

Board Members:

Phil Squire- Chair

Gary Bezaire

Shawn Lewis

Hadleigh McAlister

Mayor Grantham-
Vice Chair

Cara Awcock

Kathleen Savoy

Gregory Thompson

Sara Piñeros Castaño

LMCH Leadership

Paul Chisholm, CEO

Christine Poirier,
Senior Manager,
Property Services

Andrea Mackenzie,
Director of Tenant
Services

Dirk Volschenk,
Manager of Human
Resources

John Krill,
Director, Asset
Renewal

Sunil Ghai,
Interim Director of
Finance

PUBLIC AGENDA

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

Board of Directors Meeting

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

Thursday, August 15, 2024

6:30 PM – 8:00 PM

<p>e) Staff Report 2024- 20 Security Services – Contract Award</p> <p>f) Staff Report 2024 21 - Contractor Award: Commercial Laundry Appliances and Service</p> <p>g) <u>PSH Reports for Information</u></p> <p>I. PSH- 2024-15 Human Resources Manager Update</p> <p>II. PSH- 2024-16 Director of Tenant Services Update</p> <p>III. PSH-2024-17 Senior Manager of Property Services</p> <p>IV. PSH- 2024-18 Community Safety Unit Status Report and KPI Review</p> <p>V. PSH- 2024-19 Update Community Development and Tenant Engagement Strategy</p> <p>VI. PSH- 2024- 20 Communications Update</p> <p>VII. PSH- 2024- 22 Debrief from AGM</p> <p>PSH Committee Reports for Approval</p> <p>h) Staff Report 2024 22 COVID -19 Policy Update</p> <p>i) Staff Report 2024 -23 LMCH Parking Policy</p>	<p>T. Rudow</p> <p>C. Poirier</p> <p>PSH Committee Chair</p> <p>D. Volschenk</p> <p>A.Mackenzie</p>	
<p>11) In-Camera: None</p>		
<p>12) New Business/ Enquiries: None</p>	<p>P. Squire</p>	
<p>13) Meeting Adjournment</p>	<p>P. Squire</p>	<p>8:00pm</p>

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

May 23, 2024, at 5:30 p.m.
 London & Middlesex Community Housing
 Boardroom, 1299 Oxford Street East, Unit 5C5, London, Ontario, Canada

Board Members in Attendance:

Shawn Lewis

Phil Squire, Board Chair

Hadleigh McAlister

Mayor Grantham

Kathleen Savoy

Cara Awcock

Gregory Thompson

Senior Leadership in Attendance:

Paul Chisholm, CEO

Christine Poirier, Senior Manager
 Property Services

Andrea Mackenzie, Director of Tenant
 Services

Dirk Volschenk, Manager Human Resources

John Krill, Director Asset Management

Sunil Ghai, Interim Director of Finance

** Virtual Attendance via Zoom*

1. Call to Order	P. Squire called the meeting to order at 5:30 p.m.
2. Recognition of Indigenous Peoples and Lands	<p>P. Squire provided the recognition address at 5:30 p.m.</p> <p><i>We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty 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></p>
3. Completion and Acceptance of the Agenda	Regarding the completion and acceptance of the agenda, MOVED by C. Awcock, seconded by Mayor Grantham, PASSED 5:31 p.m.
4. Disclosures of Interest	P. Squire called for conflict-of-interest declarations with respect to the agenda. No conflicts - of- interest were declared at 5:31 p.m.

<p>5. Approval of Board Meeting Minutes</p>	<p>Regarding the Board Meeting Minutes of March 21, 2024.</p> <p>MOVED by C. Awcock, seconded by G. Bezaire, that the Minutes BE ACCEPTED and APPROVED, item CARRIED at 5:31 p.m</p>
<p>6. Communications</p>	<p>None</p>
<p>7. Delegations</p>	<p>None</p>
<p>8. Presentations</p>	<p>None</p>
<p>9. Consent Items</p> <p>a. Staff Report 2024-12 CEO Report</p>	<p>Report overview given by P. Chisholm.</p> <p>MOTION to RECEIVE the report for Information MOVED by G. Thompson, seconded by H.McAlister All in Favour, PASSED at 5: 39pm.</p> <ul style="list-style-type: none"> • Revising quarterly reporting and KPIs, this will be presented to the Board, each quarter you will see new versions and updates to it. • ONPHA conference is November 7th-9th – 2 Board tickets are available • Our lease is up for renewal in 18 months, we will need to do a long-term exercise to figure out the next steps. Currently reviewing options to purchase a location, and office space in the regeneration option at the site. Spoke with the City on this as well, the report will come by the end of the year and the next steps/plans. <p>Discussion: Sq footage of the current office, and space size that will be needed in the future. We do have funding to build 2 community-based offices to open in Jan 2025 at Wharncliffe and Phase 2 of Southdale will have the other Community office.</p>

<p>10. Reports and Business</p>	<p><u>Finance, Audit, and Risk Committee Reports for Information, overview given by Committee Chair.</u></p>
<p>b) FAR Committee Reports for Information</p>	<p>MOTION to RECEIVE the report for information, MOVED by Mayor Grantham, seconded by G. Bezaire, ALL in Favour, PASSED at 5:48pm.</p> <p>Discussion on the Furnace install cost and tenant usage, and ways to protect the investment and monitor the units externally. Investing to improve the infrastructure and adjust tenant behaviour, this will improve cost efficiencies.</p> <p>An air condition policy to encourage better tenant behaviour, will be included in our Green Plan. The challenge is that townhouse sites are built on a group meter.</p> <p>The new builds have individual meters for electricity and we are building in air conditioning set up. Tenants will cover some of this cost and this will transfer the cost down.</p> <p>MOTION to APPROVE reports C, D & E, ALL in FAVOUR, PASSED at 5:56pm</p>
<p>c) Staff Report 2024-13 2023 Audited Financials</p>	<p>S. Ghai provided report overview</p> <p>Auditors noted that no significant issue to report to the board on fraud or misrepresentation.</p>
<p>d) Staff Report 2024-14 Reimagine Phase 2 Update</p>	<p>Report overview given by T. Whittingham</p> <ul style="list-style-type: none"> • Review of fees and construction value increase • Phase 2, looking to proceed with CGS, fee structure was reviewed by CGS, and revised fee recommendation put forward 70k has been cut from their cost. • Board Approved the updated recommendation • An amended proposal will be circulated

<p>e) Staff Report 2024- 15 Security Contract Extension</p>	<p>Report overview given by A. Mackenzie</p> <ul style="list-style-type: none"> No additional budgetary cost to this and is covered under the approved 2024 budget
<p>f) People Service and Housing Presentation</p>	<p>Presentaiotn and discussion given by LMCH Senior Leadership.</p>
<p>g) PSH Human Resources Reports for Information</p>	<p>MOTION to RECEIVE reports G- I for information, MOVED by G. Thompson, seconded by P. Squire, PASSED at 6:38pm</p> <p>Reports overview given by D. Volschenk</p> <ul style="list-style-type: none"> New to the Board is the workplace attendance KPI’s, staff wellness and staff engagement report, this information is used to understand if these inintiaves are affecting staff attendance positively. Reviewed in detail sick leave statistics Steve hall report, reporting will come out next quarter. <p>Discussion, on the trend line, the Attendance Management Program launched last year, later in the year the organization can review and set a baseline for these metrixs as more number become available.</p> <p>Turnover percentage, 2 individuals let in Q1 had less than 1 year of service in the organization, we need to be mindful when hiring to make sure they are a good match. Staff continue to have leave for a higher salary opportunities.</p>

<p>h) PSH Tenant Services Reports for Information</p>	<p>Report overview given by A. Mackenzie</p> <ul style="list-style-type: none"> • Review of the work being done with the Social Housing Advisory Committee, chaired by the City of London on HDN drafts, these HDN's will impact LMCH operations once approved • Recent discussion, HDN on Occupancy Standards are under review and will be finalized in the next few months. • Acquisition of former Fiarmon PS. Development discussed • Reimagine door knocks and packages have been dropped off to all Phase 2 tenants to be relocated, the transition and relocation process has begun, 13/ 21 tenants have reached out to be relocated. <p>Community Safety Update – T. Rudow</p> <ul style="list-style-type: none"> • CCTV & LPS lines of communication and collaboration is improving. • Incidents, and complaints from tenants and staff are being better documented, this is useful for data and KPI setting • Clarification on the distinctions between trespassing and access control and how these are quantified. <p>Community Development Update given by L. Luther</p> <ul style="list-style-type: none"> • Community partner's impact reviewed • These impact updates will come on a quarterly basis to the Board moving forward <p>Discussion, the information is interesting and shows that housing is more than units and we are engaging the community.</p>
<p>i) PSH Property Services Reports for information</p>	<p>Report overview given by C. Poirier & A. MacKenzie</p> <ul style="list-style-type: none"> • Q1 Vacancy Report, The Timeline of units being completed went from 100 days to 84 days.

<p>j) Staff Report 2024-16 Service Agreement – S&K Landscaping Services Report</p>	<p>IPM Update -C.Poirier</p> <ul style="list-style-type: none"> • This process has allowed us to Identify units that were not reported by tenants. Current challenges are no access, units not prepped and tenant refusal, this has led us to create an internal process to work with tenants to treat these units. We see these challenges most commonly in adult buildings. Tenant refusals being addressed through an internal process - In Q1 unit prep was done for 42 units so they could be treated. • Work orders for pest control units have increased as these units have previously been unreported. <p>Report overview given by C. Poirier</p> <p>Review of the proposal process, and determination to revisit RFP in the fall for a multi-year proposal.</p> <p>MOTION to APPROVE the report, Moved by G. Thompson. Seconded by Mayor Grantham, ALL in Favour, PASSED 6:39 PM</p>
<p>11. In-camera</p>	
<p>12. New Business</p>	<p>None</p>
<p>13. MEETING ADJOURNMENT</p>	<p>MOTION to ADJOURNED, moved by C. Awcock, seconded by G. Bezaire, ALL in Favour PASSED at 6:43 pm.</p>

Phil Squire, Chair

Paul Chisholm, CEO

CEO Report
Staff Report 2024- 17

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: CEO Update

DATE: August 8, 2024

PURPOSE:

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

RECOMMENDATION:

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

UPDATES:

CEO Workplan (Attachment # 1)

At the May meeting of the Executive Committee, it was agreed that the CEO would meet with the Board Chair to discuss the CEO Workplan (Attachment 1) and bring a draft back to the Executive Committee for review. It was agreed that the CEO Workplan should not contain a summary of organizational initiatives and would take a more strategic approach to driving strategic organizational outcomes. Attached is the draft CEO Workplan with a status update as of the end of Q2 2024. The Workplan contains 4 key areas of focus for the CEO: Expand our Impact, Create a Foundation for Success, Increase Profile, and Financial Sustainability.

The attached workplan has been reviewed by the Executive Committee and is to be received for information.

Organizational Review

LMCH has been reviewing options on how best to conduct an organizational review to support service improvement, collaboration, and communication for tenant-facing service delivery. LMCH has engaged Optimus SBR to conduct the organizational review to assess our current state and make recommendations related to organizational structures at a functional and reporting level. The review will include the Tenant Services and Property Services Teams and focus on management roles and reporting structures. This work is being conducted as a service improvement initiative and while it is expected roles will change, at the end of the process, LMCH does not anticipate job loss.

Optimus sbr has extensive experience working in the sector with clients that include Windsor Community Housing, Toronto Community Housing, City of Hamilton Housing Services Division, Supportive Housing in Peel as well as significant other provincial and municipal client engagement that will inform this work.

This project is just getting underway and is being communicated to staff on August 8 & 9. The Board is a key stakeholder in the process during the project kick-off and will be able to review the recommendations. Draft recommendations are expected before the end of 2024.

Inter Faith Homes Limited (London)

The City of London has requested that LMCH express its intent with regard to this property at 728-792 Ladybrook Crescent.

From the perspective of staff, this property provides an opportunity to expand the impact of LMCH by bringing in the current 64 units under the umbrella of LMCH. The mortgage for this property is fully paid off by the end of 2024 and with that, a new operating agreement (funding agreement) needs to be entered into with the City.

Initial redevelopment conversations have taken place for this site and we now need to develop a plan to support the transition of the property at the end of the operating agreement and determine the role of LMCH in the administration and/or redevelopment of the property.

LMCH will communicate an interest in assuming oversight of the property to the City of London. LMCH will also conduct an assessment to ensure the opportunity aligns with LMCH Strategic Direction and determine the best approach to move forward (legally

and operationally) , and identify any potential risks. Updates will be through the Finance Audit and Risk Committee moving forward.

City of London Property - 345 Sylvan Road

The City of London is nearing substantial completion of a new build at 345 Sylvan Road which will be an affordable housing development serving low-need households. This is a three-story 42-unit building built in an existing residential community.

LMCH will assume property management responsibility for this site and is supporting the transition to operations including reviewing applications for new tenants for the site. Occupancy is expected in September 2024.

In anticipation of this building being managed by LMCH new staff were hired to ensure sufficient capacity to support the building rent up and ongoing operations at all three sites where LMCH provides property management services – 122 Baseline, 345 Sylvan, and 728-792 Ladybrook Crescent.

ATTACHMENTS:

APPENDIX A: CEO Workplan

PREPARED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

CEO Workplan Q2 2024

Strategic Objective	2024 Objectives	Status as of Q2 2024 (June 30, 2024)
<p>Expand our Impact</p> <p>Identify Opportunities to increase the amount and type of housing offered to the community.</p>	<ul style="list-style-type: none"> • Strengthen the relationship with the City of London to grow the property management portfolio. • Work to bring Inter-Faith Housing (London) property (728-792 Ladybrook Crescent) into the LMCH portfolio and initiate redevelopment of the site. • Secure Funding for Phase 2 of Reimagine Southdale. • Initiate Regeneration Planning for the entire LMCH portfolio to identify alternate sites 	<ul style="list-style-type: none"> • LMCH is on track to provide property management services to the City of London's new build at 345 Sylvan in Q3. • Discussions with the City of London on redevelopment options for the Ladybrook site. • City of London is requesting that LMCH provide direction to the City on interest in assuming long-term administration of Ladybrook. • Reimagine Southdale Phase 2 now fully funded. LMCH in conversation with CMCH on securing funding for the next phase of the project. • Regeneration RFP being prepared to complete the portfolio assessment for release in Q4 2024.
<p>Create a Foundation for Success</p> <p>Align LMCH to organization structure, systems, and teams to best support the delivery of strategic priorities and service excellence for tenants.</p>	<ul style="list-style-type: none"> • Create a focused Asset Team under the Director of Asset Renewal to focus on maximizing the impact of investments • Initiate an organizational review to get recommendations to best integrate the Property Services and Tenant Services teams to support service improvement for tenants. 	<ul style="list-style-type: none"> • Director of Asset Renewal onboarded in Q2 2024. • New Asset Management team structure in place and hiring underway • Optimus SBR engaged to complete organizational review and develop recommendations for organizational changes to support the integration of Property Services and tenant Services Team by the end of 2024.

Strategic Objective	2024 Objectives	Status as of Q2 2024 (June 30, 2024)
<p>Increase Profile</p> <p>Demonstrate the positive impact that LMCH is having in our community by highlighting service improvements /excellence, a positive work culture, and investment in communities.</p>	<ul style="list-style-type: none"> • Improve social media profile • Create a culture of celebrating and recognizing success for tenants and staff • Elevate communication function to highlight the strategic focus of LMCH 	<ul style="list-style-type: none"> • Funding for additional communication resources, funded through MYB business case • Communication updates to be brought to the Board as a regular Quarterly report. • Increase in social media posts focused on tenant engagement, staff events, investment in communities, and similar.
<p>Financial Sustainability</p> <p>Create a financial plan that best supports sustainable operations and investment in initiatives that create long-term financial stability for the corporation.</p>	<ul style="list-style-type: none"> • Secure operating and capital funding through the City of London MYB to support strategic initiatives. • Transition LMCH away from a 100% RGI-funded organization. • Access capital funding for regeneration through CMHC and other providers. 	<ul style="list-style-type: none"> • \$5 million in operating costs and over \$32 million in capital investment secured through the MYB process. • SHS Consulting engaged to support an application for funding to support CMHC investment in the Southdale Project. • Conversations ongoing on how to best leverage the Ladybrook site equity, City funding and/or CMHC funding to redevelop the Ladybrook site at the end of the operating agreement in Q4. • Review being initiated on current rental rates and non-rental revenue (including parking charges and Laundry charges) to ensure revenue opportunities are explored in full.

**Director Asset Renewal Update
FAR-2024-17**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Director Asset Renewal Update

DATE: July 25, 2024

PURPOSE:

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

RECOMMENDATION:

That the LMCH Finance, Audit, and Risk Management receive the 2024 Q2 Director Asset Renewal update report for information.

UPDATES:

Human Resources Update

The second quarter began with four vacancies in the department: 1 Field Supervisor, 2 Project Facilities Coordinators, and 1 Business Analyst. We have filled one of the Project Facilities Coordinator vacancies internally and are currently recruiting to fill the Business Analyst vacancy. Filling this vacancy is being given priority as it will be an integral part of delivering on the three Strategic Initiatives outlined later in the report.

