



LONDON &
MIDDLESEX
COMMUNITY HOUSING

INVESTING IN HOMES, STRENGTHENING COMMUNITIES:

London and Middlesex Community Housing's 15-Year Regeneration Plan

Executive Summary of the Master Regeneration Plan (2026-2040)

January 2026



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Master Regeneration Plan Background and Development

Master Regeneration Plans are comprehensive, long-term planning tools used by housing providers to guide the renewal, redevelopment, and sustainability of their housing portfolios. They bring together organizational priorities with municipal, provincial, and federal strategies and funding frameworks to modernize affordable housing systems and meet residents' and communities' current and future needs.

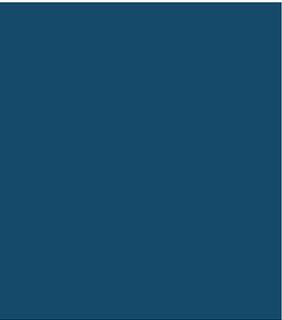
LMCH retained Haerko Inc. to lead the development of its Master Regeneration Plan (MRP). Haerko undertook the work over 2025 using a phased planning approach that included project initiation, planning, data collection and analysis, solution development and modelling, and reporting.

The data collection and planning process also included engagement with tenants, staff, community partners, and municipal stakeholders, supported by Redbrick Communications, with input informing priorities, sequencing, and considerations reflected in the MRP.

The scope of work included an asset classification assessment of all 32 LMCH-owned properties, with a more detailed analysis completed for a subset of 11 priority buildings. Findings from this analysis were applied across the broader portfolio to support long-term planning and estimate the overall scale of future regeneration needs. In addition, the MRP includes one new development, two redevelopment, and one acquisition business case. Finally, Haerko developed an operating and capital financial model for the MRP's 15-year time horizon, including options to test different regeneration scenarios and inform long-term decision-making.

This Executive Summary presents the key outcomes of that work, with a focus on the first five years of implementation and the foundation those actions establish for long-term regeneration.





Introduction: Why This Plan, Why Now

Many communities across Ontario, including London and Middlesex County, are experiencing a housing crisis. Thousands of residents are waiting for a safe, affordable place to call home. The City of London's Housing Stability Action Plan (HSAP) (2019-2024) estimated that a minimum of 3,000 new affordable housing units is needed to meet current and potential future demand¹.

Housing overall is essential municipal infrastructure, just as vital as transit, roads, or water systems. It is the foundation for community and social well-being, workforce participation, education, public health, and economic growth. In particular, without enough affordable housing, cost pressures build across the entire social system.

As the largest community housing provider in the region, London and Middlesex Community Housing (LMCH) plays a central role in responding to this need. Many of LMCH's buildings are aging, requiring significant capital improvement to maintain units in stock, given that the average age is 54 years in 2025. Without reinvestment, LMCH risks not only losing units but also missing opportunities to improve quality, add new supply, and strengthen community outcomes.

¹ Housing Stability for All, The Housing Stability Action Plan for the City of London 2019-2024

To respond, LMCH has developed a realistic and achievable 15-year Master Regeneration Plan (MRP). The plan provides a comprehensive, phased strategy to:

- Retain and renew key buildings
- Redevelop aging sites at higher densities
- Build new affordable and mixed-income units
- Modernize operations
- Strengthen long-term financial sustainability

The plan's pacing is deliberate and practical. It aligns with LMCH's delivery capacity, the timing of federal and provincial funding programs, and the City's role as Service Manager. It is designed to:

- Maximize external funding, reducing pressure on local budgets
- Use resources wisely, preparing projects in advance of funding cycles
- Grow capacity gradually, in step with confirmed projects

This Executive Summary provides an overview of the full 15-year MRP and highlights LMCH's immediate priorities and early deliverables.

LMCH Today: Positioned for Regeneration

LMCH's current service delivery model, its longstanding role in providing Rent Geared to Income (RGI) housing – as one of the few remaining community housing providers in Ontario at 100% RGI – and its dedication to organizational improvement establishes a solid foundation and need for regeneration.

LMCH at a Glance

Homes for more than

3,282

households



3 Additional sites for property management services of

168 units

32

Properties across London and Middlesex



Largest provider of RGI housing in the region



Strong tenant, community, and partner relationships

Voices That Guided the Regeneration Plan

The Master Regeneration Plan was not created in isolation. It was shaped by the people who live, work, and lead in this community. It reflects what we heard from LMCH tenants and staff, community agencies, housing advocates, and municipal partners throughout a multi-phased engagement process.

