the original 2025 budget by approximately \$458k to date, and are mainly due to a significant reduction in Rent Forgiveness (included in the Rent Revenue line) of around \$460k. This is a result of improved management of the annual subsidy renewal process by staff.

Bad Debt Write-Offs: There has been a significant reduction in write-offs in 2025 compared to prior years and the current budget for the year. This estimated favourable variance of \$341k is due mainly to improved timelines at the Landlord and Tenant Board and more successful collection efforts for tenant arrears management.

Interest Revenue: While interest rates were much lower when the budget was set in late 2023, higher interest rates (3/4 %) in the past year have resulted in a \$99k favourable variance, with a total projected favourable of \$118k for the full year.

EXPENDITURES

Total expenditures for the first nine months of 2025 show a favourable variance of \$849k (3.4%) compared to the original budget. However, for the full fiscal year, total expenditures are projected to be slightly over budget by \$537k (1.6%).

Salaries, Wages and Benefits: Results for the first nine months show a favourable balance of approximately \$513k, mainly due to vacancies in various positions for the first nine months of 2025. This includes the delayed implementation of the project to bring custodial services in-house to assess the impact of property tax increases on operating budgets.

However, by year-end, these savings are expected to only be \$5k, as staffing vacancies continue to be filled with new hires. In addition, the new COO position was filled in June, and custodial staff are to be hired as part of an organizational change for cleaning services to internal staffing from the use of contracted third parties.

Maintenance, Materials and Services: For the first nine months of the year, total expenditures in this area were \$356k over budget. However, by year-end, the projected variance for the full 12 months becomes unfavourable by about \$925kk. This increase in expenditures is due to several factors.

- a delay in the implementation of the internal staffing of custodial services that was originally planned for June 1st. Implementation of this project (including the costs for upfront purchase of supplies and equipment and the cancellation of third-party contracts) will be incurred in the last four months of the year, resulting in higher costs in this period than originally planned.
- Pest Control invoices over the last nine months of the fiscal year, expenditures will include significant total payments for vendor billings as accounts are reconciled, as past vendor billing is reconciled.

- Additional costs of approximately \$200k to comply with recent changes to fire code are included in the projections for year-end expenses
- LMCH continues to experience above-budgeted expenses in external vendors in electrical, plumbing, HVAC, etc.

Utilities: Overall, utilities are underspent in the first nine months. Some of this may be due to late billings and LMCH addressed this in the forecast to December 31, 2025. Electrical costs are above budget. Further analysis will occur to make the required budget adjustments for 2026 budget.

CONCLUSION

LMCH is doing a comprehensive budget forecast for 2026 and 2027 based on results over the past 2 years and will present the revised 2026 operating budget to the Committee in Q1 2026 based on this reforecast.

As part of the above, LMCH is currently finalizing our detailed “site-based” budget process, which will enhance the organization’s financial management, allowing Senior Leadership to see where specific operational improvements need to be made on a site-by-site basis. These changes are expected to be implemented on January 1, 2026.

Appendix A – September 30, 2025 Operating Results (Q3)

SIGNATURE:

PREPARED and SUBMITTED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

London-Middlesex Community Housing
2025 Operational Financials - First 9 months and Full-Year Forecast

	For the Eight Months Ended Sep 30, 2025			Projected for Full 2025 Fiscal Year (12 months)				Audited Actuals 2024	2024 Actuals vs. 2025 Projected
	Actuals	Budget	Variance	Projected	Budget	Variance			
REVENUE									
RENT REVENUES	11,155,367	10,696,802	458,565	14,954,278	14,262,402	691,876	1	14,235,512	718,765
TENANT RECOVERIES	59,378	106,218	(46,840)	79,171	141,624	(62,453)		100,410	(21,239)
NET BAD DEBT WRITE OFF	(347,093)	(631,026)	283,933	(500,754)	(841,368)	340,614	2	(563,648)	62,894
ANTENNA LICENSES	127,373	129,893	(2,519)	169,919	173,190	(3,271)		169,233	686
INTEREST	121,530	22,500	99,030	148,530	30,000	118,530	3	202,545	(54,015)
SUNDRY & OTHER REVENUE	185,303	164,006	21,297	247,071	218,675	28,396		300,217	(53,146)
MUNICIPAL BASE FUNDING	14,142,826	14,142,798	28	18,857,064	18,857,064	0		16,781,288	2,075,776
TOTAL REVENUE	25,444,684	24,631,190	813,494	33,955,279	32,841,587	1,113,692		31,225,558	2,729,721
OPERATING EXPENDITURES									
SALARIES, WAGES & BENEFITS	7,466,759	7,980,243	513,484	10,635,250	10,640,324	5,074	4	8,614,607	(2,020,643)
TENANT SERVICES	638,263	728,483	90,221	986,017	971,311	(14,706)		886,400	(99,617)
MAINTENANCE, MATERIALS & SERVICES									
ROOFING	26,020	35,036	9,016	34,693	46,715	12,022		37,551	2,857
BUILDING GENERAL	942,138	1,069,278	127,140	1,191,605	1,425,704	234,099		1,284,843	93,237
CLEANING	743,092	581,663	(161,429)	894,844	625,550	(269,294)		1,001,921	107,077
PEST CONTROL	698,538	579,800	(118,739)	1,168,888	773,066	(395,822)	5	1,037,348	(131,540)
ELEVATORS	93,085	96,410	3,325	147,284	128,547	(18,737)		230,694	83,410
ELECTRICAL	210,459	120,513	(89,946)	261,024	160,684	(100,340)		210,083	(50,941)
EQUIPMENT	20,686	32,137	11,450	27,582	42,849	15,267		23,835	(3,747)
LANDSCAPING & PARKING LOT MTCE.	266,227	177,875	(88,353)	299,080	237,166	(61,914)		290,035	(9,045)
MOLD	42,730	49,709	6,979	56,974	66,279	9,305		28,537	(28,436)
SNOW REMOVAL	693,171	608,036	(85,136)	933,171	868,000	(65,171)		715,921	(217,250)
LIFE SAFETY SYSTEMS	159,112	241,026	81,914	542,149	321,368	(220,781)		317,460	(224,689)
HEATING & VENTILATION	200,878	166,028	(34,850)	267,837	221,371	(46,466)		271,046	3,209
PLUMBING	438,010	435,447	(2,563)	584,013	580,596	(3,417)		639,393	55,380
PAINTING	318,114	300,491	(17,623)	417,970	400,654	(17,316)		503,699	85,728
VANDALISM	26,683	56,048	29,365	35,578	74,731	39,153		39,916	4,338
WASTE REMOVAL	359,773	321,368	(38,406)	479,698	428,490	(51,208)		396,955	(82,742)
SUNDRY MATERIALS & SERVICES	743	12,051	11,308	991	16,068	15,077		5,930	4,940
	5,239,460	4,882,914	(356,545)	7,343,382	6,417,838	(925,544)		7,035,169	(308,214)
UTILITIES									
ELECTRICITY	1,372,192	1,323,006	(49,186)	1,829,589	1,730,939	(98,650)	6	1,838,361	8,772
WATER HEATER RENTAL	157,755	192,601	34,845	210,341	260,270	49,929		185,770	(24,570)
WATER	1,125,393	1,308,965	183,572	1,600,524	1,735,182	134,658		1,682,376	81,853
NATURAL GAS	905,372	961,768	56,397	1,207,162	1,380,000	172,837		1,262,861	55,698
	3,560,712	3,786,340	225,628	4,847,616	5,106,391	258,774		4,969,368	121,752

	For the Eight Months Ended Sep 30, 2025			Projected for Full 2025 Fiscal Year (12 months)			Audited Actuals 2024	2024 Actuals vs. 2025 Projected
	Actuals	Budget	Variance	Projected	Budget	Variance		
PROPERTY								
INSURANCE	980,447	975,000	(5,447)	1,350,000	1,300,000	(50,000)	1,314,852	(35,148)
MUNICIPAL TAXES	4,542,637	4,702,037	159,400	6,061,849	6,269,382	207,533	5,842,854	(218,995)
	5,523,084	5,677,037	153,953	7,411,849	7,569,382	157,533	7,157,706	(254,143)
ADMINISTRATION								
CORPORATE								
FINANCE	65,233	81,850	16,617	86,977	99,800	12,823	118,777	31,800
HR	156,078	182,486	26,408	209,001	243,315	34,314	181,449	(27,552)
LEGAL & CONSULTING	233,220	352,500	119,280	505,760	470,000	(35,760)	367,652	(138,108)
OFFICE	371,247	387,219	15,972	496,235	516,292	20,057	485,937	(10,298)
OTHER	54,579	55,500	921	72,771	74,000	1,229	67,009	(5,762)
	880,355	1,059,555	179,200	1,370,744	1,403,407	32,663	1,220,825	(149,919)
TRANSPORTATION & COMMUNICATION								
TELECOM	179,659	182,625	2,966	355,981	243,500	(112,481)	358,560	2,579
TRAVEL & TRANSPORTATION	87,698	89,459	1,760	116,931	119,278	2,347	150,736	33,804
OTHER	18,461	6,000	(12,461)	22,643	8,000	(14,643)	8,285	(14,358)
	285,818	278,084	(7,735)	495,555	370,778	(124,777)	517,580	22,025
SUPPLIES & EQUIPMENT								
EQUIPMENT	(17,282)	34,727	52,009	76,241	46,304	(29,937)	28,787	(47,454)
OTHER	414,118	413,489	(630)	547,477	551,318	3,841	570,741	23,264
	396,837	448,216	51,379	623,718	597,622	(26,096)	599,529	(24,190)
TOTAL ADMINISTRATION	1,563,010	1,785,855	222,845	2,490,018	2,371,807	(118,211)	2,337,933	(152,084)
TOTAL OPERATING EXPENDITURES	23,991,286	24,840,871	849,585	33,714,132	33,077,053	(637,079)	31,001,183	(2,712,949)
EXTRAORDINARY LOSS	152,714	71,002	(81,712)	203,618	100,000	(103,618)	198,224	(5,394)
NET SURPLUS (DEFICIT)	1,300,684	(280,683)	1,581,367	37,529	(335,461)	372,995	26,156	11,378

Notes:

- 1 Rent Revenues:** Improved collection results in current year (re: rent forgiveness), continuing a trend started in 2024.
- 2 Bad Debt Write-Off:** Improved collection results in last couple of years, and will be similar balance to 2024.
- 3 Interest:** Current interest rates are higher (about 3/4%) than originally projected.
- 4 Salaries, wages and benefits:** Savings as a result of temporarily vacant positions during the year, and a delay in implmentation of Custodial staffing.
- 5 Pest control:** Overbudget due to payment of some costs related to prior years (2023 and 2024) that were only billed by vendor early in 2025.
- 6 Electricity:** Overbudget due to increased rates over the past 2 years, since the expense was originally projected in 2023.
- 7 Extraordinary loss:** This represents portion of damage claims (e.g. fire, flood) under \$5,000. Costs over and above that are reimbursed.

**Reimagine Southdale – Q3 2025 Report
FAR-2025- 43**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Reimagine Southdale **Phase 1** – Q3 2025 Report

DATE: November 11, 2025

PURPOSE:

This report is to provide an update to the LMCH Finance, Audit, and Risk Management Committee on the Reimagine Southdale project, Phase 1.

RECOMMENDATION:

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

BACKGROUND:

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

In March of 2021, LMCH engaged a local Architecture firm to complete concept drawings, concentrating on 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.

Q3 PROJECT UPDATE:

Phase 1 Construction Progress and Related Updates:

Exterior: Complete

Interior: Complete – Minor deficiencies

LMCH entered into a contract with Power Stream Energy Services (PSE, an Alectra company) for Electrical Sub-Metering services. PSE was selected as the best option for this service with respect to tenant needs and financial impact. Sub-meter installations are complete. LMCH Tenant Services is working with PSE to inform tenants – during the rent-up process – and provide the requisite documentation to them regarding their billing relationship with PSE.

LMCH's CCTV/Access Control provider has developed an SOW for CCTV/telecom services on-site. The goal is to ensure the appropriate level of site security, meeting tenant safety needs and enhancing LMCH operating efficiency, providing all the required infrastructure for office staff on site, common area, and exterior site security. Of note, a 2025 capital project is underway for exterior lighting renewal (e.g., light poles or wall packs) and exterior CCTV camera installations across the entire Southdale townhomes site. This project is being led by the Reimagine Southdale Project Manager, ensuring a cohesive tie-in to the new security/lighting infrastructure in all phases of Southdale's regenerated new high-rise buildings. This lighting project will continue into 2026 in conjunction with Phase 2 construction.

At Work Office Furniture was the preferred vendor for the furniture package, to supply and install all furniture for the Phase 1 building. All office furniture has been delivered.

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

Jackman Construction received Substantial Completion in early September, and Occupancy Permitting was granted in the last week of September allowing LMCH to commence with the tenant rent-up process on site. A limited number of outstanding items allowing full and unencumbered occupancy remain, and it is expected these items will be completed in early Q4:

- Laundry room window fire shutters
 - Procurement issue
 - Expected completion → Completed as of
- Accessible door openers
 - Location change
 - Expected completion → October 20, 2025

10	\$9,766.29
11	\$278.50 (Credit)
12	\$ 58,541.47
13	\$ 2,312.92
14	\$ 17,692.00
15	\$ 8,214.84
16	\$ 14,820.51
17	\$ 11,942.99
18	\$ 318.61
19	\$ 67,626.94
20	\$281,619.77
21	\$ 26,551.89
22	\$ 25,853.42
23	\$ 50,372.05
24	\$ 7,287.31
25	\$ 80,439.44
26	\$12,985.74
27	\$35,666.51
28	\$213,090.97
29	\$11,720.92
30	\$24,676.71
31	\$16,579.93
32	\$46,631.78 (Credit)
33	\$ 10,711.43
34	\$109,026.19
35	\$ 24,200.95
36	\$113,185.81
37	\$ 21,833.23
38	\$ 20,601.79
39	\$ 11,168.91
40	\$ 11,362.14
41	\$ 6,203.95
42	\$ 21,702.18
**43	\$284,283.70 (Kalos)
44	\$ 83,234.24
45	\$ 51,565.84
Total Change Orders to end of September / 2025	\$1,438,777.12
Total Construction Value (Jackman Construction)	\$23,804,400.00
GC Invoiced to Contract to end of September / 25	\$22,152,745.00

The value of additional change orders expected for the remainder of the project does not represent a risk of exceeding the \$1.19m in total contingencies budgeted for Phase 1 as the credit to be received, upon resolution of CO43 (Kalos Engineering) – will reduce total change orders of \$1.44m shown in the table above to \$1.15m.

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

**Reimagine Southdale – Q3 2025 Report
FAR-2025- 44**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Reimagine Southdale **Phase 2** – Q3 2025 Report

DATE: November 11, 2025

PURPOSE:

This report is to provide an update to the LMCH Finance, Audit, and Risk Management Committee on the Reimagine Southdale project Phase 2.

RECOMMENDATION:

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

BACKGROUND:

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

In March of 2021, LMCH engaged a local Architecture firm to complete concept drawings, concentrating on 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 2.

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, Site Plan Approval, and Demolition Permit, which allowed a Request for Proposal (RFP) to be issued in May 2025 to source a General Contractor for Phase 2. Seven GC's submitted bids to complete the scope of work for Phase 2, which included: construction of a six-story 53-unit building with LMCH office space over much of the ground floor; multiple 1-, 2-, 3- and 4-bedroom units; 20% barrier-free units; surface parking; landscaping improvements; and demolition of 25 existing townhouse units. In June 2025, Norlon Builders was awarded the General Contractor contract for Phase 2.

Q3 PROJECT UPDATE:

Phase 2 Pre-construction Progress:

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

The City of London's (COL) Site Plan Approval (SPA) documentation for Phase 2 issued to the COL in Q4/24 has been approved. Demolition Permit application was submitted to the COL in early Q2/25 and was approved. The 25 townhouse units slated for demolition were vacated and tenants relocated as of January/25.

Phase 2 Building Permit documentation was submitted to the COL in Q4/25, and LMCH is awaiting approval. However, as of the writing of this report, LMCH has received Building Permit Shell (foundation, envelope, and roof) approval, allowing construction to commence after demolition.

Phase 2 Pre-construction Milestones Schedule:

Milestone	Start Date	Delivery Date
Board Approval of Architect CGS	June 20 th 2024	
Zoning Bylaw Amendment	Approved March 2025	
Site Plan Approval documentation to COL	October 21, 2024	Approved May 2025
Additional Funding (CMHC) Application	September / 24	Conditional Approval July 2025
Tenants Vacate Townhouses Slated for Demo	July / 24	Complete January / 25
Demolition Permit (25) Units	January / 2025	Received April 2025
Site Plan Approval	October 2024	Received April 2025
Foundation Building Permit	March / 25	Foundation Permit Received April 2025
Shell Permit	March / 25	Received July / 25
Building Permit	October 2024	Pending
RFP for General Contractor	April 11 / 25	May 14 / 25 (closed)
Board Approval of Phase 2 General Contractor	June 19, 2025	
Phase 2 Construction Start	July 7, 2025	
Phase 2 Completion	June 2027	

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 the residents of the Southdale community to support each family impacted by regeneration. Fair and effective tenant relocation and resettlement consider the special circumstances of each household impacted by the Reimagine Southdale project. This commitment – delivered successfully in Phase 1 – continued in Phase 2 as tenants have all been successfully relocated from the 22 affected townhouse units to other LMCH accommodations or have left the program.

The basketball court that was located on the Phase 2 site was part of the demolition process early in Q3/25. As communicated to tenants in Q2/25, the court was relocated to the east side of the Southdale property and opened for use in August 2025. This was completed by the Phase 2 GC at the direction of LMCH, as work on the Phase 2 site would see no basketball court availability for a period of almost 23 months. An event celebrating the opening of the new temporary court was held in August and attended by the tenant community, who greatly appreciated the efforts by LMCH.

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, Phase 1 and 2, includes exterior improvements across the entire development (with the exception of those townhouse blocks slated for demolition as part of Phase 3), such as new siding, renewed landscaping, and upgrades to hardscape areas.

FINANCIAL IMPACT:

On March 1, 2024, the City of London approved the 2024 Budget Amendment #P-21, allocating \$32.5M to LMCH to start the LMCH Regeneration plan/process, of which Phase 2 of Reimagine Southdale is the next construction step. Total projected spend for Phase 2 construction is budgeted at just over \$29mil, but projected spend is currently expected to come in at \$25.9m in large part due to lower GC costs, soft costs and development charges. The result is LMCH expects in the range of \$3.1m available for further regeneration (e.g., seed monies) following completion of Phase 2 Reimagine Southdale.

At the end of September 2025, total Phase 2 project spending is approximately 11% of the budget.

Phase 2 Construction Budget Status to end of September 2025:

	DESCRIPTION	PHASE 2 Budget	Phase 2 - Spent to Date October 8, 2025	Phase 2 - Projections	Bud minus Spent	Bud minus Projection	Notes
1	Soft Cost - CGS - Prime Architect and sub consultants	\$ 808,390.00	\$ 619,684.36	\$ 808,390.00	\$ 188,705.64	\$ -	
2	Soft Cost - Consultants and LMCH Salary's	\$ 750,000.00	\$ 180,000.00	\$ 450,000.00	\$ 570,000.00	\$ 300,000.00	
3	COL Planning and Permit Fees	\$ 1,369,916.73	\$ 67,505.07	\$ 75,000.00	\$ 1,302,411.66	\$ 1,294,916.73	Development fees waived by COL
4	Construction Cost New Build	\$ 23,499,585.00	\$ 1,459,387.97	\$ 22,437,785.00	\$ 22,040,197.03	\$ 1,061,800.00	
5	Contingency Construction (Change Orders)	\$ 1,409,975.10	\$ -	\$ 1,000,000.00	\$ 1,409,975.10	\$ 409,975.10	
6	Effective HST - 1.7602%	\$ 480,867.14	\$ 480,867.14	\$ 480,867.14	\$ -	\$ -	Effective HST - 1.7602%
7	LMCH - Inspection and Testing Allowance	\$ 110,000.00	\$ -	\$ 60,000.00	\$ 110,000.00	\$ 50,000.00	Inspections over and above Norlon T&I's
8	FFE - Appliances	\$ 175,000.00	\$ -	\$ 175,000.00	\$ 175,000.00	\$ -	
9	FFE - Furniture, desks, chairs, tables	\$ 100,000.00	\$ -	\$ 100,000.00	\$ 100,000.00	\$ -	
10	Printing, presentation rendering, banners, animations	\$ 10,000.00	\$ -	\$ 2,000.00	\$ 10,000.00	\$ 8,000.00	
11	Pre-construction Costs	\$ 298,352.25	\$ 298,352.25	\$ 298,352.25	\$ -	\$ -	See itemized list below
	Total	\$ 29,012,086.22	\$ 3,105,796.79	\$ 25,887,394.39	\$ 25,906,289.43	\$ 3,124,691.83	
Pre-construction Costs - Phase 2							
	Debris Removal	\$ 15,000.00					
	Tenant Moving Expenses	\$ 25,000.00					
	Reliance rental water heaters buyout	\$ 37,500.00					
	London Hydro electrical infrastructure relocation	\$ 157,645.00					
	Pinchin Environmental (Haz Material testing and Spec 25 demo units)	\$ 30,000.00					
	Pre-engineering locates and CAD drawing for London Hydro	\$ 17,000.00					
	1057 Rec Unit move to 1147	\$ 2,000.00					
	Contingency (5%)	\$ 14,207.25					
	TOTAL	\$ 298,352.25					

Phase 2 Change Orders Status to end of September 2025:

Change Order No.	Amount
No Change Orders to date	
Total Change Orders to end of September / 25	\$ 0.00
Total Construction Value (Norlon Builders)	\$22,437,785.00
GC Invoiced to Contract to end of September/ 25	\$ 1,459,387.97

The value of expected change orders for the project does not represent a risk of exceeding the \$1.4mil in contingencies budgeted for Phase 2.

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

Carbon Monoxide Installation Requirements STAFF REPORT 2025- 34

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: Carbon Monoxide Installation Requirements: Ontario Regulation 87/25

DATE: November 17, 2025

PURPOSE:

The purpose of the report is to provide updates to the LMCH Board of Directors on the changes to the Ontario Fire Code regarding the new carbon monoxide alarm installation requirements that take effect on January 1st, 2026.

RECOMMENDATION:

That the LMCH Board of Directors **APPROVE** the following recommendations:

1. **RECEIVE** this report for information.
2. **AUTHORIZE** LMCH staff to spend up to \$300,000 from appropriate operating and capital budgets to create this required compliance work.
3. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendation.

BACKGROUND

LMCH ensures requirements of the Ontario Fire Code are met through inspections by LMCH staff, the work of vendors (engineers, architects, and service providers) and also engages with a licensed vendor (Troy Life & Fire Safety) to monitor compliance. In addition to these vendors, LMCH is subject to inspection by local fire services and invites local fire services to join annual unit inspections across the portfolio. Inspection reports and fire logs are part of regular reporting requirements for LMCH.

On June 2, 2025, the Solicitor General of Ontario approved Ontario Regulation 87/25 made under the Fire Protection and Prevention Act, 1997 (FPPA), which introduces changes to the Ontario Fire Code (O. Reg. 213/07).

Effective January 1, 2026, significant updates to the Ontario Fire Code will impact how residential buildings are equipped, maintained, and operated. The changes, outlined in

Regulation 87/25, are designed to enhance fire safety and accountability across the province. There is no transition period or grandfather clause for the changes set out in these changes.

Key Updates:

- Buildings heated by forced-air fuel-burning appliances must comply with new carbon monoxide alarm placement rules effective January 1, 2026. Carbon Monoxide alarms are required outside each sleeping area in affected units, on every story without a sleeping area, in the appliance service room, and in public corridors heated by the appliance, spaced no more than 25 meters apart.
 - Requires LMCH to swap existing Smoke detectors on main floors of townhomes to combined Smoke/CO2 detectors – approximately 900 - 1000 units
 - Requires LMCH to install additional carbon monoxide detectors in multi-residential units with gas-heated make-up air units – approximately 300 new units.
 - Fire safety plans at each site will need to be updated based on the above changes
- If the fire alarm system is monitored by a central station, owners must obtain documentation confirming compliance with CAN/ULC-S561 standards. Integrated fire protection and life safety systems must also be tested in accordance with the national CAN/ULC-S1001 standard.
- Ontario is adopting the ULC-S536 and ULC-S537 standards for fire alarm inspection, testing, and verification. Beginning January 1, 2026, inspection reports and verification forms must follow a specific Code-required format with precise details.
- All exit doors in residential buildings, whether designated as required exits or not, comply with Ontario Fire Code standards for locking, latching, and fastening. Locking mechanisms must either be approved by the Chief Fire Official or incorporate a simple release that allows the door to be readily opened from the inside.
- Additionally, electromagnetic locking devices must meet the requirements of the Building Code or receive approval from the Chief Fire Official to ensure safe and compliant egress.

CURRENT STATUS

For LMCH, the most immediate operational impacts include:

- 1) Complete the carbon monoxide alarm installations in affected units, service rooms, and public corridors directly heated by forced-air fuel-burning appliances (with corridor spacing ≤ 25 m and garage-adjacent unit coverage).
- 2) Updating inspection documentation, monitoring certificates (CAN/ULC-S561), and Fire Safety Plans.
- 3) Ensuring Troy Life & Fire Safety inspections are fully compliant with changes to the fire code.

LMCH staff contacted Troy Life & Fire Safety to build a plan to install DC and AC Carbon Monoxide devices at 29 LMCH properties by January 1, 2026.

Failure to comply with the changes by January 1, 2026, will result in fines. Penalties can apply to tenants, property owners, corporations and other responsible parties.

Estimated Costs:

The estimated cost to supply and install Carbon Monoxide detectors with 10-year lithium batteries across 29 LMCH properties is \$300,000.

CONCLUSION

Ontario Regulation 87/25 introduces material updates to the Ontario Fire Code effective January 1, 2026, including expanded carbon monoxide placement requirements for buildings heated by forced-air fuel-burning appliances, updated inspection/verification standards, provisions for integrated systems testing, and clarifications to exit door locking and latching.

For LMCH, the immediate priority is completing the carbon monoxide alarm installations and ensuring related documentation and operational practices align with the new Code by January 1, 2026.

Appendix A: Communique, Office of the Fire Marshal – No. 2025-02

PREPARED BY:	REVIEWED BY:
RYAN WINTER, BUSINESS PLANNER	PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER



COMMUNIQUÉ

OFFICE OF THE FIRE MARSHAL
BUREAU DU COMMISSAIRE DES INCENDIES

June 5, 2025

No. 2025-02

Ontario Regulation 87/25: Changes to the Ontario Fire Code and First French Edition of the Ontario Fire Code

On June 2, 2025, the Solicitor General of Ontario approved [Ontario Regulation 87/25](#) made under the *Fire Protection and Prevention Act, 1997* (FPPA), which introduces changes to the Ontario Fire Code (O. Reg. 213/07) and creates the first French edition of the Code.

The changes to the Ontario Fire Code (OFC) are the first set prepared under the auspices of the Reconciliation Agreement on Construction Codes (see [Fire Marshal's Communique 2020-17](#)), and as such, improve harmonization of the OFC with the 2020 National Fire Code of Canada (NFC).

In addition, a number of changes are being made to OFC requirements that are unique to Ontario.

Below are some highlights of the changes introduced by O. Reg. 87/25:

- Improved harmonization with the 2020 NFC on various requirements including requirements for flammable and combustible liquids, dangerous goods, aerosol products, combustible dusts, etc.;
- Alignment with some recent changes to the Ontario Building Code including new requirements for carbon monoxide alarms in existing residential occupancies and care occupancies, new maintenance requirements for mass timber encapsulation materials, new testing requirements for integrated life safety and fire protection systems, new requirements for certain farm buildings, etc.;
- Strengthened fire safety for existing boarding, lodging, and rooming houses and for two-unit residential occupancies through new smoke alarm requirements as well as new requirements for reduced flame-spread ratings of certain interior wall and ceiling finishes; and
- Updated references to more current editions of standards, legislation, and other documents.

O. Reg. 87/25 also introduces a French edition of the OFC that mirrors the content and recent updates made to the English version.

Proposed changes to the OFC were posted for public consultation on the Ontario Regulatory Registry in the summer of 2023 and generated close to 650 comments. The Office of the Fire Marshal gratefully extends its appreciation to all stakeholders who provided feedback during the public consultation period.

The changes to the OFC will come into force on January 1, 2026 with a few exceptions.

For further updates on the OFC, please subscribe to OFM e-Bulletin at the following link: [Subscribe to OFM bulletins \(mailchi.mp\)](#).

Fire departments with enquiries regarding O. Reg. 87/25 may contact their fire protection adviser directly or may email their queries to askofm@ontario.ca.