The department now has three Construction Project Managers (not including the two Project Managers engaged at Reimagine Southdale and in the CMHC program) delivering ongoing capital renewal projects. Consistent with best practices in managing multiple Project Managers to ensure fair and equitable distribution of projects, I am currently analyzing the workload of the Capital Team to ensure an acceptable range of KPIs (projects per Project Managers, average dollar value of projects managed).

Asset Management Plan

The current Asset Management Plan (AMP) – prepared in 2018 – is reflective of the reality at that time. A review of the AMP’s recommendations made then indicates over 50 separate or related initiatives be undertaken to improve LMCH’s overall portfolio facility conditions, service delivery, and tenant experience. While a number of these initiatives have been put in play since 2018 (from project management software implementation to level of service improvements via work order tracking to increased capital spending) clearly a new understanding of LMCH assets and the recommendations to meet provincially regulated Asset Management requirements is necessary. To that end, LMCH has entered into a Service Agreement for Asset Management Services – effective July 1st, 2024 – with the City of London for an annual fee of \$25,291. This Agreement will see the City of London filling the role of a consultant to prepare a new Asset Management Plan for LMCH. A kick-off meeting to begin this work has been scheduled by our City of London partners for July 22nd. It is anticipated that we will have a better understanding of the deliverable date for the new AMP subsequent to kick-off.

Renoviction Assessment

Issue: Does the Renoviction Bylaw currently under consideration by the City of London have negative cost impacts upon LMCH.

Background: The City of London is considering a Renoviction Bylaw to potentially be in place by early 2025. Renovictions occur when a landlord issues an N13 form to tenants notifying them of eviction due to the demolition, renovation, or conversion of their unit. The draft bylaw currently sees a \$400 per-unit licensing fee to landlords who want to serve a tenant with an N13 form. In some other municipalities, these bylaws also require the engineer or architect to sign off on the reason for demolition, renovation, or conversion of units, indicating additional costs for landlords.

Assessment: LMCH makes every effort to avoid the eviction of tenants when it requires tenants to relocate due to demolition, renovation, or conversion of rental units. Examples of this practice include 1.) Reimagine Southdale wherein existing townhouse blocks have been demolished, and 2.) CMHC program and non-CMHC program unit accessibility modification renovations. In no case has LMCH historically evicted tenants without accommodation being made first to allow project work to be carried out, and LMCH anticipates this current practice to continue in the future.

While LMCH is normally successful in working with tenants to secure an alternate rental unit there may be occasions where LMCH is required to issue the N13 form. The requirements of this bylaw may impact the timelines and costs related to the relocation of tenants to ensure compliance with both the RTA and the new bylaw. The potential cost of \$400 per unit and associate professional/legal fees will have a nominal impact on LMCH in terms of the cost of the redevelopment work.

Recommendation: LMCH to work with City staff to better understand the intended application of the bylaw and provide input from the perspective of LMCH to reduce barriers to the bylaw. LMCH will provide updates to the Board at future meetings.

Strategic Initiatives

The following is an outline of our current thinking on three key strategic initiatives impacting LMCH tenants long-term and the organization itself from an asset sustainability and financial performance perspective. Each of these initiatives can stand alone as a deliverable, and to some extent have happened in the past independent of each other. However, through discussions with various industry experts and stakeholders, it has become more and more obvious that these three strategies are intertwined. The challenge then is how to move forward in a cohesive, cost-effective, and timely manner to deliver on the goals of each strategy.

We are currently assessing the value of retaining a consultant or consultants to help us understand how to carry out the following three strategies and are targeting the October Board meeting for contract award recommendation(s).

1. Regeneration Strategy:

Of all three strategies, the Regeneration Strategy is perhaps the most important as it asks the question: How does an independent social housing provider leverage its considerable asset equity for significant social housing growth and long-term financial sustainability (seeking to lessen the financial commitment of its shareholder over time), while still maintaining its obligations as a social agent of the community? A sound Regeneration Strategy could consider the latest Building Condition Assessments (BCA) – following the updating of LMCH’s VFA system with completed capital projects data – or a decision could be made to utilize the current BCA state (and associated Facility Condition Indexes (FCI)) to base divestment decisions upon. This is an important consideration as LMCH must weigh – for example – continue to maintain and provide single-family facilities at an operating loss or divest of these to fund new multi-unit facilities that are more cost-effective to operate over the long term. Another key consideration of a sound Regeneration Strategy is making use of vacant land at LMCH facilities to develop and build more multi-unit buildings in the vein of Reimagine Southdale. The potential for partnering with developers to deliver social housing stock is significant but must be approached prudently in terms of financing (either equity-based or otherwise).

The Capital Team is making its best efforts to update LMCH’s VFA system to drive more current BCA results. Doing so in a timely manner hinges upon filling the vacant Business Analyst position and training our Project Managers and other Capital Team members to utilize the VFA system more regularly. With more current BCA results, we will be in a better

position to fulfill our obligations vis-à-vis the latest Asset Management Plan under development with the City of London, and ultimately deliver a sound Regeneration Strategy.

2. Green Plan:

LMCH has implemented various green initiatives in the past (e.g. solar walls, high-efficiency furnace and window replacements to name a few) and continues to do so (e.g. Demtroys thermostat heat mapping in high-rises, earth bins replacing above-ground garbage bins currently underway at Boulee). A sound and comprehensive Green Plan is necessary to gauge the success of previous individual green initiatives in terms of energy savings and/or GHG reduction via historical data analysis and is also necessary to ensure future initiatives are carried out in an orderly and timely manner. We are currently engaging the London Environmental Network (LEN) – gratis – to carry out energy audits on 6 LMCH buildings to begin this process. However, we believe contracting with a consultant to plan and carry out a comprehensive review of all our current and future green initiatives is necessary to achieve maximum energy savings contributing to the City of London’s GHG reduction targets.

LMCH needs to determine the prioritization of the work on the green plan as it relates to capital priorities and the regeneration strategy. LMCH will continue to deliver energy efficiency initiatives through CMHC repair and renewal and through the assessments of the London Environmental Network in the immediate future and will continue to work on a comprehensive LMCH Green Plan through the end of 2024 and into 2025.

3. Building Condition Assessments (BCA):

Every five years, LMCH contracts with a consulting firm to complete assessments of all properties within our portfolio. The output of this assessment is an Index Score of each property related to its condition. With ongoing capital investments from the City of London, CMHC, and other sources, LMCH has worked towards improved property Index Scores over the past number of years. Our next BCA will draw on data housed in the software package – VFA Facility – utilized by LMCH to track the condition of our properties and their components, to verify this improvement in building conditions. We are currently negotiating costs with the VFA Facility to continue with the software license for the next renewal period. As outlined in FAR 2023-19, our next 3rd party Building Condition Assessment is planned for 2025-27, and consistent with past practice would occur in 1/3 of portfolio increments over that 3-year period. Our challenge here is: How do we compress (or should we compress) the BCA schedule to provide timely results and critical direction to enhance our decision-making for our Green Plan and Regeneration Strategy?

Critical Issues Update

Mekker File:

I have taken on the Lead of this file. We have confirmed a new legal counsel at McCague Borlack to represent LMCH going forward. Our legal counsel attended court with Mekker’s counsel in Q2 2024 to set a motion hearing date (motion brought forward by Mekker’s counsel). The next court activity is scheduled for Q4 2024.

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

Q2 2024 Financial Results
FAR-2024-18

TO: LMCH Finance Audit and Risk Management Committee

FROM: Bushra Walji, Finance Manager

SUBJECT: Q2 2024 Financial Results

DATE: July 25, 2024

PURPOSE:

The purpose of this report is to share the Q2 2024 unaudited financial results for LMCH for the period ending June 30, 2024.

RECOMMENDATION:

That the June 30, 2024, Financial Performance Results, and its Operating Summary Report be RECEIVED for information.

REASONS FOR RECOMMENDATIONS:

The YTD operating results on June 30, 2024, ended with a surplus of \$45,504 compared to YTD budget deficit of (\$387,473). However, with the current trend in operating expenditures, the projection for the year-end is a deficit of \$692,662. This deficit is due to higher expenditures in Maintenance, Insurance, and Property taxes. LMCH management will review these trends causing fiscal pressures in detail and find mitigating ways to reduce the deficit for the end of the fiscal year.

REVENUES

Total revenue showed a favorable variance of \$708,515 overall compared to the YTD 2024 budget. A revenue shortfall in Q1 2024 has been reversed with the municipal base funding shortfall in Q1 being resolved, increases in rental revenue, and decreases in bad debt right off creating a surplus.

Municipal Base Funding: This includes the amount of monthly funding received from the city, the shortfall in the first Quarter of \$ 472,439 addressed in second quarter payments from the city.

Rent Revenue: Rent revenues showed a favorable variance of \$94,596 compared to the budget. The bad debt write-offs in the second quarter were a favourable at \$103,069 compared to the YTD budget. LMCH will continue to monitor bad debt write-offs and rent forgiveness in the coming months to reforecast rental revenue to year-end.

Tenant Recoveries: Showed unfavorable variance of (\$15,914). This means that Maintenance charges back and Moveouts were lower than anticipated.

Interest Revenue: This had a favourable variance of \$11,176 because of the Bank of Canada's interest rate hikes. From Jan 1, 2024, interest rates have increased ~34% which resulted in increased bank interest on deposits held.

EXPENDITURES

Total Operating expenditures showed unfavourable variance of (\$266,280) compared to the YTD 2024 budget. For the year-end, this unfavorable variance is (\$616,588).

Salaries, Wages, and Benefits had a favorable variance of \$218,260 due to vacancies in various positions as of the second quarter, few of these positions are under recruitment third quarter. As staffing recruitment is underway the year-end expenditures on staffing will be in line with the approved budget.

Building, Maintenance, Materials, and Services had unfavourable variance of (\$321,972) at end of the second quarter, with yearend projections slightly higher (\$382,356). A review of this category indicates several program areas as overspent including Pest Control (121,149), Building General (\$70,785), Heating and Ventilation (\$34,635), Painting (\$48,658), Plumbing (\$27,551), Elevators (\$44,150) and Electricals (\$25,901) respectively offset by underspending in Cleaning \$28,989, Waste removal \$15,302 and Vandalism \$13,940. The increase of \$382,356 to a total of \$6,844,141 is based on increased tenants' demand for general building maintenance, Pest Control, Elevator maintenance, Heating and Ventilation, Plumbing, and Painting.

Utilities had favourable variance of (\$39,652) due to lower costs in water consumption (\$14,242) and higher natural gas costs (\$46,509). This trend will continue with year-end expenditures to be in line with the approved budget.

Property costs were higher due to Municipal taxes (\$158,734) and Insurance (\$37,749) compared to YTD budget in the second quarter. The increase in year-end for \$365,231 is due to 8.7% inflation adjustment for Municipal property taxes and higher costs of Insurance.

Total Administration costs including Finance, Legal, Consulting, and Human resources, Travel, Transport, and Communication expenses had an overall favourable variance of \$3,222 in the second quarter.

LMCH continues to balance budget constraints against increasing and complex challenges in supporting tenants and managing infrastructure. The management efforts are to ensure funds are being allocated to areas where the greatest positive impact is achievable.

The Board approved the provisional budget for 2024 in August 2023 with the information available at the time for the part of fiscal year 2023. The current year-end projections for revenue and expenditures are now utilizing the data available and the knowledge obtained in reviewing the first 6 months of actuals and discussion with management regarding the trends in various expenditure lines. LMCH will continue to seek cost-saving mechanisms and investigate available solutions to mitigate risks of unexpected events as the year progresses and any savings realized will offset the current budget pressure of \$692,662.

Please see the attached report for a detailed analysis.

Appendix A – June 30, 2024, Operating Results

SIGNATURE:

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
BUSHRA WALJI MANAGER of FINANCE	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

APPENDIX A - Operating Results as at June 30, 2024

REVENUE	YTD - Q2	YTD Budget	YTD Variance	Projected Year End	Budget	Variance
RENT REVENUES	7,184,092	7,089,496	94,596	13,870,381	14,022,180	(151,799)
MUNICIPAL BASE FUNDING	8,340,644	7,868,204	472,439	16,781,288	16,781,288	0
MAINTENANCE, MATERIALS & SERVICES						
ROOFING	13,093	20,201	(7,108)	26,185	45,135	(18,950)
BUILDING GENERAL	812,635	741,851	70,785	1,506,843	1,304,765	202,078
CLEANING	511,194	540,183	(28,989)	1,022,388	1,039,178	(16,790)
PEST CONTROL	396,625	275,476	121,149	793,249	746,924	46,325
ELEVATORS	121,922	77,772	44,150	133,621	124,200	9,421
ELECTRICAL	120,241	94,341	25,901	200,686	155,250	45,436
EQUIPMENT	38,161	20,232	17,929	76,322	41,400	34,922
LANDSCAPING & PARKING LOT MTCE.	107,239	93,000	14,239	214,477	229,146	(14,669)
MOLD	40,693	36,073	4,620	81,386	64,038	17,348
SNOW REMOVAL	488,681	516,667	(27,986)	737,567	737,567	0
LIFE SAFETY SYSTEMS	151,755	151,629	126	303,510	310,500	(6,990)
HEATING & VENTILATION	197,611	162,976	34,635	341,409	213,885	127,524
PLUMBING	330,136	302,585	27,551	565,006	560,962	4,044
PAINTING	278,220	229,562	48,658	447,279	387,106	60,173
VANDALISM	19,155	33,095	(13,940)	38,311	72,204	(33,893)
WASTE REMOVAL	172,238	187,539	(15,302)	344,475	414,000	(69,525)
SUNDRY MATERIALS & SERVICES	5,713	158	5,555	11,426	15,525	(4,099)
	3,805,312	3,483,340	321,972	6,844,141	6,461,785	382,356
UTILITIES						
ELECTRICITY	942,527	942,111	417	1,672,405	1,672,405	0
WATER HEATER RENTAL	151,140	130,457	20,683	211,492	253,922	(42,430)
WATER	854,064	868,306	(14,242)	1,692,861	1,692,861	0
NATURAL GAS	748,243	794,752	(46,509)	1,380,000	1,380,000	0
ENERGY SAVINGS REBATE	0	0	0	0	0	0
	2,695,974	2,735,626	(39,652)	4,956,758	4,999,188	(42,430)
PROPERTY						
INSURANCE	655,962	618,213	37,749	1,311,924	1,238,000	73,924
MUNICIPAL TAXES	2,917,034	2,758,301	158,734	5,834,069	5,545,285	288,784
	3,572,997	3,376,514	196,483	7,145,993	6,783,285	362,708
ADMINISTRATION						
CORPORATE						
FINANCE	30,553	43,862	(13,309)	87,606	120,138	(32,532)
HR	81,869	87,918	(6,049)	163,738	207,093	(43,356)
L&C	139,600	165,751	(26,152)	279,199	305,868	(26,669)
OFFICE	237,042	243,692	(6,650)	474,084	498,503	(24,419)
OTHER	37,232	36,564	668	74,463	68,731	5,733
	526,295	577,788	(51,493)	1,079,090	1,200,334	(121,244)
TRANSPORTATION & COMMUNICATION						
TELECOM	150,344	136,661	13,684	300,670	283,502	17,168
TRAVEL & TRANSPORTATION	63,332	36,070	27,263	126,664	85,137	41,527
OTHER	3,549	3,521	29	7,098	8,281	(1,182)
	217,226	176,251	40,975	434,433	376,920	57,513
SUPPLIES & EQUIPMENT						
EQUIPMENT	15,516	17,520	(2,004)	28,788	28,788	(0)
OTHER	292,153	276,409	15,744	532,010	532,010	0
	307,669	293,929	13,740	560,798	560,798	0
TOTAL OPERATING EXPENDITURES	15,433,084	15,166,804	266,280	30,892,880	30,276,292	616,588
EXTRAORDINARY LOSS	51,261	42,003	9,258	102,523	100,000	2,523
NET SURPLUS (DEFICIT)	45,504	(387,473)	432,976	(692,662)	(0)	(692,662)

Board of Directors Quarterly Performance Report:



LONDON & MIDDLESEX
COMMUNITY HOUSING

Q2 2024

Period Ended June 30, 2024

July 25, 2024



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Section 1 – Executive Summary

The 2024 2nd Quarter Performance Report provides highlights of London Middlesex Community Housing (LMCH) strategic and operational performance for the April, May, and June period. The quarterly performance report evolves on a continuing basis as metrics are identified and data collected and analyzed. The report shows our key performance indicators and conforms to the reporting requirements of the Board of Directors.