Across all groups, a shared set of priorities emerged:

- Need for safe and well-maintained homes.
- Desire for stronger community connections.
- Enhanced partnerships are critical to future success.
- Importance of balancing growth with equity and affordability.

Participants consistently stressed that regeneration should extend beyond a building strategy and mirror the lived experiences of tenants and the changing needs of the wider community.

The MRP directly responds to these insights by:

- Prioritizing the modernization of buildings to ensure they are safe, accessible, and well-maintained, addressing the condition concerns raised by tenants and community partners.
- Creating more housing options that reflect current demand, including more adults, seniors, and family households, accessible units, and mixed-income communities.
- Committing to strong community connections by investing in tenant spaces, services, and shared amenities, in line with what tenants and agencies said fosters belonging; as well as ensuring newly developed or acquired housing is well connected to commercial services in the locale and/or is within the City's transit corridors.
- Addressing neighbourhood integration through thoughtful design, safety features, and collaboration with community services.
- Designing with dignity by recognizing that tenants want to feel proud of where they live, and that all homes should reflect care, quality, and long-term investment.
- Committing to ongoing partnerships with the City, County, community agencies, and tenants to guide implementation and ensure accountability as the plan moves forward.

Why Regeneration Now

The case for action is clear:

- Rising demand: Over 7,000 households are on the waitlist.²
- Aging buildings: In 2025, the average age is 54 years, and they require significant capital expenditure.
- Growing costs: Deferred maintenance increases long-term capital pressures.
- Policy alignment: Regeneration supports LMCH's strategic goals for community investment, the City of London's Housing Needs Assessment, and municipal strategic priorities. It also aligns with provincial housing renewal strategies and new housing targets.
- Strategic Alignment: LMCH's approach is closely aligned with funding opportunities available through federal and provincial programs.
- Risk of inaction: Without reinvestment, building conditions worsen, and LMCH risks losing affordable units.



IF WE DO NOTHING

- Declining conditions
- Higher long-term costs
- Risk of unit loss



IF WE REGENERATE

- Stabilized housing
- Improved outcomes
- Ability to leverage external funding
- Strengthens LMCH's financial position

² City of London Report to Community and Protective Services Committee, Housing Stability for All Plan Update, June 9, 2025

How Regeneration Works: Six Key Levers

LMCH's Master Regeneration Plan is built around six clear, practical levers that allow the organization to renew aging buildings, add new homes, and strengthen long-term sustainability. Together, these levers form a coordinated strategy to protect and expand much-needed community housing in London and Middlesex County.

1 Retain and Revitalize Existing Buildings

Many LMCH buildings are well located and can continue to serve tenants if properly maintained. LMCH will:

- Restore buildings to a 5% Facility Condition Index (FCI) to keep them safe, functional, and cost-effective.
- Execute the augmented capital plan funded through the City of London and Canada Mortgage and Housing Corporation.
- Apply higher standards in design, energy, and accessibility to extend building lifespans and reduce future costs.

2 Redevelop Aging Sites

Some older LMCH sites were built at lower densities and are no longer suited to modern tenant or broader housing needs in London and Middlesex County. Redevelopment allows LMCH to:

- Replace aging units with modern, accessible, energy-efficient homes.
- Increase the number of units on the same land footprint by building up (intensification).
- Create mixed-income communities with RGI, affordable, and market rents, supporting social inclusion and LMCH financial stability.
- Align redevelopment with transit access, community services, and neighbourhood needs.

3 Acquire New Units and Land

Strategic acquisitions enable LMCH to expand its supply rapidly and target areas with high demand and need. LMCH's strategy could include acquiring small apartment buildings, townhomes, or purpose-built rentals to preserve affordability in the long term; buying or otherwise acquiring vacant land for future development; or using acquisitions to maintain service levels during redevelopment phases.

Acquisitions allow LMCH to:

- Respond to opportunities as they arise (e.g., land purchases, struggling buildings).
- Adjust strategies to meet emerging housing needs or shifts in the real estate landscape.
- Serve a broader range of people at different stages of their housing journey by offering affordable and market-rate rentals, in addition to RGI community housing.
- Enables affordable units to stay in the existing housing stock.

4 Dispose of Underperforming Assets

From time to time, LMCH may need to retire certain buildings that no longer meet strategic or financial needs, even with capital investment. In these cases, selling select properties becomes a tool for reinvestment and renewal.

Proceeds from any disposals are, on a case-by-case basis, reinvested in LMCH to support new regeneration projects, strengthen capital reserves, and maintain operational stability during periods of redevelopment.