Q3 Capital Project Report STAFF REPORT 2025- 35

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: Capital Projects – Q3 2025 Report

DATE: November 17, 2025

PURPOSE:

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

RECOMMENDATION:

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

1. **RECEIVE** this report for information.
2. **APPROVE** the 2026 Capital Budget as shown in Appendix A and Appendix B.
3. **APPROVE** a net budget allocation of \$433,767.17 to General Contingency from a total of 72 (seventy-two) closed projects as of November 4 2025, and as shown in Appendix C.
4. **APPROVE** a reallocation of \$100,000 from General Contingency to project 2023-0035 – Huron Exterior Lighting Upgrades.
5. **AUTHORIZE** LMHC staff to take the necessary steps to give effect to the above recommendations.

Recommendation #2:

The 2026 Capital Budget as shown in Appendix A (the public version is included in Appendix B) outlines the capital plan to allocate \$10.350m in expenditure across 8 high-priority, 8 medium-priority, 2 low-priority and 12 recurring projects throughout the LMCH portfolio of buildings. The budget is \$2m higher than the 2025 Capital Budget as a result of COCHI funding secured for the next fiscal period.

In preparing the 2026 capital plan, marginal capital expenditure on various building asset systems (e.g. plumbing/mechanical, roofing, electrical equipment, etc) was modeled to gauge the impact on a building's FCI score. Capital expenditures that

exhibited the greatest positive change in a building's FCI score were selected for consideration in the 2026 capital plan. Subsequently, further analysis was performed on these initial selections to determine which buildings (and their associated asset systems) historically exhibited the highest number of work orders for repair. This analysis was deemed necessary as a high rate of work orders indicates a high rate of tenant disruption (due to for example, shutdowns affecting plumbing/mechanical repair). As a result, a balanced approach – between FCI score impact and work order disruption – was taken in selecting the final project candidates for the 2026 Capital Budget.

Not all projects put forward in the plan are as a result of this approach. For example, \$830k is set aside for the Rental Water Heater replacement program at Limberlost, Southdale, and scattered sites. These funds are required as part of the program to replace hot water tanks across townhome sites not included in the CMCH program. LMCH's contract with Reliance to rent water heaters at all townhome and scattered sites ends December 31, 2025.

Recommendation #3:

The table of 72 closed projects shown in Appendix C identifies \$433,767.17 in net capital dollars available for expenditure on other capital projects. This positive net total amount is due to more projects having closed below budget than above budget. A closed project is one in which the warranty period has expired and no additional invoicing is received.

Recommendation #4:

LMCH approved \$200,000 for exterior lighting upgrade for the Huron Site in 2023. LMCH deferred this project kick-off until the lighting project at the Bouleee Site was completed. LMCH revised the job specifications based on the experience at the Bouleee Site and has rescoped the project to complete an RFP process. Based on the rescope of the RFP and the RFP responses, the budget for the project needs to be increased to \$300,000 to ensure sufficient funds to complete the required work. A separate report is included in the package to award this RFP should this request be approved.

GENERAL BACKGROUND:

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

LMCH's capital program is also designed to improve the tenant experience in a prudent financial manner while mitigating risk to tenant and public safety. For example, previously completed building condition and engineering assessments indicated potential degradation of electrical equipment. As a result, LMCH has initiated 14 electrical upgrade projects across 8 high-rise buildings totaling over \$3.7m. During the design phase, testing was completed at a select site (Simcoe) to determine the potential level of degradation in electrical risers. This testing found one out of 12 risers to be degraded and operating at its maximum acceptable voltage. While this indicated there is less than a 10% chance of an electrical fault in risers, immediate steps have been taken to replace the offending electrical riser at Simcoe. Additionally, the scope of work for the 14 electrical upgrade projects in development will now require testing of all risers at increased capital expenditure, ensuring tenant safety.

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

Capital Project Status Review (Q3)

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

Pending → Needs board approval

Approved → Board approved

Rejected → Board didn't approve

Cancelled → Was approved prior, but a decision was made not to proceed with the project at this time (requires Board approval to cancel)

In-progress → Project Manager is assigned

Completed → Project Manager work is done; substantial completion certification

Closed → holdback and invoices 100% paid; warranty period is over

Project Year:	20	21	22	23	24	25	Totals	All Capital Team Projects		
Status										
Pending	0	0	0	0	0	1	1			
Approved	0	9	0	0	1	4	14			
Rejected	1	0	0	0	0	0	1			
Cancelled	4	8	9	9	0	0	30			
In-progress	3	54	9	27	35	54	182			
Completed	3	27	11	13	9	3	66			
Closed	31	29	10	1	1	0	72			
Totals	42	127	39	50	46	62	366	Net Ongoing Projects*	Total Budget (\$)	Average Budget per Project (\$)**
Budgeted	\$ 4,148,240	\$ 74,345,190	\$ 6,078,171	\$ 8,562,538	\$ 42,060,462	\$ 10,036,774	\$ 145,231,375	197	\$145,231,375	\$ 737,215
Committed	\$ 3,547,888	\$ 59,584,942	\$ 6,456,309	\$ 4,685,775	\$ 30,705,597	\$ 3,068,140	\$ 108,048,650	<i>*Projects with "Pending", "Approved" and "In-progress" status. **Based on Total Budget / Net Ongoing Projects</i>		

Project Year:	20	21	22	23	24	25	Totals	All Capital Team Projects (not including Reimagine Southdale)		
Status										
Pending	0	0	0	0	0	1	1			
Approved	0	9	0	0	0	4	13			
Rejected	1	0	0	0	0	0	1			
Cancelled	4	8	9	9	0	0	30			
In-progress	3	53	9	27	33	53	178			
Completed	3	27	11	13	9	3	66			
Closed	31	29	10	1	1	0	72			
Totals	42	126	39	50	43	61	361	Net Ongoing Projects*	Total Budget (\$)	Average Budget per Project (\$)**
Budgeted	\$ 4,148,240	\$ 44,218,332	\$ 6,078,171	\$ 8,562,538	\$ 9,909,603	\$ 9,740,589	\$ 82,657,473	192	\$ 82,657,473	\$ 430,508
Committed	\$ 3,547,888	\$ 27,884,015	\$ 6,456,309	\$ 4,685,775	\$ 4,120,849	\$ 2,766,847	\$ 49,461,682	<i>*Projects with "Pending", "Approved" and "In-progress" status. **Based on Total Budget / Net Ongoing Projects</i>		

Project Year:	20	21	22	23	24	25	Totals	All Capital Team Projects (not including CMHC and Reimagine Southdale)		
Status										
Pending	0	0	0	0	0	1	1			
Approved	0	8	0	0	0	4	12			
Rejected	0	0	0	0	0	0	0			
Cancelled	4	5	9	9	0	0	27			
In-progress	3	5	9	27	33	37	114			
Completed	3	1	11	13	9	3	40			
Closed	31	26	10	1	1	0	69			
Totals	41	45	39	50	43	45	263	Net Ongoing Projects*	Total Budget (\$)	Average Budget per Project (\$)**
Budgeted	\$ 4,148,240	\$ 5,525,274	\$ 6,078,171	\$ 8,562,538	\$ 9,909,603	\$ 7,868,919	\$ 42,092,745	127	\$ 42,092,745	\$ 331,439
Committed	\$ 3,547,888	\$ 4,850,364	\$ 6,456,309	\$ 4,685,775	\$ 4,120,849	\$ 2,766,847	\$ 26,428,031	<i>*Projects with "Pending", "Approved" and "In-progress" status. **Based on Total Budget / Net Ongoing Projects</i>		

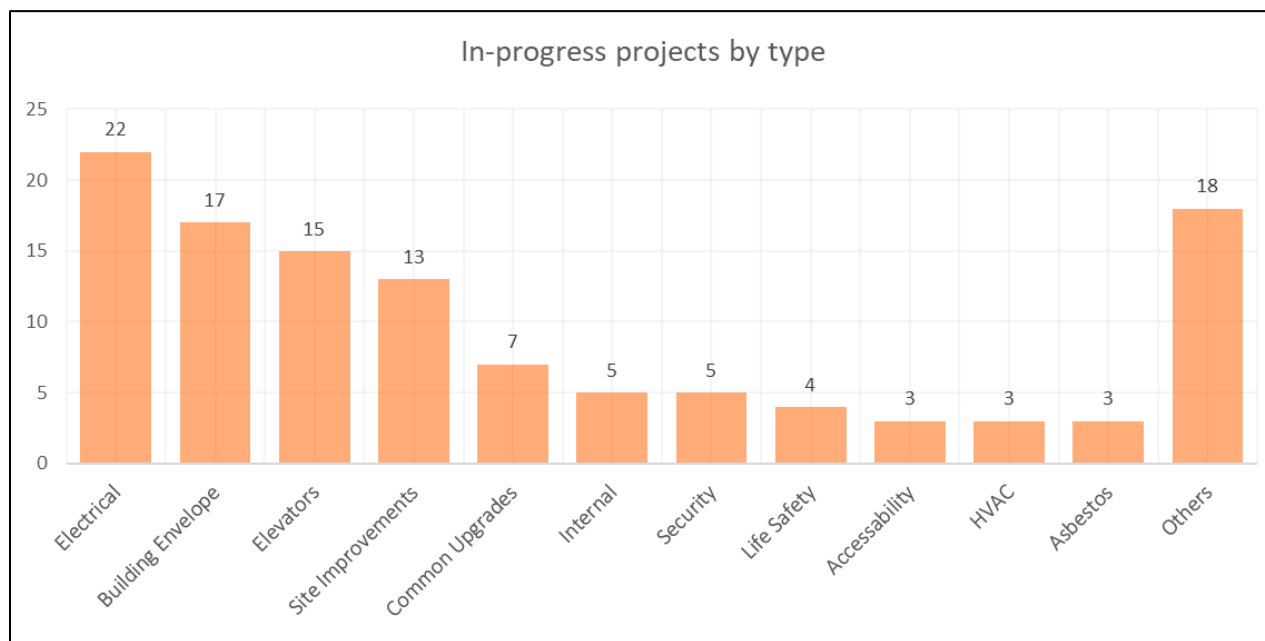
For information purposes, the projects currently showing as "In progress" in the tables above are listed in Appendix E by budget year and quantitatively summarized in the table below.

Number of In-progress Projects by Budget Year

20	21	22	23	24	25
3	5	6	26	25	31

With respect to the tables above, note a few key updates compared to the previous quarter's reporting:

- The number of **net ongoing projects** has **increased from 177 to 197** compared to last quarter. This is primarily due to the creation of new job numbers for allocating budgets from different funding sources. This also has the effect of decreasing the average budget per project.
- Project status change details are summarised in Appendix F:
 - 3 projects were completed
 - 12 projects were closed
 - 6 projects were moved to In-progress
- Below is a summary graph of **in-progress projects by type**, excluding some items (e.g., jobs such as *Software Subscriptions*, or *Tenant Directed Funds*):



Project counts by capital budget year: 3 – 2020, 5 – 2021, 6 – 2022, 26 – 2023, 25 – 2024, 31 – 2025

Q3 Capital Project Update

The following table outlines Q3 2025 capital project activities pertaining to:

- 6 contracts awarded
- 6 tenders issued
- 10 substantial completions achieved

Contracts Awarded	Tenders Issued	Substantial Completion Achieved
Berkshire – Elevator Modernization	Dundas – Office Buildout	Millbank/Southdale – Backyard Landscaping
Kent – Elevator Modernization	Walnut – Roof Replacement (Consultant)	Albert – Boiler Replacement
345 Wharncliffe – Elevator Modernization	Dorchester – Window and Door Replacements	William – Boiler Replacement
349 Wharncliffe – Elevator Modernization	Boulee – Building Envelope Repairs and Siding Replacement	William – Electrical Upgrades
Berkshire – Parking Lot and Retaining Wall Replacement	Penny Lane – Siding Replacement	William – Patio Upgrade
Simcoe – Roof Replacement	Limberlost – Pedestrian Walkways Refresh	Hale – Kitchen Upgrade
		Allan Rush – Spalling Brick Repair
		Simpson – Roof Replacement
		Simpson – Attic Re-insulation
		Commissioners – Patio and Awning Replacement

PREPARED AND SUBMITTED BY:
John Krill Director, Asset Renewal

ATTACHMENTS:

Appendix A – 2026 Capital Budget In-Camera

Appendix B – 2026 Capital Budget Public Version

Appendix C – General Contingency Resolution Of Closed Capital Projects

Appendix D – In-progress Projects By Budget Year

Appendix E – Projects Status Change from Q2 to Q3

Instructions: 1. Please complete all sections of the model below; 2. Including Project #, Business Unit, Project Description, Site, and total dollar value per capital project; 3. Please indicate if project could be used as a deferral + amount, when/if needed; 4. Use the "Remaining Dollars" section to determine remaining allocations.	Remaining Dollars: LMH2619 - LMCH Infrastructure Gap COCHI LMH261826 - Public Housing Major Upgrades	Dollar Amount \$ - \$ - \$ - \$ -	Notes Has to be allocated completely, cannot be over; Allocation depending on project scope/start date, cannot be over; Has to be allocated completely, cannot be over.
--	--	--	---

2026 Provisional Capital Budget			High Target =4.1 M	Med Target= 1.1 M	Low Target= 800 K	other cap= 350 K		
Project #	Status	Original Budget Year	Business Unit (COL) - Drop Down	Project Description	Site Drop Down	CMHC Advanced Portfolio	Job Type	Notes If "Various" sites, please add in notes, which sites.
High Priority								
2026-0001	Not Yet Started	2026	COCHI	Full electrical room equip repl and panel repl	Albert	No	Electrical	
2026-0002	Not Yet Started	2026	COCHI	Full electrical room equip repl and panel repl	Oxford	No	Electrical	
2026-0003	Not Yet Started	2026	LMH261826 - Public Housing Major Upgrades	Retaining wall replacement	Commissioners site	No	Site Improvements	Retaining wall beside parking lot is showing signs of decay, and leaning slightly towards the parking lot. Needs to be repaired/replaced
2026-0004	Not Yet Started	2026	LMH261826 - Public Housing Major Upgrades	Roof replacement	Dundas	Yes	Envelope	
2026-0005	Not Yet Started	2026	LMH261826 - Public Housing Major Upgrades	Roof replacement	McNay	Yes	Envelope	
2026-0006	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Roof replacement	Oxford	No	Envelope	
2026-0007	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Roof replacement	William	No	Envelope	
2026-0008	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Carbon monoxide detector install	Various	partially	Life Safety Improvem	Carbon monoxide detector installations for new Jan 1st 2026 fire code
Total High Priority					Total High Priority			
Medium Priority								
2026-0009	Not Yet Started	2026	LMH261826 - Public Housing Major Upgrades	Riser plumbing valve replacement	Simcoe	Yes	Plumbing	
2026-0010	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Riser plumbing valve replacement	345 Wharncliffe	Yes	Plumbing	
2026-0011	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Riser plumbing valve replacement	Kent	Yes	Plumbing	
2026-0012	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Hot water tank replacements	Limberlost, Southdale and scattered sites	No	HVAC	Rental hot water replacements with new owned by LMCH
2026-0013	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Boiler replacement	Kent	Yes	HVAC	
2026-0014	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Boiler replacement	McNay	Yes	HVAC	
2026-0015	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Kitchen reno program (select high-rise, 110 units) or Fam sites backyard beautification program	Various	partially	Unit Restoration	- Family sites landscaping backyard beautification, ongoing mulit-yr project, 1 family site per year ... OR ... Kitchen reno/beautification program at family sites or high-rise
2026-0016	Not Yet Started	2026	LMH261826 - Public Housing Major Upgrades	Capital tracker website rebuild	All sites	partially	Capital Planning	- Website rebuild to incorporate Captial Tracker (NYC style "by site capital projects spend and planned")
Total Medium Priority					Total Medium Priority			
Low Priority								
2026-0017	Not Yet Started	2026	COCHI	Generator replacement	Albert	No	Electrical	
2026-0018	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Ergonomic furnitures in property offices	Various	partially	Capital Planning	- Ergonomic furniture for CRW's/Housing-Stability-Case-Coords/CDW's/CSU's at 3-5 properties' offices (including camera rooms where necessary)
Total Low Priority					Total Low Priority			
Recurring								
2026-0019	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Universal Access Upgrades	All sites	partially	Accessibility	Bucket of funding for one off accessibility requests received from tennants
2026-0020	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Common Areas Capital Upgrade (i.e. painting)	All sites	partially	Common Area Impro	Bucket of funding for painting jobs not identified previously
2026-0021	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Unit modernization (sig CAP per unit spend)	All sites	partially	Unit Mods	Bucket of funds to refresh units to more modern appearance. Flooring, kitchen, fixtures, bathroom makeover, lighting
2026-0022	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Asbestos abatement	All sites	partially	Asbestos Abatement	To abate poor condition asbestos as identified by site audits
2026-0023	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Mold abatement	All sites	partially	Mould Abatement	To abate mold found during unit inspections and renovations
2026-0024	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	General Contingency	All sites	partially	Contingency	For cost overages experienced in any project
2026-0025	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	BCA 100 % Portfolio	Various	partially	Capital Planning	BCA to be completed 100% in 2026 via project #2025-0037 and 2026-0025
2026-0026	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	VFA Software Subscription	All sites	partially	Capital Planning	Cost of the VFA subscription funded through the capital budget
2026-0027	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Asphalt Restoration & Replacement	All sites	partially	Site Improvements	
2026-0028	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Tenant directed fund	All sites	partially	Tenant Experience Improvements	
2026-0029	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Yardi CM module	All sites	partially	Capital Planning	- Yardi ... capitalizing Construction Manager module
2026-0030	Not Yet Started	2026	LMH2619 - LMCH Infrastructure Gap	Laptops and IT related infrastructure	All sites	partially	Capital Planning	- Laptops and other IT related infrastructure to capitalize
Total Other Capital Needs								
TOTAL 2026 Capital Allocation					TOTAL 2026 Capital Allocation			

GENERAL CONTINGENCY - RESOLUTION OF CLOSED CAPITAL PROJECTS - as at November 4 2025				
Job Code	Job Name	Budget	Invoiced-Reported	Sum of Contingency
2020-0001-01	Baseline MUA Hookup	\$94,019.15	\$94,019.15	\$ -
2020-0001-02	McNay MUA Hookup	\$102,051.08	\$102,051.08	\$ -
2020-0001-03	Simcoe MUA Hookup	\$93,322.93	\$93,322.93	\$ -
2020-0001-04	Walnut MUA Hookup	\$120,171.81	\$120,171.81	\$ -
2020-0002	Balcony Condition Study	\$38,353.41	\$38,353.41	\$ -
2020-0004-02	William Boiler Replacement	\$15,296.60	\$15,296.60	\$ -
2020-0005	Elevator Repairs	\$14,807.12	\$14,807.12	\$ -
2020-0006	Fire Alarm Panels Replacement	\$197,788.61	\$197,788.61	\$ -
2020-0008	Walnut generator replacement	\$684,512.58	\$684,833.12	\$ -320.54
2020-0009	Baseline Generator Replacement	\$487,279.58	\$487,279.58	\$ -
2020-0011	Simcoe electrical upgrade	\$80,304.11	\$80,304.11	\$ -
2020-0012	Elevator Repairs	\$543,469.07	\$543,469.07	\$ -
2020-0014	Penthouse Roof Replacement	\$41,444.91	\$41,444.91	\$ -
2020-0015	Technology Contingency	\$14,771.41	\$14,771.42	\$ -0.01
2020-0017	Physical Securities Upgrades	\$58,310.68	\$58,310.68	\$ -
2020-0018	Plumbing Riser Replacement		\$0.00	\$ -
2020-0019	Asphalt,Park Lots,Pathways Repl	\$41,039.38	\$41,039.38	\$ -
2020-0020	Bathroom Rebuilds	\$39,819.14	\$39,819.14	\$ -
2020-0021-01	Corridor Painting - Dundas	\$28,426.71	\$28,426.71	\$ -
2020-0021-02	Corridor Painting - McNay/Hale	\$50,859.75	\$50,859.75	\$ -
2020-0021-03	Corridor Painting - Wharndiffe	\$4,762.37	\$4,762.37	\$ -
2020-0022	Entrance Doors	\$23,510.88	\$23,510.88	\$ -
2020-0023	High Rise Lighting	\$4,752.20	\$4,752.20	\$ -
2020-0024	Kitchen Cabinets and Countertops	\$79,932.06	\$79,932.05	\$ 0.01
2020-0025	Lobby Upgrades	\$20,717.76	\$20,717.76	\$ -
2020-0026	Unit Flooring/Moveout Capital	\$290,842.79	\$290,842.79	\$ -
2020-0027	Window and Door Replacement	\$236,061.28	\$113,877.81	\$ 122,183.47
2020-0028	Mould Abatement Funds	\$56,406.55	\$56,406.55	\$ -
2020-0029	BCA 30%	\$45,490.89	\$45,490.89	\$ -
2020-0030	CRW Office Security Upgrades	\$19,169.80	\$19,169.80	\$ -
2020-0031	Universal Access Upgrades	\$78,939.55	\$78,939.55	\$ -
2021-0001	Elev Major Control-Mod-a12c	\$34,416.94	\$12,353.68	\$ 22,063.26
2021-0001a	Elev Major Control-Mod-a20c	\$6,207.38	\$6,207.38	\$ -
2021-0001b	Elev Major Control-Mod-a26c	\$6,207.38	\$6,207.37	\$ 0.01
2021-0001c	Elev Major Control-Mod-a23c	\$6,207.38	\$6,207.38	\$ -
2021-0001d	Elev Major Control-Mod-a03c	\$6,207.38	\$6,207.38	\$ -
2021-0001e	William elevator mod	\$4,680.97	\$4,680.97	\$ -
2021-0001f	Dorchester Elevator Mod	\$4,680.97	\$4,680.97	\$ -
2021-0002	Balcony Repairs	\$1,035,869.85	\$1,035,869.85	\$ -
2021-0004	Generator Replacement	\$480,858.77	\$480,858.77	\$ -
2021-0005	Fire System; Comprehensive Review	\$46,962.45	\$46,962.45	\$ -
2021-0006	Roof Investigation-Berkshire	\$2,136.96	\$2,136.96	\$ -
2021-0006a	Roof Investigation-Commissioners	\$2,136.96	\$2,136.96	\$ -
2021-0006b	Roof Investigation-Tecumseh	\$561,427.68	\$561,427.68	\$ -
2021-0006c	Roof Investigation-Various	\$72,453.00	\$72,453.13	\$ -0.13
2021-0006d	Roof Investigation-William	\$2,136.96	\$2,136.96	\$ -
2021-0007	Furnace Contingency		\$0.00	\$ -
2021-0007a	Furnace Replacement	\$473,505.64	\$473,505.64	\$ -
2021-0008	Hard Surface Site Restoration	\$1,247,168.49	\$1,247,168.49	\$ -
2021-0011	Asphalt Restoration & Replacement	\$72,655.59	\$72,655.59	\$ -
2021-0012	Kitchen Cabinets and Countertops	\$230,486.68	\$230,486.68	\$ -
2021-0015	General Contingency	\$121,949.44	\$121,949.44	\$ -
2021-0018	BCA 40% Portfolio	\$88,903.68	\$88,903.68	\$ -
2021-0019	Universal Access Upgrades	\$74,069.91	\$74,069.91	\$ -
2021-0022	Kitchen Cabinets and Countertops		\$0.00	\$ -
2021-0023	Flooring Replacements	\$483,780.22	\$464,590.90	\$ 19,189.32
2021-0025	Corridor Painting		\$0.00	\$ -
2021-cmhc-02	Baseline Demo Unit	\$15,000.00	\$14,526.27	\$ 473.73
2021-cmhc-03b	Accessibilty Audit	\$10,000.00	\$10,648.77	\$ -648.77
2021-cmhc-05f	EMS	\$175,504.00	\$178,726.87	\$ -3,222.87
2022-0003-02	Elevator Major Control - a20c	\$455,000.00	\$372,350.13	\$ 82,649.87
2022-0003-04	Elevator Major Control - a23c	\$382,714.00	\$348,193.75	\$ 34,520.25
2022-0003-05	Elevator Major Control - a26c	\$380,000.00	\$370,392.30	\$ 9,607.70
2022-0003-06	Elevator Major Control - a24c-a27c	\$373,475.00	\$248,398.35	\$ 125,076.65
2022-0003-07	Elevator Major Control - a38c	\$173,345.00	\$177,926.07	\$ -4,581.07
2022-0007	Roof Repair - Various buildings	\$817,448.14	\$817,316.92	\$ 131.22
2022-0008	Window Replacement	\$445,286.00	\$445,285.95	\$ 0.05
2022-0009	Tech - Make Up Air Replace	\$5,422.16	\$5,422.16	\$ -
2022-0023	Dundas Fire Panel Alterations	\$7,000.00	\$7,037.11	\$ -37.11
2022-0025	Baseline Heating System Repair	\$20,000.00	\$3,917.77	\$ 16,082.23
2023-0012	McNay - Balcony Repairs	\$917,031.32	\$917,032.35	\$ -1.03
2024-0015	Bella Eavestrough Replacement	\$25,000.00	\$14,399.07	\$ 10,600.93
Grand Total		\$12,873,970.46	\$12,440,203.29	\$ 433,767.17

20	21	22	23	24	25
Albert Fire Panel Upgrade	Major Horizontal Plumbing Line - Head St	Various Sites Asphalt Restoration	Albert Elevator Modernization	345 Wharnccliffe Elevator Mod	Asbestos Abatement - Various
Various Asbestos Reassessment	Walnut Lobby Upgrades	William Electrical Upgrades	Berkshire Elevator Modernization	349 Wharnccliffe Elevator Mod	Balcony Repairs - Berkshire
Albert Fire Alarm Devices	Limberlost Hard Surface Restoration	York Fire Alarm Replacement	McNay Distribution Panel	Albert Boiler Replacement	BCA 33% Portfolio
	Balcony Studies - Various Sites	Walnut - Electrical equipment replacement	McNay Elevator Modernization	Albert St Laundry Room Relocation	Common Areas Capital Upgrade - Various
	Exterior Lighting - Boullee	Mechanical System Review - Various Sites	McNay Electrical Room Equipment	Asbestos Abatement - Various Sites	Domestic Water Valve Replacements - Various
		Outdoor Security Cameras - Various Sites	Simcoe Heating Panel	Asphalt Repair and Replace - Various Sites	Elevator Modifications - Kent
			Simcoe Stairwell Door	Baseline Electrical Upgrades	Fire System Upgrades - Various
			345 Wharnccliffe Distribution Panel	Baseline Mailbox Replacement	Generator Replacement - Commissioners
			345 Wharnccliffe Electrical Room Equipment	Berkshire Electrical Upgrade	Generator Replacement - William
			349 Wharnccliffe Distribution Panel	Berkshire Generator Replacement	Main Electrical Room Equipment Replacement - Commissioners
			349 Wharnccliffe Generator	Boullee CCTV	Mold Abatement - Various
			349 Wharnccliffe Electrical Room Equipment	Common Area Upgrades - Various Sites	Parking Lot & Retaining Wall Repair - Berkshire
			Hale Distribution Panel	Family Site Envelope Upgrades	Paving, Parking Lines - Bella St.
			Walnut Elevator Modernization	Family Site Improvements	Roof Replacement - Berkshire
			Bella Window	Garbage Enclosure Redesign - Fam Sites	Roofing Replacement - 125 Head Street
			Huron Site Lighting Upgrade	Mechanical Equipment Recommissioning	Roofing Replacement - 157 Simpson Street
			Allan Rush Repair Chimneys	Mold Abatement - Various	Roofing Replacement - 2061 Dorchester Rd.
			Various Building Envelope Study	Oxford Balcony Repairs	Roofing Replacement - 49 Bella St.
			Various Family Sites Backyards	Simcoe Generator Replacement	Roofing Replacement - 85 Walnut Street
			Oxford Distribution Panel	Simcoe Roof Replacement	SH Intercom System Upgrades - Various
			Oxford Elevator Modernization	Unit Modernization - Various	SH Restricted Stair Access Areas - Various
			Various Garbage Room Access Control Installation	Universal Accessibility Upgrades - Various	SH Secure Cabinet Notice Replacement - Various
			Various Unit Modernization	Wharnccliffe / Dundas Office Renos	SH Wayfinding In Hallways - Various
			Various Unit Modernization Flooring	William Boiler Replacement	Southdale Site Lighting Upgrade
			Limberlost - Pedestrian Paving	Outdoor Furniture Replacement - Various	Spalling Bricks, Gable Ends Repair - Boullee
			Dorchester Exterior Doors		Unit Modernization - Various
					Universal Access Upgrades - Various
					Window Replacement - 125 Head Street
					Window Replacement - 2061 Dorchester Rd.
					Window Replacement - 49 Bella St.
					IT Capital (Hardware & Software) - Various

PROJECTS HAVING STATUS CHANGE as at October 24 2025				
Job Code	Job Name	PM	Q2 Status	Q3 Status
2021-0001	Elev Major Control-Mod-a12c	Terry Maslen	Completed	Closed
2021-cmhc-02	Baseline Demo Unit	Wendy Groves-Heart	Completed	Closed
2021-cmhc-05f	EMS	Wendy Groves-Heart	Inprogress	Closed
2021-cmhc-10	contingency to be approved by COL	Wendy Groves-Heart	Inprogress	Approved
2021-cmhc-14a	Exterior works - hard surface	Wendy Groves-Heart	Completed	Inprogress
2021-cmhc-14b	Exterior Works	Wendy Groves-Heart	Completed	Inprogress
2022-0003-02	Elevator Major Control - a20c	Trevor Whittingham	Completed	Closed
2022-0003-04	Elevator Major Control - a23c	Trevor Whittingham	Completed	Closed
2022-0003-05	Elevator Major Control - a26c	Trevor Whittingham	Completed	Closed
2022-0003-06	Elevator Major Control - a24c-a27c	Terry Maslen	Completed	Closed
2022-0003-07	Elevator Major Control - a38c	Terry Maslen	Completed	Closed
2022-0004-02	Elec Main Circuit Breakers-a26c	Bill Leslie	Completed	Inprogress
2022-0008	Window Replacement	Trevor Whittingham	Completed	Closed
2022-0023	Dundas Fire Panel Alterations	Trevor Whittingham	Completed	Closed
2022-0025	Baseline Heating System Repair	Terry Maslen	Completed	Closed
2023-0012	McNay - Balcony Repairs	Trevor Whittingham	Completed	Closed
2023-0014	Boulee - Repairs Sunken Steps	Trevor Whittingham	Inprogress	Completed
2024-0024	Commissioners Replacement Awning	Trevor Whittingham	Inprogress	Completed
2024-0026	Outdoor Furniture Replacement	John Krill	Approved	Inprogress
2024-0050-01	Furn. Exch. Prog.- Contg. Transfer	Scott Robertson	Scheduled	Inprogress
2025-0008	Spalling Bricks Repair	Trevor Whittingham	Inprogress	Completed
2025-0029	SH Rear Property Fencing - Queen St	Terry Maslen	Inprogress	Pending
2025-0040	IT Capital (Hardware & Software)	John Krill	Approved	Inprogress

**CMHC – Q3 2025 Report
STAFF REPORT -2025-36**

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: CMHC – Q3 2025 Report

DATE: November 17, 2025

PURPOSE:

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

RECOMMENDATION:

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

1. **RECEIVE** this report for information.
2. **APPROVE** a budget allocation of \$1,250,000 – within CMHC program project number 2021-CMHC-13 – to replace 494 40-gallon natural gas power vent rental water heaters with new LMCH-owned water heaters across the townhome portfolio within the CMHC program (Huron, Pond Mills, Boullee, Marconi, Allan Rush).
3. **AUTHORIZE** LMHC staff to take the necessary steps to give effect to the above recommendations.