2nd Quarter 2024 – Overview

- **Vacancy**: The vacancy data showcases a highly efficient turnover process, with significant improvements seen from Q2-2023 onwards. The vacancy rate consistently meets the green target, staying below 3%, and the average days to commit a unit remain well under the 33-day target. This reflects an efficient and effective process.
- **Work Orders**: The work order data shows steady maintenance efficiency and timeliness. Urgent and emergency work orders decreased by 10% since Q1 2024, and after-hours service increased to meet tenant needs. The drop in completed work orders in Q2 is due to the transition of pest control work orders to our Purchase Order system.
- **Arrears**: The arrears data shows some challenges in meeting targets. Households in good standing has remained below the 90% target, with slight fluctuations. The time to restore subsidies improved to the green band in Q1-2024 but slipped slightly in Q2-2024. The number of households in arrears remains in the red band, indicating ongoing challenges in reducing household arrears.
- **Human Resources**: The human resources data shows consistent results in workforce performance and well-being. Compliment Management consistently meets or exceeds the 97% target, except for a slight dip in Q3-2023. Talent Recruitment was stable in the high 90's with statistical anomalies in Q1 and Q2 2024 due to the timing of the positions being hired and difficulty in finding suitable candidates. LMCH expects this metric to return to the previous results from 2023. Employee attendance and absences is still under development, with ongoing efforts to establish targets and collect data.
- **Pest Control**: The pest control data shows an increase in infestation rates, which was expected due to additional inspections uncovering previously unknown infested units. The number of active units being treated improved from red to yellow as tenant cooperation increased. Tenant refusals improved from red to green, meeting the $\leq 5\%$ target in Q2-2024. While tenant cooperation has improved, continued efforts are needed to identify all infested units, reduce infestation levels, and enhance treatment effectiveness.

Q2 2024 - Performance Scorecard Vacancy

Outcome	Strategy	#	Measure	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Turnover Process in a Timely Manner	Improve Unit Time in Restoration and Days to Commit Unit	1.1	Operational Efficiency: Maintain Vacancy Rate (%): Target = 3%	3.6%	3.6%	2.7%	2.1%	2.4% ↑
		1.2	Average # of Days to Commit the Unit: (From Vacant to Leased) Target = less than 33 days on average over the Quarter	20	19	22	20	29 ↑

Legend:

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

Q2 2024 - Performance Scorecard Work Orders

Outcome	Strategy	#	Measure	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
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Enhance the Efficiency, Effectiveness, and Timeliness of Maintenance Repairs	Implement Procedures, Communication, Resources, Training, and Monitoring for Maintenance and Repairs	2.1	<u>Building Condition:</u> % of Urgent, Emergency, 24 Hours Target = \leq 25%	22%	24%	33%	40%	30% ↓
		2.2	<u>Cost Controls:</u> % of After-Hours Work Orders Target = \leq 5%	6%	9%	10%	13%	17% ↑
		2.3	<u>Operational Efficiency:</u> % of Work Orders Completed Target = 95%	98%	96%	98%	96%	81% ↓

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

Q2 2024 - Performance Scorecard Arrears and Subsidy's

Outcome	Strategy	#	Measure	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
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Enhanced Financial Stability and Tenant Retention	Proactive Arrears Management and Supportive Tenant Engagement	3.1	<u>Operational Efficiency:</u> Households in Good Standing (Rent & Parking) Target = 90%	80%	79%	80%	79%	80% ↑
		3.2	<u>Forgiveness:</u> Average Number of Months to Complete <i>Forgiveness</i> Target = < 4 months	4.82	4.69	5.02	3.39	4.15 ↑
		3.3	<u>Arrears:</u> Households in Arrears Target = ≤ 400 Households	615	629	611	650	625 ↓

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

Q2 2024 – Performance Scorecard Human Resources

Outcome	Strategy	#	Measure	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
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Optimized Workforce Performance and Well-being	Comprehensive Talent Management and Employee Support	4.1	<u>Compliment Management:</u> (Current FTE's / Total FTE's Budget) Target = 97%	98%	96%	99%	98%	97% ↓
		4.2	<u>Talent Recruitment:</u> Time to fill vacancy (working days) Target = 90 days	98.1	97.3	98.9	27.3	132.3 ↑
		4.3	<u>Employee Attendance and Absences</u> Under Development Target = Under Development					

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

Q2 2024 – Performance Scorecard Pest Control


Outcome	Strategy	#	Measure	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Reduction in Pest Infestation Incidents	Integrated Pest Management (IPM) Implementation	5.1	<u>Infestation Level:</u> % of Total Units Being Treated Target = ≤10%	N/A	N/A	N/A	21%	22% ↑
		5.2	<u>Operational Effectiveness:</u> % of Active Units Being Treated Target = 90%	N/A	N/A	N/A	72%	82% ↑
		5.3	<u>Tenant Co-operation:</u> % of “Tenant Refusals” Target = ≤ 5%	N/A	N/A	N/A	8%	5% ↓

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

Section 2 - Appendix

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

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

Summary Analysis of Results	Status	G
Q2 2024 has maintained a vacancy rate below the 3% threshold at 2.4%. The Vacancy rate has increased slightly due to seasonal factors. Units in active restoration have increase from 40 to 63 in the previous quarter. This number has increases based on the increased move outs LMCH sees in the summer months in addition to increased staff vacations. Total units restored in Q2 2024 was 61, down from 81 in the previous quarter which is below the internal target set by LMCH. Average number of days in restoration dropped from 88 to 83 days throughout Q2 2024.	Trend	
	Notes: Results for this period are green with 2.4% of units found to be vacant.	

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


Count (Units)	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Total units in Active Restoration	2.7%	2.5%	1.8%	1.2%	1.9%
Total units Vacant and ready	0.9%	1.1%	0.9%	0.9%	0.5%
Total	3.6%	3.6%	2.7%	2.1%	2.4%

Age of Units Restored in Period (Count)	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
0-15 days (last day of quarter)	1	1	1	3	0
16-30 days (last day of quarter)	4	3	4	3	1
31-60 days (last day of quarter)	9	7	10	4	6
61-90 days (last day of quarter)	5	12	2	9	3
91+ days (last day of quarter)	10	15	12	7	3
Total units restored	96	102	94	81	61
Average # of days in restoration	103	108	105	88	83

Age of Units in active Restoration (Count)	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
0-15 days (last day of quarter)	18	12	5	4	20
16-30 days (last day of quarter)	14	9	13	5	15
31-60 days (last day of quarter)	23	21	10	10	10
61-90 days (last day of quarter)	4	14	14	9	10
91+ days (last day of quarter)	29	25	16	12	8
Total units in Active Restoration	88	81	58	40	63
Average # of days in restoration at end of Quarter	100	84	80	72	53

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

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

Summary Analysis of Results	Status	G
In Q2 2024, the average number of days to commit the unit has stayed consistent over the past five quarters. The average number of days currently sits at 29 which is up year-over-year from 20 days in Q2 2023.	Trend	
	Notes: Q2 2024 averages 29 days to commit the unit from vacant to leased.	

Business Impact / Implications	Minimizing the average number of days to commit a unit is crucial for LMCH as it enhances cash flow and operational efficiency. Quick unit turnover aids in accurate financial forecasting, allows for efficient resource allocation, and reduces risks associated with vacant units. Overall, it strengthens LMCH’s financial stability and reputation.
Management Actions	Tenant Placement begins the matching process of the unit once Property Services deems the unit to be “rent ready”. Tenant Services begins the process of matching potential individuals from the housing waitlist with vacant units available. This process includes showing the unit to the potential tenant and completing all paperwork including the signing of a lease with LMCH. Tenant Services has been consistent with their ability to lease units within the timeframe set out by LMCH.
Assumptions	Some tenants may reject the available unit for a variety of reasons which will add extra time to the placement process. In addition, circumstances may arise with the unit that may force Tenant Services to return the unit to Property Services to rectify the issue. This will prevent the unit from becoming available to individuals on the housing waitlist.

Age of Units Leased in the Period (Count)	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
0-15 days (last day of quarter)	23	15	22	12	11
16-30 days (last day of quarter)	10	11	4	6	5
31-60 days (last day of quarter)	3	3	3	4	11
61-90 days (last day of quarter)	1	0	1	0	2
91+ days (last day of quarter)	1	0	0	0	1
Total units Leased	109	87	98	63	75
Average # of days to commit the unit. (From Vacant to Leased)	20	19	22	20	29

Age of Units Vacant and Available (Count)	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
0-15 days	16	22	16	19	3
16-30 days	8	5	4	1	6
231-60 days	4	7	6	8	2
611-90 days	0	0	2	0	1
914+ days	1	3	1	1	4
Total units Vacant and ready	29	37	29	29	16
Average # of days vacant and ready (Unit has not been leased, still available)	15	20	15	16	39

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

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

Summary Analysis of Results	Status	Y
<p>Year-over-year the % of urgent, emergency, 24-hour work orders has increased by 8%. In comparison to Q1 2024, this metric has fallen 10% from a high of 40%.</p>	Trend	▼
	<p>Notes: Currently sits at 30% which is an increase of 8% year-over-year.</p>	

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

Work Orders by Priority (Percentage)	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
% of Urgent	1%	3%	10%	14%	14%
% of 24 Hours	4%	5%	4%	4%	2%
% of Emergency	16%	16%	19%	22%	15%
Total Priority Work Orders by Quarter	1,276	1,588	2,096	2,016	1,466
Total Work Orders by Quarter	5,864	6,612	6,258	4,985	4,858
% of Work Orders by Priority	22%	24%	33%	40%	30%

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

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

Summary Analysis of Results	Status	R
<p>Year-over-year analysis shows an 11% increase in after hour work orders. This trend is also on the upswing from quarter to quarter with an increase of 4% from Q1 2024. This metric needs to be monitored as all after hour calls are an additional cost as this is outsourced to a third party.</p>	Trend	▲
	Notes:	Currently sits at 17% which is an increase of 11% year-over-year.

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

After Hour Work Orders (Percentage)	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
After Hours Work Orders	324	620	631	633	817
% of After Hour Work Orders	6%	9%	10%	13%	17%

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

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

Summary Analysis of Results	Status	R
<p>Q2 2024 is the first quarter over the past 5 quarters where this metric has not been in the green. As this drop is substantial, it is recommended to monitor this metric over the next few months and determine whether this is a statistical anomaly or if this is the beginning of a trend that needs to be addressed.</p>	Trend	▼
	Notes:	Currently sits at 81% which is a decrease of 17% year-over-year.

Business Impact / Implications	<p><u>Short-term Impact:</u> A high percentage of completed work orders indicates effective and efficient use of resources, leading to smooth day-to-day operations and timely resolution of maintenance issues.</p> <p><u>Long-term Impact:</u> Consistently high completion rates can improve overall operational efficiency, reducing backlogs and ensuring that maintenance tasks are performed proactively rather than reactively.</p>
Management Actions	Property Services has consistently completed work orders in a timely manner in previous quarters. Reduced staff during the summer months due to vacation may be contributing to some of results we are seeing in Q2 2024. Management is committed to returning to the green for Q3 2024.
Assumptions	<p>It is assumed that there is an accurate and efficient system in place for tracking work orders from initiation to completion.</p> <p>The company has adequate resources, including skilled labor and materials, to complete work orders within the expected timeframes.</p>

Work Orders Completed (Percentage)	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Work Orders Completed	5,748	6,376	6,114	4,784	3,911
% of Work Orders Completed	98%	96%	98%	96%	81%

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

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

Summary Analysis of Results	Status	Y
The percentage improves again to the yellow zone, suggesting a recurring trend of fluctuations around the 80% mark. Consistent efforts are needed to move toward the green zone including continuously monitoring the financial standing of households and adjust strategies accordingly to address emerging issues promptly.	Trend	▲
	Notes: Currently sits at 80% which shows no change year-over-year.	

Business Impact / Implications	<p>When tenants are not able to or are unwilling to make their monthly rent payments/fees, the following impacts could be seen:</p> <ol style="list-style-type: none"> 1) Cash Flow Issues: A High number of accounts in arrears can lead to significant cash flow problems, affecting LMCH’s ability to meet its own financial obligations. 2) Increase Operational Costs: The cost of managing and recovering overdue accounts can increase operation expenses. 3) Reputation Damage: High arrears rates can damage the organizations reputation with London City Council and our Shareholder. <p>Resource Allocation: Staff time and resources may need to be redirected towards managing arrears and debt recovery processes.</p>
Management Actions	<p>A significant portion of current tenant arrears relates to loss of eligibility for RGI, and it’s reversed once the proper paperwork is completed.</p> <p>LMCH continues to monitor accounts with higher amounts of arrears and actively manages those files. Where arrears are not related to loss of RGI eligibility, we work with the household to resolve arrears and/or file to the LTB to recover arrears or end the tenancy.</p>
Assumptions	<p>Some tenants may be less cooperative and may refuse to engage with LMCH staff to rectify their payment issues. This also assumes a stable economic environment where tenants have consistent income to meet their rent obligations. Tenants will also need to be willing to engage with support programs and payment plans.</p>

Households in Good Financial Standing	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
# Households in Good Financial Standing	2,421	2,397	2,473	2,432	2,448
Total number of Households	3,036	3,026	3,084	3,082	3,073
% of Households in Good Standing	80%	79%	80%	79%	80%

Collection Rate	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Rent Due	\$6,677,915	\$10,053,431	\$13,402,032	\$3,623,154	\$7,184,093
Rent Collected	\$5,715,101	\$9,140,335	\$12,572,608	\$2,670,291	\$6,306,753
Rent Outstanding	\$962,814	\$913,096	\$829,424	\$952,863	\$877,339
Collection Rate (%)	86%	91%	94%	74%	88%

Tenant Debt Arrears (Rent/Parking Balance)	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
\$1 - \$2,000	\$234,405	\$264,919	\$263,481	\$279,054	\$256,696
\$2,001 - \$4,000	\$231,137	\$196,044	\$201,233	\$239,124	\$210,437
\$4,001 - \$6,000	\$186,364	\$185,532	\$131,003	\$225,399	\$191,039
\$6,001 - \$8,000	\$159,175	\$121,304	\$104,262	\$81,582	\$153,250
\$8,001 - \$10,000	\$85,660	\$62,986	\$70,631	\$52,517	\$18,583
\$10,001 +	\$87,485	\$83,919	\$59,946	\$76,896	\$49,631
Total	\$966,226	\$914,704	\$830,556	\$954,572	\$879,637

Tenant Debt Arrears (# of Tenant Accounts)	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
\$1 - \$2,000	463	497	484	497	487
\$2,001 - \$4,000	74	64	72	83	72
\$4,001 - \$6,000	38	37	27	46	38
\$6,001 - \$8,000	23	17	15	12	22
\$8,001 - \$10,000	10	7	8	6	2
\$10,001 +	7	7	5	6	4
Total	615	629	611	650	625

Tenant Debt Arrears (% of Tenant Accounts)	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
\$1 - \$2,000	75%	79%	79%	76%	75%
\$2,001 - \$4,000	12%	10%	12%	13%	11%
\$4,001 - \$6,000	6%	6%	4%	7%	6%
\$6,001 - \$8,000	4%	3%	2%	2%	3%
\$8,001 - \$10,000	2%	1%	1%	1%	0%
\$10,001 +	1%	1%	1%	1%	1%
Total	100%	100%	100%	100%	100%

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

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

Summary Analysis of Results	Status	Y
<p>The average time increases slightly compared to Q1 2024 but remains lower than the averages for the same quarter in the previous year. This indicates sustained improvements in the process, although slight fluctuations remain.</p>	Trend	▲
	<p>Notes: Currently sits at 4.15 months which is a decrease from 4.82 months in Q2 2023.</p>	

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

Arrears Forgiveness per Quarter	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Total Amount Forgiven per Quarter	\$434,586	\$345,678	\$403,065	\$166,667	\$305,366
Number of Tenants who Received Forgiveness	90	134	158	101	154
Average Dollar Amount Forgiven	\$4,829	\$2,580	\$2,551	\$1,650	\$1,983
Average Number of Months to Complete Forgiveness	4.82	4.69	5.02	3.39	4.15

Subsidy Metrics per Quarter	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Income Review Forms Completed	630	626	563	416	621
Number of Subsidy's Revoked	501	425	411	335	515
Number of Subsidy's Restored	387	262	269	199	366
Subsidy's Restored per Quarter (%)	77%	62%	65%	59%	71%
Payment Plans	31	28	30	33	27

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

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

Summary Analysis of Results	Status	R
The number of households in arrears decreased from Q1 2024 but remains higher than the corresponding quarter in the previous year. This suggests some improvement but also indicates ongoing financial challenges among tenants.	Trend	▼
	Notes: Currently sits at 625 households in arrears which is an increase of 1.6% year-over-year from 615 tenants.	

Business Impact / Implications	<p>When tenants are not able to or are unwilling to make their monthly rent payments/fees, the following impacts could be seen:</p> <ol style="list-style-type: none"> 1) Cash Flow Issues: A High number of accounts in arrears can lead to significant cash flow problems, affecting LMCH’s ability to meet its own financial obligations. 2) Increase Operational Costs: The cost of managing and recovering overdue accounts can increase operation expenses. 3) Reputation Damage: High arrears rates can damage the organizations reputation with London City Council and our Shareholder. <p>Resource Allocation: Staff time and resources may need to be redirected towards managing arrears and debt recovery processes.</p>
Management Actions	<p>A significant portion of current tenant arrears relates to loss of eligibility for RGI, and it’s reversed once the proper paperwork is completed.</p> <p>LMCH continues to monitor accounts with higher amounts of arrears and actively manages those files. Where arrears are not related to loss of RGI eligibility, we work with the household to resolve arrears and/or file to the LTB to recover arrears or end the tenancy.</p>
Assumptions	<p>Some tenants may be less cooperative and may refuse to engage with LMCH staff to rectify their payment issues. This also assumes a stable economic environment where tenants have consistent income to meet their rent obligations. Tenants will also need to be willing to engage with support programs and payment plans.</p>

Arrears	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Rent Outstanding	\$962,814	\$913,096	\$829,424	\$952,863	\$877,339
Households in Arrears	615	629	611	650	625
Average Owed by Households	\$1,566	\$1,452	\$1,358	\$1,466	\$1,404

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

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

Summary Analysis of Results	Status	G
In Q2-2024, the measure for Compliment Management achieved the target of 97%, placing it in the green band. This indicates that the organization successfully maintained the ratio of current full-time employees to the total FTE budget at the desired level, demonstrating effective workforce management and alignment with budgetary goals for this quarter.	Trend	▼
	Notes: Currently sits at 97% of FTE filled which has been consistently in the green over the past three quarters.	