Strategic disposals allow LMCH to:

- Prioritize housing quality, safety, and long-term performance.
- Reinvest in new developments that better serve current and future tenants.
- Strengthen capital reserves to support ongoing renewal across the portfolio.
- Support operating stability during redevelopment and transition.
- Free up resources to focus on assets with greater potential to meet community needs.

Each potential disposal is carefully assessed, considering tenant impacts, housing demand, operational performance, and redevelopment potential. Where pursued, LMCH is committed to minimizing tenant disruption and maintaining service levels across the portfolio.

5 Modernize Operations

Regeneration is not only about buildings. LMCH continues to modernize how it delivers housing and manages its portfolio by:

- Maximizing rental and non-rental revenues across the portfolio
- Reviewing operating expenses to strengthen value for dollar.
- Strengthening asset management practices and lifecycle planning.
- Introducing stronger building performance and environmental standards.
- Improving internal processes to support redevelopment, acquisitions, and tenant transitions.

These changes support long-term sustainability and help LMCH operate more efficiently and effectively.

6 Leverage Community and Alternative Investments

Delivering regeneration at the scale required in London and Middlesex will require a range of funding approaches beyond traditional municipal, provincial, and federal programs alone. LMCH recognizes our role in advocating for and enabling alternative and community-based sources of investment that support long-term affordability and sustainability.

Through this approach, LMCH will consider how projects are planned and sequenced to support eligibility for a broader range of funding and partnership models, while continuing to work within the existing public funding framework.

Leveraging community and alternative investments allows LMCH to:

- Broaden the range of funding options available to support regeneration.
- Reduce reliance on any single funding source over time.
- Advance projects that may not be feasible through traditional funding alone.
- Support long-term financial self-reliance while improving service standards.
- Be more adaptable to changing funding environments and system pressures.

Evolving the Business Model: From RGI-Only to Mixed-Income, Community-Building Sustainability

LMCH's regeneration plan is not only about renewing aging buildings, but it's also about transforming the business model to prepare for long-term housing needs. Until 2025, LMCH operated almost exclusively as an RGI provider, funded by municipal subsidies. This model is no longer sufficient given aging infrastructure, rising costs, and increasing demand.

LMCH continues to shift to a mixed-income housing model that includes:

- RGI units
- Affordable units
- Market rental units

This approach is used successfully by many community housing providers and supports long-term financial sustainability, stronger tenant outcomes, and healthier communities.

Why This Shift Is Essential

Area of Impact	What it Enables
Financial sustainability and reinvestment	<ul style="list-style-type: none"> • Market and affordable rents help stabilize higher revenues • Supports capital renewal and portfolio investment • Reduces long-term reliance on municipal subsidy • Creates capacity for ongoing redevelopment, maintenance, and tenant supports
Community well-being	<ul style="list-style-type: none"> • Mixed-income communities support healthier, safer, and more inclusive neighbourhoods
Tenant outcomes	<ul style="list-style-type: none"> • New and redeveloped homes improve accessibility, energy efficiency, safety, and quality of life • Neighbourhood vitality • Aligns with goals for complete communities, climate action, and transit-supported density
Local economic development	<ul style="list-style-type: none"> • Supports construction jobs, local procurement, and a stronger workforce housing supply

Aligning Regeneration with Housing Needs and Strategic Goals

LMCH's MRP is not only a blueprint for renewing buildings, but it is also a direct, intentional response to urgent housing needs identified across local, provincial, and federal frameworks. It supports the goals of the City of London, Middlesex County, the Province of Ontario, and Canada's National Housing Strategy. It aligns with the demographic and affordability gaps confirmed by the City of London's Housing Needs Assessment (HNA) (2024) and the Housing Supply Action Plan (2024).

What's Needed	How LMCH's Plan Helps
More affordable housing for families	<ul style="list-style-type: none"> • Modernizing RGI units • Adding new affordable homes • Many units will have two or more bedrooms to meet family needs
More housing for seniors	<ul style="list-style-type: none"> • Builds new, accessible apartments with elevators and barrier-free features • Helps seniors live safely and independently as they age
More housing close to transit, stores, and services	<ul style="list-style-type: none"> • Adds new homes in neighbourhoods that are already well-located (e.g., Southdale) • Buys land or buildings in areas with good access to transit and amenities
Mixed-income communities	<ul style="list-style-type: none"> • Moves from only RGI units to also offering affordable and market rentals • Helps create more balanced, inclusive neighbourhoods
Better living conditions in older buildings	<ul style="list-style-type: none"> • Designs new builds to meet CMHC's funding standards (accessibility and energy efficiency) • Positions LMCH to respond to emerging opportunities
Land to build on and faster project starts	<ul style="list-style-type: none"> • Uses acquisitions and disposals to better manage portfolio, redeploying capital and preparing land for future builds faster