RECOMMENDATIONS BACKGROUND:

In previous Q1 2024 FAR reporting, additional CMHC program budget allocations were recommended and approved. The replacement of hot water tanks (HWT) was identified as part of the original CMHC program and was budgeted at that time for tankless hot water heaters to be installed at a significantly higher cost. However, following on-site review and investigation, it was determined that the existing gas lines feeding the HWTs were not sized to meet code requirements for a tankless system. LMCH is therefore seeking approval to complete the works at \$1,250,000 (\$2530/HWT) vs the original budget of \$2,173,600 (\$4400/HWT). The cost per unit of \$2530/HWT includes a healthy contingency of greater than 10% to allow for potential costs related to code updates if encountered (e.g. out of date PVC piping). Note that the 494 HWTs being replaced as

part of the CMHC program are a portion of the 865 total HWTs across the entire LMCH townhome portfolio which also includes Limberlost, Southdale and scattered sites. The balance – 371 HWTs outside the CMHC program – are budgeted to be replaced as part of the 2026 Capital Plan.

BACKGROUND:

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

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

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

Q3-25 PROJECTS UPDATE:

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

Energy

1.) Energy Management System: The previously approved project for Air Source Heat Pump (ASHP) installations at all CMHC high-rise buildings is currently in design development. Pratus Group in partnership with Quasar Consulting, have completed investigations at each of the CMHC buildings and are currently preparing tender documents for a Q1-2026 request for proposal with an anticipated construction start of Q2-2026.

Bathroom fixture replacements originally scheduled for 2025/2026 are on hold pending further review as the work required to complete may not have a significant impact to energy targets. Budget reallocations and the required resourcing for energy savings projects are of greater value redirected toward the existing ASHP project.

In 2026, rental hot water tanks will be replaced across all CMHC-designated family sites (Boullee, Huron, Marconi, Allan Rush, and Pond Mills), Limberlost and Southdale, and scattered homes across London and Middlesex. Tender for this work will be in Q4 2025, with work to commence in Q1 2026, with completion expected in early Q2 2026. Consideration was given to replacing the natural gas water heaters with electric water heaters to contribute to GHG emissions reductions. However, this is not being pursued further for two reasons: 1) Electric water heating may have some impact on the tenant experience, as it takes longer to heat water with electricity, and 2) savings from lower natural gas utility costs to LMCH are offset by tenant electrical utility cost credits required per the Housing Services Act.

Accessibility

1.) Kitchen Retrofits: Lounge/community kitchen layouts have been completed at McNay, Kent and Baseline. The work included new cabinetry, appliances, and upgrades to meet accessible guidelines as well as separate hand-wash sinks to meet health and safety regulations. The kitchen enhancements have been well-received by the tenants who have appreciated the enhancements at each of the sites. Drawings for the Walnut community kitchen will be finalized in early Q3 2026 with input from VON personnel working at Walnut as well as Walnut residents.

2.) In Suite Barrier Free Modifications: The efficiencies built into the unit modifications program, coupled with an increase in highly vetted and reliable subcontractors, have had a significant impact on the amount and pace of units modified up to the end of Q2, as shown in the table below. LMCH has, however, experienced a slowdown in the number of vacant units turned over to the CMHC program for modifications, as shown in the table below. Steps are being taken in Q4 to resource this turnover process more effectively and will be reported upon in the next FAR update.

Units Completed Each Quarter																
2024	Q1	Q2	Q3	Q4		2025	Q1	Q2	Q3	Q4		2026	Q1	Q2	Q3	Q4
Total	2	1	20	43		Total	67	64	34	0		Total	0	0	0	0
Avg/Month	0.7	0.3	6.7	14.3		Avg/Month	22.3	21.3	11.3	0.0		Avg/Month	0.0	0.0	0.0	0.0

Following is a summary of key considerations and relevant points per the CMHC accessibility program for each high-rise building site shown:

- Seniors Buildings → McNay, Kent, Walnut, and Baseline: inventory to retrofit units has slowed in the second quarter of 2025, with only a total of 17 units becoming available in Q3 2025; 24 units have been completed within the quarter.
- Adult Buildings → A fire unit at Simcoe and a unit at Wharncliffe will be completed at the end of October. With the completion of those units, targets will then have been met for the CMHC program at all adult buildings.

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

Property	Q3/25 Average Elapsed Time to Anticipated Completion Date in weeks	Q3/25 Average Elapsed Time to Actual Completion Date in weeks	Total Units Taken Q3/25	Total Units Completed Q3/25	Total Units in Construction Q3/25
30 Baseline	8 (4)	7 (6)	6 (10)	9 (17)	6 (0)
Dundas	N/A	N/A	N/A	N/A	N/A
Kent	2 (5)	6 (5)	2 (5)	3 (6)	1 (0)
McNay	5 (9)	7 (12)	7 (5)	5 (6)	7 (0)
Simcoe	8 (N/A)	N/A (N/A)	0 (0)	0 (19)	2 (2)
Walnut	1 (4)	2 (6)	5 (5)	7 (5)	1 (5)
345 Wharncliffe	4 (2)	9 (6)	2 (5)	5 (4)	1 (2)
349 Wharncliffe	N/A (2)	6 (7)	3 (5)	5 (4)	0 (3)

Note: previous to-date performance shown in brackets

The table below details the performance to date as LMCH works towards meeting CMHC program commitments. Trending indicates no risk to meeting unit modification for accessibility targets.

Property	241 Simcoe	30 Base Line	202 McNay	85 Walnut	170 Kent	345 & 349 Wharncliffe	580 Dundas	Total	
Total Unit Modifications Committed to the CMHC Program	35	82	88	75	65	51	20	416	1
Confirmed Completed in 2023	0	2	1	6	0	6	0	15	2
Confirmed Completed in 2024	0	4	11	13	0	18	19	65	3
Confirmed Completed in 2025	34	28	21	25	19	26	1	154	4
Trending to be completed in 2025	35	34	28	27	21	27	1	173	
Target for 2025	35	38	38	34	33	27	0	205	5
Total Completed to Date	34	34	33	44	19	50	20	234	6 = 2+3+4
Current # of Units in Progress	1	6	7	2	2	1	0	19	7
Total Units Remaining to Meet CMHC Commitment	0	42	48	29	44	0	0	163	8 = 1-(6+7)

3.) General Planned Upcoming Projects: Five accessibility projects are planned (or are to be completed) by 2026. Completion of accessible picnic tables and bench installations throughout all CMHC-designated high-rise properties has carried into 2025. A refresh of high-rise laundry rooms to address accessibility requirements to coincide with the new laundry room equipment lease was delayed due to the procurement of accessible sinks – as the original specs did not meet all AODA requirements. Modifications are ongoing – such as refreshed painting, new lighting and counters – with completion expected by mid-November.

AODA signage approved by the Board in Q2 is currently under design review, with mockups completed for senior management approval. Preparing doors for the removal of signs is underway at Baseline. This work will occur at all 8 CMHC-designated properties. A garbage chute accessibility audit will also occur at all sites and is planned for 2026.

Site Improvements

All high-rises and family sites have had either partial or full parking lot pavement, curb or sidewalk replacement projects completed. The recently approved Simcoe phase 2 project, approved by the Board, commenced in Q2 with completion expected by the end of October.

Installation of a new playground at Pond Mills as approved by the Board, is in the design phase following a mandatory third-party 3D review. This review identified concerns with a climbing wall that was too close to a slide. The design was rectified; however this rework delayed installation, which will now be completed in Q2/26 – also in part due to significant lead time to procure materials.

TENANT IMPACT:

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

FINANCIAL IMPACT:

LMCH continues to complete monthly drawdown submissions to CMHC, with a funding response within 10 working days of receipt.

CMHC Draw Down Status at the end of Q3-25:

Draws 1 – 27 Received	Repayable 61%	\$11,989,574
	Forgivable 39%	\$7,665,465
Draw 28 CMHC processing	Repayable 61%	\$277,838
	Forgivable 39%	\$177,634
Total		\$20,110,511

LEGAL IMPACT / RISK MANAGEMENT:

1.) To eliminate additional costs for breaking the leasing agreement, rental hot water heater replacements will commence in Q1 2026.

2.) All tender responses for construction projects require the submission of WSIB, insurance, and any relevant certificates. Projects are reviewed individually for surety and bonding requirements.

3.) Updated project-specific abatement plans prepared by Pinchin are included in tender requests.

4.) Excess soils regulation 406/19 came into effect in January 2023. Under this regulation, soil testing can be required for the dumping of “excess soils” when completing excavation works. Due to the large volume of paving works occurring, awareness of additional costs from soil contamination is raised, and mitigation steps are taken as necessary and where possible.

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



ORIGINAL CONTRACT DETAILS

RFP 2020-0032 – Asbestos Surveys and Reassessments (Adult & Family Sites):

Phase 1 – Asbestos Surveys

Milestone	Details	Costs
1	Site Work & Sample Analysis	\$35,000.00
2	Final Asbestos Survey Reports & Asbestos Management Plans	\$30,000.00

Phase 2 – Asbestos Reassessments*

3	Site Work & Sample Analysis	
	2023	\$9,000.00
	2024	\$9,000.00
	2025	\$9,000.00
4	Final Letter Report & Updates to Asbestos Inventories & Management Plans	
	2023	\$4,000.00
	2024	\$4,000.00
	2025	\$4,000.00
Total (applicable taxes not included):		\$104,000.00

REV 2 Proposal, dated June 8, 2022 – Asbestos Surveys and Reassessments (Scattered Sites):

Phase 1 – Asbestos Surveys

Details	Costs
Site Work & Sample Analysis (Change Order #02)	\$13,550.00
Final Asbestos Survey Reports & Asbestos Management Plan (Change Order #03)	\$11,250.00

Phase 2 – Asbestos Reassessments*

2023 Site Work & Sample Analysis	\$3,900.00
2024 Site Work & Sample Analysis	\$3,900.00
2025 Site Work & Sample Analysis	\$3,900.00
2023 Letter Report & Inventory and AMP Updates	\$2,700.00
2024 Letter Report & Inventory and AMP Updates	\$2,700.00
2025 Letter Report & Inventory and AMP Updates	\$2,700.00
Total (applicable taxes not included):	\$44,600.00

*Total cost for annual reassessments each year is \$19,600.00 (\$9,000.00 + \$4,000.00 + \$3,900.00 + \$2,700.00)



CONTRACT EXTENSION DETAILS (2026-2029)

Annual Asbestos Surveys, Annual HMIS Subscription, Annual Asset Retirement Obligation Updates, and Annual Training Sessions:

Annual Asbestos Reassessments – Adult & Family Sites

Details	Costs
2026 Site Work & Sample Analysis	\$9,630.00
2027 Site Work & Sample Analysis	\$9,630.00
2028 Site Work & Sample Analysis	\$9,630.00
2029 Site Work & Sample Analysis	\$9,630.00
2026 Report & Inventory and AMP Updates	\$4,280.00
2027 Report & Inventory and AMP Updates	\$4,280.00
2028 Report & Inventory and AMP Updates	\$4,280.00
2029 Report & Inventory and AMP Updates	\$4,280.00

Annual Asbestos Reassessments – Scattered Sites

2026 Site Work & Sample Analysis	\$4,173.00
2027 Site Work & Sample Analysis	\$4,173.00
2028 Site Work & Sample Analysis	\$4,173.00
2029 Site Work & Sample Analysis	\$4,173.00
2026 Report & Inventory and AMP Updates	\$2,889.00
2027 Report & Inventory and AMP Updates	\$2,889.00
2028 Report & Inventory and AMP Updates	\$2,889.00
2029 Report & Inventory and AMP Updates	\$2,889.00

***Total cost for annual reassessments each year is \$20,972.00 (\$9,630.00 + \$4,280.00 + \$4,173.00 + \$2,889.00)**

Annual HMIS Subscription Options

Basic Subscription: Asbestos, lead, mercury, PCB, mould, ODS modules HMIS Annual Subscription (Platform Fee of \$1,500.00 + 45 Sites @ \$50.00 per site)	\$3,750.00
Premium Subscription: Asbestos, lead, mercury, PCB, mould, ODS modules, QR Code Inventory System, Drinking Water & Confined Space Module, and Single-Sign On (SSO) User Authentication HMIS Annual Subscription (Platform Fee of \$3,500.00 + 45 Sites @ \$50.00 per site)	\$5,750.00

Asset Retirement Obligations (ARO)

Annual ARO Updates, 45 buildings @ \$100/building	\$4,500.00
---	------------

Annual Training Sessions

Asbestos Awareness & Managing Hazardous Building Materials During Ontario Construction Projects	\$1,200.00/ session
Type 1 & 2 Asbestos Operations for Workers	\$1,500.00/ session



Labour Rates for Hazardous Materials and Mould/IEQ:

Staff and Roles	Hourly Rate
Operations Manager / Team Leader	\$170.00
Senior Project Manager	\$150.00
Project Manager	\$130.00
Senior Project Technologist	\$100.00
Project Technologist	\$90.00
AutoCAD Technologist	\$75.00
Administrative Staff	\$65.00

Sample Costs for Hazardous Materials and Mould/IEQ:

Details	Costs
PLM Bulk Asbestos (excluding vermiculite and dust) – Regular 5-7 day	\$26.00/phase
PLM Bulk Asbestos (excluding vermiculite and dust) – 3 days	\$30.00/phase
PLM Bulk Asbestos (excluding vermiculite and dust) – Rush (24 hour)	\$52.00/phase
PLM Bulk Asbestos (vermiculite and dust) – Regular 5-7 day	\$50.00/phase
PLM Bulk Asbestos (vermiculite and dust) – 3 days	\$60.00/phase
PLM Bulk Asbestos (vermiculite and dust) – Rush (24 hour)	\$75.00/phase
PLM Roofing/Asphalt (flat rate) - Regular 5-7 days	\$300.00/core
PLM Roofing/Asphalt (flat rate) - Rush (24 hour)	\$600.00/core
PCM Asbestos Air Sample	\$30.00/sample
Bulk Lead Sample (Regular 4 day)	\$20.00/sample
Bulk Lead Sample (Rush 24 hours)	\$40.00/sample
Bulk PCB Sample (Regular 4 day)	\$100.00/sample
Bulk PCB Sample (Rush 24 hours)	\$200.00/sample
Mould Samples (Bulk or Tape Lift) – Regular 3-5 days	\$56.00/sample
Mould Samples (Bulk or Tape Lift) – Rush 24 hours	\$112.00/sample
Mould Spore Trap Air Samples – Regular 3-5 days	\$112.00/sample
Mould Sport Trap Air Samples – Rush 24 hours	\$173.00/sample
Bacterial Swab – 5-7 days	\$36.00/sample
Mileage	\$0.60/kilometer

Dundas Site Office Renovations Report STAFF REPORT 2025- 37

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: BC22 – 580 Dundas Site Office Renovations -
Construction Contract Award

DATE : November 17, 2025

PURPOSE:

This report is to request approval of a project to renovate the Dundas site office and to enter into a construction contract with a general contractor to perform the renovation.

RECOMMENDATION:

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

1. **RECEIVE** this report for information.
2. **APPROVE** a project within Business Case 22 Service Improvements to renovate the Dundas site office.
3. **APPROVE** the request to enter into a construction contract with Aveiro Constructors Limited for \$199,035.86 plus HST.
4. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

Business Case 22 Service Improvements – approved by the LMCH Board (Staff Report 2024-11, March 2022) – allocated capital expenditure of \$730,000 across budget years 2024, 2025 and 2026 (\$330k, \$200k and \$200k respectively). This allocation is made towards capital costs:

1. To purchase cleaning equipment to support bringing cleaning services in-house
2. The addition of 3 corporate fleet vehicles to support community safety patrols and presence in the community
3. The buildout of new office space to support community-based offices
4. Investment in electronic message boards and notice boards at high-rise sites

This contract award recommendation continues to deliver on bullet number 3 above, with Wharncliffe office buildout completed, and the Dundas office buildout set to begin. The project is expected to take 4 months to complete, with a turnover-to-owner date of March 31/26 targeted. Once the Dundas office buildout is completed, up to 5 staff will be relocated to work out of the site office. This added LMCH site presence will enhance the tenant experience, delivering on the LMCH goal of Service Improvement.

Bid documents were created and posted on the Bids and Tenders public procurement site with a bidding close date of September 10, 2025. Bids were received from 13 proponents, and submissions were judged to be complete and valid. The bids were evaluated based on a three-step process:

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

Bid evaluations were completed independently by the LMCH Project Manager and Callidus Engineering, the consultant and design engineer. Evaluations were based on the scoring matrix, which broke down as follows: 60% for pricing, 25% for demonstration of successful completion of comparable projects, and 15% for the quality of schedule.

The evaluation recommends that the preferred proponent is Aveiro Constructors Limited. The LMCH Project Manager's scoring matrix for this project can be found in Appendix A, and the Design Consultant's Evaluation Summary is included in Appendix B.

FINANCIAL IMPACT:

BC22 budget allocation			\$ 730,000.00	✓	(1)
Service Improvement Commitments to-date			\$ 402,275.78	✓	(2)
(includes Wharncliffe office buildout, custodial equipment and supplies, etc)					
Remaining BC22 budget less Commitments			\$ 327,724.22		(3)=(1)-(2)
Dundas office buildout award recommendation	before tax	after effec tax			
Design Fees - A+Link Architecture	\$ 32,646.00	\$ 33,221.00	✓		(4)
Construction Costs - Aveiro Constructors	\$ 199,036.00	\$ 202,539.00	✓		(5)
(includes \$35k contingency)					
Total expected expenditure			\$ 235,760.00		(6)=(4)+(5)
Remaining BC22 funds after project award			\$ 91,964.22		(7)=(3)-(6)

TENANT IMPACT:

There should be minimal impact, with the exception of tenant access to the lobby and noise infrequently. This will be mitigated in part by construction access (for construction workers) occurring primarily via the back of the building entrance to office space. Also, construction work will be conducted during normal business hours to limit the impact of noise.

CONCLUSION:

This project is a key initiative towards continuing to deliver on the goals of Business Case 22 Service Improvements, by enhancing the ability for tenants to interact with a broader range of LMCH staff, improving the tenant experience. Based on the tenders received, it is recommended that LMCH enter into a contract with Aveiro Constructors Limited to complete the office renovations at the Dundas site.

Appendix A – Bid Evaluation Dundas (attached)

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

Appendix A - 2024-0036 -LMCH Office Renovations

ITEM PRICING	Abcott		Accuaratus		Aveiro		Direk		Doracon		Elgin		Graceview		Lancoa		Opulence		Reid		Saw		Tradition		Zehr	
		Total Price		Total Price		Total Price		Total Price		Total Price		Total Price		Total Price		Total Price		Total Price		Total Price		Total Price		Total Price		Total Price
All Work described per the specification		\$199,868.57		\$250,555.00		\$164,035.86		\$635,150.00		\$164,543.90		\$218,000.00		\$210,000.00		\$293,437.20		\$315,302.00		\$224,461.31		\$138,850.00		\$153,900.00		\$352,310.00
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
Contingency Allowance	\$0.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00	\$0.00	\$35,000.00
Sub TOTAL		\$234,868.57		\$285,555.00		\$199,035.86		\$670,150.00		\$199,543.90		\$253,000.00		\$245,000.00		\$328,437.20		\$350,302.00		\$259,461.31		\$173,850.00		\$188,900.00		\$387,310.00
HST		\$30,532.91		\$37,122.15		\$25,874.66		\$87,119.50		\$25,940.71		\$32,890.00		\$31,850.00		\$42,696.84		\$45,539.26		\$33,729.97		\$22,600.50		\$24,557.00		\$50,350.30
Total Price		\$265,401.48		\$322,677.15		\$224,910.52		\$757,269.50		\$225,484.61		\$285,890.00		\$276,850.00		\$371,134.04		\$395,841.26		\$293,191.28		\$196,450.50		\$213,457.00		\$437,660.30
-																										
-																										
BID DOCUMENTS	Abcott		Accuaratus		Aveiro		Direk		Doracon		Elgin		Graceview		Lancoa		Opulence		Reid		Saw		Tradition		Zehr	
WSIB Certificate	✓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	
Bid Bond	✓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	
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	
Compliance Statetment (00900)	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	
Other Documents	✓Completed		✓Completed		✓Completed		✓Completed		✓Completed		✓Completed		✓Completed		✓Completed		✓Completed		✓Completed		✓Completed		✓Completed		✓Completed	
	Abcott		Accuaratus		Aveiro		Direk		Doracon		Elgin		Graceview		Lancoa		Opulence		Reid		Saw		Tradition		Zehr	
Fee Score (60)	44.41		36.53		52.41		15.57		52.27		41.23		42.58		31.76		29.78		40.20		60.00		55.22		26.93	
Comparable Projects (10)	10.00		10.00		10.00		10.00		10.00		10.00		10.00		10.00		10.00		10.00		0.00		10.00		10.00	
Company Info/Org Chart (15)	15.00		15.00		15.00		15.00		15.00		15.00		15.00		15.00		15.00		15.00		0.00		15.00		15.00	
Schedule (15)	15.00		15.00		15.00		15.00		15.00		15.00		15.00		15.00		15.00		15.00		0.00		0.00		15.00	
Total Score (100)	84.41		76.53		92.41		55.57		92.27		81.23		82.58		71.76		69.78		80.20		60.00		80.22		66.93	
RANK	3		8		1		13		2		5		4		9		10		7		12		6		11	

Huron Site Exterior Lighting STAFF REPORT 2025- 38

TO: LMCH Board of Directors

FROM: John Krill, DIRECTOR, ASSET RENEWAL

SUBJECT: Huron Site Exterior Lighting – Contractor Contract Award – Project 2023-0035

DATE : November 17, 2025

PURPOSE:

The purpose of this report is to provide a progress update on project 2023-0035, and request approval to enter into a contract with a construction contractor.

RECOMMENDATION:

That the LMCH Board of Directors **APPROVE** the following recommendations:

1. **APPROVE** the request to enter into a construction contract with Energy Network Services Inc. for \$210,936.72 plus HST, subject to board approval of reallocated funds for a new 2023-0035 project budget of \$300,000.
2. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendation.

BACKGROUND:

Huron family site exterior lighting requires both upgrades and replacement due to age and disrepair.

Bid documents were created and posted on the Bids and Tenders public procurement site with a bid close date of September 10, 2025. Bids were received from 4 proponents, and submissions were judged to be complete and valid. The bids were evaluated based on a three-step process:

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

Bid evaluations were completed independently by the LMCH Project Manager and Callidus Engineering, the consultant and design engineer. Evaluations were based on the scoring matrix, which broke down as follows: 60% for pricing, 25% for demonstration of successful completion of comparable projects, and 15% for the quality of the schedule. The evaluation concludes and recommends that the preferred proponent is Energy Networks Inc.. The bid evaluation scoring matrix for this project is summarized below.

FINANCIAL IMPACT:

LMCH initially assigned a board-approved budget of \$200,000 to project 2023-0034 – Exterior Lighting Upgrades. As shown in the table below, there is a shortfall of \$57,250.00.

Initial Budget Allocation		\$ 200,000	
Design Fees - Callidus Engineering	\$ 34,364	\$ 34,969	
Mock-up Costs	\$ 7,500	\$ 7,632	
Construction Costs - Verdant DVM Inc.	\$ 210,937	\$ 214,649	
Total Expected Spend		\$ 257,250	
Funds Remaining after Project		\$ (57,250)	

To overcome this shortfall, a recommendation to allocate contingency funds for this project has been sent to the Committee and Board under a separate cover. The request is to reallocate \$100,000 from General Contingency to 2023-0035 – Exterior Lighting Upgrades. This will raise the total project budget allocation to \$300,000 (from an initial budget allocation of \$200,000) while making an in-project contingency allowance of \$42,750 available for unforeseen costs during construction.

TENANT IMPACT:

There should be minimal impact, with the exception of noise and access to backyards infrequently. At times, exterior lighting may be out on individual poles while they are being replaced. Work will take place during weekdays and daytime hours to lessen the impact of out-of-service pole lighting and disruption to the tenant's experience. Nighttime construction lighting will also be provided as required during extended periods of outage.

CONCLUSION:

Based on the tenders received, it is recommended that LMCH enter into a contract with Energy Network Systems Inc. to complete the lighting upgrades at the Huron family site, after the recommended board-approved budget reallocation.

ATTACHMENTS:

APPENDIX A: In camera – Huron Lighting Bid Summary

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
Terry Maslen CONSTRUCTION PROJECT MANAGER	John Krill DIRECTOR, ASSET RENEWAL

Schedule A: Check list

I/We hereby submit our proposal for consideration under the terms, conditions and provisions outlined in the tender documents. By submitting your bid you are agreeing to having the required insurance, WSIB, and any associated certificates and or training to complete the work tasks associated with the scope of work. Enclosed herewith as part of your submission are responses to mandatory requirements and requested documents to be submitted.

Required Documents	Schedule/Documents
Check List	Schedule A
Tender Form	Schedule B
Relevant Work	Schedule C
Conflict of Interest	Schedule D
Litigation	Schedule D2
Scoring	Schedule F
Schedule	Schedule E - Document to be uploaded
WSIB	Document to be uploaded
Insurance Certificate	Document to be uploaded

The following documentation has been provided and make up the tender package:

LMCH Request for Tender

Appendix B - Current document (Bid Package Submission)

Contractor Name Energy Network Services Inc.

TENDER FORM

Project Title: Exterior Lighting Upgrades
Location: 961-1183 Huron Street London, Ontario

which includes any specified Cash and Contingency Allowances, Itemized prices, applicable taxes, including the Harmonized Sales Tax, and duties in force at this date, and all taxes known to be applicable during the construction period.

Appendices to Tender:

The information on List of Tender Documents are provided and form an integral part of this Tender.