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

Full-Time FTE's	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Number of FTE's (End of Quarter)	95	93	96	95	96
Budgeted # of FTE's	97	97	97	99	99
Percentage of FTE's Filled (%)	98%	96%	99%	98%	97%

Retention of Talent	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Staff at Beginning of Quarter	91	95	93	96	95
Staff at End of Quarter	95	93	96	95	96
Difference in Quarter (#)	+4	-2	+3	-1	+1

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

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

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

Summary Analysis of Results	Status	R
The past two quarters have been volatile regarding the number of days to fill a position. As Q2 through Q4 of 2023 were stable in this metric, it is believed that the past two quarters are not indicative of the actual time to fill vacancies. LMCH will monitor this metric in future quarters to determine if these recent numbers are part of a trend.	Trend	▲
	Notes: Currently sits at 132.3 days which is an increase from 98.1 days in Q2 2023.	

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

Time to Fill Vacancy (Days)	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Number of Positions Filled	10	6	7	6	4
Average Time (Days) to Fill All Positions	98.1	97.3	98.9	27.3	132.3

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

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

Summary Analysis of Results	Status	
TBD	Trend	
	Notes:	TBD

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

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

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

Summary Analysis of Results	Status	R
Industry standards show an overall infestation rate of 10% or below is acceptable. The current rate of 22% has increased from 21% in Q1 2024. This increase is due to the proactive measures being taken by the Pest Control team with increased unit inspections surrounding units that have large infestations.	Trend	▲
	Notes: Currently sits at 21% which is an increase of 1% from Q1 2024.	

Business Impact / Implications	<p><u>Short-term Impact:</u> A high percentage of units being treated for pest control can immediately improve resident satisfaction by addressing pest issues promptly.</p> <p><u>Long-term Impact:</u> Consistent pest control measures can lead to higher resident retention rates as a pest-free environment enhances the overall living experience.</p>
Management Actions	The Pest Control team is actively working to find all units that have large infestations which may lead to an increased number of units being treated. The overall goal is to get the infestations under control so that every building is below the 10% threshold by Q4 of 2024.
Assumptions	<p>The pest control treatments being used are effective in addressing the specific types of pests present in the units.</p> <p>Residents are cooperative with pest control efforts, allowing access to their units and following recommended practices to prevent infestations.</p>

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

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

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

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

Summary Analysis of Results	Status	Y
<p>% of Active Units Being Treated is sitting in the yellow with 82% of infested units being actively treated. Multiple reasons can account for this number being in the yellow including but not limited to; Tenant Refusals, Tenant not Prepped, and No Access to the unit.</p> <p>This metric has increased 10% since Q1 of 2024 due to our increased focus on customer service and continuing to speak with our tenants regarding their prep needs and concerns.</p>	Trend	▲
	<p>Notes: Currently sits at 82% which is an increase of 10% from Q1 2024.</p>	

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

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

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

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

Summary Analysis of Results	Status	G
<p>% of Tenant Refusals has decreased over the past quarter and the goal of this metric is to identify and reduce the number of tenants who refuse treatment. Tenant refusals delay treatment and allow the infestation to increase in their units and in surrounding units. Keeping this metric low is important in the overall pest control treatment plan.</p>	Trend	▼
	<p>Notes: Currently sits at 5% which is a decrease of 3% from Q1 2024.</p>	

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

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

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

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

**Reimagine Q2 – 2024 Report
FAR-2024-20**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Reimagine Q2 – 2024 Report

DATE: July 25, 2024

PURPOSE:

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

RECOMMENDATION:

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

BACKGROUND:

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

In March of 2021, LMCH engaged a local Architecture firm to complete concept drawings concentrating on a preliminary design. These drawings were utilized to engage internal and external stakeholders to progress the overall design and project goals. In October of 2021, procurement was completed to secure an Architect for Reimagine Southdale. CGS Architects was selected as the Architect of record for Reimagine Southdale Phase 1.

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

In October 2023, Jackman Construction was awarded the GC contract for Phase 1 as approved per Staff Report 2023-51.

Q2 PROJECT UPDATE:

Phase 1 Construction Progress:

- Foundations, slab on grade, and site servicing is complete with structural steel superstructure completed to the fourth floor.
- 23 of 103 townhouses have been reclad with new metal siding.
- 103 townhouses have received a new concrete main entry sidewalk.
- LMCH is coordinating an RFP for Electrical Sub-Metering. Tender close is July 4th, 2024 with evaluation and award recommendation to follow.

Jackman Construction is currently 2 weeks ahead of schedule on the new build, having completed more than 50% of the superstructure, with 46% of the schedule expired. We are anticipating building top-off (roof structure completed) as early as September 2024, with the building being weather-tight (roof membrane completed) less than two months later. All indications are that we will achieve building occupancy by June 2025, with substantial completion certified approximately a month earlier.

Phase 2 Pre-construction Progress:

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

Planning is underway with the City of London to secure a minor zoning variance (Zoning Bylaw Amendment – ZBA) as the ground floor occupancy has changed to include more office space, and to secure Site Plan Approval (SPA) for Phase 2. Planning and coordination efforts are underway to vacate 25 townhouse units (22 tenants and 3 LMCH/Partner) by year-end to make them ready for demolition. Securing tenant relocations is key. Additionally, Chaplaincy (LMCH/Partner) staff will need to be housed for a 6 month period in temporary accommodations while awaiting relocation to the Phase 1 building.

Phase 2 Milestones Schedule:

Milestone	Start Date	Delivery Date
Board Approval of Architect CGS	June 20 th 2024	
Zoning Bylaw Amendment	June / 24	August / 24
Site Plan Approval	July / 24	January / 25
Tenants Vacate Townhouses Slated for Demo	July / 24	December / 24
Demolition Permit	January / 25	March / 25
Foundation Building Permit	March / 25	April / 25
RFT for General Contractor	May / 25	June / 25
Board Approval of Phase 2 General Contractor	June / 25	
Phase 2 Construction Start	July / 25	

The Phase 2 Milestones Schedule is based upon the timing experienced in Phase 1. We are currently working with the Project Team to streamline the required approvals from the City of London.

TENANT IMPACT:

Early on, LMCH recognized that consistent tenant communication and engagement were crucial throughout the 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. One such engagement opportunity occurred on Saturday, June 8th when LMCH staff operated a booth at the Westminster Community Fun Day at Optimists Park on Osgoode Drive. Our booth saw many Southdale community attendees pass by seeking information on the Reimagine Southdale Project. Questions were successfully answered, and many information flyers were distributed.

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

Over the course of construction, there continues to be the potential for negative impact on tenants from noise and dust. Our GC has implemented dust mitigation measures where possible and has limited construction to between the hours of 7 am and 6 pm. Additional measures have also been taken to ensure site safety for our tenants by limiting parking near construction activity and site fencing.

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

FINANCIAL IMPACT:

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

At the end of June 2024, total project spending is approximately 21% of budget. The majority of this expenditure has been for GC construction costs, which are at the end of June 2024, approximately 20% of the budget. This pattern of expenditure meets expectations for a project of this size at 50% superstructure complete and 46% of the timeline expired, indicating no risk to schedule or future budgeted expenditures. This solid financial position is bolstered by approximately \$1.5M in contingencies which increased by almost \$300K in Q2 due to a significant change order credit brought forward by the exclusion of cladding and landscaping on 6 townhouse blocks removed from the project scope of work (blocks to be demolished; change order CO-08 detailed in Appendix A).

Construction Budget Status to end of June 2024

DESCRIPTION	PHASE 1 Budget	Spent to Date (End of June, 2024)	Remaining
Soft Cost - CGS - Prime Architect and sub consultants	\$ 1,056,921.63	\$917,244.78	\$139,676.85
Soft Cost - Consultants and LMCH Salary's	\$ 857,962.16	\$702,962.56	\$154,999.60
COL Planning and Permit Fees	\$ 1,268,441.42	\$74,693.00	\$1,193,748.42
Expenditures prior to March 2021 (Prior to SR Start Date at LMCH)	\$ 292,228.00	\$0.00	\$292,228.00
Construction Cost (GC) new build and renovations	\$ 23,804,400.00	\$4,744,128.18	\$19,060,271.82
Contingency Construction (Change Orders)	\$ 1,190,220.00	-\$261,474.19	\$1,451,694.19
Effective HST - 1.7602%	\$ 419,005.05	\$83,496.66	\$335,508.39
LMCH - Inspection and Testing Allowance	\$ 100,000.00	\$0.00	\$100,000.00
FFE	\$ 200,000.00	\$0.00	\$200,000.00
Playground Equipment	\$ 180,000.00	\$0.00	\$180,000.00
Separate Electrical Meters	\$ 159,000.00	\$0.00	\$159,000.00
Printing, presentation rendering, banners, animations	\$ 10,000.00	\$4,567.00	\$5,433.00
Debri Removal	\$ 10,000.00	\$1,776.13	\$8,223.87
Ross Towing	\$ 5,000.00	\$2,103.49	\$2,896.51
Ground Breaking Phase 1	\$ 7,000.00	\$6,460.98	\$539.02
Enbridge Savings by Design	-\$ 50,000.00	\$0.00	-\$50,000.00
CMHC - Seed Funding	-\$ 103,000.00	\$0.00	-\$103,000.00
Total	\$ 29,407,178.26	\$6,275,958.59	\$23,131,219.67

Change Orders to the end of June 2024:

Change Order No.	Amount
01	\$21,585.84
02	\$ 4,375.92
03	\$ 5,789.61
04	\$43,535.60 (Credit)
05	\$14,304.82
06	\$4,187.00 (Credit)
07	\$5,861.23
08	\$280,686.38 (Credit)
09	\$15,017.87
Total Change Orders to end of June / 24	\$261,474.19 (Credit)
Total Construction Value (Jackman Construction)	\$23,804,400.00
Invoiced to Contract to end of June / 24	\$4,744,128.18

ATTACHMENTS:

Appendix A – Change Orders Detail

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

Reimagine Q2 – 2024 Report – Appendix A

TO: LMCH Finance and Audit Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Reimagine Q2 – 2024 Report – Appendix A

DATE: July 25, 2024

Appendix A – Change Orders Detail

CO-01

1. Changes as per PCO #1 – costs associated with the supply of labour, materials, and equipment for landscape revisions due to adjustments to the tree protection / removal requirements based on site conditions and Owner requests. \$20,284.86
2. Changes as per PCO #2 - costs associated with the supply of labour, materials and equipment for structural revisions due to the elevator divided beam required at the second-floor level. \$1,300.98
3. Changes as per PCO #3 - costs associated with the supply of labour, materials, and equipment to salvage only 6 entrance doors (3 left hands and 3 right hands) and the window sashes from one block of 9 townhouses. \$0.00

TOTAL: \$21,585.84

CO-02

1. Changes as per PCO #4 – costs associated with the supply of labour, materials and equipment for revisions due to adjustments to elevator shaft dimensions to coordinate with the elevator manufacturer carried by the Contractor. \$150.92
2. Changes as per PCO #5 – costs associated with the supply of labour, materials and equipment for waterproofing of elevator and sump pit foundations. \$4,225.00

TOTAL: \$4,375.92

CO-03

1. Changes as per PCO #7 and SI #5 – costs associated with the supply of labour, materials and equipment for added foundation work required and concrete lintel above elevator.

TOTAL: \$5,789.61

CO-04

1. Changes as per PCO #9 – costs associated with the supply of labour, materials and equipment for relocating an emergency light and revising an exterior light fixture. \$407.00

2. Changes as per PCO #14 – credit associated with change in glazing performance on north and south elevations. -\$53,195.00

3. Changes as per PCO #17 – costs associated with the supply of labour, materials and equipment for abatement at three townhouse units discovered to have window caulking containing asbestos. \$9,252.40

TOTAL: \$43,535.60 (Credit)

CO-05

1. Rebar adjusted on site to reflect IFC Structural drawing 5/S2.0 – costs associated with the supply of labour, materials and equipment for rebar adjustment work required. \$3,343.00

2. Changes as per PCO #6 – costs associated with the supply of labour, materials and equipment for work required to re-feed the existing wall pack that was tied into now-demolished light standards. \$5,248.95

3. Changes as per PCO #12 – costs associated with the supply of labour, materials and equipment for mechanical and electrical work required to coordinate with relocation of garbage chute. \$3,559.04

4. Changes as per PCO #16 – costs associated with the supply of labour, materials and equipment for work required to provide temporary handicap parking. \$2,755.19

5. Changes as per PCO #18 – credit associated with the supply of labour, materials and equipment for work required to revise feeder sizing. -\$1,233.66

6. Changes as per PCO #19 – cost associated with the supply of labour, materials

and equipment for work required to revise circuit breaker size and receptacle type in Maintenance Work Room 117. \$632.30

TOTAL: \$14,304.82

CO-06

Description: Grading + Existing SAMH Height, Alternate MUA

1. Changes as per PCO #22 – costs associated with the supply of labour, materials and equipment for work required to revise finished grades at the SW corner of the building and raise the existing SAMH. \$812.50

2. Credit for change of specified MUA unit as accepted in RFI #70. -\$5,000.00

TOTAL: \$4,187.50 (Credit)

CO-07

Description: Window W18 Opening, Existing Asphalt Walk, Communications Ductbank, Single Line Diagram, Rooftop Metal Screen Enclosure, and Revised Townhouse Siding Pattern

1. Changes as per PCO #08 – costs associated with the supply of labour, materials and equipment for work required to change window W18 to be two windows. \$2,134.70

2. Changes as per PCO #10 – no cost impacts. \$0.00

3. Changes as per PCO #15 – credit for rerouting of communications ductbank. -\$3,551.19

4. Changes as per PCO #24 – credit for deletion of solar panel equipment and revision of incoming electrical service conduit size. -\$1,893.78

5. Changes as per PCO #26 – credit for deletion of one section of rooftop metal screen enclosure. -\$1,843.00

6. Changes as per PCO #35 – costs associated with the supply of labour, materials and equipment for work required to revise siding pattern. \$11,014.50

TOTAL: \$5,861.23

CO-08

Description: Diaphragm Loading, Shade Structure Height & Finish, Townhome Cladding and Landscaping Scope, Penthouse Topping, Elevator Hoist Beam

1. Changes as per PCO #0.5 – costs associated with the supply of labour, materials and equipment for work required to support diaphragm loading. \$14,679.00

2. Changes as per PCO #11 – no cost impacts for revision of shade structure height. \$0.00

3. Changes as per PCO #13 – credit associated with removal of 6 townhome blocks from cladding and landscaping scope. -\$313,814.97

4. Changes as per PCO #27 – costs associated with additional concrete topping. \$15,829.84

5. Changes as per PCO #33 – costs associated with changes to elevator hoist beam to align with elevator manufacturer’s requirements. \$2,619.75

TOTAL: \$280,686.38 (Credit)

CO-09

Description: Townhouse Extra Siding Buyback, Firehose Cabinet Relocation, Water Service Relocation

1. Changes as per PCO #0.11 – credit associated with extra material ordered to be bought back by the siding contractor. -\$1,900.00

2. Changes as per PCO #28 – cost associated with the relocation of firehose cabinet. \$7,131.27

3. Changes as per PCO #38 – cost associated with the relocation of incoming water service due to site conditions. \$9,786.60

TOTAL: \$15,017.8

Q2 2024 Capital Project Update Report FAR- 2024-22

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Q2 2024 Capital Project Update Report

DATE: July 25, 2024

PURPOSE:

The purpose of this report is to inform the LMCH Finance, Audit and Risk Management Committee of the status of the organization's capital projects and provide highlights of the Capital Team's achievements over the last quarter.

RECOMMENDATION:

That the LMCH Finance, Audit and Risk Management Committee RECEIVE the Q2 2024 Capital Project Update Report for information only.

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 improving the functionality of spaces as much as possible. In all projects, the Capital Team attempts to minimize tenant impact during construction and renewal activities by working with Tenant Services and Property Services to improve the tenant experience during and after work is complete.

To enhance the way in which the Capital Team delivers projects in a timely manner and within approved budget parameters, LMCH implemented the Project Management software within Yardi (Construction Module – CM) in 2022 as a system tool to track project expenditure, financial approval milestones and project status to name just a few of Yardi's features. An important aspect of Yardi's CM is populating it with enough project data (historic and current) to enable it to become a single source of truth, better aligning LMCH Capital Project Financial Reporting with the City of London's Financial Reporting expectations. While Yardi has been in use for 2 years, the Capital Team is now actively working towards greater use of all Yardi CM features to achieve this alignment. One benefit of this approach is greater line of sight to project contingencies. A first attempt at identifying total contingencies (non-CMHC and non-Reimagine Southdale) available for other capital projects is outlined in the following update.