Strategic Alignment with Municipal, Provincial, and Federal Priorities

LMCH's MRP contributes to the targets and goals of multiple strategic plans. The table below illustrates the alignment across levels of government:

Plan or Policy	How LMCH's MRP Aligns
City of London Housing Pledge (2023) - 47,000 new homes by 2031	<ul style="list-style-type: none"> • Adds hundreds of new units to the local supply through redevelopment and new builds, while maintaining existing RGI service levels
City of London Housing Needs Assessment (2024)	<ul style="list-style-type: none"> • Responds directly to core housing need findings, especially affordability gaps and family housing shortages
City of London Housing Supply Action Plan (2024)	<ul style="list-style-type: none"> • Provides shovel-ready, fundable projects with a 5-year pipeline that supports intensification, financial innovation, and complete communities
Housing Stability for All (London & Middlesex, 2019-2024)	<ul style="list-style-type: none"> • Advances the goals of increasing supply, improving housing stability, and supporting transitions across the housing continuum
Climate Emergency Action Plan (2022)	<ul style="list-style-type: none"> • The plan aims to support the City's goal of community-wide net-zero emissions by 2050 by: <ul style="list-style-type: none"> » Energy / GHG reduction through renewal and repair of existing assets » Energy / GHG reduction of new developments (federal funding incentives higher performing buildings)
Ontario's Community Housing Renewal Strategy (2022)	<ul style="list-style-type: none"> • Revitalizes and retains aging stock while introducing new financing models and mixed-income approaches
National Housing Strategy & Canada's Housing Plan (2024)	<ul style="list-style-type: none"> • Aligns with national targets for new supply, supports energy-efficient builds, and leverages CMHC funding tools like Affordable Housing Fund and SEED

Why LMCH's Regeneration Model Works

LMCH's regeneration is grounded in evidence-based housing needs and builds in the flexibility to respond to changing demographics, real estate markets, and funding environments. It does so while:

- Maintaining core social housing commitments.
- Expanding unit counts in a fiscally responsible way.
- Offering a mixed-income model proven to enhance tenant well-being and reduce social isolation.
- Ensuring buildings meet or exceed funding eligibility thresholds to access critical capital.

The approach ensures LMCH is not just preserving housing, it is actively contributing to the housing solutions needed across the region.

Demonstrated Organizational Readiness

LMCH's redevelopment work at Southdale illustrates the organization's strengthened capacity for thoughtful, evidence-based decision-making. The reassessment of the project shows a more deliberate approach to balancing fiscal responsibility, tenant needs, and long-term community outcomes. This willingness to step back, reflect, and redesign demonstrates:

- Responsible stewardship of public assets.
- Sound judgement around pacing and scope.
- Stronger alignment with urban design, accessibility, and energy standards.
- A shift toward mixed-income models that support long-term financial sustainability.
- A more sophisticated understanding of lifecycle costs and redevelopment pressures.

Figure 1 below outlines the target build price and demonstrates LMCH's ability to develop new units cost-effectively. For comparison purposes, the figure shows only the hard construction costs for the building. Southdale Phase 1's cost at project completion (December 2025) was approximately 10% lower than LMCH's and the City of London's targets. The variance reflects LMCH's disciplined and strategic approach to capital planning, prioritizing right-sized design, phasing, and alignment with operational realities.

LMCH adopted the same target build price as established by the City. That is, the business cases used the same Altus hard cost input of \$280/sq. ft. This value is referenced in the City of London Community Improvement Plan Review for Increasing Affordable Housing Supply report, published May 2024, and reported to the Planning and Environmental Committee on June 11, 2024.