- List of Subcontractors and Own Forces
- Price Breakdown – Base Bid
- Optional Items
- Relevant Work

Schedule B - TENDER FORM

Company Name	Energy Network Services Inc.
--------------	------------------------------

DECLARATION

- (a) we agree to perform the work in accordance within the timelines provided. Schedule, to be formalized after the award of Contract.
- (b) this tender is open to acceptance for a period of sixty (60) days from the date of tender closing;

Company:

Company Name	Energy Network Services Inc.
Address	125 West Beaver Creek Road, Richmond Hill, ON L4B 1C6
Submitted by	Marc D'Mello
Phone Number	416-275-3197
Email	mdmello@ensinc.ca

Signature Marc D'Mello

Name & Title Marc D'Mello & Vice President

Witness: Sally Zhao

Name and Title: Sally Zhao

Affix Company Seal

Project Title:	Exterior Lighting Upgrades
Submitted By:	Energy Network Services Inc.

Project Team

LIST OF SUBCONTRACTORS

The following are the subcontractors we propose to use for the Divisions or Sections of Work listed hereunder. Contractor must include the name of the preparation crew who must be bondable. Their role as described in Exhibit D- LMCH RFT Elevator Modernization.

Division or Section of Work	Name of Subcontractor or Supplier	No. of Workers
N.A	Own Forces	

List of Own Forces

Include names of anticipated staffing for this project. LMCH requires a full time superintendent on each project and a coordinator to assist with notices to tenants and other duties as described in the LMCH RFT Elevator Modernization Exhibit D.

Title	Name	Number of Years with Company
Project Manager	Marc D'Mello	15
Site Superintendent	Siddharth Pandya	5
Site Superintendent	Chris Singh	15
Coordinator	Chintan Patel	8

The following tables shows the stipulated price breakdown for each property. The Prices include the specified cost, overhead, profit and any applicable taxes in force at the date of tender

No.	Description	Unit Rate	Cost
<u>Exterior Lighting Upgrades</u>			
1.	LIGHTING & POLE INSTALLATION		
.1	Replacement poles		\$
	16'	\$45,460.21	\$45,460.21
	25'	\$39,186.67	\$39,186.67
.2	New Poles		
	16'	\$48,386.67	\$48,386.67
	25'	N.A	N.A
.3	Lighting fixtures		
	Type A1	\$15,339.67	\$15,339.67
	Type A2	\$4,944.50	\$4,944.50
	Type B	\$4,944.50	\$4,944.50
	Type C	\$2,127.00	\$2,127.00
	Type D	\$15,547.50	\$15,547.50
	Type G	N.A	N.A
	Type H	N.A	N.A
.4	Miscellaneous		
	- Wiring / linear meter	\$15.00	\$15.00
	- Trenching / linear meter	\$55.00	\$55.00
	- Directional boring / linear meter	\$300.00	\$300.00
	- Concrete pole base - ea	\$5,000.00	\$5,000.00
	- Pull boxes	\$40.00	\$40.00
	- Conduit/linear meter	\$15.00	\$15.00

.5	SEPARATE PRICE 1. New poles		
	- 16'	\$184,836.33	\$184,836.33
	- 25'	N.A	N.A
.6	SPEARATE PRICE 2. Security		
	U/G 1" conduit. (per meter)	\$70.00	\$70.00
	Security camera rough-in (quantity and location TBD – unit price).	\$150.00	\$150.00
	Pull Boxes. (unit price).	\$40.00	\$40.00
	Pressure treated lumber at vehicle crossings (per meter).	\$54.00	\$54.00
Allowances			
3.	CASH ALLOWANCES		
.1	Testing	LUMP SUM	\$ 10,000.00
.2	Permitting	LUMP SUM	\$ 10,000.00
4.	GENERAL ITEMS		
.1	Mobilization & Property Protection	LUMP SUM	\$ 2000.00
.2	Demobilization and Cleaning	LUMP SUM	\$ 2000.00
.3	All Other Items	LUMP SUM	\$ N.A
.4	Bonding	LUMP SUM	\$ 3000.00
.5	Environmental Abatement	LUMP SUM	\$ N.A

2023-0034
Exterior Lighting Upgrades

Appendix B
Bid Package Submission

.6	Admin team; coordinator, and prep team	LUMP SUM	\$ 8000.00
	Sub total		\$401,512.04
	HST		\$52,196.57
	TOTAL		\$453,708.61

End of Schedule B

Schedule C – Relevant Work within Last 3 years

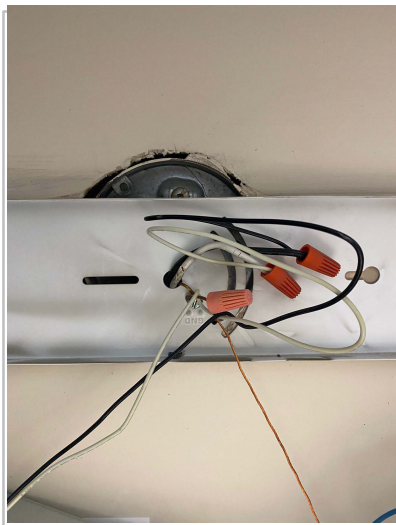
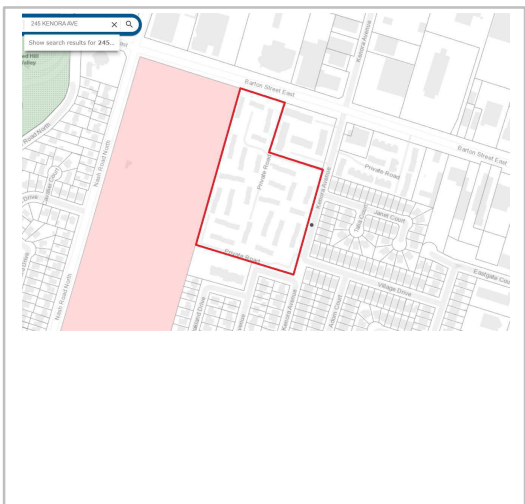
Company Name	City of Brampton
Project Name / City Located:	Bid Call No. T2022-210 – LED Lighting Replacement at Peel Village
Client/Title:	Robert Hornblow /Project Manager

Project Description: Denote quantities, timelines and relevant information.	This project includes exterior LED Lighting Replacement at Peel Village. there are totally 7 fixtures and 4 new poles and the project lasts 6 months from being awarded to substantial completion.
Total Construction Cost at completion:	\$92,210.83
Photographs: as required 	

Continued – Relevant Work

Company Name	City of Hamilton
Project Name / City Located:	C18-02-21 - Tender for General or Electrical Contractor for LED Lighting Retrofits at Various Multi-Unit Residential Buildings in Hamilton Owned by CityHousing Hamilton reference is PT21-01
Client/Title:	Chris Shilton / Senior Project Manager
Project Description: Denote quantities, timelines and relevant information.	LED Lighting Retrofits at Various Multi-Unit Residential Buildings in Hamilton Owned by CityHousing Hamilton, there are totally 11016 lamp and fixtures included in this project and last 8 month to complete.
Total Construction Cost at completion:	\$ 571,771.73

Photographs: as required



Continued - Relevant Work

Company Name	City of Mississauga
Project Name / City Located:	Pathway LED Lighting Upgrades - Various Parks
Client/Title:	Paul Marcoccia /Senior Project Manager
Project Description: Denote quantities, timelines and relevant information.	LED Lighting Replacement on existing poles in parks and pathways throughout Mississauga,there are totally 503 fixtures included in this project and last 11months to complete.
Total Construction Cost at completion:	\$520,000
Photographs: as required	
 	

End of schedule C

Schedule D - Conflict of Interest

I/We certify that, I/We have a financial interest in other firms, businesses, or enterprises which presently, or in the past, are or have rendered goods to London & Middlesex Community Housing or which are also bidding on the present job.

YES ☐ NO ☒ Signature: Marc D'Mello

If "YES" (applies to above declaration), please list below firms, businesses, or enterprises in which a financial interest is held.

Schedule D2 - Litigation

That (company name) Energy Network Services Inc. (i) No current or pending litigation, investigation before or by any arbitrator or Body's.

☐ YES ☒ NO

If "YES" (applies to above declaration), provide details

End of Schedule D

Schedule E - Schedule

Contractor to submit a projected schedule of timelines for each property in a Gantt chart or Microsoft project/pdf number of days to complete the work at each property. Denote if projects run concurrently or sequentially. To include:

- Mock up duration
- Shop Drawings
- Manufacturing timelines
- Commencement and completion.

Schedule F - Scoring

CRITERIA	MAXIMUM SCORE
Fees / Price Submission	60%
Proponent Qualifications	10%
Comparable Projects	10%
Company Information, Org. Chart etc.	5%
Timing and Schedule	15%

The LMCH Project Manager at their sole discretion may short list the proponents who may be invited for an interview.

LMCH is not required to accept any tender or award any contract on the basis that the tender in question was the lowest tender submitted. LMCH reserves the right to accept the tender and/or award the contract on the basis of what is in the best interest of LMCH

End of Bid Form Submission

**Director Asset Renewal – Q3 2025 Report
STAFF REPORT 2025-39**

TO: LMCH Board of Directors

FROM: John Krill, Director of Asset Renewal

SUBJECT: Director Asset Renewal – Q3 2025 Report

DATE: November 17, 2025

PURPOSE:

The purpose of this report is to provide the LMCH Board of Directors with an update on high-profile issues and activities within the Asset Renewal Department, while also requesting approval for specific projects and budget actions.

RECOMMENDATION:

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

1. **RECEIVE** this report for information.
2. **APPROVE** a 4-year total contract extension (2026-2029) award in the amount of \$107,288 (plus HST) to Pinchin Limited to complete annual asbestos reassessments, annual asset retirement obligation updates, and bi-annual training sessions for LMCH's entire portfolio.
3. **APPROVE** a contract award in the amount of \$303,100 (plus HST) to Turner & Townsend PJM Canada Limited to complete Building Condition Assessments of LMCH's entire portfolio in 2026.
4. **AUTHORIZE** LMHC staff to take the necessary steps to give effect to the above recommendations.

UPDATES:

Human Resources

The Capital Team continues to carry two vacancies until such time as the need arises to fill those vacancies. A Project Manager gave verbal notice in the quarter of his intention to retire in Q3 2026. Plans are currently underway to backfill the pending vacancy with enough overlap time for satisfactory project handover. Approval will also be sought to fill the existing vacancies if significant additional capital project work is required to meet the goals of LMCH's Asset Management Plan.

REASON FOR RECOMMENDATION #2 - Asbestos Management Plan

LMCH's Asbestos Management Plan (ASMP) has been managed under a 5-year contract by Pinchin since 2021. The current contract, which is in place to ensure LMCH is compliant with all regulatory processes and procedures regarding asbestos abatement and data collection, expires at the end of 2025. The value of the current ASMP contract ranges between \$30,000 to \$60,000 per year (as a function of hourly rates and services provided) and over the 5-year period is expected to come in at just over \$200,000 or approximately \$40,000 per year.

LMCH is a member of the OECM (Ontario Educational Collaborative Marketplace). This buying group supports competitive procurement in the public sector and has selected Pinchin as a qualified vendor to provide the services required by LMCH. The LMCH Purchasing Policy and Guidelines authorize the use of these purchasing groups as procurement options. LMCH entered into negotiations with Pinchin based on this agreement with OECM.

Through negotiations, LMCH was able to reduce the contract cost value negotiated and extend the contract for a 4-year period. The reduction is based on the fact that Pinchin already has base assessment data in its system, reducing the efforts to initiate the service and negotiating cost-of-living or inflation increases to the existing contract pricing structure, which is the main deliverable LMCH is seeking during the negotiation process.

Pinchin proposed a 7% increase in current rates for services offered (not including training), with these rates to be held flat over the next 4 years (2026 to 2029). Pinchin's proposed rates, as compared to the current rates, are detailed in Appendix A. The 7% increase spread out over 4 years represents a nominal increase of 1.75%, well below current inflation or cost-of-living projections.

The proposed Pinchin 2026-2029 rates over a 4-year period are quantified as follows:

- Total cost for annual reassessments \$20,972 (a)
 - + \$9630 Adult and Family sites sample analysis
 - + \$4280 Adult and Family sites report update
 - + \$4173 Scattered sites sample analysis
 - + \$2889 Scattered sites report update
- Total cost for annual Asset Retirement Obligations (ARO) \$4,500 (b)
- Total cost for bi-annual training sessions \$2,700 (c)
 - + \$1200 for hazardous materials awareness training
 - + \$1500 for asbestos operations for workers training
- Total contract value over 4 years = (a) x 4 + (b) x 4 + (c) x 2 = \$107,288

This total contract value works out to approximately \$27,000 per year over 4 years, which is significantly less than the current contract annual expenditure of approximately \$40,000. It is therefore recommended that the 4-year Pinchin contract extension be approved.

REASON FOR RECOMMENDATION #3 - Building Condition Assessments (BCA)

Every five years, LMCH contracts with a consulting firm to complete assessments of all properties within the portfolio. The output of this assessment is an Index Score for each property related to its condition. With ongoing capital investments from the City of London, CMHC, and other sources, LMCH has worked towards improved property Index Scores over the past years through significant capital expenditure and reflecting this investment by updating our VFA database with all project work completed to date. With the addition of a Business Analyst to the Capital Team, LMCH now has a process in place to ensure immediate and regular VFA database updates, ensuring current information is always available to drive capital investment decision-making. The next BCA will draw on this recently updated VFA data to verify improvement in building conditions.

LMCH's Asset Management Plan (AMP) was approved by the City of London's Strategic Priorities and Policy Committee (SPPC) on May 27th, 2025. The AMP as presented, advocates for a Good state of asset condition, while acknowledging that this requires an annual capital investment in LMCH assets of up to \$23.6 million annually over the next 20 years. An annual update to the AMP will be completed by LMCH in 2026, supported by City Asset Management Department staff. LMCH will align its AMP update schedule in 2026 with other City agency timelines, while ensuring that the results of the 2026 Building Condition Assessments (BCA) of LMCH assets (targeting completion by Q3 2026) are reflected in the updated AMP. This is an important consideration, as the new BCA is expected to show marked improvement in LMCH asset conditions, which could result in a more accurate annual capital investment estimate.

LMCH issued a Request For Pricing (RFP) on October 6, 2025 by posting a tender package to complete a full BCA of all LMCH assets on the Bids and Tenders website. The RFP contained Instructions to Bidders, Scope of Work (SOW) and LMCH's General Terms and Conditions. The SOW specifically identified the need for proponents to be familiar with VFA software and have the ability to update LMCH's existing asset systems database with new evaluation data based upon onsite inspections. Eight (8) addendums were issued in response to questions from 22 registered bidders. Bidders were made aware of the scoring evaluation protocol: 30% pricing, 25% project understanding and schedule, 25% company experience and project team, 20% relevant and satisfied references. The RFP closed on October 24, 2025.

Submissions were received from all 22 registered bidders. Six (6) bidders were disqualified based on incomplete submissions. The remaining 16 bidders were evaluated by a 3-person project team consisting of LMCH's Director of Asset Renewal, Project Manager, and Business Analyst. Bidders were required to submit pricing based upon two scenarios: 1) completing the BCAs over a 3 year period, and 2) completing the BCAs over 3 quarters in 2026. The scoring criteria and ranking of all bidders is part of an in camera attachment to this report.

Turner & Townsend ranked highest among all bidders evaluated. It is therefore recommended that Turner & Townsend be awarded a contract to complete LMCH's BCA over three quarters in 2026 at a cost of \$303,100 (plus HST).

General

Strategic Initiatives

Regeneration Plan:

The work by Haerko Inc. (consultant retained to deliver LMCH's Master Regeneration Plan (MRP)), LMCH, and the initiative's Steering Committee is continuing. The original goal was to deliver and present the MRP to the Board in November. This is now delayed and targeted for delivery in Q1 2026. The main reasons for the delay are 1) to seek better alignment with City staff in support of the MRP and its associated capital investment recommendations, and 2) to reexamine and refine the current draft MRP costs associated with developing and building the various proposed projects identified in the plan. For example, costs to build in the current draft MRP range from \$448/ft² to \$605/ft², whereas Reimagine Southdale Phase 1 came in at a cost to build of \$384/ft². This discrepancy must be better understood and MRP build costs brought down to make the MRP more palatable to capital investment by the City.

In the meantime, regeneration plan seed monies are projected to accumulate based upon the below budget build costs experienced in Reimagine Southdale Phase 1 and projected in Phase 2. LMCH is currently reviewing approved regeneration expenses to confirm funds available to support additional regeneration projects and getting project shovel-ready.

Green Plan:

In late Q4/24, LMCH was notified by the City of London's Climate Change, Environment, and Waste Management staff of an update report to be delivered to the City of London's Strategic Priorities and Policy Committee (SPPC) in early Q1/25. The SPPC report was delivered and contained a staff recommendation that the Municipal Council request all Agencies, Boards and Commissions (ABCs) to:

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

As LMCH is an ABC of the City, our intention is to be fully engaged in the process of delivering our own Climate Action Plan by the deadline dates noted. Metrics and further details from the City (specifically the Climate Change Planning, Environment & Waste Management & Infrastructure Department) were expected to be provided to LMCH by mid-Q1/25 in the form of a draft guidance document. As of the writing of this FAR report, LMCH has still not received the document. Upon enquiry of COL staff by LMCH in Q2/25, feedback was provided indicating this initiative has been put on hold, given the current budget constraint actions by the COL.

LMCH is committed to green initiatives and will continue to engage in projects to promote and deliver on GHG reductions and energy savings.

ATTACHMENTS:

Appendix A – Rate Comparison LMCH - current Pinchin contract to proposed 26-29

Appendix B –Pinchin Labour and Sample Rates proposed to LMCH

Appendix C – In Camera - BCA Bid Submission Scoring

PREPARED and SUBMITTED BY:	
John Krill Director, Asset Renewal	

COO Report
PSH- 2025-37

TO: LMCH People, Service, and Housing Committee

FROM: Sara De Candido, Chief Operating Officer

SUBJECT: COO Update

DATE: October 20, 2025

PURPOSE:

The purpose of this report is to provide updates to the People, Services, and Housing Committee on strategic initiatives, and to receive direction on matters that need Board/Committee Direction.

RECOMMENDATION:

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

COO's Highlights:

- Delivering high-quality, inclusive housing (Reimagine Southdale)
- Enhancing community alignment (seniors housing policy)
- Supporting tenant stability (arrears partnership)
- Improving service quality and accountability (in-house cleaning transition)
- Building organizational capacity (leadership recruitment)

Key Organizational Activities

Reimagine Southdale- Preparing to Welcome our First Tenants and Families

Reimagine Southdale represents a major step forward in LMCH's commitment to building inclusive, mixed-income communities. Of the 53 new units, 22 are designated as Rent-Geared-to-Income (RGI) and 31 as affordable. This development marks LMCH's first open application process to the broader community, broadening access to affordable housing options. The first move-in occurred the week of Oct 13.

On October 10, LMCH hosted Harvest Fest, welcoming current Southdale tenants and families to celebrate the new development. The event featured community partners and family-friendly activities, strengthening engagement and community!

60+ Seniors Housing – Policy Implementation

Following approval from the City of London, LMCH is implementing a 60+ minimum age policy across all designated seniors housing communities, including Kent, McNay, Walnut, and York Street (Newbury). This policy responds to tenant feedback expressing a desire for seniors-focused communities with greater security, stability, and social cohesion. Applicants aged 50–59 will now be offered housing within LMCH’s adult communities.

Tenant Arrears – Partnership with Ontario Works

LMCH has successfully piloted a Housing Support Fund Initiative in partnership with Ontario Works, aimed at helping families in arrears clear their balances and begin with a clean slate. At one family site, 10 households were identified as having arrears. To date, 7 were eligible for the initiative and have had their outstanding balances paid in full, supporting their journey toward housing stability and improved outcomes.

Advancing Clean and Well-Maintained Communities

LMCH is transitioning its cleaning services from contracted vendors to an in-house delivery model, effective November 10, 2025. This shift is a key operational improvement aimed at enhancing service quality, response times, and accountability in maintaining our communities. Over the next 30 days, LMCH will focus on onboarding custodial staff and managing the union intermingling process to support a seamless transition. This initiative reinforces LMCH’s strategic priority to ensure tenants live in clean, safe, and well-maintained environments.

Organizational Review – Implementation Update

Implementation of LMCH’s organizational review continues to progress as we strengthen leadership capacity and accountability. At the senior level, two Senior Manager positions have been confirmed, with a third nearing completion. Recruitment for Manager-level positions is well underway and expected to conclude in early November. These roles will be critical to ensuring a clear, aligned leadership structure that enhances operational performance and supports tenant success across the portfolio.

Looking Ahead to Q4:

- Launch of LMCH APP for Maintenance requests
- Launch of Tenant Advisory Table – AODA Policy Review and Feedback
- Development of Building Health Index Scorecard (cross-functional)
- Building strategic relationships with LPS, City of London, local Hospitals, and OHTs around safety and supportive housing transition collaborations

PREPARED BY:
Sara De Candido Chief Operating Officer

Q3 Community Development Update PSH- 2025-41

TO: LMCH PSH Committee

FROM: Lisa Luther- Community Engagement Manager

SUBJECT: Q3 Community Development Update

DATE: October 20, 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 LMCH Community Development Strategy, the Community Development (CD) team continues to lead intentional, tenant-focused programming that promotes inclusion, wellbeing, and leadership.

In Q3 (July–September 2025), the CD team engaged tenants in more than **1,975 meaningful connections** through initiatives focused on food security, skill-building, community celebration, and partnership collaboration. These efforts continue to strengthen belonging and resilience across LMCH communities.

QUARTER 3 HIGHLIGHTS

Strengthening Food Security

Food-focused initiatives remained central to engagement this quarter:

- **Harvest Bucks Distribution:** In partnership with MLHU, tenants at select communities received monthly vouchers for fresh produce and eggs
- **Pop-Up Produce Markets:** Partnering with Urban Roots and Harvest Bucks funding, markets across family sites increased access to local produce, recipes, hygiene products, and food literacy resources.
- **Marconi Free Food Kits:** Families received healthy meal kits, vegetables, and hygiene items, supporting household wellness and autonomy.

Community Celebrations & Social Connection

Tenant-led and collaborative events built connection and pride across communities:

- **Summer Celebrations:** Family sites came alive with popsicle parties, water balloon games, and lawn activities.
- **Pack Your Backpack/Pencil Case:** Supported children with school supplies and confidence for the new school year.
- **Simpson Street & Baseline BBQs:** Tenant-led events brought neighbours together; Baseline's committee hosted their first large-scale community BBQ in several years.

Enhancing Health, Wellness & Safety

Partnerships expanded tenant access to wellness resources:

- **PAWS Vaccine Clinics:** 31 dogs received vaccinations against parvovirus.
- **Fire Safety Sessions:** London Fire Department reached tenants with fire prevention and safety education.
- **LIHC Health Outreach:** Offered diabetes care, Chair Yoga, and HIV/Hepatitis C testing to improve preventative health access.
- **Anova Lunch & Learns:** Increased awareness of intimate partner violence and available supports.

Tenant Leadership & Community Empowerment

- **William Street Patio Project:** Completed through tenant decision-making, creating an accessible, welcoming outdoor space with new picnic tables and BBQ area.
- **Baseline BBQ Committee:** Tenants planned and hosted a fall-themed BBQ, demonstrating strong leadership and collaboration.
- **Dundas Community Gathering:** In partnership with 519Pursuit, tenants connected over music, games, and community conversation.

Cultural Awareness & Learning

- **Cultural Connection Workshop:** LUSO led an interactive session at Commissioners on building curiosity and openness across cultures.
- **Art Workshops at Simcoe:** Tenants explored mindfulness and creative self-expression through therapeutic art practices.
- **Employment & Education Partnerships:** LEADS supported tenants in skill-building and employment readiness initiatives.

SUMMARY & OUTLOOK

In Q3, the Community Development team deepened its impact through inclusive programming, strong partnerships, and a focus on tenant leadership. From improving food access and promoting health to celebrating creativity and culture, CD initiatives continue to reflect LMCH's commitment to building strong, connected, and empowered communities.

APPENDIX A: Q3 Infographic

PREPARED and SUBMITTED BY:	REVIEWED BY:
Lisa Luther Community Engagement Manager	Sara De Candido Chief Operating Officer



July–Sept 2025

CD TEAM LED EVENTS & INITIATIVES



Bags of fresh produce
and essential groceries
distributed

1110

196

Children received
backpacks and
school supplies



Tenants
participated in CD
Initiatives

166

104

Residents attended
Pop up Markets or
received donated
meals



Residents
participated in
workshops to
enhance their health,
wellness and safety

122

194

Residents
participated in
Community
Celebrations &
Gatherings





July– Sept 2025

COMMUNITY PARTNER IMPACT

3157

Health & wellness
supports offered to
Senior communities



Meals served to
children, youth and
families

3568

200

Children participated
in on-site camps that
focused on healthy
minds and bodies.



Dogs vaccinated against
Parvovirus

31

101

Participants in
Community Safety
Meetings





July – Sept 2025

TENANT LED EVENTS

47

Residents
attended a
Tenant Led BBQ

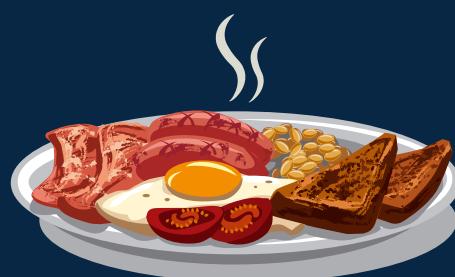


Cups of
Coffee &
Tea served

1100

24

Community
Meals



4

Community
Celebrations



Social Opportunities

159

- Bingo
- Movie Nights
- Tech Support
- Crafts
- Cards
- Games
- Pool
- Music



Communications Update PSH-2025-42

TO: LMCH People, Service, and Housing Committee

FROM: Matt Senechal, Communications Manager

SUBJECT: Q3 Communications Update

DATE: October 20, 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 continues to strengthen communications with tenants, partners, and stakeholders through proactive media engagement, creative storytelling, and internal collaboration. The Communications team remains focused on transparency, accessibility, and strategic alignment with LMCH's mission to provide quality, affordable housing to our community's most vulnerable residents

Q3 Review:

LMCH Event Coverage

In Q3, the Communications team provided coverage for several LMCH and community events that highlighted tenant engagement and community partnerships.

- **Rookie Ball Final Game** – LMCH continued its partnership with the London Police Service to support youth programming. The Communications Manager spoke at the closing ceremony on behalf of LMCH, reinforcing the importance of recreation and community building for tenants.
- **Shaedon Sharpe Backpack Giveaway (Limberlost)** – LMCH supported event logistics and secured proactive media coverage with CTV London, with the permission of the Sharpe family. The story showcased positive community engagement and a local role model giving back to LMCH youth.

These events helped strengthen LMCH's community visibility and fostered stronger relationships with local partners and media outlets.

Internal Creative Support

Q3 saw a notable increase in internal creative and design requests from departments across the organization. Key projects included:

- **Pest Education Toolkit** – A visual education campaign developed with the Client Services team to support tenant awareness and prevention.
- **Reimagine Southdale Marketing Material** – Creation of branded marketing assets, including brochures, signage, and online content to support tenant intake and engagement.
- **Cashless Payments Campaign** – An omnichannel awareness campaign encouraging tenants to adopt secure, online payment methods.

Additionally, the team fulfilled a range of smaller creative and communication requests, ensuring brand consistency and clarity across all organizational materials.

Media Relations

Media activity remained high in Q3, reflecting both proactive storytelling and responsive engagement to emerging issues.

Key Highlights:

- Coverage ranged from community partnership stories to serious occurrences and operational matters.
- LMCH achieved proactive, positive coverage through community-based stories such as the **Parvovirus Pop-Up Pet Clinic** and **Shaedon Sharpe Backpack Giveaway**.
- The organization also managed coverage related to the **Wharncliffe fire** and **Walnut Street tenant protest**, ensuring accuracy and timely response

Media Metrics (Q3 2025):

- **Total Mentions:** 12
- **Positive:** 4 (33%)
- **Neutral:** 5 (42%)
- **Negative:** 3 (25%)

While operational incidents continued to generate neutral or negative coverage, LMCH's proactive storytelling efforts have helped balance sentiment and reinforce the organization's transparency and accountability.

(See attached Q3 Media Coverage Summary for detailed breakdown.)