Capital Project Status Review (Q1) – pre-enhanced Yardi Features Use

The following table is created from data presented in the Q1 FAR Report and is shown merely as a baseline to better understand the evolution to the next tables.

Project Status	Capital Budget Year				
	2020	2021	2022	2023	2024
Proposed	39	38	36	47	33
Completed	32	29	16	12	0
Cancelled	5	5	5	8	0
In Progress	2	3	9	10	13
In Design			4	6	4
On Hold			2		
Not Started				11	16

Capital Project Status Review (Q2) – first attempt at enhanced Yardi Features Use

The following tables present project data, following initial Capital Team efforts over the last quarter to utilize more Yardi features. In subsequent quarterly reporting, our goal is to present data that employs the full slate of Yardi Project Status updates (e.g. moving a project along its life cycle timeline from “Proposed” to “Complete” in real-time). When this goal is attained, it will allow LMCH to identify contingency dollars more accurately and in a more timely manner.

All Capital Team Projects (All funding Sources)

Project Year:	20	21	22	23	24	other	Totals	All Capital Team Projects		
Status										
Pending	0	0	0	2	0	0	2	Net Ongoing Projects	Total Budget (\$)	Average Budget per Project (\$)
Approved	30	92	24	30	11	7	194			
Scheduled	0	5	1	0	0	0	6			
Inprogress	2	7	1	5	6	0	21			
Completed	0	3	3	2	0	0	8			
Closed	5	2	1	0	0	0	8			
Cancelled	4	11	7	3	0	0	25			
Rejected	0	0	0	0	0	0	0			
Totals	41	120	37	42	17	7	264			
Active Project Budgets	5,810,006	77,481,124	6,441,167	3,610,695	3,971,788		97,314,780			
Committed Against Budget	4,771,752	43,635,556	1,747,554	3,299,804	2,128,441		55,583,107			

Capital Team Projects excluding CMHC Repair and Renew Program

Project Year:	20	21	22	23	24	other	Totals	Capital Team Projects (not including Reimagine Southdale)			
Status											
Pending	0	0	0	2	0	0	2				
Approved	30	91	24	30	11	7	193				
Scheduled	0	5	1	0	0	0	6				
Inprogress	2	7	1	5	6	0	21				
Completed	0	3	3	2	0	0	8				
Closed	5	2	1	0	0	0	8	Net Ongoing Projects	Total Budget (\$)	Average Budget per Project (\$)	
Cancelled	4	11	7	3	0	0	25				
Rejected	0	0	0	0	0	0	0				
Totals	41	119	37	42	17	7	263				222
Active Project Budgets	5,810,006	47,481,124	6,441,167	3,610,695	3,971,788		67,314,780				
Committed Against Budget	4,771,752	17,747,592	1,747,554	3,299,804	2,128,441		29,695,143				

Regular Capital Budget and Infrastructure Gap Funding

Project Year:	20	21	22	23	24	other	Totals	Capital Team Projects (not including CMHC and Reimagine Southdale)			
Status											
Pending	0	0	0	2	0	0	2				
Approved	27	19	23	30	10	5	114				
Scheduled	0	0	1	0	0	0	1				
Inprogress	2	7	1	5	6	0	21				
Completed	0	3	3	2	0	0	8				
Closed	5	2	1	0	0	0	8	Net Ongoing Projects	Total Budget (\$)	Average Budget per Project (\$)	
Cancelled	4	11	7	3	0	0	25				
Rejected	0	0	0	0	0	0	0				
Totals	38	42	36	42	16	5	179				138
Active Project Budgets	5,808,304	7,354,395	6,441,167	3,610,695	3,858,788		27,073,349				
Committed Against Budget	4,721,175	4,553,800	1,298,132	3,299,804	2,015,441		15,888,351				

For information purposes, the 21 total projects currently showing as "In progress" in the tables above, are listed below by budget year. It should be noted that potentially because of the way Yardi has been utilized in the past, I suspect that there are some projects in the "Approved" and/or "Scheduled" statuses that have not been migrated to "In progress". As previously mentioned, efforts are underway to ensure Yardi's full features are better employed going forward to more accurately reflect the reality of project work.

In-progress Projects by Budget Year

20	21	22	23	24
Walnut Generator	William Elevator	Various Sites Asphalt Restoration	Walnut Heating Panel	349 Wharncliffe Elevator
Asbestos Abatement	Dorchester Elevator		Boullee Sunken Steps	345 Wharncliffe Elevator
	Baseline Elevator		Allan Rush Chimneys	Bella Eavestrough
	Commissioners Elevator		Dorchester Repave	Universal Accessibility Upgrades
	Dundas Elevator		York Roof Replacement	Albert Laundry Room
	Hale Elevator			Various Sites Backyard Redesigns
	Simcoe Elevator			

A review of capital projects currently being managed by 3 Construction Project Managers has identified possible contingencies at the maximum of \$2.6M. This dollar value will more than likely be reduced – as the Capital Team continues to work with LMCH Financial Management – to identify project expenditures that have been tagged to project invoicing without simultaneous reporting in Yardi. The Capital Team and Financial Management are dedicated to greater use of Yardi across all its financial tracking and reporting features to more accurately report future contingencies.

Q2 Capital Project Update

Contracts Awarded	Tenders Issued (planned for award in Q3)	Substantial Completion Achieved
Commissioner roof replacement → \$638,465	Parking lot upgrades at County sites	Kent generator replacement
William and Albert boilers engineering and design → \$26,201	Allan Rush chimney repairs	Baseline elevator upgrades
Albert elevator upgrade → \$522,000	Dorchester parking lot repave	Simcoe elevator upgrades
Baseline control valve replacements → \$79,000	York roof replacement	Albert front lobby remodeling
	Boullee front door stoop steps repair	Tecumseh electrical upgrades
	Electrical study for Simcoe, Hale, McNay, Oxford, 345 and 349 Wharncliffe	Wharncliffe fence repairs
	Elevator engineering and design for McNay, Oxford, Berkshire, Walnut, 345 and 349 Wharncliffe	Dorchester elevator upgrade

Important Capital Project Issues Update

Elevator Upgrades:

As a result of a recent Ontario code update regarding how elevators are communicated with in the event of failure (stuck elevator), service companies introduced phone panel call boxes combined with camera accessibility across the province. These combined systems utilize copper lines in some cases and internet connectivity in others to communicate from a lobby call box to an elevator. The entire elevator service and installation industry in Ontario is experiencing system connectivity failures in buildings where the Internet is the prime communication infrastructure. There is no risk to tenants and/or elevator shutdowns from these communication issues while they are being rectified. We have, however, had tenants call in and generate work orders for elevator repair due to call box alarms (beeping) going off intermittently. We have posted notices at these call boxes informing tenants of ongoing service repair/maintenance and to not be alarmed by the beeping. Because of the numerous elevator upgrades underway across the LMCH portfolio, we wanted to raise awareness. Our vendors are working diligently to correct the communications issues and are doing so under warranty and/or deficiency clauses where applicable.

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

**CMHC Q2 – 2024 Update
FAR-2024-23**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: CMHC Q2 – 2024 Update

DATE: July 25, 2024

PURPOSE:

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

RECOMMENDATION:

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

BACKGROUND:

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

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

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

Q2 PROJECT 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 that category projects are most impactful.

Energy

1) Energy Management System: A new energy management system was postponed at Dundas in 2022 due to wiring conditions at the property. The project resumed in Q2 with mockups and drawings prepared by Callidus Engineers that went to tender in early June. Bidders were made aware of the intrusive nature of the rewiring and the requirement for valve replacements. This project will have a significant impact on meeting GHG emission requirements set out by the CMHC. Tender responses are to be received in early July.

2) Furnace Replacement: Furnace replacements were completed at the Marconi, Boullee, and Huron family sites. LG Home Comfort was able to install up to 15 furnaces per day. Throughout the project, tenants reached out frequently to compliment the team on their professionalism and cleanliness. The project consisted of 300 furnaces being exchanged with two stages 96.5% AFUE furnaces, along with the return boots, valves, and non-compliant piping. These high-efficiency furnaces are expected to reduce annual energy consumption by 20% while significantly lowering carbon emissions from residential heating in support of the CMHC program requirements.

To expedite additional energy efficiency initiatives, the remaining furnace replacements originally budgeted for 2025 at Allan Rush and Pond Mills will commence in early September – ***subject to Board approval*** – as tenders have been received for these sites and bids are within budget. ***Please refer to the separate Board Report “Furnace Replacement CMHC-2021-12bc – Contract Award Recommendation”***

3) Save On Energy Retrofit Program – IESO: A Save On Energy Retrofit Program conducted by CleaResults has been completed at 7 of the 8 CMHC-designated high-rises. Audits of each building needed to be completed first to determine if the criteria would be met for the complimentary replacement of Energy Star fridges owned by LMCH as well as tenant-owned window air conditioners, freezers, and dehumidifiers. As part of the program tenants received clothes drying racks, incandescent to LED bulb replacements, and new power bars as requested. To date, 328 fridges (\$310,000 value) have been replaced at McNay and Walnut. This initiative alone goes a long way in supporting our goal of 30% energy savings required by CMHC, as old fridges on average consume 33% more energy than Energy Star fridges. The program also sees the proper recycling of old refrigerant equipment meeting our sustainability objectives. Additionally,

tenant feedback has been very positive as a number of them have expressed great appreciation for the effort that went into completing the replacements.

4) Sensor Switches: LMCH retained PTN to complete manual sensor light switch replacements at the 8 CMHC-designated high-rises. Replacements occurred in storage and maintenance rooms, washrooms, and lounges. Though nominal, the sensors are an effective tool to decrease energy consumption.

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

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

In 2027, hot water tanks will be replaced across all CMHC-designated family sites (Boulee, Huron, Marconi, Allan Rush and Pondmills). This is subject to lease agreement review and acceptability for moving to an ownership model at that time.

Accessibility

1) Kitchen Retrofits: The Kitchen Loft has completed a walk-through and presented design drawings for Kent, McNay, Walnut, and Baseline. Pricing will be received and reviewed in early July.

2) In-Suite Barrier Free Modifications: LMCH currently has various levels of retrofits in units completed over the years to meet the on-demand accessibility requests of residents. CMHC funding provides the opportunity to develop a systematic and consistent program to meet future tenant needs. By implementing a proactive program of unit modifications, LMCH ensures it has an inventory of accessible units to meet growing demands rather than completing reactive retrofits in response to specific tenant requests.

Delivering the total number of unit modifications (416) in the 8 designated CMHC buildings – required by the CMHC program (see table below) – is mostly a function of tenant move-outs. Since the program began in early 2023, the pace of unit modifications has been slow as the project team staffed up with the required resources and lined up qualified accessibility reno-sub-contractors to do the work. We are now currently working with our Property Services and Tenant Services partners to increase the flow of units to the CMHC program. We are confident that the total unit modifications target (first row in the table below) will be met by the end of the program with these increased efforts.

Property	Simcoe	McNay	Kent	Walnut	Baseline	Dundas	345 & 349 Wharncliffe	Total
Total Unit Modifications (committed to as part of the CMHC program)	35	88	65	75	82	20	51	416
Completed to date		1		13	2		12	28
Current construction	5			5	2	2	2	16
Startup pending 2024		6				8		14
Confirmed completed by end of 2024	5	7	0	18	4	10	14	58
2024 target remaining	20	26	25	25	28	10	27	161
2025 target	10	30	25	32	30		10	137
2026 target		25	15		20			60

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

Completion of accessible picnic tables and bench installations throughout all CMHC-designated high-rise properties will carry into 2025. A refresh of high-rise laundry rooms to address accessibility requirements to coincide with the potential new laundry room equipment leasing agreement will occur simultaneously by the end of 2024. Signage specifications and an audit of door hardware and fire door compliance throughout all CMHC designated high-rises (e.g. lever handles and accessible sidelights) will occur over 2025. A garbage chute accessibility audit will also occur at all these sites, but this is planned for 2026.

Site Improvements

1) Repaving Projects: The repaving program for Boullee, Huron, and Pondmills is underway. This program increases accessible parking and provides smooth and level surfaces with compliant ramping and tactile. Boullee phase 1 and 2 will be complete by July 2024. Huron’s basketball court is being expedited to meet school summer break needs. Huron will be complete at the end of July. Pondmills will be complete by mid-August.

2) General Planned Upcoming Projects: Four site improvement projects are planned for completion this year, or early in 2025.

In conjunction with the Boullee repaving project, LMCH has sourced EarthBin to provide outdoor underground sustainable garbage disposal units to replace the current above-ground garbage bins. This initiative is expected to be completed by the end of summer 2024 and will represent a significant step forward in visual site improvements with a sustainable bent. 349 Wharncliffe Lounge final design and tender preparation is underway, and construction is expected to be completed in late 2024 or early 2025.

The remaining parking lots at Allan Rush are to be completed by year-end. A new playground is planned for Pondmills, also to be completed by year-end.

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, notice of projects are sent to tenants 60 days in advance to provide information on the general impact, anticipated disruptions, and scope of the project. As 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:

Tranche 2 obligations have been fulfilled, albeit total projected draws towards the end of the tranche period were greater than what was initially allowed for. As a result, new budget estimates were submitted to CMHC for Tranche 3 as interest rates for the period were being finalized. Because of the positive acceleration in LMCH’s expenditures within the CMHC program (more work being completed at a greater pace), LMCH has requested that future draws from CMHC be provided monthly as opposed to the current quarterly draws. This request was made to ensure a greater positive cash flow position by LMCH and to ensure funds are available for timely payment to contractors being mindful of Prompt Payment Legislation (requiring payment within 28 days of invoicing). LMCH and the City of London are currently finalizing an Amending Agreement (to the original Loan Agreement) with CMHC to affect the new monthly draw schedule. It is expected that this will be in place in early Q3. An updated Tranche schedule has been provided to CMHC and this will be reviewed and revised annually. Interest on the repayable portion of the loan is calculated only on actual expenditure and is locked in on an annual basis based on cash flow projections.

CMHC Quarterly Draw and Funds Received:

Draws 1 – 12 Received	Repayable 61%	\$4,412,840
	Forgivable 39%	\$2,821,324
Draw 13 – June only processing	Repayable 61%	\$885,134
	Forgivable 39%	\$565,905
Total		\$8,685,205

LEGAL IMPACT / RISK MANAGEMENT:

- 1) To mitigate additional costs for faulting on the leasing agreement, hot water tank replacements have been moved to 2027.
- 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)

2025 Capital Budget Report Staff Report- 2024-18

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: 2025 Capital Budget

DATE: August 8, 2024

PURPOSE:

The purpose of this report is to inform the LMCH Board of Directors about the projects identified for inclusion in the 2025 Capital Plan and Budget. In addition to identifying areas that require capital investment, we seek approval to spend up to the allocated budget amounts on each project, subject to the conditions of the LMCH Procurement Policy.

RECOMMENDATION:

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

1. **APPROVE** the 2025 Capital Plan, inclusive of the individual funding requests that have been allocated to each project.
2. **RECOMMEND** that this Capital Plan be approved by the Board of Directors of LMCH.
3. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

LMCH receives an annual allotment of capital funds from the City of London. Historically (prior to the 2021 budget year), we have received just over two million dollars per year for capital upkeep of our buildings. This funding allocation was not sufficient and led to a large backlog of deferred maintenance and a building portfolio which, in aggregate, was assessed as in poor condition.

During the City of London's 2020-2023 multi-year budget process, LMCH successfully demonstrated the need for increased capital funding. City Council approved the funding request, known as Business Case 12 – LMCH Infrastructure Gap which provided additional capital each year between 2020-2029.

LMCH will continue to work with the City of London on the LMCH Asset Management Plan to support the prioritization of capital investment and identify capital funding needs for inclusion in the 2028-2031

Multi-Year Budget process.

As a result, for 2025, London & Middlesex Community Housing has access to two sources of capital funding (LMH2619, LMH261825) and a total of \$8,350,000 to renew our buildings.

LMH2619 – LMCH Infrastructure Gap	\$	6,142,000
LMH261825 – Public Housing Major Upgrades	\$	<u>2,208,000</u>
Total:	\$	8,350,000

2025 Capital Budget

A detailed summary of the proposed projects for the 2025 LMCH Capital Budget of \$8,350,000 is provided in Appendix A for Public information and in Appendix B for Committee information.

The Capital Plan features several large, highly visible projects that will extend the useful life of our buildings. In prior years we had commissioned several engineering studies to evaluate the condition of our buildings and make recommendations to best invest our funding. These studies were used to identify some of the projects categorized as high and medium priority. In these categories, the condition of our infrastructure is putting the corporation at risk, and investing to mitigate that risk and ensure the safety and security of our tenants and buildings is a priority. As in previous Capital Budget Plans going back to 2023, we will be making significant investments in our electrical infrastructure – replacing equipment that is original to the buildings and far beyond its expected life span.