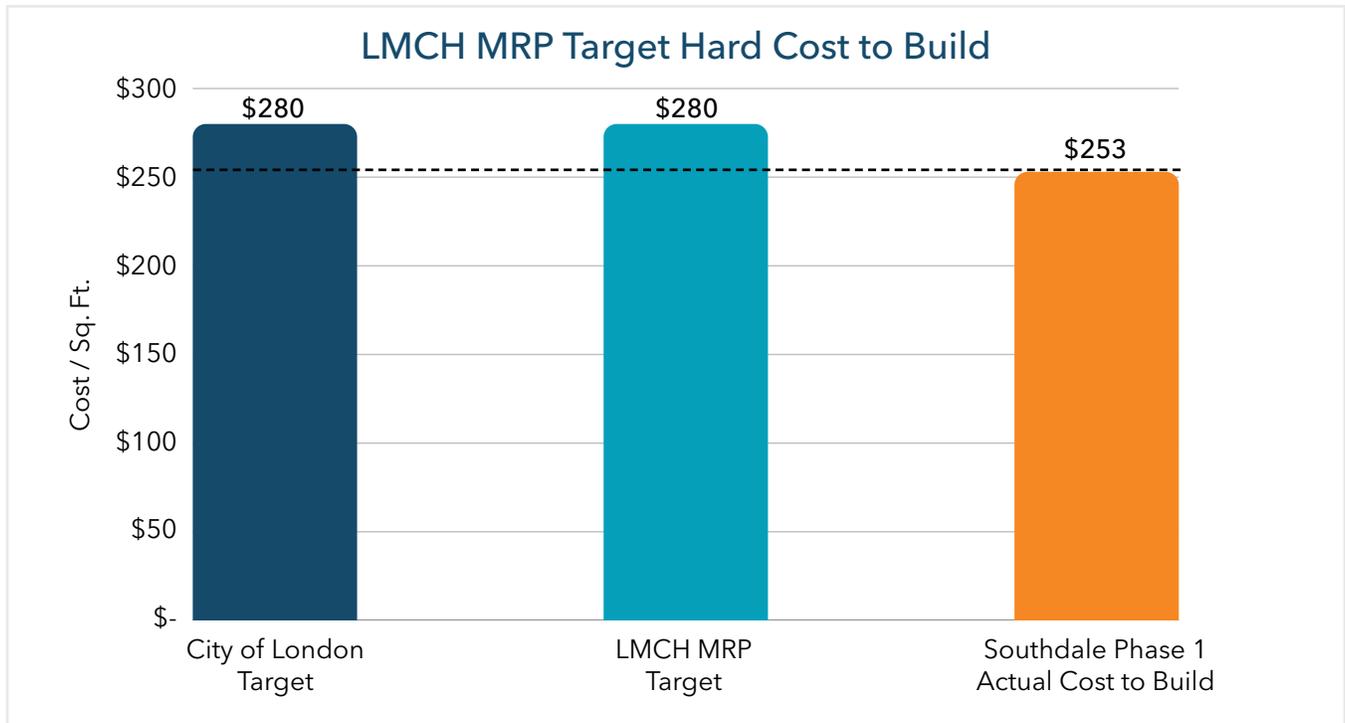


Figure1

As per the Altus Cost Guide and the City of London report, additional costs must be factored into the cost of a new development or the redevelopment of an existing site. For example:

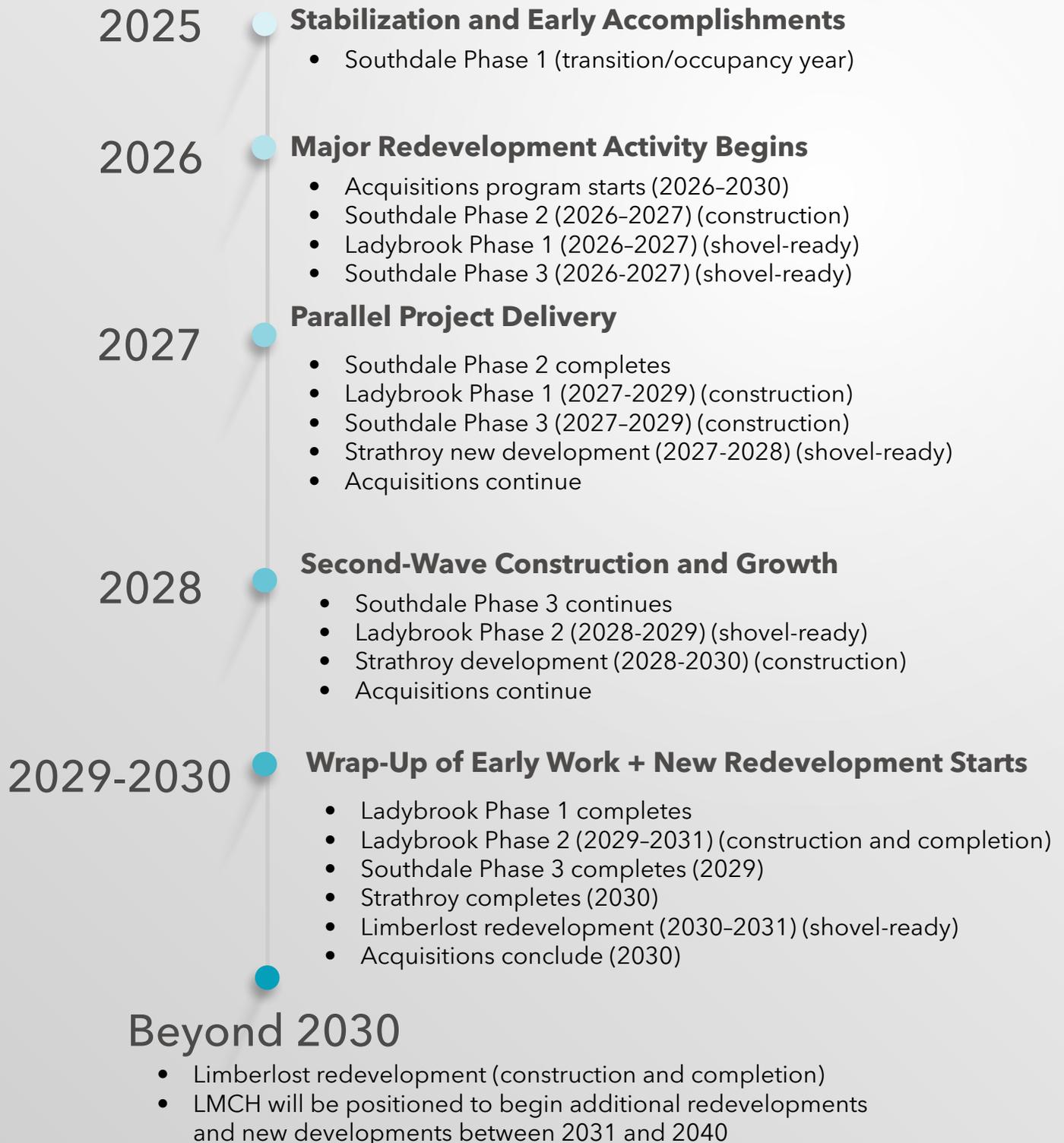
- **Additional hard costs:**
 - » Site works, landscaping and servicing
 - » Hardscape (parking and sidewalks)
 - » General requirements (contingency, general contractor insurance and bonding, etc.)
 - » Demolition and site remediation
- **Soft costs**
 - » Architectural and engineering fees
 - » Permits and municipal fees
 - » Interest during construction
 - » Legal fees, appraisals, etc.
- **Land costs**

The average total project cost in the MRP is \$452/sq. ft. The total project cost of Southdale Phase 1 is \$366/sq. ft. The difference further demonstrates LMCH's ability to build cost-effectively and provides for refinement of the development plans and contingency.

Southdale will serve as a practical example of how LMCH approaches future regeneration efforts. The work will be carefully planned, based on evidence, responsive to community needs, and structured for financial stability.

Five-Year Roadmap (2026-2030)