ATTACHMENTS: APPENDIX A: Q3 Media Coverage Summary

PREPARED and SUBMITTED BY:
Matt Senechal, Communications Manager

Quarter	Month	Date	Outlet	Type	LMCH Initiative	Title	Reporter	Sentiment	Link	Property	Notes
Q3	July	July 3, 2025	CTV London	Earned Media	Community Partner	Pop-up pet clinic offers Parvo vaccines after virus hits housing complex	Reta Ismail	Positive	https://www.ctvnews.ca/london/article/pop-up-pet-clinic-offers-parvo-vaccines-after-virus-hits-housing-complex/	Wharnccliffe	Parvovirus Coverage.
Q3	July	July 4, 2025	CTV London	Earned Media	Operations	'I was offended, highly offended': LMCH under fire as graffiti with swastika and genitalia left on housing complex wall for months	Bryan Bicknell	Negative	https://www.ctvnews.ca/london/article/i-was-offended-highly-offended-lmch-under-fire-as-graffiti-with-swastika-and-genitalia-left-on-housing-complex-wall-for-months/	Limberlost	Coverage of graffiti at Limberlost.
Q3	July	July 14, 2025	London Free Press	Earned Media	Community Partner	Parvovirus outbreak at London housing contained after six dog deaths	Beatriz Baleeiro	Positive	http://lfpres.com/news/local-news/parvovirus-outbreak-at-london-housing-contained-after-six-dog-deaths	Wharnccliffe	Parvovirus Coverage.
Q3	July	July 15, 2025	CTV London	Earned Media	Community Partner	Parvovirus contained in London community housing	Lauren Luivenhoven	Positive	https://www.ctvnews.ca/london/article/parvovirus-contained-in-london-community-housing/	Wharnccliffe	Parvovirus Coverage.
Q3	July	July 16, 2025	Global News	Earned Media	Community Partner	Ontario charity calls for change after outbreak kills at least 6 dogs	Sawyer Bogdan	Neutral	https://globalnews.ca/news/11289610/ontario-charity-change-outbreak-dogs/	Wharnccliffe	Parvovirus Coverage.
Q3	August	August 4, 2025	CBC London	Serious Occurrence Coverage	Operations	1 person charged after suspicious fire at London community housing apartment	Kendra Seguin	Neutral	https://www.cbc.ca/news/canada/london/1-person-charged-after-suspicious-fire-at-london-community-housing-apartment-1.7601065	Wharnccliffe	Coverage of a fire at Wharnccliffe.
Q3	August	August 4, 2025	London Free Press	Serious Occurrence Coverage	Operations	Fire crews battle back-to-back blazes in London highrise, house	Beatriz Baleeiro	Neutral	https://lfpres.com/news/local-news/fire-crews-battled-back-to-back-blazes-in-london-highrise-house	Wharnccliffe	Coverage of a fire at Wharnccliffe.
Q3	August	August 5, 2025	CBC London	Serious Occurrence Coverage	Operations	Tenants still unable to return home after suspicious fire at public housing building	CBC News	Neutral	https://www.cbc.ca/news/canada/london/tenants-still-unable-to-return-home-after-suspicious-fire-at-public-housing-building-1.7601500	Wharnccliffe	Coverage of a fire at Wharnccliffe.
Q3	August	August 5, 2025	London Free Press	Serious Occurrence Coverage	Operations	Man, 49, charged after blaze forces dozens from public housing highrise	Beatriz Baleeiro	Neutral	https://lfpres.com/news/local-news/man-49-charged-after-blaze-forces-dozens-from-public-housing-highrise	Wharnccliffe	Coverage of a fire at Wharnccliffe.
Q3	August	August 14, 2025	CTV London	Earned Media	Community Partner	London native NBA player scores big off the court, giving back to hometown kids	Lauren Stallone	Positive	https://www.ctvnews.ca/london/article/london-native-nba-player-scores-big-off-the-court-giving-back-to-hometown-kids/	Limberlost	Coverage of Shaedon Sharpe Backpack Giveaway
Q3	August	August 22, 2025	CTV London	Earned Media	Asset Renewal	Ambitious strategy to revitalize decaying public housing in London and Middlesex County	Daryl Newcombe	Neutral	https://www.ctvnews.ca/london/article/ambitious-strategy-to-revitalize-decaying-public-housing-in-london-and-middlesex-county/	LMCH Organization	Early coverage of LMCH Regeneration.
Q3	August	August 29, 2025	CBC London	Earned Media	Operations	Public housing tenants stage photo 'gallery of horror' for ongoing pest, maintenance issues	Isha Bhargava	Negative	https://www.cbc.ca/news/canada/london/public-housing-tenants-stage-photo-gallery-of-horror-for-ongoing-pest-maintenance-issues-1.7620384	Walnut	Coverage of tenant protest in collaboration with ACORN.
Q3	August	August 28, 2025	London Free Press	Earned Media	Operations	Photo gallery of pests: Tenants highlight London's public housing conditions	Jonathan Juha	Negative	https://lfpres.com/news/photo-gallery-of-pests-tenants-highlight-londons-public-housing-conditions	Walnut	Coverage of tenant protest in collaboration with ACORN.

Q3 Community Safety Report PSH- 2025-43

TO: LMCH People, Service, and Housing Committee

FROM: Tim Rudow, Community Safety Manager

SUBJECT: Community Safety Update – Q.3

DATE: October 20, 2025

PURPOSE

The purpose of this report is to provide an update to the People, Services & Housing Committee on Community Safety operational activities and key highlights during the third quarter of 2025.

This period represented a transitional phase as LMCH awaited the appointment of the Senior Manager, Community Safety & Tenant Wellness. During this time, the Community Safety Manager (CSM) focused on advancing key initiatives within their direct scope, maintaining service continuity, and completing foundational work in collaboration with other departments to support a seamless transition and position the incoming Senior Manager for success.

RECOMMENDATION

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

KEY HIGHLIGHTS (Q3 2025)

- Maintained operational stability while limiting projects outside the CSM's scope.
- Prepared the **Honk Parking Trial** at Southdale; ready to proceed pending SLT's final asks and contract signature.
- Completed **K9 Awareness Training** with strong participation and positive staff feedback.
- Finalized **Lost & Found Procedures** for organization-wide rollout in Q4.
- Implemented event-specific **Security Plans** for both the *Shaedon Sharpe Community Event* and *Harvest Fest 2025*, each delivered safely and successfully.
- Event planning framework to be **repurposed for the Southdale Ribbon Cutting Ceremony** in Q4 2025.
- Began development of a **Protests & Demonstrations SOP** in collaboration with Communications and other departments to ensure a balanced and coordinated approach to resident expression and community safety.

DISCUSSION

Q3 2025 was a period of measured progress and operational consistency. The CSM focused on initiatives within scope that advanced LMCH's preparedness and supported collaboration across departments.

Honk Parking Trial – Southdale

The Honk Parking Trial was prepared in full coordination with the vendor and is ready to launch pending SLT's final asks and signature on the service contract. This initiative will modernize parking management and improve convenience for tenants.

Lost & Found Procedures

LMCH finalized standardized procedures for recovered items, ensuring secure handling, transparency, and respect for tenant belongings. Rollout and staff orientation are planned for Q4.

K9 Awareness Training

Delivered in September 2025, this training strengthened staff confidence and safety when interacting with tenant pets. The program reinforces LMCH's commitment to compassionate and safety-minded service.

Major Event Planning

Comprehensive security plans guided both the *Shaedon Sharpe* and *Harvest Fest* events, ensuring coordinated communication, site safety, and positive outcomes. The framework developed will be applied to the **Southdale Ribbon Cutting Ceremony** in Q4. In addition Community Safety Pamphlets have been created for all Tenant Talks giving residents a deeper view into the Community Safety Unit at LMCH.

Protests & Demonstrations SOP

Development began in partnership with Communications and other affected departments to ensure all operational and communications considerations are addressed consistently. The SOP emphasizes de-escalation, respect, and coordinated response.

LOOKING FORWARD TO Q4 2025

In Q4, the Community Safety Unit will be prepared to implement the Honk Parking Trial at Southdale pending next steps and direction from Senior Leadership. The CSU also looks forward to working closely with the **newly appointed Senior Manager, Community Safety & Tenant Wellness**, to strengthen interdepartmental collaboration, refine communication processes, and enhance alignment between community safety and tenant wellbeing initiatives.

CONCLUSION

Q3 2025 marked a steady and productive quarter for LMCH's Community Safety Unit. While awaiting senior leadership appointment, the CSM maintained stability, advanced critical deliverables, and prepared for upcoming initiatives.

The completion of the **Lost & Found Procedures**, **K9 Training**, and **major event frameworks**, along with readiness for the **Honk Parking Trial**, demonstrate LMCH's ongoing commitment to professionalism, preparedness, and community-centered service.

ATTACHMENT: Appendix A – Quarter 3 Incident and Program Summary

PREPARED BY:
Tim Rudow Community Safety Manager

Community Safety Data Overview (Q1–Q3, 2025)

Between the first and third quarters of 2025, Community Safety activity rose from **3,152 to 3,982 incidents** — a **26% increase** that reflects stronger tenant engagement and improved reporting practices across LMCH communities.

This growth is a positive indicator of **increased awareness, accessibility, and confidence** in the Community Safety Unit (CSU), demonstrating that more residents are turning to LMCH for timely support and intervention. Importantly, this upward trend represents **enhanced participation and prevention**, rather than an escalation in overall risk

Incident Trends

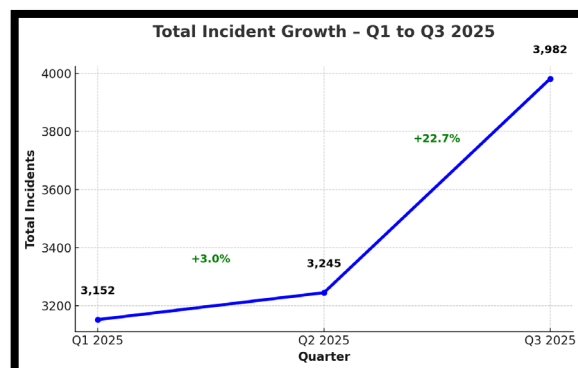
- **Trespassing, Access Control, and Noise Complaints** remained the top three categories each quarter.
- **Police Assist (+134%), Staff Assist (+75%), and Maintenance (+109%)** experienced the most significant growth, demonstrating CSU's expanding frontline support role.
- Tenant-driven information and interactions continued to increase, reflecting growing trust in the CSU and third-party vendors as reliable reporting channels. Information gathered during Tenant Talks, Security Meetings, and similar engagements is promptly integrated into Security Briefs, patrol schedules, and other communication streams to support timely action and follow-up.
- The overall trend points toward a shift from reactive response to proactive engagement and partnership across multiple buildings.

Location Trends

- Roughly **80% of all incidents** occurred at the same ten high-need sites, confirming accurate deployment of CSU resources.
- **580 Dundas** and **241 Simcoe** remained the highest-volume locations.
- **85 Walnut (+22%)** and **202 McNay (+15%)** showed the most growth, likely due to targeted outreach and maintenance collaboration.
- No major spikes were observed, suggesting stable, predictable service demand across the portfolio.

Summary

The CSU continues to demonstrate stability and consistency, with manageable increases that reflect both operational growth and community trust. The steady rise in incident reporting underscores CSU's evolving role as a proactive, collaborative presence in LMCH communities — one that responds effectively to emerging needs while reinforcing tenant confidence in LMCH's safety model.



Quarter 3 Overview

In Q3 2025, the Community Safety Unit recorded **3,982 incidents**, a **22.7% increase** from **3,245** in Q2. This equates to an average of **43.3 incidents per day**, up from **35.7 per day** in the previous quarter.

The increase is attributed to:

- Directed CSU service hours at key properties based off of Q2 Data and information collected at Tenant Talks.
- Seasonal activity peaks during summer months
- Enhanced categorization and reporting accuracy across both CSU and vendor-supported sites

Together, these factors highlight **CSU's growing visibility and the increasing trust residents place in its support and response.**

High-Frequency Incidents

Trespassing

- **948 incidents in Q3** (↑12.5% from 843 in Q2)
- Remains the most frequent incident type across all sites
- Concentrated at high-traffic properties such as **580 Dundas**, **349 Wharncliffe**, and **241 Simcoe**

Access Control

- **168 incidents in Q3** (↑28% from 131 in Q2)
- Increase tied to summer-related door wear, unit turnovers, and after-hours access requests

Noise Complaints

- **135 incidents in Q3** (↑2.3% from 132 in Q2)
 - Slight rise likely linked to warm-weather gatherings and increased use of outdoor or communal spaces
-

Moderate-Frequency Incidents

Police Assist

- **143 incidents in Q3** (↑25% from 114 in Q2)
- Reflects continued collaboration between CSU and local law enforcement, particularly around trespassing, property damage, and wellness checks

Staff Assist

- **105 incidents in Q3** (↑15% from 91 in Q2)
- Suggests greater field reliance on CSU during complex tenant interactions and operational challenges

Maintenance Support

- **117 incidents in Q3** (↑30% from 90 in Q2)
 - Growth linked to joint responses addressing hazards, leaks, and urgent maintenance calls
-

Low-Frequency Incidents

Tenant Complaints

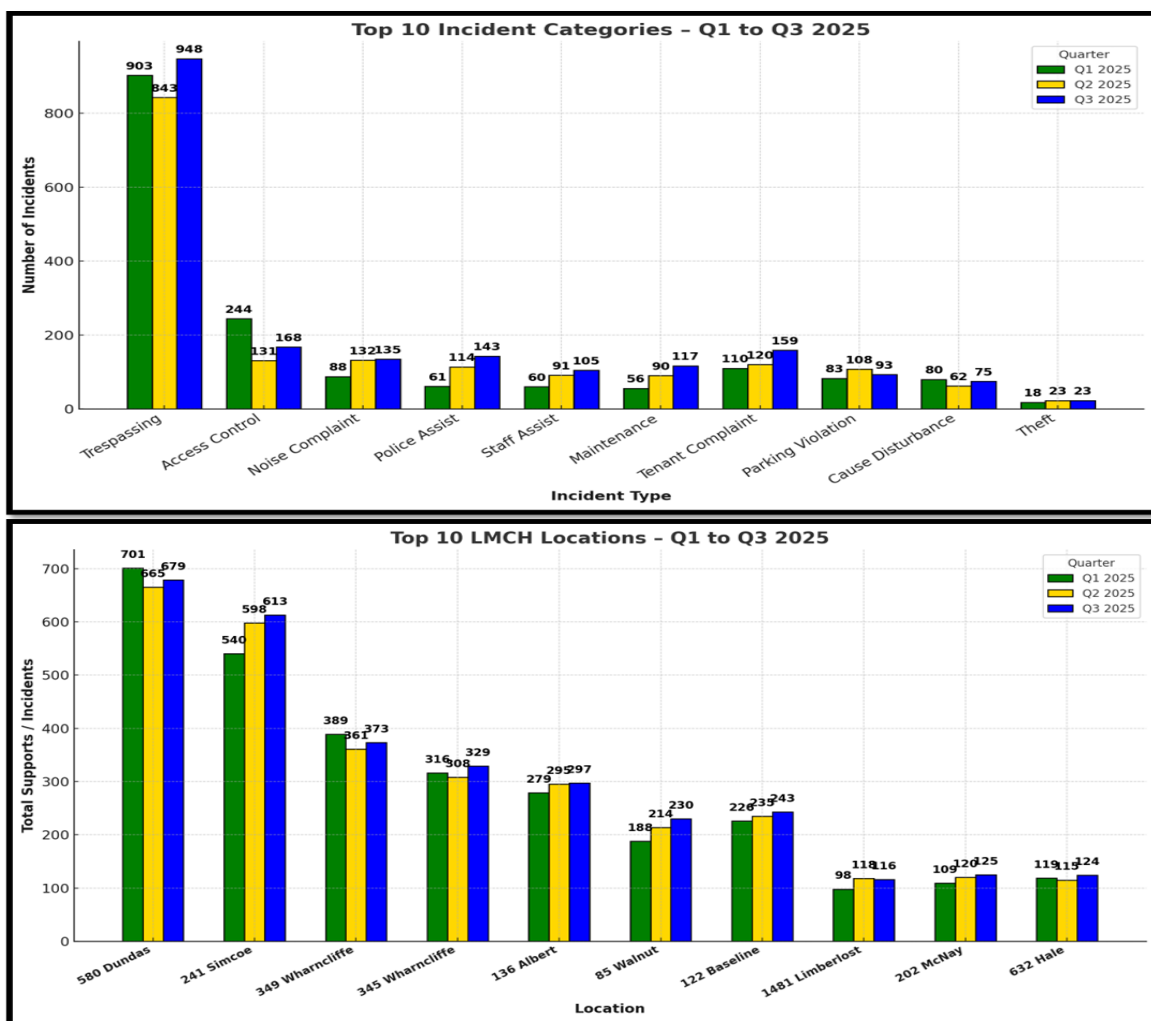
- 159 incidents in Q3 (↑32.5% from 120 in Q2)
- Reflects higher engagement levels and increased tenant confidence in CSU responsiveness

Parking Violations

- 93 incidents in Q3 (↓13.9% from 108 in Q2)
- Decline possibly tied to clearer signage and the upcoming Honk Parking Pilot

Theft

- 23 incidents in Q3 (no change from Q2)**
- Remains stable, primarily involving minor property thefts



Use of Force Summary – Q3 2025

Total Incidents (July–September 2025): 12

Types of Force Used

- **Soft physical control and wrist/arm techniques** were most common.
- **Grounding and handcuffing** occurred in three cases involving assaultive or non-compliant subjects.
- **No baton uses or strikes** were recorded this quarter.
- Defensive tactics were limited to incidents involving threats or assaults against staff.

Key Themes

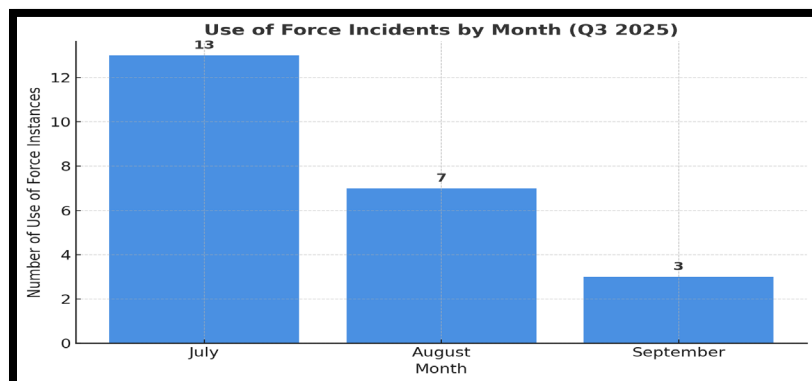
- **July:** Coordinated arrest of a resisting trespasser with multiple staff involvement.
- **August:** Removal of intoxicated or aggressive trespassers using controlled physical guidance.
- **September:** One incident involving staff assault; responders used controlled force to subdue and handcuff the aggressor.

Quarterly Comparison (Q1–Q3 2025)

Quarter	Incidents	Observed Trends
Q1	23	High activity period with frequent trespass removals and mental health apprehensions.
Q2	14	Decline attributed to improved compliance and coordination during arrests.
Q3	12	Further reduction, though a higher proportion of assault-related events.

Summary Observations

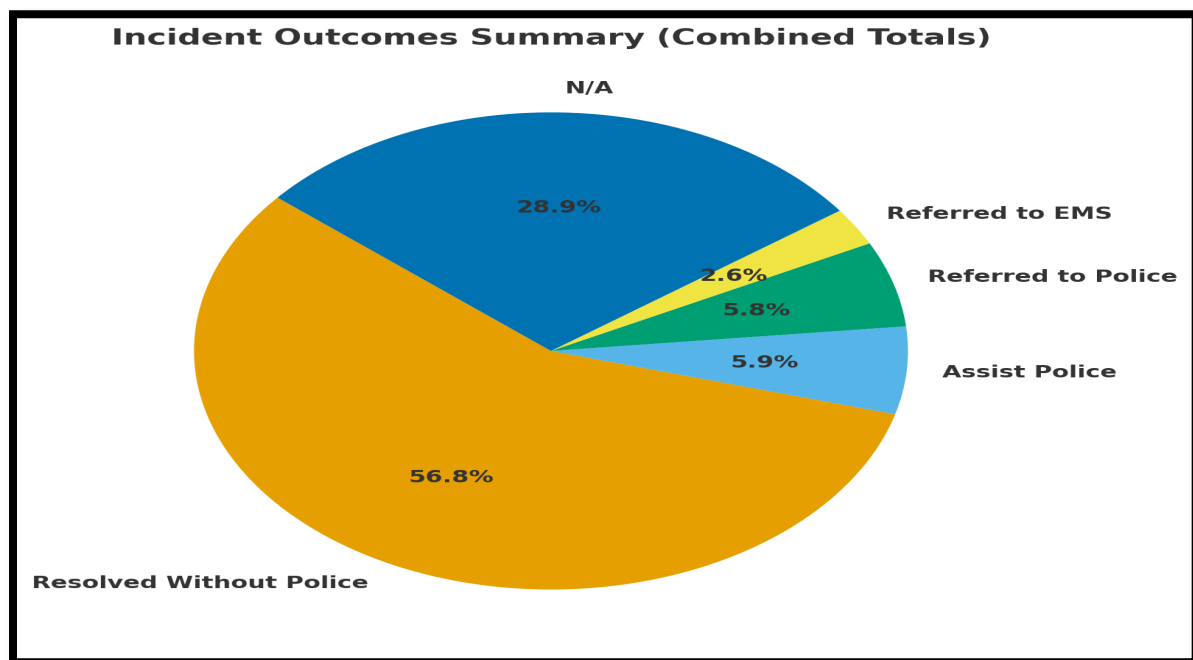
- **Frequency:** Use of Force incidents have declined 48% since Q1, showing sustained de-escalation success.
- **Technique:** Soft control and guided escorts remain the preferred and effective approach.
- **Severity:** Although fewer incidents occurred, a larger share in Q3 involved assaultive behavior.
- **Professional Conduct:** No excessive or unnecessary force was recorded, demonstrating consistent adherence to de-escalation and policy standards.



Resolution Status

During Q3 2025, the majority of incidents — 56.8% — were resolved without police involvement, highlighting the team’s strong ability to de-escalate situations and manage concerns effectively on-site. Approximately 5.9% of cases required police assistance, while 5.8% were referred to police for further action, reflecting balanced and appropriate escalation when necessary.

Medical-related situations made up 2.6% of all responses, where matters were referred to EMS. The remaining 28.9% were categorized as N/A, typically representing administrative or non-applicable activities such as patrols, preventative checks, or ongoing monitoring. Overall, the data reinforces that most issues were managed efficiently at the local level, minimizing the need for emergency intervention.



Q3 Tenant Services Update PSH- 2025- 44

TO: LMCH People, Services, and Housing Committee

FROM: Olesya Gryn, Senior Manager Tenant Experience

SUBJECT: Tenant Services Update

DATE: October 20, 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:

Online Payments Campaign

A campaign to encourage tenants to transition from cash payments to online and pre-authorized payment methods was launched in September. This initiative supports greater convenience, security, and efficiency in rent collection.

As part of this shift, cash payments are no longer offered as a payment option under some new lease agreements. To support existing tenants through this transition, LMCH introduced an Incentive Program where tenants who currently pay rent in cash and switch to pre-authorized payments will be entered into a monthly draw to win a gift card.

Partnership with OW – Housing Support Fund Initiative

We have successfully piloted a Housing Support Fund Initiative in partnership with Ontario Works. This initiative was designed to support families in rent arrears by helping them clear their outstanding balances and offering them a fresh start toward housing stability. The pilot was implemented at our Pond Mills site, where 10 households were identified as having rent arrears. Of these, 8 households were deemed eligible for the initiative and have had their arrears fully paid through the fund. This support represents a meaningful step forward in promoting housing stability and improved outcomes for participating families.

Building on the success of this pilot, we will continue to work closely with Ontario Works to assess the feasibility of expanding the program to other family sites.

Highly Supportive Housing Table

In light of the current direction under the new leadership model, the August 15th meeting has been cancelled. The Whole of Community initiative is transitioning to a new model. As part of this evolution, existing tables will be restructured and will no longer continue in their current format. Further updates will be shared as the new model is implemented.

London Connectivity Table and Middlesex Situation Table

Tenant Services Managers Breanna Dartch and Deven Richardson continue to represent LMCH at the London Connectivity Table and the Middlesex Situation Table, respectively. Their ongoing participation ensures that LMCH remains actively engaged in cross-sector efforts to support tenants at risk and promote housing stability.

In August and September, LMCH brought forward four situations involving acutely elevated risk to the London Connectivity Table. Community partner agencies joined LMCH in conducting joint door knocks to engage directly with affected tenants.

Tenant Placement – Reimagine Phase 1

The Tenant Placement team is actively coordinating unit viewings and conducting showings of the new Reimagine Phase 1 building. Applications for affordable housing are being received through two primary channels: the central waitlist managed by Coordinated Access and external applications submitted via the LMCH website.

To date, LMCH has received over 100 inquiries through the website. Following an initial screening process, 60 applications have been sent out to interested individuals and families. This marks the first time LMCH has opened housing opportunities to the broader community, and we continue to welcome applications from all interested members of the public.

For rent-geared-to-income units, applications continue to be drawn from the centralized waitlist maintained by the Housing Access Centre. Additionally, LMCH is offering internal transfers to overhoused households currently living in our communities.

The first lease signing is scheduled for October 15th, with several more scheduled shortly thereafter.

PREPARED BY:	REVIEWED BY:
Olesya Gryn Senior Manager Tenant Experience	Sara De Candido Chief Operating Officer

Rent Forgiveness Q 1&2 Update PSH 2025 –45

TO: LMCH People, Services, and Housing Committee

FROM: Olesya Gryn, Senior Manager Tenant Experience

SUBJECT: Rent Forgiveness Trends

DATE: October 20, 2025

PURPOSE:

To provide the People, Services, and Housing Committee with an overview of key trends in rent forgiveness based on historical data as well as data from Q1 and Q2 of 2025, along with projections for the remainder of the year.

RECOMMENDATION:

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

BACKGROUND:

Rent forgiveness is an important component of the housing support model designed to prevent evictions and support housing stability. While it reflects our commitment to supporting vulnerable tenants, it also carries significant financial implications. This report provides an update on current rent forgiveness trends and highlights key insights regarding the impact of recent procedural changes.

Rent forgiveness is applied to a tenant's account following the reinstatement of a rent-geared-to-income (RGI) subsidy. Tenants may become ineligible for subsidy due to various reasons, including incomplete Annual Reviews, non-compliance with overhoused requirements, or unreported changes in household composition. While subsidies may be reinstated moving forward, tenants often accrue arrears if full market rent was charged and unpaid during the period of ineligibility.

Rent forgiveness relieves tenants of the obligation to pay arrears that accrued specifically due to the temporary loss of subsidy, covering only the difference between the market rent and the RGI rent based on verified income. It does not include amounts owing at the RGI rate itself; tenants remain responsible for paying any rent based on the approved subsidized amount.

In 2021, rent forgiveness levels were exceptionally low. This was largely due to relaxed income review requirements introduced in response to the COVID-19 pandemic, as well as the provincial freeze on rent increases in effect that year. However, from 2022 onwards, we observed a marked and sustained increase in rent forgiveness. This trend reflects several converging factors, including:

- The expiration of the rent freeze and resumption of rent increases.
- The reinstatement of standard income review processes and reporting requirements.
- Evolving internal procedures that improved tenant access to rent forgiveness.

	Q1	Q2	Q3	Q4	Annual Total
2020	\$ (104,833.00)	\$ (46,373.74)	\$ (47,658.00)	\$ (50,559.00)	\$ (249,423.74)
2021	\$ (32,889.48)	\$ (15,687.00)	\$ (8,735.60)	\$ (10,798.00)	\$ (68,110.08)
2022	\$ (146,476.10)	\$ (172,487.57)	\$ (239,509.99)	\$ (339,126.28)	\$ (897,599.94)
2023	\$ (264,791.55)	\$ (430,409.87)	\$ (345,677.92)	\$ (400,820.53)	\$ (1,441,699.87)
2024	\$ (166,666.74)	\$ (305,281.63)	\$ (317,343.60)	\$ (170,203.00)	\$ (959,494.97)
2025	\$ (91,176.19)	\$ (74,777.94)	\$ (59,494.41)	\$ (58,379.63)	\$ (283,828.17)

*Q3 and Q4 2025 projections are based on the average monthly rent forgiveness from January to August 2025 as a percentage of 2024.

KEY FINDINGS:

In 2022 – 2024, rent forgiveness rose sharply with annual rent forgiveness exceeding projections. To respond to this trend, we implemented a coordinated and proactive approach, including:

- Enhanced monitoring and reporting of rent forgiveness at the unit level across the entire portfolio.
- Improved communication with tenants around eligibility and available supports.
- Comprehensive assessment of barriers to tenant compliance with income reporting requirements.
- Introduction of limits on the number of months eligible for rent forgiveness.
- Discontinuation of forgiveness for prior-year arrears, to reinforce timely engagement.
- Strengthened partnerships with community service providers to improve compliance with annual income review requirements and support tenancy sustainability.