We are also continuing with a 10-year plan to renew the roofs and building envelopes of our sites, including high-rise balconies – and spalling brick, deteriorated foundations, and failed siding at two family sites. Repairing these last three items at family sites is not only important for building envelope integrity, but a much-needed curb appeal measure.

To free up budget dollars to fund the brick, foundation, and siding repair at the 2 family sites – Allan Rush and Boulee – we have moved the originally intended 2025 Southdale paving project to 2026 (and because it is prudent to wait until Phase 2 Reimagine Southdale construction traffic does less damage to the site’s pavement). These two budget items are an example of the increasing collaboration between Tenant Services, Property Services and the Capital Team. Beginning in Q2, we

implemented a Project/RFP Register Review Committee comprised of all LMCH department stakeholders. The main output of this committee's regular review meetings is communicating the repair needs of properties to achieve consensus on the best approach to meet the needs. We will continue with this collaborative approach to deliver even more effective budget plans in subsequent years.

With respect to balcony repairs, it should be noted that the Berkshire balcony repair project budget has been significantly increased in this Capital Plan. We are mindful of the past McNay balcony repair project and its cost overruns and have adjusted our approach with the Berkshire project accordingly.

Roof leaks are currently rare in most of our buildings and so we make these investments – to avoid damage and insurance claims – prudently. An example of this is the Simcoe roof replacement budgeted for 2024. The budget set was based on an estimate that is viewed as high, and the fact that the roof is currently sound indicates the investment funds could be reallocated elsewhere where there is a greater financial payoff. As a result, we are planning to move the Simcoe roof replacement to 2026 and considering diverting the 2024 budgeted funds to more energy efficiency measures in non-CMHC buildings, such as heat-mapping thermostats and energy savings incentive audits. Doing so keeps the focus of our Capital Plans on responding to the climate emergency by improving our energy efficiency and ensuring that building systems are operating as well as possible.

LMCH conducted safety audits at five (5) sites wrapping up in early 2024. Work to respond to audit recommendations has been included in the 2025 Capital Plan. It is a priority for LMCH to act upon the recommendations in the Audit and LMCH will look to identify projects with longer lead times in 2024 that will allow this work to be initiated in 2024.

LMCH introduced a recurring budget line in the 2024 Capital Plan to provide capital funding for small capital projects identified through a participatory budget process. This process is now in effect via the aforementioned Project/RFP Register Review Committee. The recurring budget is reassessed on an annual basis, and the 2025 Capital Plan reflects this, achieving a good balance between funding “behind the walls” infrastructure improvements and projects that enhance the tenant experience. It should also be noted that this plan continues the practice of allocating money to recurring buckets of funding for items such as mold abatement, asbestos remediation, and accessibility enhancements. These allocations enhance the condition and safety of our buildings, while also taking pressure off the maintenance operating budget.

Finally, as outlined in FAR-2024-23 Q2 2024 Capital Project Update Report, we have identified potential contingencies and capital funds available from prior years. LMCH will work with the City of London and LMCH Finance Team to reconcile the annual budgets and reallocate available funds to additional projects. Once the magnitude of funds are finalized LMCH brings a plan to the Board to allocate available funds.

CONCLUSION:

The 2025 capital budget has been fully allocated based on the priorities set out in the Asset Management Plan and the capital funding available for 2025.

Appendix A: 2025 Capital Budget

Appendix B: 2025 Capital Budget – In-Camera Version

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



Appendix A: 2025 Capital Budget

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.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;">Remaining Dollars:</td> <td style="text-align: right;">Dollar Amount</td> </tr> <tr> <td>LMH2619 - LMCH Infrastructure Gap</td> <td style="text-align: right;">\$ -</td> </tr> <tr> <td>LMH261825 - Public Housing Major Upgrades</td> <td style="text-align: right;">-</td> </tr> <tr> <td></td> <td style="text-align: right;">-</td> </tr> </table>	Remaining Dollars:	Dollar Amount	LMH2619 - LMCH Infrastructure Gap	\$ -	LMH261825 - Public Housing Major Upgrades	-		-
Remaining Dollars:	Dollar Amount								
LMH2619 - LMCH Infrastructure Gap	\$ -								
LMH261825 - Public Housing Major Upgrades	-								
	-								

2025 Capital Budget

Project #	Status	Business Unit (COL) - Drop Down	Project Description	Site Drop Down	CMHC Advanced Portfolio	Notes If "Various" sites, please add in notes, which sites.
High Priority						
2025-0001	Pending	LMH2619 - LMCH Infrastructure Gap	Generator Replacement	1194 Commissioners Road	No	
2025-0002	Pending	LMH2619 - LMCH Infrastructure Gap	Main Electrical Room Equipment Replacemer	1194 Commissioners Road	No	As identified in EXP report. Also include outdated laundry room and boiler room panels
2025-0003	Pending	LMH2619 - LMCH Infrastructure Gap	Balcony Repairs	200 Berkshire Drive	No	
2025-0004	Pending	LMH2619 - LMCH Infrastructure Gap	Generator Replacement	872 William Street	No	
2025-0005	Pending	LMH2619 - LMCH Infrastructure Gap	Fire System Upgrades	TBD	Partially	Look at highest priority based on study, budget placeholder only
2025-0006	Pending	LMH2619 - LMCH Infrastructure Gap	Parking lot and retaining wall repairs	200 Berkshire Drive	No	Edison estimate of \$120k for just retaining wall. Add another \$80k for parking lot asphalt and contingency
2025-0007	Pending	LMH2619 - LMCH Infrastructure Gap	Domestic water valve replacements	Various	Partially	Anecdotal evidence that many water valves fail to close in an emergency. Replacing valves makes shutdowns for repairs less onerous and reduces tenant impact
2025-0008	Pending	LMH2619 - LMCH Infrastructure Gap	Spalling bricks repair in 18 areas across site	Allan Rush	Yes	identified by PSM as larger repair required than supported by usual OM funds
2025-0009	Pending	LMH2619 - LMCH Infrastructure Gap	Spalling bricks and gable ends siding repair, foundation underpinning at end units	160-430 Bouleee Street	Yes	identified by PSM as larger repair required than supported by usual OM funds, and as identified by site tours
2025-0010	Pending	LMH261825 - Public Housing Major Upgrades	Close off access to the areas under stairs at high-rises to prevent use by trespassers	TBD	Partially	Steve Hall Report - Safety and Security Audit - capital item C9
Total High Priority				Total High Priority	928,400	
Medium Priority						
2025-0011	Pending	LMH2619 - LMCH Infrastructure Gap	Elevator Mod	170 Kent Street	Yes	Modification of mechanical/electrical/controls, as well as cab interior refresh
2025-0012	Pending	LMH261825 - Public Housing Major Upgrades	Roofing Replacement	49 Bella Street	No	
2025-0013	Pending	LMH261825 - Public Housing Major Upgrades	Roofing Replacement	125 Head Street	No	
2025-0014	Pending	LMH261825 - Public Housing Major Upgrades	Roofing Replacement	157 Simpson Street	No	
2025-0015	Pending	LMH2619 - LMCH Infrastructure Gap	Roofing Replacement	2061 Dorchester Road	No	
2025-0016	Pending	LMH261825 - Public Housing Major Upgrades	Roofing Replacement	249 Ellen Street	No	

2025-0018	Pending	LMH261825 - Public Housing Major Upgrades	Roofing Replacement	85 Walnut Street	Yes	
2025-0019	Pending	LMH261825 - Public Housing Major Upgrades	Window Replacement	2061 Dorchester Road	No	Replacement of all exterior windows.
2025-0020	Pending	LMH261825 - Public Housing Major Upgrades	Window Replacement	49 Bella Street	No	Replacement of all exterior windows and spandrel panels
2025-0021	Pending	LMH2619 - LMCH Infrastructure Gap	Window Replacement	125 Head Street	No	Replacement of all exterior windows.
2025-0022	Pending	LMH2619 - LMCH Infrastructure Gap	Roof Replacement	200 Berkshire Drive	No	All roofing surfaces to be refreshed. Timing as per IRC report in 2022
2025-0023	Pending	LMH2619 - LMCH Infrastructure Gap	Water softener decomssioning	49 Bella Street	No	
2025-0024	Pending	LMH2619 - LMCH Infrastructure Gap	Paving, parking lines	49 Bella Street	No	site improvements required as noticed via county facilities tour
2025-0025	Pending	LMH2619 - LMCH Infrastructure Gap	cabinet	TBD	Partially	Steve Hall Report - Safety and Security Audit - capital item C4
2025-0026	Pending	LMH2619 - LMCH Infrastructure Gap	Wayfinding in all hallways of high-rises	TBD	Partially	Steve Hall Report - Safety and Security Audit - capital item C5
2025-0027	Pending	LMH2619 - LMCH Infrastructure Gap	newer commercial single door telephone systems	TBD	Partially	Steve Hall Report - Safety and Security Audit - capital item C11
Total Medium Priority				Total Medium Priority	1,243,000	
Low Priority						
2025-0028	Pending	LMH2619 - LMCH Infrastructure Gap	Site Lighting repairs	Southdale	No	Include circuitry for CCTV on top of light poles. Cameras to be installed at a later date
2025-0029	Pending	LMH2619 - LMCH Infrastructure Gap	Fencing around rear of property bordering Q	Dundas	Yes	Steve Hall Report - Safety and Security Audit - capital item G1
Total Low Priority				Total Low Priority	25,000	
Recurring Capital Needs						
2025-0030	Pending	LMH2619 - LMCH Infrastructure Gap	Universal Access Upgrades	All sites	Partially	Bucket of funding for one off accessibility requests received from tenants
2025-0031	Pending	LMH2619 - LMCH Infrastructure Gap	Common Areas Capital Upgrade (i.e. painting)	All sites	Partially	Bucket of funding for painting jobs not identified previously
2025-0032	Pending	LMH261825 - Public Housing Major Upgrades	Unit modernization funds	All sites	Partially	Bucket of funds to refresh units to more modern appearance. Flooring, kitchen, fixtures, bathroom makeover, lighting
2025-0033	Pending	LMH2619 - LMCH Infrastructure Gap	IT Upgrades	All sites	Partially	To improve and modernize network connectivity at buildings.
2025-0034	Pending	LMH2619 - LMCH Infrastructure Gap	Asbestos abatement	All sites	Partially	To abate poor condition asbestos as identified by site audits
2025-0035	Pending	LMH2619 - LMCH Infrastructure Gap	Mold abatement	All sites	Partially	To abate mold found during unit inspections and renovations
2025-0036	Pending	LMH2619 - LMCH Infrastructure Gap	General Contingency	All sites	Partially	For cost overages experienced in any project
2025-0037	Pending	LMH2619 - LMCH Infrastructure Gap	BCA 33 % Portfolio	Various	Partially	1/3 completed 2025, 1/3 completed 2026, and balance completed 2027.
Total Other Capital Needs					894,850	
TOTAL 2025 Capital Allocation				TOTAL 2025 Capital Allocation		

**Furnace Replacement– Contract Award Recommendation
Staff Report- 2024-19**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Furnace Replacement CMHC-2021-12bc – Contract Award Recommendation

DATE: August 8, 2024

PURPOSE:

The purpose of this report is to seek the approval to award a contract for furnace replacement at two family sites: Pond Mills and Allan Rush. This recommendation is based on a modeling study conducted by Efficiency Engineering that included high efficiency furnace replacement to meet the criteria of energy reduction required by CMHC.

Board approval is required for this contract award as it exceeds the \$75,000 financial approval limit of LMHC’s CEO as set out in “Purchasing Policies and Guidelines”.

RECOMMENDATION:

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

1. **APPROVE** the award of the contract for the furnace replacement project to LG Home Comfort Inc. at the above-noted properties for 181 units for the sum of \$664,894.00.
2. **AUTHORIZE** LMHC staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

The Co-Investment program was approved on November 25, 2021; LMHC in conjunction with the City of London (COL) as guarantor executed the loan agreement with CMHC of \$40,139,939. The funding allocation consists of \$ 15,533,989 as a forgivable loan and \$24,602,101 repayable loan with the City of London guaranteeing \$37,000,000.

LMHC identified several projects to fulfill the program's requirement as identified in the Co-Investment Fund Portfolio Plan that when fully implemented would meet the energy

savings, accessibility requirements, and property enhancements required by CMHC to secure the funding.

Work selected under the energy savings portion of the CMHC program included furnace replacements at CMHC-designated family sites; Boulee, Huron, Marconi, Pond Mills and Allan Rush. Two-stage furnace replacements were successfully completed at 300 units in May – June 2024.

This project was originally to take place in 2025 and was not part of the pre-approved 2024 budget. *It was determined to advance the project to 2024 due to the expedient schedule that was accomplished at the three townhouse complexes completed in May – June 2024*

Scope of Work:

Contractors were asked to price for mobilization, decommissioning, and installation of a new two-stage 96.5% AUE high-efficiency furnace at 2 LMCH family sites (Pond Mills and Allan Rush) consisting of 181 units. The scope of work included all labour and material for the replacement of furnaces plus linear pricing to repair duct work, new return boots, spring valve shut-off replacements, replacement of non-compliant piping, new condensate pump, and new digital thermostat. In addition, the contractor is to provide attic stock for future replacements of filters.

TENDER CALL:

The tender for furnace replacement was published on June 14th, 2024 and included a site walk-through at each family site entering into 2 units per property. Bids were received on July 8th, 2024, with four proponents responding to the tender call. Of the respondents, one vendor did not fill out the bid form in its entirety and was disqualified.

Scoring for the submissions included 45% for the submission package which included:

- Comparable projects - 20%
- Timeline of project – 20%
- Furnace selection – 5%

Pricing made up 55% of the weighted scoring.

LG Home Comfort Inc.'s comparable experience surpassed its competitors as well as provided a competitive bid, being the low bidder from qualified submissions. Timelines for this project are prudent as work will commence in the early fall to minimize interference with the family's home during the school break. However, it is essential that work be completed as soon as possible to ensure a minimum of 20 degrees Celsius is maintained in the homes as of Sept. 15th. LG Home Comfort Inc. has a proven record of performance and they have indicated 18 working days to complete the work.

This appears to be in line with the schedule that was completed at past projects. For those reasons, LG Home Comfort Inc. is the preferred proponent for this project.

Recommendation:

LG Home Comfort Inc.’s comparable experience surpassed its competitors as well as provided a competitive bid, being the low bidder from qualified submissions. Timelines for this project are prudent as work will commence in the early fall to minimize interference with the family’s home during the school break. However, it is essential that work be completed as soon as possible to ensure a minimum of 20 degrees Celsius is maintained in the homes as of Sept. 15th. LG Home Comfort Inc. has a proven record of performance and they have indicated 18 working days to complete the 186 units. This appears to be in line with the schedule that was completed at past projects. For those reasons, LG Home Comfort Inc. is the preferred proponent for this project.

Below are highlights of LG Home Comfort Inc.

- Lowest qualified bidder.
- Strong comparable project listing.
- Proven track record at LMCH sites.
- No current litigation.
- No sub-trades used for electrical and installation works.

TENANT IMPACT:

The project is intrusive as each unit will have various trades entering their homes for an extended period. Workers will prep the unit in advance to protect the floors. Residents will hear noise from the construction activities and may be limited in moving through their homes freely at times. This information will be communicated to the residents via hand-delivered notice with reminder communications to follow addressing any FAQ’s.

FINANCIAL IMPACT:

The contract value submitted is below the original estimated budget for this project. The remaining budget will be reallocated to new projects and/or existing projects where budgets may be at risk.

Original Budget	\$1,219,200
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Total Contract Value to Vendor	\$664,894
Owner Contingency	\$85,000
Revised Budget	\$749,894

LEGAL IMPACT / RISK MANAGEMENT:

The submission submitted by LG Home Comfort Inc. and recommended in this report includes a 10% bid bond. Within the contract’s value is a \$10,000 cash allowance to mitigate any change orders due to unknown values of potential duct work replacement needed due to damage and/or additional PVC piping lengths to ensure code compliance is maintained.