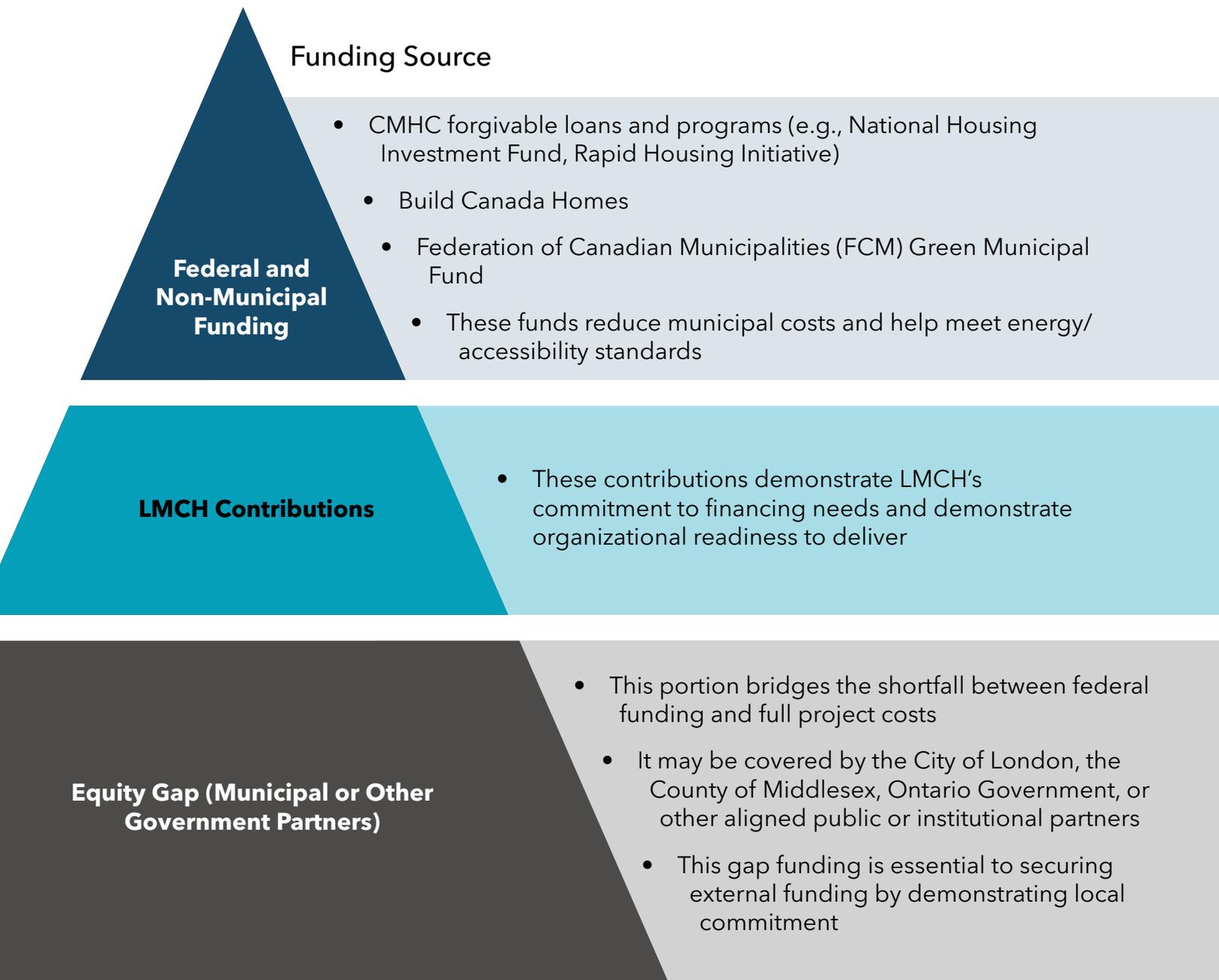
While the MRP spans 15 years, this section focuses on the first five. These early years are the most critical, where LMCH can make visible progress, test new approaches, and respond to funding and housing needs now. Focusing on this initial phase also allows for flexibility, so the broader plan can adapt as community needs, policies, funding and opportunities evolve.



Investment and Impact Snapshot (2026-2030)

The first five years of MRP prioritize high-impact, ready-to-launch projects that align with federal, provincial, and municipal housing priorities. While each development is designed to be self-sustaining over time, capital investment is needed upfront.

To deliver these early-phase projects, LMCH has structured a capital stack that draws on a mix of external, local, and organizational sources, designed to maximize federal funding, reduce local burden, and ensure long-term financial viability.



Project-Level Table Per the Five-Year Roadmap

The table below provides a high-level summary of the capital investment requirements and expected outcomes for each major regeneration project identified in the first five years of LMCH's MRP.

Project briefs are available in Appendix A, and each project is supported by a full business case and pro forma included in the broader MRP.

Project / Site	Regeneration Approach	Type of Unit	Clientele	# of units	\$/sq. ft.	Cost/unit	Total Development Cost
Southdale Phases 2-3	Redevelopment	1:1 RGI Replacement + Affordable Housing + Market Rental	Seniors + Adults	106	\$384	\$538K	\$57M
Ladybrook	Redevelopment	1:1 RGI Replacement + Affordable Housing	Adults + Families	211	\$438	\$490K	\$103.4M
Strathroy	New Build	Affordable Housing + Market Rental	Adults + Families + Seniors	113	\$452	\$572K	\$64.7M
Acquisition Program	Acquisition	Varies	To Be Determined	Target 150	Varies	Varies	Varies, estimated \$53.6M
Limberlost	Redevelopment	1:1 RGI Replacement + Affordable Housing	To be determined	75	\$489	\$649K	\$48.7M
Total				655			\$327.4M

Strategic Considerations for Decision-Making

Beyond outlining projects, the MRP provides LMCH with a decision-making framework that can be applied right away and refined over time to help sequence work, set priorities, and guide investment.

 Pacing of redevelopment

 Tenant supports & relocation planning

 Site prioritization

 Adding capacity as required

 Alignment with funding windows

 Balancing cost, equity, & community need

Looking Ahead: The Path to 15 Years

Over the full 15-year Master Regeneration Plan, LMCH will evolve into a stronger, more sustainable housing provider that delivers better outcomes for tenants and the community.