These efforts have begun to yield results, with a notable improvement in rent forgiveness figures by the end of Q1 2025 and continued normalization observed throughout Q2 and into Q3. Based on the average monthly rent forgiveness amounts in



Q3 Senior Manager of Property Services
PSH- 2025-46

TO: People, Services & Housing Committee

FROM: Christine Poirier, Senior Manager, Property Services

SUBJECT: Update from Senior Manager, Property Services

DATE: October 20, 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 rate increased in Q3 to 3.7% due to an influx of completed CMHC units. When the units have been completed through the CMHC Accessibility Program, they are turned over to the Property Services team for completion of minor maintenance and the final lock change. Consequently, the average number of days to turn a unit increased in Q3 from 77 days, and the average number of days units were sitting in active restoration at the end of Q3 was 71 days. The property services team is working on restructuring the team in the interim to process the increased volume.

Service Request Standard

In Q3 2025, LMCH completed 91% of the emergent work orders, 91% of the urgent work orders, and 82% of the non-emergent work orders. These work orders percentages are inclusive of new work orders entered at the end of the quarter. With the improved service standard timeline, priority is given to the emergency and urgent work orders. 22% of the total number of work orders were from the after-hours call Centre.

LMCH is in the process of creating a corporate-wide service standard to include all aspects of administrative customer service delivery, along with improving the overall

professional appearance and presentation. This will improve the ability to change our identity and provide a great first impression with our clientele. This newly proposed Corporate service standard will be presented in a PSH report in the new year.

Integrated Pest Management Update

In 2023, LMCH faced a significant challenge with pest infestations across the portfolio. At the time, the infestation level stood at 28%, raising deep concerns for resident well-being, staff workload, and the impact on the state of the condition of units. Through the creation and implementation of a deliberate and robust Integrated Pest Management (IPM) program and strategy, LMCH has successfully reduced infestation levels to 18% at the end of Q3, demonstrating meaningful progress and improved outcomes for our tenants, staff, and stakeholders.

This achievement was possible because every challenge encountered was met with proactive and collaborative solutions between LMCH staff, tenants and the pest control service providers (PCSP).

15% and Under – Hit Target		
Building	Mandate	IR %
30 Baseline	Senior	14%
Commissioners	Senior	14%
Limberlost	Family	13%
Allan Rush	Family	12%
Pond Mills	Family	11%
Berkshire	Adult	11%
Bella	Adult	10%
Penny Lane	Family	10%
Scattered	Family	7%
Dorchester	Adult	6%
Head	Adult	4%
Ellen	Adult	0%
Simpson	Adult	0%
10 York	Adult	0%
Newbury	Family	0%

16%-19% - Approaching Target		
Building	Mandate	IR %
Albert	Adult	18%
Marconi	Family	18%
349 Wharncliffe	Adult	16%
Tecumseh	Adult	16%
Southdale/Millbank	Family	16%

20% and Above - Off Target		
Building	Mandate	IR %
Oxford	Adult	37%
William	Adult	36%
Simcoe	Adult	32%
McNay	Senior	31%
345 Wharncliffe	Adult	28%
Boulee	Family	28%
Hale	Senior	27%
Kent	Senior	25%
Dundas	Adult	24%
Walnut	Senior	23%
Huron	Family	20%

Turning Challenges into Successes:

Challenge: LMCH staff and tenants felt uncertain and overwhelmed with the quantity of pest-related concerns, which frustrated service delivery and impacted staff and tenant morale.

Success: The IPM program requires a collaborative team approach. The pest management team consists of a dedicated Client Services Manager to oversee the program, and two administrative team members for PCSP coordination and tenant



communication, and collaboration. Along with this team, the LMCH operations team supports the success of the pest management service delivery by empowering the maintenance repair team members to distribute notice of entry, provide PCSP access at the sites, and to complete all pest-related maintenance concerns as presented by the PCSP. The operations management team assists with escalated cases and team coordination. This strategy and team collaboration allow for the PCSP to focus on complex cases and treatment cycles, reduce wait times, strengthen staff and tenant confidence, and improve service consistency. In the coming month, the custodian team will join LMCH to improve the overall cleanliness of all common areas to further assist with the pest management results. With the rebuilt team approach, LMCH has increased the number of preventative maintenance treatments around the source units to avoid reinfestation and keep infestations down.

Challenge: Historically, LMCH operated on the assumption that the pest control service providers were the subject experts and would provide adequate service to meet the tenant and property needs. This assumption resulted in gaps in communication to tenants and staff, as well as inadequate service follow-through on escalated cases, resulting in prolonged treatments and frustrated processes.

Success: Through the service recovery process, the RFP process, and adding vendor management improvements within the IPM program, LMCH transitioned to new PCSP partnerships and oversight.

As this is an ongoing process, the results to date have included standardizing;

- The unit preparation expectations
 - To include what to expect between treatments, and
 - Unit preparation continuity between treatments
- The treatment cycles
- The treatment costs and reporting
- The weekly operational meetings between the PCSPs and the LMCH pest management team, and
- The continuity of service delivery

The PCSPs collaborate with the pest management team to adjust treatment methods to suit specific site and unit challenges which result in stronger accountability, improved tenant collaboration and cooperation, and improved pest management.

Challenge: Tenant non-compliance with unit preparation requirements hindered treatment success with repeated or prolonged infestations.

Success: LMCH introduced tenant education sessions at sites, simplified and standardized unit preparation documents and processes, and added multilingual document options. Tenant compliance improved significantly. The tenant education sessions gave tenants a sense of partnership in the pest management process, turning confusion and frustration into collaboration and cooperation. The tenants have been reporting issues earlier, which allows for quicker interventions and fewer widespread infestations.

Challenge: Limited understanding among both tenants and staff regarding the science of pest management created misconceptions and resistance.

Success: Along with the tenant education and engagement, the pest management team met with the LMCH operations team to provide transparency of the IPM program and strategy to reinforce the science-based system. This emphasized that the IPM was created through systemic investigation, evidence-based decision making, and adherence to improved standards. By utilizing this form of communication, resistance gave way to acceptance. This improved collaboration across all parties and ensured everyone was aligned toward a common goal.

Key Success Factors

- Stronger vendor accountability and performance tracking lead to improved treatment success rates.
- Empowered staff through education, improved communication, and collaboration
- Tenant collaboration/cooperation through education sessions, improved communication and standardized unit prep expectations resulted in higher compliance and fewer prolonged treatments and reinfestations.
- Proactive communication and transparency will continue to build trust across the organization and community.

Conclusion

What appeared to be a persistent and escalating issue is becoming a story of progress and resilience. By lowering the infestation rate to 18%, LMCH has shown that with the right balance of team collaboration, PCSP partnership, and tenant engagement and education, challenges can be transformed into lasting solutions. With the ongoing team and PCSP investment in our IPM program, the goal is to continue to reduce the infestation levels to meet (and exceed) the 15% benchmark.

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
CHRISTINE POIRIER SENIOR MANAGER, PROPERTY SERVICES	SARA DE CANDIDO CHIEF OPERATIONS OFFICER

**Q3 Human Resources Manager Update
PSH- 2025-47**

TO: People Services and Housing Committee (PSH)
FROM: Dirk Volschenk, Manager of Human Resources
SUBJECT: Human Resources Manager Update – Q3 2025
DATE: October 20, 2025

PURPOSE:

To provide the People, Service and Housing Committee an overview of the key activities in Human Resources for Q2 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 and be provided an opportunity to provide feedback on the development of KPI's for the Human Resources Department.

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 helping individual staff reach their full potential at LMCH.

Staffing Complement

As per the KPI Quarterly Report provided, it has maintained a strong staffing complement despite a consistent amount of turnover in the period. We are continuing to see similar trends in employee departures, which remain an ongoing challenge.

Support for the Organizational Review is ongoing, and we have been able to successfully complete the appointment of two Senior Managers and two of the new Property Manager roles, and one for the Manager of Tenant Success position. We are, however, hopeful to have the remaining positions filled in the very near future and expect to have most positions in the new Organizational Structure filled at the beginning of Q4.

Custodian Insourcing

LMCH has initiated the formal process of insourcing the custodians from two current vendors and expects to have approximately 13.5 FTE join LMCH employment at the beginning of Q4.

HR is supporting the onboarding and planning process to support the transition of this program through facilitating legal support.

Recruitment

As per the KPI Quarterly Report provided, LMCH has been able to maintain effective staffing levels through efficient recruitment strategies, maintaining recruitment turnaround times under its targeted range.

Employee Attendance and Absences

Employee Attendance has trended downwards. This is driven partly by longer-term absences, which increase the overall number of days and average per employee, but also, we have seen an increase in incidental cases of absences, both paid and unpaid.

Workplace and personal Stress, along with occupational exposure, are leading to employees requiring a greater amount of time away from work. We have promoted our current offerings to employees during this quarter, such as reminders and initiatives promoting the use of our EAP and reminding employees of our Health and Safety Reporting to allow LMCH to understand the pressures experienced by Employees.

In Q4, LMCH intends to schedule Attendance Management sessions with Employees who have crossed the threshold to allow LMCH to engage in conversations with individuals with high absenteeism and attempt more individualized approaches and solutions.

Update on Occupational Health and Safety Program and Initiatives.

LMCH is continuing its initiatives around Occupational Health and Safety, with additional training sessions planned for Q4.

Additionally, we are starting to further expand on our Health and Safety Program by identifying specific workplace hazards and processes and managing those through risk assessments and safe work processes.

PREPARED and RECOMMENDED BY:
Dirk Volschenk MANAGER OF HUMAN RESOURCES

Staff Expense -Policy for Renewal STAFF REPORT 2025-40

TO: LMCH Board of Directors

FROM: Paul Chisholm, CEO

SUBJECT: Policy for Renewal

DATE: November 17, 2025,

PURPOSE:

The purpose of this report is to inform the LMCH Board of Directors on the status of the Staff Expense Policy.

RECOMMENDATION:

LMCH Staff Recommends the following:

1. That the Board **APPROVE** the extension of the Staff Expense Policy term from two (2) to four (4) years.
2. Authorize staff to take the necessary steps to give effect to the above recommendations.

OVERVIEW:

LMCH operations are governed by both Provincial Legislation and Municipal bylaws. The legislation and bylaws provide guidance for setting requirements for LMCH and/or limiting decision-making. LMCH will create and review current policies to provide clarity on the position of LMCH on certain issues and how they are being managed by the corporation. These policies need to be reviewed on a regular basis and the best practice is to review policies on average every 2-5 years and as operating environments change. LMCH staff conducted an environmental scan of this policy from comparable community housing corporations, including the City of London and found no issues requiring changes to our existing policy. Policies require Board Approval prior to implementation.

Staff Expense Policy:

The Staff Expense Policy outlines legitimate expenses LMCH will cover for staff members incurred in the course of their duties. LMCH staff undertook a review process that included other non-profit organizations as well as LMCH's Board Expense Policy. LMCH will reimburse staff for reasonable and necessary expenses incurred while

conducting approved business activities. All expenses must support LMCH's mission and comply with budgetary constraints and funding source restrictions.

Expense claims by staff should be sent to the Finance Department. Staff must submit expense reports within sixty (60) days of incurring the expense. Reports should be itemized and accompanied by supporting documentation, such as receipts or invoices. Failure to comply with submission timelines may result in delayed reimbursement or non-reimbursement.

The Staff Expense Policy covers the following items:

- 1. Eligible and Non-Eligible Items**
- 2. Travel Expenses**
 - Airplane
 - Train
 - Vehicles
 - Parking
 - Accommodation
 - Business Meals
 - International Travel
- 3. Request for Reimbursement and Claim Procedure**
- 4. Approvals**
- 5. Reporting**
- 6. Application of Policy**

This policy was reviewed and the only recommended change by staff is to review this policy every four (4) years instead of every two (2) years. This recommendation is within the proper timelines for review.

CONCLUSION:

LMCH staff have completed a thorough review of the identified policy and recommend minor adjustments to the review timeline to ensure continued alignment with best practices and external benchmarks, including the City of London. This update supports consistent and effective Board oversight while maintaining the integrity, accountability, and transparency expected in LMCH's governance framework. Staff recommends the Board approve the proposed change and authorize the necessary steps to implement them.

ATTACHMENTS:

APPENDIX A: Staff Expense Salary

APPENDIX B: General Expense and Travel Claim Form

APPENDIX C: LMCH Mileage Chart

PREPARED BY:	RECOMMENDED BY:
RYAN WINTER BUSINESS PLANNER	PAUL CHISHOLM CEO



RELATED DOCUMENTATION

Legislation	
Collective Agreement	
Forms	General Expense & Travel Claim Form LMCH Mileage Chart
Policies	Board Expense Policy
Other Resources	

Introduction:

London & Middlesex Community Housing (LMCH) is committed to maintaining fiscal responsibility while ensuring that staff members are reimbursed for legitimate expenses incurred in the course of their duties. This Staff Expense Policy outlines the principles and procedures staff must follow when incurring and reporting expenses.

Purpose:

The purpose of this policy is to:

- Ensure a clear and consistent approach to the management of staff expenses.
- Provide guidelines for what constitutes an eligible expense.
- Outline the process for submitting and reimbursing expenses.

Policy Statement:

LMCH will reimburse staff for reasonable and necessary expenses incurred while conducting approved business activities. All expenses must support LMCH's mission and comply with budgetary constraints and funding source restrictions.

Submission Process:

Expense claims by staff should be sent to the Finance Department. Staff must submit expense reports within sixty (60) days of incurring the expense. Reports should be itemized and accompanied by supporting documentation, such as receipts or invoices. Failure to comply with submission timelines may result in delayed reimbursement or non-reimbursement.

Eligible and Non-Eligible Items:

Eligible Items:

- Costs associated with attending approved conferences and training sessions.
- Office supplies purchased for business use.
- Meals and beverage paid out-of-pocket while performing approved business.



-
- Parking costs while using privately owned vehicles, while performing approved business.
 - Mileage incurred from travel while performing approved business.

Non-Eligible Items:

- Any alcohol purchased.
- Use of car rental or limousine services, unless preapproved by your manager.
- Laundry/dry-cleaning service costs while traveling for business, unless the travel exceeds four (4) days.
- Costs of travel, meal and beverage, or educational training courses for family or significant others.
- Items claimed but not accompanied with a receipt (some modes of transportation are exempt from this line, such as taxi and public transit).
- Medical expenses incurred before, during or after travel for business.
- Personal items or services.
- Fines or penalties incurred while conducting LMCH business.
- Any expenses deemed unnecessary and/or unreasonable that do not support Board objectives.

Travel Expenses:

Airplane:

- Economy class tickets are normally to be used; however, business class may be authorized by the Board Chair if:
 - Less expensive seats are not available.
 - The individual is travelling on a continuous flight in excess of five hours.

Train:

- Economy class tickets are eligible for reimbursement.
- Business class tickets may be reimbursed with prior approval if standard class is not available.
- Business class tickets may also be purchased if the trip extends over a normal meal period (breakfast, lunch, or dinner).

Vehicles:

- Use of personal vehicles will be reimbursed at the standard mileage rate in effect at the time of the travel.
- LMCH shall establish a mileage reimbursement guideline that will set out the reimbursement rate for management and exempt staff.
- Unionized staff will be eligible for the mileage reimbursement rate set out within the collective agreement.
- 407 ETR charges are a reimbursable expense (receipt/proof of payment is required).



- No other vehicle expenses, including insurance, gas, repair, maintenance, cleaning or similar will be authorized unless negotiated as part of the collective agreement.
- Rental vehicles must be of a standard or mid-size class.

Taxis / Limos:

- Staff may be reimbursed for the actual costs of taxicabs, airport limousines, buses, or equivalents for transportation between the individual's home or workplace and the destination point.

Parking:

- Parking fees will be reimbursed when receipts are provided.
- Valet services will not be reimbursed unless no other parking options are available.

Accommodation:

- Hotel rooms should be standard business class.
- Luxury accommodations will not be reimbursed.

Business Meals:

- Reasonable expenses for meals will be reimbursed.
- Meals should not exceed the per diem rate established by LMCH.
 - Breakfast: \$15.00 (Based on London Council)
 - Lunch: \$25.00 (Based on London Council)
 - Dinner: \$35.00 (Based on London Council)

Gratuities shall not exceed twenty percent (20%) of the total of each meal.

International Travel:

- In some cases, the requirement to travel internationally may be considered integral to business. Written approval by the is required prior to any arrangements being made for international travel.

Requests for international travel must include:

- Written rationale demonstrating critical value to the Corporation of travel and details how the travel will produce benefit to the Corporation.
- Documentation showing detailed itemization of anticipated expenses (note that the most economical and practical method of travel must be used).
- A prior assessment of physical and cyber security is required for all travel outside Canada. The assessment provides recommendations on safeguards against cyber and physical security threats for individuals travelling internationally.
- [The Treasury Board of Canada Travel Directive](#) shall be used for reimbursement rates for meal expenses outside of Canada and the United States.



Application of Policy

This policy applies to all LMCH staff. Adherence to this policy is mandatory. Exceptions to this policy must be approved in writing by the CEO.

This policy is intended to be comprehensive and provide clear guidance to LMCH staff. However, should any discrepancies arise, or should specific situations not be covered by this policy, they should be addressed to the Finance Department for clarification or to the CEO for a ruling.

Date Drafted	• November 2023
Date Previously Approved	• December 2023
Date Approved	•
To be reviewed	• Every four (4) years
Inquiries to Policy Owner	• Executive Administration



LMCH Board of Directors General Expense & Travel Claim Form

Instructions:

- Please complete the form in its entirety.
- Attach all relevant receipts and documentation.
- Submit the form to the Executive Assistant (mofori@lmch.ca) within 14 days of the expense occurrence.
- For any queries, contact Melissa Ofori (mofori@lmch.ca)

Personal Information

Full Name: [_____]
Position: [_____]
Email: [_____]
Phone Number: [_____]
Mailing Address: [_____]

Travel Details

Purpose of Travel: [_____]
i.e; Board-Approved Training Courses, Board Meeting, Conference, Board Event, Other Board-Related Work etc.

Travel Date: [_____]
Return Date: [_____]
Destination: [_____]

Transportation

Airfare: [\$_____]
Train/Bus: [\$_____]
Taxi/Rideshare: [\$_____]
Mileage (if using personal vehicle):
[_____] miles x \$0.45/mile = [\$_____]

Accommodation

Hotel Name: [_____]
Number of Nights: [_____]
Cost per Night: [\$_____]
Total Cost: [\$_____]

Meals

Date: [____], Meal: [____], Cost: [\$____]

Date: [____], Meal: [____], Cost: [\$____]

Date: [____], Meal: [____], Cost: [\$____]

Other Expenses

Description: [____], Cost: [\$____]

Description: [____], Cost: [\$____]

Total Claim Amount: [\$____]

Board Expense Details

Please itemize each expense and attach all relevant receipts.

Board-Approved Training Courses

Course Name: [_____]

Date: [_____]

Cost: [\$_____]

Parking Costs

Location: [_____]

Date: [_____]

Cost: [\$_____]

Childcare

Provider Name: [_____]

Date: [_____]

Hours: [_____]

Rate per Hour: [\$_____]

Total Cost: [\$_____]

Care of a Dependent Relative

Provider Name: [_____]



Date: [_____]
Hours: [_____]
Rate per Hour: [\$_____]
Total Cost: [\$_____]

Technology Expense Provision

Description: [_____]
Date: [_____]

Other Costs

Description: [_____]
Date: [_____]
Cost: [\$_____]

Additional Expenses Related to Board Work

Description: [_____]
Date: [_____]
Cost: [\$_____]
Total Claim Amount: [\$_____]

Declaration

I, [_____] , declare that the above information is accurate and that the expenses were incurred in the performance of LMCH duties.

Signature: [_____]
Date: [_____]

Approval
(For Office Use Only)

Approved by: [_____]
Position: [_____]

Signature: [_____]
Date: [_____]

LMCH Accessibility Policy STAFF REPORT 2025-41

TO: LMCH Board of Directors

FROM: Sara De Candido, COO

SUBJECT: Accessibility Policy

DATE: November 17, 2025

PURPOSE:

The purpose of this report is to seek **APPROVAL** from the LMCH Board of Directors for the LMCH Accessibility Policy.

RECOMMENDATION:

That the LMCH Board of Directors **APPROVE** the Accessibility Policy.

BACKGROUND:

The **Accessibility for Ontarians with Disabilities Act, 2005 (AODA)** was established to create a more inclusive and accessible Ontario by identifying, removing, and preventing barriers faced by persons with disabilities. The Act requires organizations to develop and implement accessibility standards in key areas, including:

- Customer Service
- Employment
- Information and Communications
- Transportation
- Design of Public Spaces

The AODA sets a provincial goal of achieving full accessibility by **2025**. LMCH is committed to aligning with these standards and achieving full compliance by **2026**.

CURRENT STATUS

All business/non-profit organizations are obligated to file an Accessibility Compliance Report every three years under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). Currently, LMCH is not compliant, and the Board has not approved an updated Accessibility Policy since 2011. By approving this policy, in addition to the development of an implementation plan, we will also seek approval to update the Transfer Policy and the next PSH committee meeting.

*LMCH Board Meeting
November 20, 2025*

Based on LMCH's 2023 reporting, the organization was non-compliant in several key areas, including:

- Accessibility plan not posted on the LMCH website.
- Accessibility plan not available in alternate formats upon request.
- Accessibility plan not updated within the required five-year cycle.
- Lack of organization-wide training on the AODA Integrated Accessibility Standards Regulation and the Ontario Human Rights Code as it relates to persons with disabilities.
- Absence of an accessible feedback process.
- Incomplete procedures for maintaining accessible elements and addressing temporary disruptions.

Next Steps - Following Policy Approval

1. Finalize and publish LMCH's Multi-Year Accessibility Plan.
2. Engage tenants to review and provide feedback on the Accessibility Policy.
3. Publish the Accessibility Plan on the LMCH website and ensure alternate formats are available upon request.
4. Integrate AODA and Human Rights Code training into LMCH's *Citation Canada* learning curriculum for all employees.
5. Update the LMCH Feedback and Complaint Process to incorporate AODA-compliant feedback mechanisms.

ATTACHMENT: APPENDIX A- DRAFT LMCH Accessibility Policy

PREPARED BY:	REVIEWED BY:
SARA De CANDIDO COO	PAUL CHISHOLM CEO



RELATED DOCUMENTATION

Legislation	• Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, C.11 • Integrated Accessibility Standards, O. Reg. 191/11 • Accessibility Standards for Customer Service, O. Reg. 429/07 • Employment Standards Act, 2000, S.O. 2000, c. 41 • Ontario Building Code, O. Reg. 332/12 • Ontario Human Rights Code, R.S.O. 1990, C.H.19
Collective Agreement	
Forms	• Accessibility Form
Policies	
Other Resources	• Ontario Human Rights Code, R.S.O. 1990, C.H.19

PURPOSE

The *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) is a provincial law enacted to develop, implement, and enforce accessibility standards across Ontario. The goal is to achieve a fully accessible province by January 1, 2025, in key areas including customer service, information and communications, employment, transportation, and the built environment.

This policy reflects London and Middlesex Community Housing's (LMCH) commitment to compliance with all AODA standards and covers:

- Provision of goods and services to persons with disabilities
- Use of assistive devices, service animals, and support persons
- Communication and information accessibility
- Notice of service disruptions
- Training
- Feedback
- Documentation availability and format
- Built environment accessibility (Design of Public Spaces Standard)

SCOPE

This policy applies to all LMCH employees, board members, agents, contractors, volunteers, students, and any person who interacts with the public or participates in policy development on behalf of LMCH.



DEFINITIONS

“Accessibility Standard” means an accessibility standard made by regulation under section 6 of the Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, C.11.

“Barrier” means anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including a physical barrier, an architectural barrier, an information or communications barrier, an attitudinal barrier, a technological barrier, a policy or a practice.

“Disability” means,

(a) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device,

(b) a condition of mental impairment or a developmental disability,

(c) a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language,

(d) a mental disorder, or

(e) an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997.

In addition, the definition of disability under the Ontario Human Rights Code, R.S.O. 1990, c. H. 19, may include but is not limited to:

- Acquired Brain Injury
- Deaf, deafened, hard-of-hearing
- Low vision or blind
- Chronic health conditions (cancer, epilepsy, heart disease, etc.)

“Organization” means any organization in the public or private sector and includes,

(a) the Government of Ontario and any board, commission, authority or other agency of the Government of Ontario,

(b) any agency, board, commission, authority, corporation or other entity established under an Act,

(c) a municipality, an association, a partnership and a trade union, or



(d) any other prescribed type of entity; ("organisation")

POLICY STATEMENT

London and Middlesex Community Housing (LMCH) is committed to providing equitable and inclusive access to all services and facilities. Services will be provided in a manner that respects the dignity, independence, integration, and equal opportunity of all individuals. LMCH will engage and consult with stakeholders, tenants and employees with disabilities in the development of its accessibility policies, plans, and programs.

CORE PRINCIPLES

In alignment with LMCH's core values of Collaboration, Accountability, Responsiveness, and Equite, the implementation of this Accessibility Policy will be guided by the following principles:

Dignity: All tenants, staff, and members of the public will be treated with respect and consideration. LMCH will provide services in a manner that upholds the dignity of individuals with disabilities, recognizing their value as equal participants in our community.

Independence: LMCH is committed to fostering autonomy for individuals with disabilities. Programs, services, and facilities will be delivered in a way that allows for personal choice and freedom, while respecting safety and privacy. Where accommodations are needed, LMCH will explore practical alternatives that maintain independence.

Equity and Equal Access: Tenants, staff, and visitors with disabilities will have equitable access to LMCH's housing, services, and employment opportunities. This means not only removing barriers but actively ensuring that everyone achieves comparable outcomes in their interactions with LMCH.

Integration and Inclusion: LMCH will deliver programs and services in a way that enables full participation by individuals with disabilities. Wherever possible, services will be offered in the same spaces and in similar ways as for individuals without disabilities. Our focus will be on creating inclusive environments and eliminating systemic and physical barriers.

GOVERNANCE & LEGISLATION

LMCH is committed to meeting, and wherever possible, exceeding the legislative requirements set out under provincial law to support accessibility for people with disabilities.



These laws form the foundation of LMCH's accessibility practices and inform all related policies, procedures, and service delivery frameworks.

Accessibility for Ontarians with Disabilities Act, 2005 (AODA)

The AODA came into effect in 2005 with the goal of achieving full accessibility in Ontario by 2025. It enables the development of enforceable accessibility standards aimed at identifying, removing, and preventing barriers in key areas such as customer service, information and communications, employment, transportation, and the built environment. LMCH aligns all accessibility-related policies and practices with the requirements outlined in the AODA.

Integrated Accessibility Standards Regulation (IASR)

The IASR (Ontario Regulation 191/11), enacted under the AODA in 2011, consolidates multiple standards under a single regulation. It sets phased requirements in the areas of:

- Employment – inclusive and accessible hiring and workplace practices.
- Information and Communications – accessible formats and communication supports.
- Design of Public Spaces – accessible outdoor paths, parking, and public areas.

Accessibility Standards for Customer Service (ASCS)

While Ontario Regulation 429/07 was revoked and integrated into the IASR, LMCH maintains its commitment to the principles outlined in the original Customer Service Standard. These include respect for dignity, independence, integration, and equal opportunity in the delivery of services. LMCH continues to provide relevant training to all staff and ensures accessible service delivery practices remain in effect.

Employment Standards Act, 2000 (ESA)

The ESA outlines the rights and responsibilities of both employers and employees in Ontario. LMCH ensures full compliance with all ESA provisions related to accessibility and accommodation, particularly as they pertain to the hiring, support, and retention of staff with disabilities.

Ontario Human Rights Code (OHRC)

The OHRC guarantees the right to equal treatment and freedom from discrimination on several grounds, including disability. LMCH upholds the principles of the Code and applies them across all housing services, employment practices, and organizational activities.

Ontario Building Code (OBC)



The OBC contains provisions for the design and construction of buildings that are accessible and barrier-free. LMCH adheres to the standards set out in the Code when developing new properties or undertaking renovations. Our commitment is to ensure physical spaces are accessible to all tenants and members of the public by or before the 2025 compliance deadline.

ACCESSIBILITY FOCUS AREAS

LMCH is committed to identifying and removing barriers to accessibility across its services, facilities, housing units, and employment practices. Our approach is grounded in dignity, respect, and inclusion, and is guided by current legislative requirements and best practices in the housing sector. The following key focus areas reflect our commitment to ensuring equitable access and participation for people with disabilities.