ATTACHMENTS:

Attachment A: Scoring Matrix

PREPARED and SUBMITTED BY:
NAME: Wendy Groves

APPENDIX A - FURNACE SCORING MATRIX

Project No.	2021-CMHC-12bc	Author	Wendy Groves	LONDON & MIDDLESEX COMMUNITY HOUSING						
	Furnace Replacement - Allan Rush and Pond Mills	Revision	1	Jayden	LG	Alpeza	Advance Excavating			
Mobilization	\$ 7,353.44	\$ 1,000.00	\$ 16,000.00	\$ 2,000.00						
Decommissioning	\$ 17,195.00	\$ 22,625.00	\$ 112,220.00	\$ 45,250.00						
Installation of new furnaces - interior unit	\$ 374,776.93	\$ 328,378.00	\$ 723,200.00	\$ 231,650.00						
Installation of new furnaces - exterior unit	\$ 229,125.32	\$ 201,688.00	\$ 387,600.00	\$ 139,400.00						
Additional duct work repairs	\$ 45,250.00	\$ 4,525.00	\$ 63,350.00	\$ 6,787.50						
Replace non compliant PVC piping	\$ 21,258.45	\$ 13,756.00	\$ 112,220.00	\$ 27,150.00						
Shut off valves	\$ 769.25	\$ 1,629.00	\$ 25,340.00	\$ 18,100.00						
Attic Stock	\$ 1,300.00	\$ 1,000.00	\$ 27,000.00	\$ 1,900.00						
Cash Allowance	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00						
Admin Team		\$ 3,800.00	\$ 40,000.00	\$ 1,600.00						
Sub Total	\$ 707,028.39	\$ 588,401.00	\$ 1,516,930.00	\$ 483,837.50	\$ -	\$ -	\$ -			
HST	\$ 91,913.69	\$ 76,492.13	\$ 197,200.90	\$ 62,898.88	\$ -	\$ -	\$ -			
Total	\$ 798,942.08	\$ 664,893.13	\$ 1,714,130.90	\$ 546,736.38	-	-	-			

STAGE 1 - Mandatory Requirements		Total Points	Jayden	LG	Alpeza	Advance Excavating
CRITERIA	1 point equals proponent complies	5				
1.1	Punctuality - bid submitted within the timelines of the RFP/RFT	1	1	1	1	1
1.2	Mandatory documents submitted as outlined in bidform checklist.	1	1	1	1	0
1.3	Proponent has indicated no current litigations and or existing would not negatively affect LMHC working with proponent.	1	1	1	1	0
1.5	WSIB - Is in good standing and is coded to appropriate division.	1	1	1	1	1
Other	Bid Bond	1	1	1	1	1
Scoring can be adjusted for each project add or subtract qualifications. If any of the requirements are not achieved by the proponent, the proponent will be disqualified.			5	5	5	3
			PASS	PASS	PASS	Fail
STAGE 2 - Bid Submission			Jayden	LG	Alpeza	Fail

			Jayden	LG	Alpeza	Advance Excavating					
CRITERIA	Requirements	WEIGHTING (%)	Points (0-10)	Weighted Score	Points (0-10)	Weighted Score	Points (0-10)	Weighted Score	Points (0-10)	Weighted Score	
1	Furnace Selection	Approved by LMCH	5	10	5	10	5	10	5	0	
2	Comparable Projects	Construction cost similarities, initiation type, similar project scope with available references.	20	7	14	10	20	3	6	0	
3	Contractor Schedule	Shortest schedule timeframe contractor to receive highest score and each contractor -1 thereafter	20	8	16	9	18	8	16	0	
SUBTOTAL - Technical Proposal				35		43		27		0	
Proponents MUST receive a score greater than or equal to 60% in Technical Proposal to be eligible.			45	78%		96%		60%		0%	
				PASS		PASS		PASS		FAIL	
Step 3. Fee Proposal				PASS		PASS		PASS		Disqualified	
5	Fee Proposal		55	45		55		45		0	
GRAND TOTAL			/100	80.2		98.0		72.2		0.0	
			Jayden	LG	Alpeza	Advance Excavating					
							PREFERRED PROPONENT				

**Security Services – Contract Award
Staff Report-2024-20**

TO: LMCH Board of Directors
FROM: Tim Rudow, Community Safety Manager
SUBJECT: Security Services – Contract Award
DATE: August 8, 2024

PURPOSE:

The purpose of this report is to receive approval to award a contract for Security Services from the LMCH Board of Directors.

Board approval is required for this contract award, as it exceeds the \$75,000 financial approval limit of LMCH’s CEO as set out in “Purchasing Policies and Guidelines”.

RECOMMENDATION:

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

1. **APPROVE** the selection of Solutions Security Protection Services for the provision of Security Guard Services as recommended by staff at the conclusion of RFP 2024-0003.
2. **AUTHORIZE** staff to enter into a two-year contract with Solutions Security Protection Services with two optional one-year extensions.
3. **APPROVE** the contract value of up to \$800,000 per year through the course of the contract with an initial value of up to \$1.6 million for the initial two-year term.
4. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

The Board of Directors approved a contract award to Solutions Security Protective Services (2023-52) in the amount of up to \$425,000 for the provision of security Guard Services for eight months with an anticipated end date of May 2024. In May 2024 the Board approved an extension of this contract until September 30, 2024, to ensure a fulsome RFP process for potential bidders, providing sufficient time for interested

bidders to respond, LMCH to review the responses and, if needed, support the transition to a different provider.

REASON FOR RECOMMENDATIONS

LMCH Released RFP 2024-003 on May 30, 2024. There was a high level of interest in the RFP with 16 different vendors submitting a response to the RFP. LMCH conducted a multiphase assessment with the top 4 vendors being invited to provide a presentation to the LMCH evaluation team.

LMCH is recommending Solutions Security Protection Services for this contract award as they were the highest-scoring proponent and lowest-price proponent of the RFP.

Solutions Security Protection Services is the current provider of Security Guard Services for LMCH. LMCH has worked with the provider to clarify service expectations, improve service, and improve collaboration during the past ten months and has confidence in their ability to deliver on the RFP requirements and promote improved community safety across LMCH communities

As the awarded vendor is the current vendor, not requiring a transition period, Transition efforts will focus on the overall improvement of Security/ Incident information & investigation of remote monitoring service for Q3 of 2024 further improving service and adding value to LMCH.

OPERATING MODEL FOR SECURITY SERVICE(S)

Mobile Supervisor

- Hours of Service:
 - Monday-Friday: 21:00-09:00
 - Weekends: 21:00 (Friday Night) - 09:00 (Monday AM)
- Responsibilities:
 - Handling noise complaints
 - Providing police support at any site not specifically assigned
 - Oversight of Solution Security Guards, ensuring compliance with protocols
 - Additional support during on-site incidents
 - Conducting static patrols of various housing addresses for a varied security profile
 - Collecting data and reporting on security activities for amalgamation into LMCH Security Reports where issues requiring follow-up or increased support can be promptly addressed.
 - Additional support during fire alarms, police incidents, or other matters as requested by LMCH Management or Senior Leadership.

Site Security Details

- 580 Dundas
 - Hours of Service: 20:00-10:00, 7 days/week
 - Security Guards: Dedicated on-site guards
- 345/349 Wharnccliffe
 - Hours of Service: 20:00-10:00, 7 days/week
 - Security Guards: Shared between 345 and 349 Wharnccliffe
- 136 Albert/170 Kent
 - Hours of Service: 20:00-10:00, 7 days/week
 - Security Guards: Shared between Kent & Albert
- 241 Simcoe
 - Hours of Service: 22:00-06:00, 7 days/week
 - Security Guards: Dedicated on-site guards
- Static Security Guard Responsibilities
 - Security Services Provided:
 - Monitoring and preventing anti-social behavior
 - Addressing trespassing incidents
 - Providing nightly safety escorts for residents
 - Conducting thorough checks of all security equipment
 - Ensuring overall safety and security of the premises

Other areas of focus:

- **After-Hours Noise Complaints:** This service significantly alleviates tenant stress and aims to reduce the volume of calls to the London Police Service. In Q2, 71 instances of noise complaints were investigated, enhancing residents' peaceful enjoyment and addressing anti-social behavior effectively.
- **Enhanced CCTV Support:** We continue to offer extended support for CCTV searches and data retrieval for the London Police and other authorities, accommodating requests outside of regular LMCH hours. 160 + instances involving CCTV were reported in Q2.
- **Prompt Response to Tenant Calls:** Issues such as suspicious activities or domestic situations are addressed, improving tenants' quality of life and aiming to decrease the need for police intervention where possible.
- **Random and After-Hours Capabilities:** Frequent visits have been conducted to high-traffic sites without dedicated security, such as 122 Baseline, 30 Baseline, 200 Berkshire, and 304 Oxford. These patrols aim to mitigate loss events and provide tenants with additional peace of mind. After-hour patrols were completed 271 times in Q2 significantly increasing Security presence across the LMCH portfolio.
- **Increased Reporting:** Enhanced reporting regarding nuisance and anti-social behavior assists in the LTB process.

TENANT IMPACT:

- The vendor has implemented Tour Verification Systems at all five static security locations to provide accountability and transparency on times of building walks and locations covered.
- As LMCH’s data collection grows, more proactive Security deployment and resource placement can be utilized in partnership with our vendor to reduce response times and loss events while increasing security presence at LMCH properties over the period of this contract.
- This vendor continuance is expected to continue to positively impact our tenants by providing better and much more visible security presence in both statically staffed buildings and others.
- LMCH will strive to reduce the negative impact on tenants and adjust service requirements to better meet the needs of our tenants and our buildings based on the enhanced data we are collecting.
- Awarding this contract to Solution Security reflects our commitment to enhancing resident safety. Solution Security aims to provide increased security services and expand camera monitoring over the duration of the contract, further improving the overall safety and well-being of our residents.
- This ongoing partnership is expected to continue positively impacting our tenants by providing a better and more visible security presence in both statically staffed buildings and other properties with a Security company well-versed in supporting the vulnerable population at our locations.

FINANCIAL IMPACT

The contract award allows LMCH to work with existing approved budgets for core services, as set out above while allowing sufficient funds to be available to support any required short-term service changes needed to respond to emerging issues.

LEGAL IMPACT / RISK MANAGEMENT:

There are no anticipated legal or risk management issues as we will ensure all contractors provide proof of proper insurance(s) and abide by LMCH policies while on-site and in our buildings.

ATTACHMENT: APPENDIX A: IN CAMERA Security Services – Contract Award

PREPARED and SUBMITTED BY:	STAFF CONTACT:
Tim Rudow, Community Safety Manager	Sherry Tunks, Procurement Manager

**Contractor Award: Commercial Laundry Appliances and Service
Staff Report-2024-21**

TO: LMCH Board of Directors

FROM: Christine Poirier, Senior Manager, Property Services

SUBJECT: Contractor Award: Commercial Laundry Appliances and Service

DATE: August 8, 2024

PURPOSE:

The purpose of the report is to seek the LMCH Board of Directors' approval to award the contract to Sparkle Solutions Service (Sparkle Solutions) for commercial laundry appliances and services at London Middlesex Community Housing (LMCH).

RECOMMENDATIONS

That the LMCH Board of Directors APPROVE the following recommendation:

1. **APPROVE** the awarding of the contract for Commercial Laundry Services to Sparkle Solutions Service as recommended by staff at the conclusion of RFP 2024-0002.
2. **APPROVE** the revenue sharing provision of the contract which includes the service provider receiving a set price for lease expenses and 5% of revenue generated over this amount once these costs are recovered.
3. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

The commercial laundry services programs provides laundry appliances (washers and dryers) to all LMCH multi-residential buildings.

The contract for commercial laundry services allows LMCH to provide laundry machines with no capital expenditure or maintenance costs for the life of the contract. The provider will install machines as specified, is responsible for maintenance and the contract includes a revenue-sharing provision that assists in offsetting utility and other operating costs for LMCH.

The commercial laundry services program is currently serviced by Coinamatic Canada Inc. and involves the provision of 109 washers and 111 Dryers across 22 apartment



buildings. Through this program, tenants have access to commercial-grade laundry appliances in designated laundry rooms on a fee-for-service basis using a card reader system.

Coinamatic has held the current contract since February 2016. The original five-year term has expired and has been extended under the same terms since expiration. LMCH initiated an RFP process in March 2024 to select a new vendor and accomplish a number of service objectives:

- Modernize/update the equipment available for tenant use.
- Set service standards in the contract to support improved machine-up time.
- Improve reporting on contract metrics to assist in improved vendor management.
- Maximize revenue sharing to LMCH to assist in offsetting laundry operating costs – utilities, room cleaning and maintenance, etc.
- Allow LMCH to add and remove buildings and machines to the service contract to best meet the needs of tenants.

Based on vendor assessment there are two large vendors that provide commercial laundry services to the multi-residential sector in Ontario. There are smaller regional providers that provide this service on a smaller scale. LMCH made efforts to engage with all known providers to make them aware of the RFP.

REASON FOR RECOMMENDATIONS

RFP 2024-22 was issued on March 11, 2024, and closed on April 5, 2024. In total, 2 submissions were received and evaluated to determine the best prices and vendor capacity to perform the services. Vendor presentations were held in May 2024.

As a result, Sparkle Solutions Services submitted all required material and demonstrated capacity to perform the services and is recommended for the work. The recommendations is based on awarding the work as per the RFP requirements. Overall Sparkle Solutions Services' submission satisfied all mandatory requirements and

Sparkle Solutions that provided a competitive bid offering:

- Competitive lease rates for equipment offered
- Competitive revenue sharing approach
- Reduced tenant costs for laundry cards and the transaction costs to reload cards
- An app to assist tenants manage their laundry cards
- Met service standard requirements to repair/replace machines
- Met requirements for machine and duct cleaning/servicing.
- Competitive service standards for machine repair.

Sparkle Solutions will be responsible for promptly repairing, maintaining, cleaning, and if necessary, replacing the equipment. Equipment requiring to be replaced during the term of the contract will be at no additional charge to LMCH and the equipment will be of equal or superior commercial quality to the original unit.

Sparkle Solutions has confirmed a team of Technicians reside local to the London area for prompt response time. All Technicians are properly trained on the equipment and are gas-licensed and TSSA-approved. The Technicians will be responsible for performing routine preventative maintenance to the equipment to minimize service calls and downtime.

All Sparkle Solutions vehicles are set up with wireless capabilities to receive service calls and achieve the 48-hour response to service calls and 4-hour response to emergency calls. All vehicles have the tools and equipment needed to install, maintain and repair the fleet of machines to be installed for LMCH.

All tenants will be provided with a complimentary laundry card by Sparkle Solutions. The laundry card system uses a Value Add Centre (VAC) which provides the tenants with options to reload funds on their laundry cards with cash, debit, credit, or online with the replacement card dispenser. There is no fee to the tenants for reloading the laundry cards. Replacement card fees are \$5 per card.

The VAC system is based on contactless smart card technology. Once the laundry card has been loaded with funds by the tenants at the VAC, the tenant can proceed to activate the laundry machines by placing the card on the card reader. The card readers communicate wirelessly with the VAC which is connected to an internet server creating a network that allows Sparkle Solutions to monitor and control entire systems remotely and provide tenants a unique feature such as a text message notification when the laundry cycle is complete.

Using the card number printed on the laundry card, tenants can access a website that indicates the availability of the machines in the laundry room in real-time. This feature can spare tenants from hauling baskets of laundry only to discover that all machines are busy.

When tenants call into the support line for Sparkle Solutions and provide the 10 digit number printed on the laundry card, Sparkle Solutions can quickly retrace actions, verify card balances, and provide guidance based on real data. Using a portal that has up-to-the-minute detailed transactions for every laundry card, Sparkle Solutions can take action remotely and refunds can be issued to the tenants immediately by placing the card at the VAC.

TENANT IMPACT

LMCH has increasingly heard from tenants about their frustration with the service responsiveness and downtime of machines under the current contract. While this relates to the age of the machines, currently in use it also led to the inclusion of service standards in the contract.

LMCH anticipates a lead time of at least 4 weeks after contract finalization to begin the implementation of the new machines. Implementation will take a few months and LMCH will work to ensure effective communication with tenants through the process. There will be 2-3 days where there is no access to laundry facilities at each site as machines are removed, laundry rooms are cleaned/painted/repared as required and new machines are installed.

Sparkle Solutions will work with LMCH to ensure tenants have the information they need to transition to the new service.

FINANCIAL IMPACT

Tenant Financial Impact

As part of the implementation of the revised commercial laundry services contract tenants will see changes in the cost of laundry services. Many of these costs have not changed since 2016.

- The cost for the initial laundry card is free from the provider. Replacement costs for cards have been reduced to \$5.00 per card.
- There is no fee to load the laundry card. Currently, tenants pay \$0.25 to load their card.
- Wash load pricing is not consistent across the portfolio. LMCH will start the process of increasing usage fees when the new machines are installed.
- LMCH increases wash costs by a maximum of \$0.25 to between \$1.50 and \$1.75 when the new machines are installed in late 2024.
- Dryer costs will increase to \$0.75 when the new machines are installed.
- LMCH will reassess Laundry
- LMCH will review laundry costs on a regular basis

Cost area	Current	Proposed (Oct/Nov 2024)
Washer Load (varies of site)	\$1.25 - \$1.75	\$1.50-\$1.75 (up to a \$0.25 increase)
Dryer Load (20 minutes)	\$0.50	\$0.75 (\$0.25 increase)
Cost of Replacement Laundry Card	\$10.00	\$5.00
Cost to reload Laundry Card	\$0.25	No Charge

Corporate Financial Impact

LMCH lacks sufficient data from our current laundry services contractor to create revenue projects with confidence. The annual laundry revenue recorded by LMCH in 2023 was approximately \$77,000. This revenue is used to offset operating costs for heating, lighting, gas, water, electricity, cleaning and maintenance of the laundry spaces. While considered 'revenue' it is an offset to operating expenses for LMCH.

It is expected that with the monthly lease costs of the machines increasing, that LMCH will see this revenue decrease year over year. This will be partially offset LMCH by the usage fee increases noted above under Tenant Financial Impact. LMCH will continue to monitor the costs and revenue projections of the commercial laundry service to balance the cost to tenants while ensuring sufficient offset to operating costs for LMCH.

Sparkle Solutions will set up LMCH with free access to the WebXpress portal. This reporting technology portal will allow LMCH to view the total revenue stream in real time. LMCH can view all transactions, cycles, card usage, cards in use, and cards that have never been used.