By 2040, LMCH will have:

A larger, more diverse housing portfolio

- A greater number and mix of deeply affordable, affordable, and market rental homes
- New, modern buildings that respond to changing community needs

A renewed, modernized asset base

- Older buildings replaced with energy-efficient, accessible, climate-ready housing
- Lower repair backlogs and reduced long-term capital liabilities

Stable, predictable financial performance

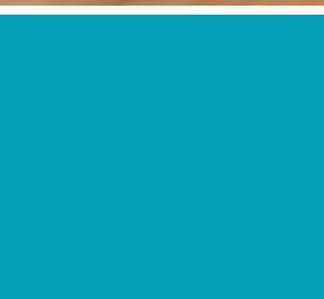
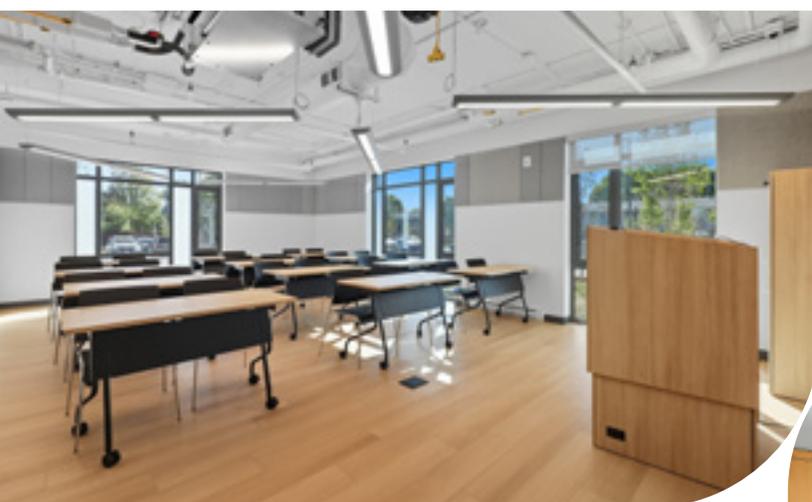
- A more balanced revenue model that relies less on municipal subsidy
- Increased ability to reinvest in future renewal, maintenance, and tenant supports

Stronger, mixed-income communities

- Healthier, safer, more inclusive neighbourhoods supported by mixed-income housing
- Improved tenant experience through better amenities and design

A resilient, future-ready organization

- Greater internal capacity for planning, development, and asset management
- Stronger partnerships with the City, County, and external funders
- Systems, processes, and staffing models aligned with long-term growth





Summary

The first five years of LMCH's 15-year Master Regeneration Plan establishes the foundation for long-term portfolio renewal and organizational financial sustainability. This roadmap stabilizes aging buildings, initiates redevelopment, expands supply, modernizes operations, and prepares LMCH to leverage external funding.

The mixed-income model strengthens financial resilience, supports healthier neighbourhoods, and improves outcomes for tenants and communities. The sequencing ensures work proceeds responsibly and aligns with LMCH's capacity and funding programs.

Together, these actions provide a coordinated and practical approach to meeting current housing needs and preparing for future growth across London and Middlesex County.

Appendix A – Project Briefs

LADYBROOK - Redevelopment

STRATHROY - New Development

LIMBERLOST - Redevelopment

LADYBROOK - Redevelopment



Development Vision:

211 Residential Units

- 1bd - 53
- 2bd - 85
- 3bd - 64
- 4bd - 9

881 sq. ft. Average Unit size

43 accessible units (20%)



RGI to Affordable Rents



Adult (25%) and Families (75%)



LMCH Office Space
 Site Area: 4.65 acres
 2-6 Storeys, 7 Buildings

Estimated Build Costs:

- \$103.4M
- \$438/ sq. ft.
- \$490,000/unit

STRATHROY - New Development



Development Vision:

113 Residential Units

- 1bd - 13
- 2bd - 30
- 3bd - 60
- 4bd - 10

812 sq. ft. Average Unit size

23 accessible units (20%)



Affordable to Market Rents



Adult (33%), Families (33%) and Seniors (33%)



LMCH Office Space
 Site Area: 2.7 acres
 6 Storeys, 2 Buildings

Estimated Build Costs:

- \$64.7M
- \$452/ sq. ft.
- \$572,000/unit

LIMBERLOST - Redevelopment



Development Vision:

75 Residential Units

- 1bd - 3
- 2bd - 23
- 3bd - 42
- 4bd - 7

848 sq. ft. Average Unit size

15 accessible units (20%)



RGI to Affordable Rents

Cientele to be determined



LMCH Office Space
 Parking Garage (1 lvl)
 Site Area: 1.25 acres
 6 Storeys, 1 Building

Estimated Build Costs:

- \$48.7M
- \$489/ sq. ft.
- \$649,000/unit



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