Accessible Customer Service

LMCH delivers customer service in a way that is inclusive, barrier-free, and responsive to the needs of individuals with disabilities. Policies and procedures related to accessible customer service include:

- **Accessible Customer Service Policy**
Reflects the principles of respect, dignity, and equal access. This policy outlines LMCH's commitment to providing services in a manner that removes barriers for tenants, visitors, and the public.
- **Communication Standards and Accessible Formats**
LMCH adheres to the *Information and Communications Standards* under the IASR. We ensure that tenants can access information in formats that meet their needs, including large print, electronic text, plain language, or audio upon request.
- **Accessible Technology**
LMCH ensures that any self-service technologies procured or developed meet accessibility standards as outlined in the IASR.
- **Tenant Transfer Policy**
Formalizes LMCH's process for prioritizing unit transfers where a medically documented need for accessible accommodation exists.
- **Tenant Feedback and Complaints Process**
Ensures that tenants can easily submit complaints or feedback through accessible methods. All concerns are documented, reviewed, and addressed with the goal of improving service and access.

Accessible Homes



LMCH is committed to ensuring that its housing stock will meet and exceed accessibility requirements of the Ontario Building Code in all new builds.

- **Accessibility in Building Improvements**

When planning major repairs or upgrades, we make sure to include accessibility features that support long-term, inclusive housing.

- **Accessibility Changes Requested by Tenants**

Tenants can ask for changes to their units if they have documented accessibility needs. These changes can include grab bars, ramps, wider doorways, and other adjustments to help our tenants live more comfortably and independently.

Accessible Workplaces

LMCH supports an inclusive and respectful work environment by proactively addressing accessibility and accommodation needs in employment practices. Key policies and processes include:

- **Inclusive Hiring Practices**

LMCH's hiring policy ensures that accommodations are offered throughout the recruitment process, in accordance with the *Ontario Human Rights Code* and the *Employment Standards Act, 2000*.

- **Human Rights, Anti-Harassment & Fair Access Policy**

Reinforces LMCH's zero-tolerance approach to discrimination and harassment. This policy protects the rights of employees with disabilities in all areas of employment and workplace culture.

- **Individualized Emergency Response Information**

Emergency preparedness information is developed for employees with disabilities where required. This is done as soon as practicable after LMCH is informed of an employee's need for accommodation.

- **Workplace Accommodation Policy**

Guides managers and staff in responding effectively to requests for accommodation. It ensures LMCH meets its duty to accommodate and supports employees in maintaining productivity and well-being.

SUPPORTS FOR POLICY IMPLEMENTATION:

To ensure the successful implementation of LMCH's Accessibility Policy, a range of internal supports and mechanisms have been established. These supports are designed to promote awareness, accountability, and continuous improvement across the organization.

Staff Training

LMCH is committed to ensuring that all staff, volunteers, board members, policy developers, and third-party service providers receive training on accessibility as required under the *Integrated Accessibility Standards Regulation (IASR)*.

Training includes:

- The requirements of the *Integrated Accessibility Standards Regulation*.
- The relevant provisions of the *Ontario Human Rights Code* as they pertain to people with disabilities.
- LMCH's own policies, procedures, and practices related to accessibility and customer service.

Training Guidelines:

- Training is role-specific and tailored to the duties of the individual.
- It is delivered as soon as practicable upon hiring or assignment to duties involving accessibility.
- Ongoing training is provided when changes are made to relevant policies and procedures.
- Training is part of LMCH's employee onboarding process.

Training Records: LMCH maintains records of training completion, including training dates and the number of individuals trained. These records are subject to internal review to ensure compliance.

Tenant and Staff Engagement

LMCH recognizes the importance of inclusive policy development and decision-making. Tenants with disabilities, staff members, and external stakeholders will be engaged during the creation and review of accessibility-related policies and plans.

Consultation may include:

- Tenants with lived experience of disability
- Tenant Councils and tenant advisory committees
- Accessibility-focused organizations and subject matter experts
- LMCH staff and management

This engagement process supports transparency, builds trust, and ensures policies reflect the real needs of the LMCH community.

Procurement Standards

LMCH incorporates accessibility criteria into its procurement practices, ensuring that all goods, services, and facilities acquired meet accessibility requirements wherever practical.

- Accessibility is considered at all stages of the procurement cycle, from planning through to implementation.
- Vendors and contractors must demonstrate compliance with AODA and provide accessible services where legislatively required.
- If it is not practical to include accessibility criteria, documentation will be available upon request outlining the rationale.
- When procuring goods and services for capital improvements or major repairs, LMCH ensures accessibility features are included to support long-term, inclusive housing.
- LMCH also procures materials and services to support accessibility modifications requested by tenants, such as grab bars, ramps, or wider doorways, to help tenants live independently and comfortably.

COMPLIANCE & MONITORING

LMCH is committed to regular review, monitoring, and reporting to ensure compliance with accessibility legislation and internal policy standards.

Accessibility Reviews:

- All new or revised policies and procedures are reviewed to ensure alignment with AODA and the *Ontario Human Rights Code*.
- Accessibility reviews are conducted by designated staff or subject matter leads with the goal of identifying and reducing barriers for persons with disabilities.

Performance Monitoring and Reporting:

LMCH regularly monitors how well it is meeting its accessibility commitments to ensure ongoing compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and related standards.

- LMCH will track the implementation of accessibility-related initiatives, policies, and procedures to evaluate their effectiveness and identify areas for improvement.
- Regular reviews will be conducted to assess compliance with accessibility requirements in procurement, capital projects, tenant accommodations, and service delivery.
- LMCH will document and report on its progress, including the status of accessibility goals and actions taken to remove barriers.
- Feedback from tenants, staff, and community members will be included as part of the performance review process to ensure accessibility measures remain responsive to community needs.



NOTICE OF DOCUMENT AVAILABILITY

This policy and any related documents are available in accessible formats upon request. Notice of availability is posted at LMCH offices and on the LMCH website.

Previous Approval	• October 27, 2011
Date Revised	• April 24, 2025
Date Approved	• TBD
To be reviewed	• Every five (5) years
Inquiries to Policy Owner	• Executive Administration / Tenant Services

**Impact of the 2026 Market Rent Increase
STAFF REPORT 2025-42**

TO: LMCH Board of Directors

FROM: Olesya Gryn, Senior Manager Tenant Experience

SUBJECT: Impact of the 2026 Market Rent Increase

DATE: November 17, 2025

PURPOSE:

To provide the LMCH Board of Directors with an overview of the projected impact of the 2026 market rent increase on the LMCH's revenue.

RECOMMENDATION:

That the LMCH Board of Directors RECEIVES this report for information.

BACKGROUND:

As approved, a 2.1% annual market rent increase for 2026 will be applied to all market rent units across the LMCH housing portfolio. While the increase contributes positively to overall financial performance, its impact remains limited due to the composition of our tenant base. It is important to note that only approximately 7% of the households in our portfolio are market rent tenants, while the remaining 93% receive rent-geared-to-income (RGI) subsidies.

FINANCIAL IMPACT:

The market rent increase contributes to a modest improvement in projected revenue for the upcoming fiscal year. This is a positive development from a financial sustainability perspective. However, due to the relatively small number of market rent households, the overall financial impact is limited.

With an average market rent of \$922.83 per month and 241 households paying market rent across the LMCH portfolio, the approved 2.1% increase will generate approximately \$4,670 in additional monthly revenue, equivalent to about \$56,000 annually.

Property (Adult)	Number of Market Rent Units	Average of Market Rent	Property (Family)	Number of Market Rent Units	Average of Market Rent	Property (Senior)	Number of Market Rent Units	Average of Market Rent
Albert	4	\$682.25	Allan Rush	16	\$984.94	Baseline	7	\$836.43
Bella	4	\$742.00	Boullee	25	\$1,039.40	Commissioners	1	\$791.00
Berkshire	1	\$791.00	Huron	16	\$961.75	Dorchester	1	\$707.00
Ellen	3	\$707.00	Limberlost	24	\$1,048.42	Hale	10	\$791.00
Oxford	5	\$791.00	Marconi	13	\$1,050.62	Head	1	\$707.00
Simcoe	10	\$806.90	Marconi Semi	11	\$1,099.55	Kent	18	\$725.89
Simpson	1	\$707.00	Milbank/Sdale	11	\$1,013.27	McNay	10	\$806.90
Tecumseh	2	\$646.00	Penny Lane	4	\$1,071.75	Newbury	3	\$1,041.00
Wharncliff 345	6	\$791.00	Pond Mills	12	\$1,000.67	Walnut	11	\$791.00
Wharncliff 349	4	\$830.75	Scattered	1	\$1,109.00			
William	2	\$870.50	Scattered/Semi	4	\$1,109.00			
Subtotal	42	\$760.49	Subtotal	137	\$1,044.40	Subtotal	62	\$799.69
						Total	241	\$922.84

Key considerations:

- The rent increase applies exclusively to market rent households.
- With only approximately 7% of the total portfolio paying market rent, the increase represents a minor portion of total rental income.
- RGI households are unaffected, as their rents are tied to income and determined by provincial rent subsidy regulations.

CONCLUSION:

While the annual market rent increase does result in a positive revenue adjustment, the impact is minor in scale due to the small proportion of market rent units in our portfolio. Nonetheless, this increase aligns with broader efforts to ensure the organization maintains a balanced and sustainable financial outlook.

PREPARED BY:	REVIEWED BY:
Olesya Gryn Senior Manager Tenant Experience	Sara De Candido Chief Operating Officer

**Board Policies for Renewal
STAFF REPORT 2025-43**

TO: LMCH Board of Directors

FROM: Paul Chisholm, CEO

SUBJECT: Board Policies for Renewal

DATE: November 17, 2025

PURPOSE:

The purpose of this update is to inform the LMCH Board of Directors on the status of the following governance policies: the Board Code of Conduct Policy, the Board Expense Policy, the Board Governance Policy, the Conflict of Interest Policy, and the Delegation Policy.

RECOMMENDATION:

LMCH Staff recommends the following:

1. That the Board **APPROVE** the extension of the Board Code of Conduct Policy term from two (2) to four (4) years.
2. That the Board **APPROVE** the updated Board Expense Policy with the term being reduced from every two (2) years to annually to keep in line with the City of London's policy.
3. That the Board **APPROVE** the extension of the Board Governance Policy term from two (2) to five (5) years.
4. That the Board **APPROVE** the extension of the Conflict-of-Interest Policy term from two (2) to five (5) years.
5. That the Board **APPROVE** the extension of the Delegation Policy term from two (2) to five (5) years.
6. Authorize staff to take the necessary steps to give effect to the above recommendations.

OVERVIEW:

LMCH operations are governed by both Provincial Legislation and Municipal bylaws. The legislation and bylaws provide guidance for setting requirements for LMCH and/or limiting decision-making. LMCH will create and review current policies to provide clarity on the position of LMCH on certain issues and how they are being managed by the corporation. These policies need to be reviewed on a regular basis, and the best practice is to review policies on average every 2-5 years, and as operating environments

change. LMCH staff conducted an environmental scan of policies from comparable community housing corporations and found no issues requiring changes to our existing policies. Policies require Board Approval prior to implementation.

Board Code of Conduct Policy:

The purpose of the Board Code of Conduct Policy is to outline the ethical, professional, and interpersonal standards expected of LMCH Directors. It ensures that Directors act with integrity, respect, and accountability while fulfilling their governance duties, supporting the Corporation's mission and values, and complying with all relevant laws and policies.

This policy was reviewed, and the only recommended change by staff is to review this policy every four (4) years instead of every two (2) years. This recommendation is within the proper timelines for review.

Board Expense Policy:

The Board Expense Policy outlines the eligible expenses, reimbursement scope, required documentation, and necessary approvals for expense claims, ensuring a fair and transparent reimbursement process.

This policy was reviewed and was found to still be in line with the City of London's Travel and Business Expense policy. LMCH staff recommend reviewing this policy annually to remain in line with the City of London's policy.

Board Governance Policy:

The Board Governance Policy outlines the governance cycle, roles and responsibilities, and overall accountability of Board members. LMCH staff have reviewed this policy and recommend pushing this policies review cycle from every two (2) years to every five (5) years.

Conflict of Interest Policy:

The Conflict of Interest Policy is to ensure that Individuals are aware of how to identify a conflict of interest, aware of their obligation to avoid conflicts of interest, know what they are required to do when a conflict of interest arises, and the consequences of failing to meet the requirements of this Policy.

LMCH staff have reviewed this policy and recommend pushing this policies review cycle from every two (2) years to every five (5) years.

Delegation Policy:

The Delegation Policy provides clear guidance for individuals or groups who wish to address the board on matters involving policies that affect LMCH properties and residents.

LMCH staff have reviewed this policy and recommend pushing this policies review cycle from every two (2) years to every five (5) years.

CONCLUSION:

LMCH staff have completed a thorough review of the identified governance policies and recommend minor adjustments to the review timelines to ensure continued alignment with best practices and external benchmarks, including the City of London. These updates support consistent and effective Board oversight while maintaining the integrity, accountability, and transparency expected in LMCH's governance framework. Staff recommends that the Board approve the proposed changes and authorize the necessary steps to implement them.

ATTACHMENTS:

- Board Code of Conduct Policy
- Board Expense Policy
- Board Governance Policy
- Conflict of Interest Policy
- Delegation Policy
- Statement of Fiduciary Responsibility
- Board Delegation Form

PREPARED BY:	RECOMMENDED BY:
RYAN WINTER BUSINESS PLANNER	PAUL CHISHOLM CEO



RELATED DOCUMENTATION

Legislation	• Human Rights Code • Bill 168 & 132 (Workplace Violence and Harassment) • Occupational Health and Safety Act, 1990 • Criminal Code of Canada • LMCH Vision, Mission, Values
Collective Agreement	
Forms	• Employees: Incident Form – Reporting Form • Managers: Incident Form – Manager Report • Acknowledgement of Code of Conduct Policy and Obligations
Policies	• Health and Safety Policy • Workplace Anti-Violence, Harassment and Sexual Harassment Policy • Conflict of Interest Policy • Communications Policy • Crisis Communications Policy • Information Technologies Policy
Other Resources	

Purpose

This Code of Conduct for the Board of Directors defines acceptable interpersonal and ethical standards in London & Middlesex Community Housing Corporation workplaces. Workplace includes all Corporation facilities and work sites, including vehicles and any other land, premises, locations, or things at, upon, in or near where the business of the Corporation is being conducted. Included in this definition are Corporation related activities, including Corporation sanctioned social functions, or business performed at any other location away from the Corporation, during or outside of normal working hours.

Scope

This Policy applies to Members of the Board of Directors of the London & Middlesex Community Housing.

Definitions

Workplace

- All Corporation facilities and work sites.
- All Corporation vehicles.



-
- Any land, premises, locations, or things at, upon, in or near where the business of the Corporation is being conducted.

Employee

- All union and non-union employees regardless of their employment status.

Policy Statement

The Corporation is committed to providing a work environment in which all workers are treated with respect and dignity. Workplace harassment will not be tolerated by any person in the workplace. Directors will interact with one another and members of the public in a professional, courteous, civil, dignified, respectful, fair, and equitable manner.

The communities of London & Middlesex have appointed the Directors after a detailed process, with a view to complementing the Board with representatives of various viewpoints and backgrounds. The “culture” of the LMCH Board is inclusive while securing the best interests of the Corporation through fiduciary governance.

Directors shall serve and be seen to serve LMCH honestly and in good faith with a view to the best interests of the Corporation in a conscientious and diligent manner.

Directors shall serve the interests of LMCH by upholding both the letter and the spirit of all applicable federal and provincial legislation and regulations, the articles and by-laws of the Corporation, the Shareholder’s Direction, and approved policies of the Board.

Directors embody the values of the organization, demonstrating actively the values summarized by the CARE acronym and described as the following:

Collaboration We recognize that no single person or idea can solve affordable housings complex challenges. We believe that people working together can create greater impact than anyone individual or even one organization can accomplish alone. By coordinating with diverse community stakeholders and networks, we will pursue purposeful partnerships that are well designed and supported. We will work with tenants, partners, and neighborhoods – listening, challenging, and sharing – to better understand and respond to the needs of our tenants and communities.

Commitment We perform our duties with utmost commitment and regard to the high standards expected of a Local Housing Corporation to deliver social housing and supports. We are responsible to our tenants, our employees and our sole shareholder, the City of London. We commit to doing the right thing and we will reject professional and ethical shortcuts.



Accountable We are accountable for our actions. We accept responsibility for our performance, and we share the results of our work in an open, honest and transparent manner. Demonstrating integrity and responsible stewardship of our resources, we expect the best of ourselves and our stakeholders — personally and professionally. We will cultivate individual and team accountability creating an environment where people can make a difference.

Accessible Access to services and supports positively impacts well-being, social participation, education, health, and employment. Accessibility is important for our tenants' quality of life as it creates the potential to take advantage of opportunities for successful social mobility and to access health services, goods, and services within the community. We will provide all services and information resources, regardless of technology, format, or methods of delivery, that are readily, equally, and equitably accessible to all tenants.

Respect We respect people as individuals and create environments where fairness, trust and equitable treatment define how we work. We approach our work with a deep respect for different opinions and seek to find common ground. No matter how difficult the issue or circumstances, we treat those we encounter with respect and dignity. We insist on a culture of respect as the foundation of our work together and recognize that words and actions matter.

Responsive We provide the highest possible quality of responsive service informed by meaningful consultation and delivered in a professional manner. We will listen to our tenants and respond by putting proactive solutions in place to meet their needs in a creative and fiscally responsible manner.

Equity is the foundation of LMCH's Values. We value equity, inclusion, and dignity for all regardless of their background, point-of-view, or position in life. Seeking to achieve fairness and justice for all, we will recognize the individual needs of tenants required to achieve and maintain housing stability, health, and well-being. We will ensure the dignity of all people, and we demonstrate the value of diversity through our honest, caring, and ethical interactions and practices.

Excellence We go above and beyond ordinary and strive towards the exceptional and extraordinary in each and everything we do. We pursue excellence by:

- nurturing and sustaining innovation and invention.
- achieving quality in our work, relationships, and outcomes
- delivering on our mission, vision, and values
- providing better services to tenants
- strengthening our credibility among tenants, decision-makers, and the public
- delivering tangible results recognizing that excellence in creativity, problem solving, and teamwork is critical to our success.

In addition, in working with each other and while representing the viewpoints of tenants, community residents, municipal government, the following principles shall be adhered to:



Participation

- Directors shall demonstrate their commitment to the Corporation by exhibiting a high priority of participation in Board and Committee meetings through high levels of attendance and engagement.
- Directors shall prepare themselves for all Board and Committee meetings by familiarizing themselves with the meeting's agenda and background materials to the greatest extent possible, with the goal of discussing the issues and business addressed at the meetings.
- Directors shall focus on the discussions at hand and be prepared to deal with issues that may not be easily solvable.
- Directors shall be members of at least one Committee of the Board.
- Directors shall participate in:
 - Strategic planning and orientation workshops.
 - Board development workshops.
 - Seminars and other educational events that enhance their skills as Board members; and
 - other special events.

Respect

- Directors shall express their opinions, unencumbered, yet always with the goals of flexibility and compromise whenever achievable by remaining open to differing viewpoints.
- Directors shall work with and respect the opinions of their peers and leave personal prejudices out of all Board and Committee discussions.
- Directors shall observe parliamentary procedures and display courteous conduct in all Board and Committee meetings toward each other and toward staff.

Support

- Directors shall support, in an affirmative manner, all actions taken by the Board, even when they may be in a minority position with respect to any such action.
- Directors shall represent the Corporation and the Board in a positive and supportive manner at all times and in all places.
- Directors shall exercise the duties and responsibilities of their office with integrity, collegiality, and care.

Governance

- Directors shall ensure that the Board performs its duties of governance.
- Directors shall ensure that they understand their legal obligations to the Corporation and that they ensure those obligations are upheld.



- Directors shall place the Corporation's and its Board's interests before their own personal interests and will immediately declare any conflicts of interest which arise, per the Conflict of Interest Policy.
- Directors may be advised on whether to continue their role as a member of the Board during periods of time where their actions may undermine the confidence of their peers, or could negatively impact the organization's reputation, public image and work in London and Middlesex County.

Policy

- Directors shall use their best judgement to balance the relative importance of issues to be determined by the Board in setting policies and avoiding operational matters.
- Directors shall educate other Board members on those matters within their own area of expertise with a goal of having the Board make decisions collectively.
- Directors shall uphold the vision and mission statements as approved by the Board, as may be amended from time to time.

Administration

- Directors shall actively support the Corporation's Senior Leadership Team by providing overall direction, resources, and time frames to achieve the identified vision and ends of the Corporation.
- Directors shall publicly support actions taken by the Corporation's Senior Leadership Team to implement programs and achieve the objectives contained in the Corporation's plans and budgets as approved by the Board.
- Directors shall recognize the difference between the role of the Board to set policies and strategic objectives, and the role of the staff to implement same.
- Directors shall not create any additional work for staff without the approval of the Corporation's CEO.

Confidentiality

- Directors shall maintain, at all times, the confidentiality of all confidential information and records of the Corporation and must not make use of or reveal such information or records except in the course of performance of their duties or unless the documents or information become a matter of general public knowledge.
- Directors shall not use confidential information obtained through their association with LMCH to further their private interests or the private interests of their friends or relatives.
- Directors shall comply with any LMCH policies and procedures that guide the storage, use and transmission of any information of the Corporation, including the use of computer databases or email systems, per the Information Technologies Policy.
- Directors shall treat Board discussions as a "safe haven" for the benefit of their peers and LMCH's Senior Leadership Team and shall not repeat any discussions concerning



the Corporation's business and practices, or any discussions of a personal nature of their peers and LMCH's Senior Leadership Team, in a public setting.

Media

- Directors shall not, in the context of the Corporation's business and practices, make comments to the media or make themselves available for interviews by the media on behalf of the Corporation, unless directed to do so by the Board Chair or designate, per the Communications Policy and Crisis Communications Policy.
- Directors shall ensure that any comments made by them to the media outside of the context of the Corporation's business and practices is attributed to them in their personal capacity and not in their capacity as Directors.

Property

- Directors shall not misappropriate the Corporation's assets for personal use.
- Directors are entrusted with the care, management and cost-effective use of the Corporation's property and resources, including the use of the Corporation's name, and should not make significant use of these resources for their own personal benefit or purposes.
- Directors shall ensure that all Corporation property assigned to them is maintained in good condition and shall be accountable for such property.

Political Participation

- Directors are encouraged to participate fully as private citizens in the democratic process at any level, including campaigning in elections and running for or holding public office, however, Directors engaging in such political activity shall take care to separate their personal activities from their association with LMCH.
- Directors shall ensure that any views they express in the context of their political participation is clearly and unequivocally stated to be that Director's personal views and not the views of LMCH.

Responsibility

- Directors must adhere to the standards prescribed by this Code of Conduct, as well as any applicable Conflict of Interest Policy, and shall execute declarations in favour of LMCH and the Board to that effect.
- Directors must adhere to all applicable legislation, as well as the by-laws and shareholder direction that govern LMCH.
- Directors must adhere to all applicable policies of LMCH while performing their duties or while in situations, which may affect their ability to perform their duties.
- Directors shall report any breaches or potential breaches of this Code of Conduct to the Board through the Chair.



Directors who have breached or who are in a potential breach of this Code of Conduct may be requested to resign or may request an exemption from any such breach or potential breach, by a determination of a special majority of the subject Director's peers.

Last Approved	• December 2023
Date Revised	• July 3, 2025
Date Approved	• TBD
To be reviewed	• Every four (4) years
Inquiries to Policy Owner	• Executive Administration



RELATED DOCUMENTATION

Legislation	
Collective Agreement	
Forms	• General Expense & Travel Claim Form • LMCH Mileage Chart
Policies	
Other Resources	

Introduction

Under the Housing Services Act section 138(2), the London and Middlesex Community Housing (LMCH) Board is tasked with developing a policy to guide the reimbursement of legitimate director expenses. This policy, adhering to the Act's regulations, outlines the eligible expenses, reimbursement scope, required documentation, and necessary approvals for expense claims, ensuring a fair and transparent reimbursement process. It aligns with the Province of Ontario Management Board of Cabinet "Travel, Meal and Hospitality Expenses Directive" and distinguishes between Board Expenses and Remuneration as defined in the Act and operational practice.

Purpose

To clearly define expense claim guidelines for all Board members during corporate activities.

Policy Statement

LMCH is committed to refunding Board members for reasonable out-of-pocket expenses accrued while participating in activities sanctioned by the Board. Expense submissions to LMCH are to be made within sixty (60) days post the purchase.

Submission Process

Expense claims by the Board should be routed to the Board Secretary / CEO or their representative. The claims must be accompanied by an original receipt detailing the date, items, cost, and payment mode. In the absence of a receipt, a thorough written description is a prerequisite for submission, which may or may not get full reimbursement approval.

Eligible and Non-Eligible Items for Reimbursement

Eligible Items:

- Board-approved training courses.
- Hotel accommodations paid out-of-pocket while on Board-approved business trips.



- Meals and beverages paid out-of-pocket while performing Board-approved business.
- Parking costs while using privately owned vehicles, while performing board-approved business.
- Mileage incurred from travel while performing Board-approved business.
- Any expense that relates to Board business and Board business objectives, which has received written approval from the Board of Directors or Board Chair and can be accompanied by an itemized receipt.

Non-Eligible Items:

- Any alcohol purchased while on Board business.
- Use of car rental or limousine services, unless preapproved by the Board.
- Laundry/dry-cleaning service costs while traveling for Board business, unless the travel exceeds four (4) days.
- Costs of travel, meal and beverage, or educational training courses for family or significant others.
- Items claimed, but not accompanied with a receipt (some modes of transportation are exempt from this line, such as taxi and public transit).
- Medical expenses incurred before, during or after travel for Board business.
- Any expenses deemed unnecessary and/or unreasonable that do not support Board objectives.

Pre-approved Expenses Process

Items categorized under pre-approved expenses are eligible for full reimbursement without necessitating additional approval from the Board of Directors. The Board Secretary will oversee the approval of these pre-approved expenses. It is imperative that the expenses adhere to the guidelines and criteria set forth for pre-approved categories. Any expenses that fall outside of these pre-defined categories will be subject to review by the Board Chair and Board Secretary, with no guarantee of reimbursement.

Childcare and Other Care Costs

Board members may be reimbursed for childcare, care of a dependent relative, or other personal care costs, such as eldercare or specialized care for a disabled family member, when necessitated by conflicts between Board-endorsed functions and their personal responsibilities. All such reimbursements require proper documentation and must be approved in advance.

Technology Expense Provision

To help remove technological barriers for LMCH directors and to allow those directors to fully participate in all meetings and events, LMCH is instituting a protocol to provide technology to



any Director that makes a request. LMCH will purchase multiple devices which are to be loaned out to any director who has a need and makes a request.

Possible additional expenses will be considered including:

- Monthly internet service fees, prorated for board-related activities.
- Software, including virtual meeting platform subscription fees
- Other tools as required

Claim Process:

- Board members should submit a detailed expense claim, accompanied by original receipts, for any technology expenses they wish to be reimbursed for.
- All claims must specify the direct relevance of the expense to board activities.

Limits:

- An annual cap may be established for technology expenses for each board member to ensure budgetary constraints are respected.
- Technological upgrades or purchases that are not essential for board functions will not be reimbursed.

Travel

The Board Secretary/CEO or their representative will plan, or designate arrangements to be made, to accommodate all travel. These arrangements will be made using a reputable company and will consider the most appropriate way for Board members to reach their destination. If Board members wish to travel using their own vehicle, a mileage claim can be submitted.

Meals and Beverage

If meals are not provided in the cost of the registration of the conference, seminar, workshop, or meeting, the Board member will provide an original detailed receipt to LMCH and will be reimbursed up to the following maximum daily rates, excluding alcohol and gratuities before taxes, per person:

Breakfast: \$15.00 (Updated Amount – based on London Council)
Lunch: \$25.00 (Updated Amount – based on London Council)
Dinner: \$35.00 (Updated Amount – based on London Council)

Meal expenses are to be reported on the General Expense & Travel Claim Form and will be signed by the Board members as indicated on the form. Gratuities shall not exceed twenty percent (20%) of the total of each meal.



Hotels

The Board Secretary/CEO or their representative will plan, or designate arrangements to be made, to accommodate all hotel stays. Hotel stays will be considered based on the knowledge that performing activities endorsed and/or approved by Board members is at great distance from home. If this approved expense is performed out-of-pocket, the amount will be fully reimbursed to the Board member incurring these charges and will be submitted in an LMCH expense form.

Miscellaneous

All other expenses that are submitted and not outlined in this policy will be considered for reimbursement by the Board Chair and/or the Board Secretary. Any reasonable receipts and expenses submitted will not be denied for reimbursement.

Previously Approved	• December 2023
Date Revised	• July 3, 2025
Date Approved	• TBD
To be reviewed	• Annually
Inquiries to Policy Owner	• Executive Administration



RELATED DOCUMENTATION

Legislation	• Canada Business Corporations Act • Housing Services Act • Municipal Freedom of Information and Protection of Privacy Act
Collective Agreement	
Forms	• Board Evaluation Form • Crisis Communications Policy
Policies	• Board Evaluation Policy • Board Code of Conduct Policy • Conflict of Interest Policy • Communications Policy • Crisis Communications Policy
Other Resources	

Governance Cycle

- **Engagement:** The governance process begins with listening through consultation, research, data collection, etc. designed to inform the organization's decision. The input/ information sought varies depending on the process but may include the concerns of the Sole Shareholder, tenants, and stakeholders, as well as the impact of trends, etc.
- **Leadership/ Direction:** The Board exercises its leadership in analyzing the input received and determining how to respond. These choices are guided by LMCH's vision, mission, and values. The final decisions regarding these choices are the responsibility of the Board of Directors which is accountable to the Shareholder and any other stakeholders.
- **Delegation/ Implementation:** Once the direction has been set, the implementation for most activities is delegated to staff or volunteers who have been selected based on their expertise and experience in the specific area. If implementation is delegated to volunteers, there is a clear definition of their accountability for the task to be undertaken.
- **Monitoring:** In order to fulfill its leadership and accountability functions, the organization, and in particular the Board, monitors implementation to ensure that the intended outcomes are achieved within relevant policies or guidelines.
- **Evaluation:** Evaluation of the results achieved in light of the intended outcomes is undertaken in order to be accountable to both the Shareholder and stakeholders. This evaluation typically includes consultation, which initiates the listening stage of the cycle for the next period of time.



- **Accountability:** The organization provides relevant stakeholders, including the Shareholder when appropriate, with an account of what has been achieved based on the direction established in response to the original consultation.

Accountability

The Board of Directors provides direction to the organization in the context of an ongoing dialogue with the Shareholder and all stakeholders. The LMCH Board has relationships of accountability with:

- **The Shareholder:** Basic accountability for fulfillment of mandate and responsible stewardship of resources of the Corporation.
- **The Service Manager:** Administrative accountability.
- **LMCH Tenants:** Accountable to provide mechanisms for effective engagement of tenants in their communities and with the Corporation as well as to provide prompt and appropriate customer service response to individual tenants regarding their housing needs.
- **Persons on the Wait List:** Accountable to use LMCH resources efficiently and equitably, to handle turnover of units as quickly as possible and to obtain resources to provide additional housing.
- **LMCH Staff:** Accountable to provide the information, resources, and training to enable staff to fulfill their responsibilities.
- **Other Stakeholders:**
 - **Neighbouring Communities:** Accountable for management of LMCH housing communities as good neighbours.
 - **The Community at Large:** Accountable to address social objectives regarding housing.
 - **Social Service Partner Agencies:** Accountable as partners in addressing community needs; operating in a context of mutual respect for differing but complementary mandates and objectives.

Roles and Responsibilities

- **Leadership:** The role of the Board of Directors is to exercise leadership in providing direction to the organization rather than fulfilling management functions. While the Board is accountable for all aspects of the organization, its direct responsibilities are:
 - **Communication with the Shareholder and Stakeholders:** The Board's discussions and decisions need to be based on a good understanding of the needs of the Shareholder and stakeholders. In addition, the Board must ensure that the Shareholder and stakeholders are appropriately informed of its decisions and directions.



- The Board will direct staff regarding the appropriate communication to stakeholder of decisions and directions, which could include strategic plans, annual reports, policies, and Board resolutions during meetings.
- **Setting Direction**
 - **Strategic Planning:** Nurturing and sustaining the vision and mission as well as determining goals and objectives of the organization based on a consultative process involving tenants, the community, staff, and other stakeholders.
 - **Policy Development:** Adopting policies that guide the fulfillment of the mission. These express the values and guiding principles that determine the organization's activities and goals. They provide the appropriate point of departure for others to move forward with the implementation of programs and services.
 - **Financial Stewardship:** Ensuring development of an annual budget in which the organization's resources are focused on the priorities identified, as well as long-term financial plan, which ensures the stability and endurance of the organization.
- **Monitoring & Evaluation:** For the Board to answer to the shareholders and stakeholders for the performance of the organization, it needs to actively monitor achievements and assess performance.
- **Advocacy:** Directors may be appointed by the Board to act as spokespersons in formal situations, particularly addressing politicians and funders. These Directors will represent positions that have been adopted by the Board. Advocacy for LMCH by Board Members will adhere to the LMCH Communications Policy and Crisis Communications Policy.
- **Board Development:** The Board is responsible for its development as an effective leadership team, including ongoing evaluation of its performance, and the recruitment of new Directors.
- **Employment of the Chief Executive Officer:** The Board acts on behalf of the Corporation as the employer of the Chief Executive Officer and is responsible to provide clear direction regarding performance expectations and to provide regular (annual) feedback on the CEO's performance.

Board Processes

The following key processes support the Board's governance responsibilities and ability to fulfill its accountabilities to the Shareholder and stakeholders.

- **Decision-making Process:** The Board seeks to achieve consensus wherever possible and resorts to a majority vote when necessary. The Board's decision-making process requires that:
 - Decisions are well-informed; if additional information is required, the decision should be deferred (if possible) until it is obtained.

- Information is provided to Directors in a timely manner before decisions are required so that Directors have time to consider the issues.
- New information should not be presented at the meeting when a decision is required.
- In the event that a decision needs to be made urgently, the Board will consider the reasons for the urgency and decide on its treatment of the issue accordingly.
- There is adequate discussion of the issues with all Directors having the opportunity and taking their responsibility to participate in the discussion.
- All Directors support the decision in public providing a positive description of the decision and its rationale; those who cannot support the decision must not engage in public discussion of the issue.

Planning & Evaluation Process:

LMCH undertakes a regular planning and evaluation process that enables the Board to set priorities, monitor performance and ultimately evaluate what has been achieved. The planning process takes place on a regular three- to four-year cycle. This cycle will include an annual planning workshop in which the Board will review the organization's progress on its key priorities, any new developments and refine its direction for the coming year.

The Board provides direction at the strategic level, which is then reflected in operational plans that the staff are responsible for developing. Staff also develop appropriate tools and reporting to support the Board's ongoing monitoring responsibilities.

The planning process is designed to ensure appropriate input from all key stakeholders. When the Board sets direction through plans or policies, these include a requirement for evaluation as a standard element of implementation and the specific timeframe is identified at that time.

Board Performance Evaluation Process

The Board undertakes an annual evaluation of its performance (see Board Evaluation Policy). This process includes an assessment of the performance of the Board as a leadership team as well as a self-assessment of the performance of individual Directors. These evaluations are based on criteria reflecting the key responsibilities as outlined in the governance policies.



New Director Orientation Process

1. All newly appointed Board members will meet the Board Chair and the CEO after their appointment by City Council at which time the Board Chair provides an informal overview of the LMCH Board's approach to governance; the role, structure and function of the board and committees; an overview of the strategic direction of the organization; have a discussion around the commitment expected of Board members and the CEO will provide organizational background.
2. New Board members will be provided with the LMCH Board Handbook and provided access to an electronic version as well. The handbook will contain:
 - a. Background information on social housing (history of the organization)
 - b. All Board policies, forms, etc.
 - c. Board Terms of Reference
 - d. Board Roles and Responsibilities
 - e. Policy Framework
 - f. Glossary of Terms
 - g. Robert's Rules of Order
3. In addition to the Board Handbook all new Board members will be provided with the following documents:
 - a. Shareholders Agreement and By-laws
 - b. LMCH Strategic Plan
 - c. Current Approved Operating and Capital Budgets
 - d. Our Annual Report (includes copy of our most recent audited financial statements)
 - e. Copies of the three most recent Board packages for review
 - f. List of Board members and an organizational chart
 - g. Summary of program/partnerships
 - h. LMCH Databook (includes an overview of each property/site)
4. New Board members will participate in a Board orientation session, at which time they will review the Board Handbook, visit LMCH's head office and may have a tour of an LMCH property.
5. LMCH staff will provide more extensive Board member training which will include departmental overviews, current workplans, key projects and timelines, community specific partnership and programming review as well as community demographics information.
6. New Board members will be assigned a mentor, an experienced Board member who is available to answer questions outside of formal board meetings and who will assist with integration onto the Board. The Chair of the Board will assign each mentor,



and this assignment will remain in place for the first 3 – 4 months. Each mentor will be asked to check in with their assigned mentee on a monthly basis to ensure regular touchpoints.

Individual Directors

As a member of the Board, individuals are required to sign and comply with the Statement of Fiduciary Responsibility (see Board Code of Conduct, Appendix 1). In addition, individual Directors have the following roles and responsibilities:

- a. Individual Directors need to be aware of the ongoing dialogue with the Shareholder and stakeholders in order to participate in Board discussions on a basis consistent with their role. This may take the form of direct involvement in consultations or the review of reports and studies.
- b. In Board meetings, Directors have a responsibility to be adequately prepared, express their views and ideas in a respectful manner, actively listen to their colleagues and staff, and support decisions made by the Board. Regular absence from or non-participation in Board discussions is understood to be a serious problem.
- c. To provide leadership to the organization, the Board must speak as a unit. Once a decision is made by the Board, individuals have an obligation to support decisions and to provide a positive description of the decision and its rationale in any external communications. While Directors are free to acknowledge their own position on an issue if it differs from the Board's decision (with the exception of in-camera discussion), they are expected to support the decision made and are obligated to refrain from any active campaigning or undermining of Board decisions.
- d. Individual Directors must act as ambassadors for LMCH within the community, informing stakeholders and the public on the directions and priorities of LMCH, and obtaining feedback. When fulfilling this responsibility, Directors are expected to represent positions adopted by the Board.
- e. Individual Directors are involved with staff and other volunteers in specific committees or projects.

It is recognized that Directors may receive requests from tenants regarding operational issues and need to demonstrate that they are responsive. These inquiries are to be redirected to the Chief Executive Officer. It is acceptable for the Board to speak with the Chief Executive Officer about the issue, to understand how it is being addressed, and all parties understand that such communications are not requests for preferential treatment.

While various Directors are expected to bring a specific perspective to the Board's discussions, all Directors are responsible for taking the concerns of all stakeholders into account in their deliberations and decisions.

Board / Management Partnership

The role of the Board is to set direction, monitor implementation and evaluate the results, grounded in an ongoing dialogue with all stakeholders. To complement this, the role of management is to:

- a. Provide information, recommendations and support to the Board's direction setting role.
- b. Implement the directions established in the most effective and efficient manner; and
- c. Provide ongoing reports on implementation to support the Board's monitoring and evaluation functions.

It is the responsibility of the Board to provide clarity regarding the degree of oversight it wants to exercise in the area of operations, what information should be reported and the frequency of reporting. Information related to Board decisions must be provided in advance, so Directors have time to review. The implications of decisions placed before the Board need to be identified and when unexpected implications arise, the Board needs to be informed.

Governance Administration

- **Policy Review and Recommendation:** The Board, through its Governance Committee, will annually review and update its Board and Operations policies. From time to time, the CEO will make recommendations about new policies, and these will be reviewed by the appropriate standing committee.
- **Record Keeping:** LMCH will keep its records in accordance with the Business Corporations Act, Part IV, and other commonly held best practices. Specifically, the following practices will be followed.
 - The Secretary or designate will permanently store and safekeep all incorporation documents, documents of Shareholder direction, Board by-laws, policies, procedures, resolutions, and meeting minutes.
 - Financial documents, including annual financial statements and audits, will be stored and safekept in accordance with applicable legislation.
 - Confidential documents will be stored securely.
 - Documents with signatures may be stored electronically, and original paper copies are also to be kept.
 - Documents with signatures will not be posted in a public forum.
 - Documents may be stored offsite, as long as they are easily accessible.

Last Approved	• December 2023
Date Revised	• July 3, 2025
Date Approved	• TBD
To be reviewed	• Every five (5) years
Inquiries to Policy Owner	• Executive Administration



RELATED DOCUMENTATION

Legislation	• Business Corporations Act • Housing Services Act • Municipal Conflict of Interest Act • Local Standard – Conflict of Interest (HDN 2013-188)
Collective Agreement	
Forms	• Acknowledgement of Conflict of Interest Policy and Obligations • Declaration of Conflict of Interest • Employee Code of Conduct • Board Code of Conduct
Policies	• Purchasing Policy & Guidelines
Other Resources	

Purpose

The London & Middlesex Community Housing (LMCH) aims to promote public confidence and ensure fair and appropriate business practices in all aspects of its operation, including complying with applicable laws and standards regarding conflicts of interest.

We recognize that directors, employees, officers, volunteers, and agents of the Corporation (referred to collectively as “Individuals” in this Policy) can face situations where their loyalties may be divided or where personal interests may conflict or appear to conflict with their duties or responsibilities to the Corporation.

The purpose of this Policy is to ensure that Individuals are aware of how to identify a conflict of interest, aware of their obligation to avoid conflicts of interest, know what they are required to do when a conflict of interest arises and the consequences of failing to meet the requirements of this Policy.

Scope

This Policy applies to Board members, employees regardless of their employment status, including employees on leave with or without pay, officers, volunteers, and agents of the Corporation (referred to collectively as “Individuals” in this Policy).

Policy Statement

Individuals must carry out their duties to the Corporation honestly, in good faith supporting the Corporation operating as a going concern consistent and compliant with all governing



legislations and the Shareholder Agreement and in the best interests of the Corporation rather than in their personal interest.

Individuals must not enter into any situation, arrangement or agreement that could result in a conflict of interest or a perceived conflict of interest and they must declare and resolve potential, actual, and perceived conflicts of interest as set out in this Policy.

Definitions

A conflict of interest is any situation in which:

- 1) an Individual's private, personal, or business interests influences or appears to influence their ability to carry out their duties to the Corporation in a fair and objective manner; or
- 2) a decision of the Corporation directly or indirectly that gives an Individual (or someone related to an Individual) a personal gain, benefit, advantage, or privilege.

A person "related" to an Individual includes a parent, spouse, child, household member, sibling, uncle, aunt, nephew, niece, mother-in-law, father-in-law, sister-in-law, brother-in-law, or grandparent, as defined by law or a person with whom the Individual has a current or prior business relationship.

- An **actual conflict of interest** is a conflict of interest that an Individual has or will have.
- A **potential conflict of interest** is a situation that may lead to or has the potential to lead to a conflict of interest in the future.
- A **perceived conflict of interest** means a situation that could reasonably be perceived as a conflict of interest by others, regardless as to whether or not there is a potential or actual conflict of interest.

Individuals should consider how their actions will be seen by their colleagues and the public in assessing whether a perceived conflict of interest exists.

Examples of Conflict of Interest

Individuals are responsible for avoiding and declaring all potential, actual, and perceived conflicts of interest in the performance of their duties. Some examples of potential, actual or perceived conflicts of interest include:

- Participating in decisions of the Corporation or Board of Directors of the Corporation that could directly or indirectly benefit you, your family member or business partner.
- Using information learned from your relationship with the Corporation for personal benefit or the benefit of a family member or business partner.
- Being involved in the hiring or appointment of or supervising a family member or business partner.



- Accessing the information of a family member or business partner who is a resident of the Corporation.
- Receiving business services from a contractor or business doing business with the Corporation.
- Soliciting or accepting gifts, discounts, tickets, loans, favours or other benefits from a resident or any other person/business that has or may have dealings with the Corporation that benefits you, your family member or business partner. The exceptions are accepting money as a required part of the Individual's role (e.g., collecting rent or fees on behalf of the Corporation) or items of a nominal value that do not influence or would not be perceived as influencing the performance of the Individual's role as per LMCH Purchasing Policy and Guidelines.
- Entering into a business or legal relationship with a resident of the Corporation.
- Engaging in outside work or holding another position that interferes with the performance of your duties to the Corporation.
- Having a financial interest in or holding a position with a company that has business dealings with the Corporation.

These examples do not cover all possible situations of a conflict of interest. Individuals must use proper judgement and act within the wording and spirit of this Policy at all times.

The Corporation's Purchasing and Procurement Policy references the issue of Conflict of Interest, noting such differences are congruent with the direction of the Corporation's Conflict of Interest Policy. The Purchasing and Procurement Policy references include, but are not limited to:

- Clause 3.1 Official Point of Purchasing Contract and Lobbying Prohibition
- Clause 3.2 Interference in the Procurement Process
- Clause 3.6 Non Arm's Length Transactions
- Clause 3.7 Gifts, Gratuities and Supplier Sponsorship. Contributions/ Donations
- Clause 4.5 Conflict of Interest (Defined)

If Individuals have any questions about this Policy or are unsure of what is expected of them under this Policy, they must consult with their Supervisor/Manager, the CEO of the Corporation, or the Chair of the Board of Directors, as applicable, for guidance.

Process

Guidelines for Employees and Others

The following steps must be followed if an employee believes that a potential, actual or perceived conflict of interest exists:

- 1) The employee must complete and sign the Declaration of Conflict of Interest attached as Appendix #3 to this Policy. The employee must prepare a Summary of the potential, actual or perceived conflict of interest and attach it to the Declaration.



- 2) The employee must submit the completed Declaration and Summary in an envelope marked Confidential to the Corporation's Chief Executive Officer (CEO). If the conflict involves the CEO directly, the Declaration and Summary shall be submitted to the Chair of the Corporation's Board of Directors, who will assume the responsibilities of the CEO in resolving the conflict.
- 3) The CEO will advise the Chair of the issue and may at his/her discretion request the Chair's assistance in dealing with the conflict. This notice must be provided no later than the first meeting of the Board after the CEO is aware of the issue.
- 4) The CEO and/or Chair will refer the conflict material for legal advice if warranted. Legal counsel shall make recommendations to the CEO and/or Chair.
- 5) The CEO and/or Chair will review the declared conflict of interest, consider any recommendations, and determine what course of action shall be taken to resolve the conflict of interest.
- 6) The CEO/Chair, after evaluating a declared conflict of interest may determine that no conflict exists and that the interests and integrity of the Corporation are intact and shall advise the employee that no further action is required.
- 7) If the CEO/Chair determine that a conflict does exist, CEO/Chair will require the employee to undertake steps to resolve the conflict of interest. The particular steps that will be required in any particular case will depend on the nature of the conflict of interest and may include (but are not limited to) the employee disengaging from an outside interest, transferring to another work unit, temporarily removing themselves from certain duties or decision-making or submitting their resignation.
- 8) The employee must resolve all conflicts of interest to the satisfaction of the CEO/Chair.

Individuals must report all potential, actual, or perceived conflicts of interest relating to the Corporation that they are aware of, even if they are not directly involved in the conflict. The procedure outlined above for declaration and resolution of conflicts of interest by employees applies to directors, officers, volunteers, and agents with any necessary amendments.

Guidelines for the Board of Directors

The Board of Directors will promote fair and objective business practices in all its activities.

The Board will follow the following guidelines:

- 1) Directors will declare and resolve any conflict of interest in accordance with the procedure outlined above for employees, with necessary modifications, including that the Director's Declaration and Summary shall be filed with the Chair in the first instance.
- 2) Declaration and consideration of conflicts of interest will be a standing agenda item for Board meetings.
- 3) All directors will be given a copy of this Policy when they join the Board and must sign an Acknowledgement of Conflict of Interest Policy and Procedures upon commencement of their role and biannually thereafter.



- 4) The Board must consider any notice of conflict of interest no later than the second meeting of the Board after the notice is given and consideration of the notice must be reflected in the minutes of the meeting.
- 5) If the Board decides that there is a conflict of interest with the interests of a Director, that Director cannot vote on the matter, must not be present at any of the parts of the meeting when the matter is discussed and does not count in quorum for those parts of the meeting.
- 6) The Chair must notify the Service Manager in writing of the receipt of every Declaration of Conflict of Interest within 10 business days following the second meeting of the Board after the notice is given consideration.
- 7) The Board must report to the City of London the minutes of any meeting during which the Board discussed a conflict of interest. The minutes shall record the options the Board considered, the Board's decision, a statement of how the resolution was in the best interests of the Corporation, how the decision was appropriate for a body that receives significant public funding and the Board's acknowledgement that its decision is to the satisfaction of the City of London.

Confidentiality

Disclosure of a conflict of interest and the identity of the employee making the disclosure will be treated confidentially to the extent possible, given the obligations set out above.

Responsibilities of Supervisors and Managers

In addition to avoiding conflicts of interest, supervisors and managers must take all appropriate steps to prevent and end conflicts of interest in their areas of responsibility.

Any supervisor or manager who is subject to, witnesses, or is given written or verbal complaints of conflict of interest shall work to minimize or eliminate the issue and shall consult with the Manager, Human Resources and/or the CEO.

Breach of this Policy

Breach of this Policy (including a failure to disclose or failure to resolve a conflict of interest to the satisfaction of the CEO/Chair as applicable) is a serious matter that may lead to discipline of employees, up to and including dismissal for cause, removal from the Board of Directors or other position and/or legal action, as applicable.



Acknowledgement of Conflict of Interest Policy and Obligations

Every Individual must sign the Conflict of Interest Declaration when they begin their relationship with the Corporation and annually thereafter indicating that they:

- 1) have read and understand this Policy and acknowledge their obligation to comply with it; and
- 2) acknowledge their responsibility to disclose to the CEO or the Chair, as applicable, in writing, on an ongoing basis, any potential, actual or perceived conflict of interest that may arise during their relationship with the Corporation and to resolve that conflict as directed by the CEO/Chair.

No Retaliation

Retaliation against anyone declaring or reporting a conflict of interest is strictly prohibited and will result in appropriate disciplinary action. Acts of retaliation include (but are not limited to) interference, coercion, threats, and restraint.

This Policy must not be used to bring fraudulent or malicious complaints against employees. Any complaint made in bad faith, if demonstrated as being such through convincing evidence, will result in disciplinary action being taken against the individual lodging the fraudulent or malicious complaint.

Last Approved	• December 2023
Date Revised	• July 3, 2025
Date Approved	•
To be reviewed	• Every five (5) years
Inquiries to Policy Owner	• Executive Administration

RELATED DOCUMENTATION

Legislation	
Collective Agreement	N/A
Forms	Board Delegation Form
Policies	
Other Resources	

OBJECTIVE

The objective of this policy is to provide clear guidance for individuals or groups who wish to address the board on matters involving policies which affect LMCH properties and residents.

BACKGROUND

- London and Middlesex Community Housing (LMCH) is committed to and supports the meaningful involvement of tenants in the operations, management, and governance of their communities.
- LMCH's Board of Directors is open to receiving delegations from tenants, City Councillors, or other individuals or groups wishing to make direct representation to the Board on matters pertinent to LMCH.
- It is anticipated that most delegations will be LMCH tenants or tenant leaders who wish to address broad tenant-related policy matters.
- The Board will not permit solicitations for products or services under its Delegation Policy.
- Delegations should be mindful that the Board's role is one of setting the overall policy directions of the corporation and monitoring their achievement, rather than being operational.
- Operational matters will be referred for staff review. In accordance with LMCH's *Privacy and Confidentiality Policy*, issues identifying an individual (tenant or staff) will not be considered in public but may be heard in-camera.

SCOPE

- This policy applies to all members of the public, including residents of LMCH properties.

PROCEDURES

Process for Hearing Delegations:



- Processes have been developed to assist the Board and delegations to deal effectively with matters being addressed by delegations.
- Approaches vary depending up on whether the matter is an item on the Board's meeting agenda. When presenting to the Board, delegations will be accorded five (5) minutes.
- Presentations will be allowed in-person or via electronic means through either Microsoft Teams or Zoom. If multiple delegations are approved, only one delegation will be heard at a time, with the remaining delegations waiting in electronic or physical waiting rooms until it is their time to present.

Items on the Board Agenda:

- Delegations wishing to address items on the Board's public meeting agenda will be heard at the Board meeting.
- Delegations will register with the Executive Assistant at least 24 hours before the meeting, using the *Board Delegation Form*, and will indicate the agenda item(s) on which they wish to speak.

Items not on the Board Agenda:

- Delegations are required to register their name and issue with the Executive Assistant at least 14 days in advance of the Board meeting, using the *Board Delegation Form*.
- The Chair will determine if the delegation may present at the meeting. Normally, such delegations will be referred to staff for review.
- LMCH will notify applicants in writing within 7 business days of receiving the application if they have been granted delegation status. If applicable, there will be a staff report back at the next or a subsequent Board meeting.
- Delegations are reminded that the Board considers broad policy issues rather than individual situations.
- Delegations are expected to have exhausted LMCH's existing internal staff review processes prior to the Board considering if it will hear a matter.

Date Drafted	• February 8, 2023
Date Previously Approved	• March 2023
Date Approved	• TBD
To be reviewed	• Every five (5) years
Inquiries to Policy Owner	• Executive Administration

APPENDIX A - STATEMENT OF FIDUCIARY RESPONSIBILITY

LONDON & MIDDLESEX COMMUNITY HOUSING ACKNOWLEDGEMENT OF MEMBER OF BOARD OF DIRECTORS

I, _____ agree that as a member of the London & Middlesex Community Housing Board of Directors, I will abide by the fiduciary duty and standard of care imposed on all Directors, including:

- i. The duty to act honestly and in good faith with a view to the best interests of LMCH; and
- ii. The duty to exercise care, diligence and skill that a reasonable prudent person would exercise in comparable circumstances.

I understand that as a Board Member of LMCH, I must not:

- i. Use my power as a member of the Board for an improper purpose;
- ii. Take advantage of business opportunities for LMCH for my personal benefit; or
- iii. Disclose confidential information of LMCH.

I further acknowledge that as part of my fiduciary duty, I must avoid placing myself in a position where my duty to LMCH will conflict with any similar duty I may have to another group. As a Board member, I am obligated to act in the best interests of LMCH regardless of whether I may have a similar duty to another group. If my duty to LMCH conflicts with the obligations I owe to another group, I shall resign from either LMCH or the other group so as to avoid a conflict between such duties.

To the extent that my personal business interests are in conflict with the interests of LMCH, I agree to notify the Chair of such conflict of interest no later than the first Board meeting after I become aware of the situation, and otherwise comply with the provisions of Section 83 of the Business Corporations Act (Ontario), a copy of which is attached hereto (see Appendix B).

I agree to adhere to any LMCH Board Code of Conduct or Conflict of Interest guidelines which may be adopted by LMCH from time to time.

In witness whereof I have signed this acknowledgement under seal this ____ day of _____, 20____.

Board Delegation Form

This form is used to request **Delegation Status** at a London and Middlesex Housing Corporation (LMHC) board of directors meeting, **to make a presentation to the board of directors about matters important to LMHC**. Please see LMHC's Delegation Policy for more information about the kinds of issues that the board of directors will hear. You will be given **5 minutes** for your presentation.

Your name:

Your mailing address:

Postal code:

Your phone number:

Other contact number:

Are you our tenant right now? ☐ Yes ☐ No

If you answered no, please tell us if you were our tenant, and the address you lived at then.

Time you were our tenant: (mm/yy)

to (mm/yy)

Your address then:

Postal code:

If your last name has changed, please tell us the name you used when you were our tenant.

Your previous name:

Section A—Fill out this section if you want to make a presentation to the board of directors about something that is **already on the meeting agenda**. You must return this form to the **Executive Assistant** at least **24 hours** before the board meeting. If you have **written materials** to present to the board of directors, you must give them to the Executive Assistant when you return this form. The board of directors will not read materials submitted after this deadline.

I would like to make a presentation to the board of directors about this **agenda item**:

☐ I have written materials that I would like to present to the board of directors.

Please also complete and sign the other side of this form.

Section B—Fill out this section if you want to make a presentation to the board of directors about something that is **NOT on the meeting agenda**. You must return this form to the Executive Assistant at least **14 days** before the board meeting. If you have **written materials** to present to the board of directors, you must give them to the Executive Assistant when you return this form. The board of directors will not read materials submitted after this deadline.

Note: The board of directors is interested in **broad, tenant-related policy matters**. Operational matters (such as feedback about service) will be referred to staff for review before being considered by the board of directors. LMHC will let you know in writing within 7 business days after you return this form, if you have been granted delegation status. **If you would like to make an appeal, please complete and submit the *Request for an Appeal Form*.**

I would like to make a presentation to the board of directors about:

☐ I have written materials that I would like to present to the board of directors.

On the day of your presentation to the board of directors:

- Please arrive at the board of directors meeting at least **10 minutes** before the scheduled meeting start time, and report to the Executive Assistant. He or she will let you know where you may sit, and when your presentation will be heard.
- You will have only **5 minutes** for your presentation.
- If you mention individuals in your presentation (staff members or tenants), your presentation will only be heard in camera (in private), not in the public part of the meeting.

I have read, understand and will comply with LMHC's ***Delegation Policy*** and the processes described on this form.

Your Signature

Date