TRANSITION PLAN

Once this report has been approved and LMCH can proceed with awarding the tender to Sparkle Solutions the following transition plan will be implemented.

1. Sparkle Solutions will create a dedicated LMCH rollout team to ensure a smooth and efficient transition. The team will include an installer supervisor, installers, and technology installers.
2. LMCH to communicate with the current commercial laundry vendor to commence tenant reimbursements as required.
3. Equipment not in stock will need a 3 – 4 week lead time for arrival.
4. Post signage advising the tenants that Sparkle Solutions will be coming soon.
5. Sparkle Solutions will set up install dates and will communicate with existing suppliers for the removal or equipment and laundry machines. The removal dates will be set for the day before the installation of the new laundry machines to allow time for LMCH to complete any required repairs to plumbing and any needed cleaning of the laundry rooms.
6. Communications on confirmed timelines and sign-off.
7. Commencement of installations of new equipment.
8. Open House training for tenants to be provided at each site by Sparkle Solutions.



ATTACHMENTS:

APPENDIX A: IN-CAMERA ATTACHMENT Laundry Machine Company Comparison

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



**Human Resources Manager Update – Q2 2024
PSH- 2024-15**

TO: People Services and Housing Committee (PSH)
FROM: Dirk Volschenk, Manager of Human Resources
SUBJECT: Human Resources Manager Update – Q2 2024
DATE: July 31, 2024

PURPOSE:

To provide the People, Service and Housing Committee an overview of the key activities in Human Resources for Q2 of 2024 and to provide information for the matters identified as priorities for Human Resources in 2024.

RECOMMENDATION:

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

BACKGROUND:

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

Staffing Complement

As per the KPI Quarterly Report, LMCH has been successful in maintaining a high level of staffing complement filled during the second quarter of 2024. Our staffing levels remain near 100% of budgeted complement and although we continue to see staff departures and attrition, both the number of staff departures and reasons remain within our target range and natural expected attrition within organizations. All three staffing departures were resignations relating to personal reasons and relocation.

With the support of the City of London through Business Case 22 we will be experiencing complement growth in the coming quarters and in order to support the effective implementation of the business goals, we plan and attempt to recruit in accordance with the implementation plans of the various business plans and monitor our ability to hire the newly created positions.



Recruitment

As per the KPI Quarterly Report, LMCH has fluctuating results in maintaining our target range of offering out a position within 90 days of a competition being approved. The inconsistent results were due to some competitions being filled through either internal applicants or being able to approach desirable external candidates from previous recruitments, resulting in extremely quick turnaround times on certain competitions. Unfortunately, others took extremely long to fill through either leadership turnover, resulting in competitions being held in abeyance, or challenging roles to fill due to the requirements of the role.

We believe that our current recruitment plan and approach is an effective balance between a thorough screening protocol and being fast and responsive. We will continue to monitor the performance of recruitment and adjust our practices to ensure quick and effective talent acquisition for the organization.

Employee Attendance and Absences

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

This KPI is under development to ensure that we appropriately consider and report both short-term unpredictable absences as well as longer-term absences due to illness and occupational injuries and illness. It is currently planned to present the structure during the Q3 Managers Report.

Conclusion of Collective Bargaining

As ratified by the Board of Directors, LMCH has given effect to the new provisions of the Collective Agreement as negotiated including extending the financial components of the Collective Agreement to the Non-Union and Management employees.

Although there remain some smaller components that need to be actioned at the beginning of 2025, the provisions of the Collective Agreement have been implemented and therefore the topic will be concluded and not be included in future reports.



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

During the Q1 report, we reported that LMCH received the Steve Hall Safety Consulting audit report has been received and implementation will be planned in consultation with the Joint Health and Safety Committee.

The report was presented to the Joint Health and Safety Committee along with an implementation plan that breaks down the multiple recommendations along functional areas between different teams and contains both a schedule and ranking system. Individual planning and ranking exercises have been performed with our functional teams. We also moved certain recommendations forward.

Through the ranking exercise, we have determined that this project will likely continue into 2025 and we will continue providing the Committee and Board with further updates on the progress of implementation.

HR Staffing and Business Case 22

As part of Business Case 22 an additional resource has been allocated to the Human Resources department to support the Health Organization's strategic goal and to support the successful implementation of the Custodian Model.

We have created a new Job Description and position for a Health and Safety Specialist and we are targeting to have a successful candidate in the position during Q3 of 2024.

PREPARED and RECOMMENDED BY:
Dirk Volschenk MANAGER OF HUMAN RESOURCES

Director of Tenant Services Update
PSH- 2024-16

TO: People, Services and Housing Committee
FROM: Andrea Mackenzie, Director of Tenant Services
SUBJECT: Tenant Services Update
DATE: July 31, 2024

PURPOSE:

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

RECOMMENDATION

That the Tenant Services Report **BE RECEIVED** for information.

UPDATES:

SHOAC (Social Housing Operational Advisory Committee)

The advisory committee's last meeting was July 17, 2024, and included information around staffing updates, Capital Program Updates, draft Housing Division Notice (HDN) discussion and feedback from providers around occupancy standards, and one on rent arrears and eligibility.

Discussion arose around a new Housing Needs Assessment Form being proposed by the City of London, some providers have raised concerns, the document will be reviewed again and then circulated for further discussion and feedback.

Updates were provided to the committee on Social Housing Waitlist, as of the end of June the waitlist is 7,246, with a noted increase in urban homeless and family applications.

ReImagine – Phase II Tenant Engagement

At the last PSH meeting, an update on Phase II tenant engagement was provided identifying that a total of 21 households, along with the London Community Chaplaincy units and LMCH’s recreation unit would need to be relocated before the end of 2024.

Since the original door knocks in April, we have now started the relocation of families impacted, 3 of the units are now vacant with an additional 3 units on notice as the families have accepted a transfer to other LMCH units. Our Tenant Placement team has also been able to offer and show an additional 7 units within the Southdale community or at our neighboring sites at Allan Rush or Pond Mills.

We will continue to work with all the families still waiting for units in their preferred locations and support them wherever possible with any relocation needs.

Partnership MOU Update

Our Community Engagement Manager, Lisa Luther, has been working alongside Tenant Services staff and CMHA staff to create an updated Memorandum of Understanding for our partnership at 872 William Street. The key change in the agreement is that we will have the program at William Street transition from one of a Head Lease with CMHA and an occupancy agreement with their clients to a more traditional relationship where LMCH is the landlord and has the relationship with the residents. Final signoff of the updated MOU should be completed in the coming weeks.

Tenant Services Staffing Change

We are pleased to announce a new member of the Housing Stability team, Carrie Bowen. Carrie took up her new position with LMCH on June 3, 2024, but has been with LMCH for several years. She first completed a placement as part of her BSW field work with us, and then spent almost three years working as one of our Community Development staff.

PREPARED BY:	REVIEWED BY:
Andrea Mackenzie Director, Tenant Services	Paul Chisholm CEO

Senior Manager, Property Services Update
PSH- 2024-17

TO: People, Services and Housing Committee

FROM: Christine Poirier, Senior Manager, Property Services

SUBJECT: Update from Senior Manager, Property Services

DATE: July 31, 2024

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.

Integrated Pest Management Update

This is an information update on the steps taken to date with the creation of the Integrated Pest Management (IPM) non-compliance process. This process was implemented to assist with the successful implementation of the appropriate treatment cycle with tenant cooperation.

If the vendor-supplied service report indicates a tenant refusal or that the unit is not prepared adequately LMCH will re-schedule treatment within seven days and send a non-compliance letter to the tenant with the additional appropriate prep instruction sheet and the new scheduled treatment date. All occurrences of non-compliance will include:

- 1) First Refusal: LMCH to follow up with the tenant directly to identify any barriers, such as health issues, mobility challenges, inability to prep, alternate location for their pets, etc.
- 2) Second Refusal: This initiates the Letter of non-compliance issued to the tenant with a prep instruction sheet and the next treatment date. If compliance is not



achieved on the second attempted treatment, the LTB form N5 will be sent to the tenant with the possibility of a chargeback for the associated treatment fee. If compliance is achieved following the LTB form N5, the treatment cycle begins. If compliance is not achieved following the LTB form N5, LMCH will file to the LTB and continue to work with the tenant to achieve a successful treatment cycle.

Implementation of this process has improved successful treatment applications with tenant cooperation increasing by 10% in Q2 2024 from Q1 2024.

Payquad Initiative Update

The customization of the maintenance and survey module started in Q2 and will continue into Q3. The maintenance module will improve the service request and customer satisfaction process. This module offers tenants the option to create, submit and track service requests through a tenant portal as well as answer a quick survey on their satisfaction level once the service request has been completed. It also features a live chat option for the tenants to communicate directly with the LMCH property services coordinators for an improved tenant experience.

LMCH and Payquad have been diligently working together to customize these modules to meet standards, to ensure a successful implementation, communication, and training.

Annual Unit Inspections

The annual unit inspections for 2024 are well underway. These inspections commenced in early April and will wrap up in mid-October. These inspections are conducted to ensure that the units are safe, clean, and well maintained which aligns with the 2024-2027 Strategic Plan Goal: Improve Tenant Experience.

The overall condition of the tenant's units has improved year over year with less hoarding and poor sanitation concerns being indicated by the LMCH Management Team.

Vacancy Overview

The vacancy data indicates a continuity in performance in Q2. The vacancy rate has been maintained at less than 3%, which currently sits at 2.4%. There is a slight increase in the units in active restoration from Q1 at 2.1% to Q2 at 2.4% due to the seasonal volume of tenant move-outs as predicted. The average number of days to restore a unit has a steady decrease from 88 days in Q1 to 83 days in Q2.



Work Order Status Update

Understanding that the pest control treatment requests are now being entered in as purchase orders, there has been a decrease in the number of work orders created in the system from Q1 and Q2. These numbers now depict the maintenance service requests.

The increase in after-hours work orders is a timing issue. The new answering service has the ability to enter all emergent and non-emergent calls received as a service request into Yardi if the call has tasks needing to be actioned. Non-emergent items are followed up on and actioned during regular business hours.

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

Community Safety Update – Q.2
PSH- 2024-18

TO: People, Services & Housing Committee
FROM: Tim Rudow, Community Safety Manager
SUBJECT: Community Safety Update – Q.2
DATE: July 31, 2024

PURPOSE:

The purpose of this report is to provide an update to the People, Services and Housing Committee on key Community Safety operational outcomes for the second quarter of 2024. The report highlights key incidents, trends, and challenges for both our Community Safety Unit as well as our Contract Security that may be of interest to the Committee.

RECOMMENDATION:

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

UPDATES:

Basic Metrics:

- **Total Incidents:** 2531 incidents were handled within Q2, this averages out to 28.12 incidents per day. This is a slight decrease from Q1 in which 2623 incidents took place with an average of 29.14 incidents per day.
- **Use of Force Incidents:**
 - We observed a significant decline in Use of Force Incidents (57%) for Q2 as 9 Incidents took place over the quarter as opposed to the 21 reported in Q1.
 - Increased focus on Safety & De-escalation measures have contributed to a reduction in Use of Force.

- **Major Incidents:** 3 major incidents took place in Q2
 - **122 Baseline Road - Stabbing:** On Wednesday, May 8th, 2024, the victim was stabbed in the head. Police attended and arrested the suspect. CCTV footage was provided.
 - **Wharnclyffe - Homicide:** On June 22nd, a resident sustained fatal injuries from an assault. The suspect was arrested and charged by the police. CCTV footage was provided.
 - **Southdale - Homicide:** On the morning of June 22nd, a suspicious death due to a stabbing that occurred. Two suspects were charged.

High Frequency Incidents:

- **Trespassing:** The highest reported category in Q2 wielding 882 incidents. Trespassing accounted for 34.84% of all incidents in Q2.
- **Access Control:** Similar to Trespassing, Access Control efforts such as securing locks, doors, windows, and physical barriers preventing access resulted in 451 incidents for Q2. This accounted for 17.81% of all incidents.
- **Additional Patrols:** Instituted in Q2 to offer provide increased presence at LMCH-managed sites after-hour patrols were the 3rd most reported category accounting for 271 incidents (10.1%). These patrols take place outside of LMCH regular working hours. These patrols take place across many different properties with varied times scheduled.

Moderate Frequency Incidents:

- **Tenant Interaction:** The increased security presence across the LMCH portfolio is evident through the 85 tenant interactions reported by LMCH's CSU and contracted vendors in Q2. These interactions foster greater trust and familiarity between tenants and security personnel, enhancing the overall sense of community and safety.
- **Cause Disturbance:** With the increase in after-hours support for tenants, there has been a corresponding rise in "Cause Disturbance" calls, totaling 82 in Q2. These instances often represent more severe disruptions than typical noise complaints, interrupting the peaceful enjoyment of our residents. Consequently, they necessitate dispatches from either the CSU or the Dedicated Security Supervisor outside of office hours.
- **Noise Complaints:** These complaints typically involve isolated incidents affecting a few tenants. Each noise complaint is reported, investigated by a Supervisor or CSU, and then flagged to LMCH Management for follow-up and enforcement under our LMCH Policies and/or the LTB.

Lower Frequency Incidents:

Police Assist: As community partners, assisting the police is vital to us and our tenants. Police assistance encompasses a variety of services, including wellness checks, access assistance, locating wanted individuals, and facilitating various other requests. These collaborations help ensure the safety and well-being of our community. We recorded 54 incidents of Police Assist in Q2.

Medical Support: Medical support encompasses a wide range of incidents, including but not limited to EMS support, first aid, administering NARCAN, and other medical assistance. These services are crucial for addressing the immediate health needs of our community members and ensuring that any applicable support is notified in a prompt manner. LMCH reported 37 instances of Medical Support in Q2.

Suspicious Activity: Providing tenants with a dedicated contact point for reporting suspicious activity resulted in 27 reports in Q2. Often, these reports lead to findings that may be reclassified under categories such as trespassing or break and enter. This increase in reporting reflects a growing willingness among residents to promptly report suspicious activity, enabling quicker resolutions for security matters. Q2 yielded 27 incidents of suspicious activity.

Maintenance: Increased presence during security patrols facilitated quicker resolution of minor leaks and repairs, ensuring prompt attention to these issues. The cleanliness and functionality of LMCH buildings are paramount, and as a result, 26 maintenance concerns were reported in Q2. This proactive approach helps maintain a high standard of living for our residents.

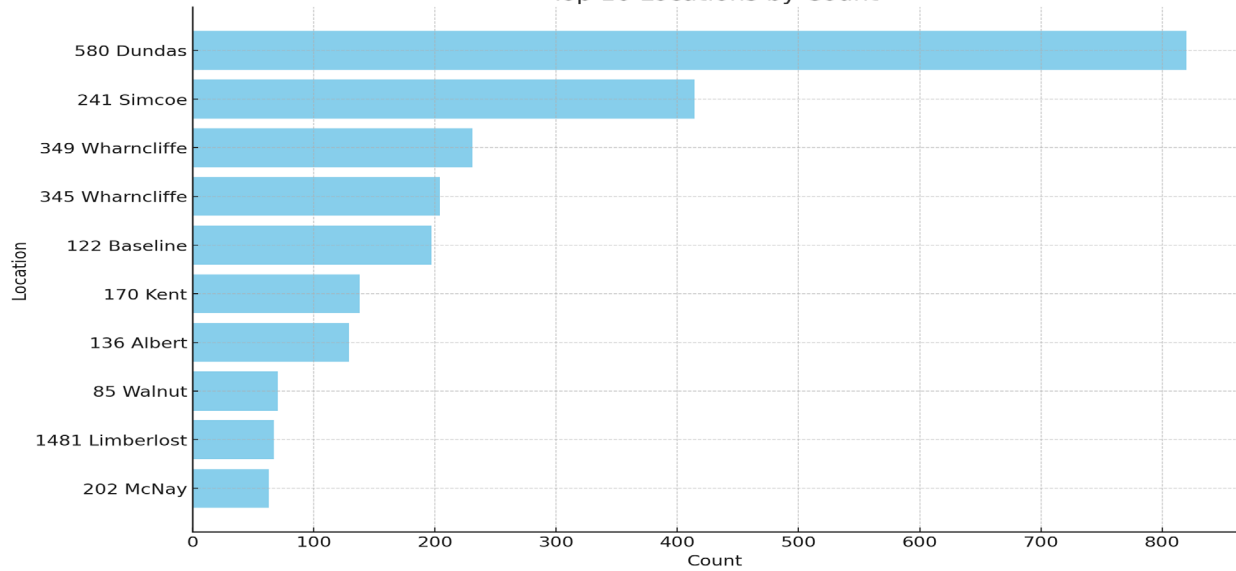
CCTV Operations:

- 167 CCTV Searches were performed in Q2, this increased from 74 from Q1.
- Approximately 47% of these CCTV Searches and Burns were for the London Police Service or other Police Agencies (OPP, RCMP, etc.).
- 53% were regarding LMCH or LTB investigations/ matters
- The CCTV Burn Requests success rate was (51%) for Q2, meaning 76 of the 167 searches resulted in footage being produced that supported an investigation and this footage was provided to the London Police Service or other Police Agencies.

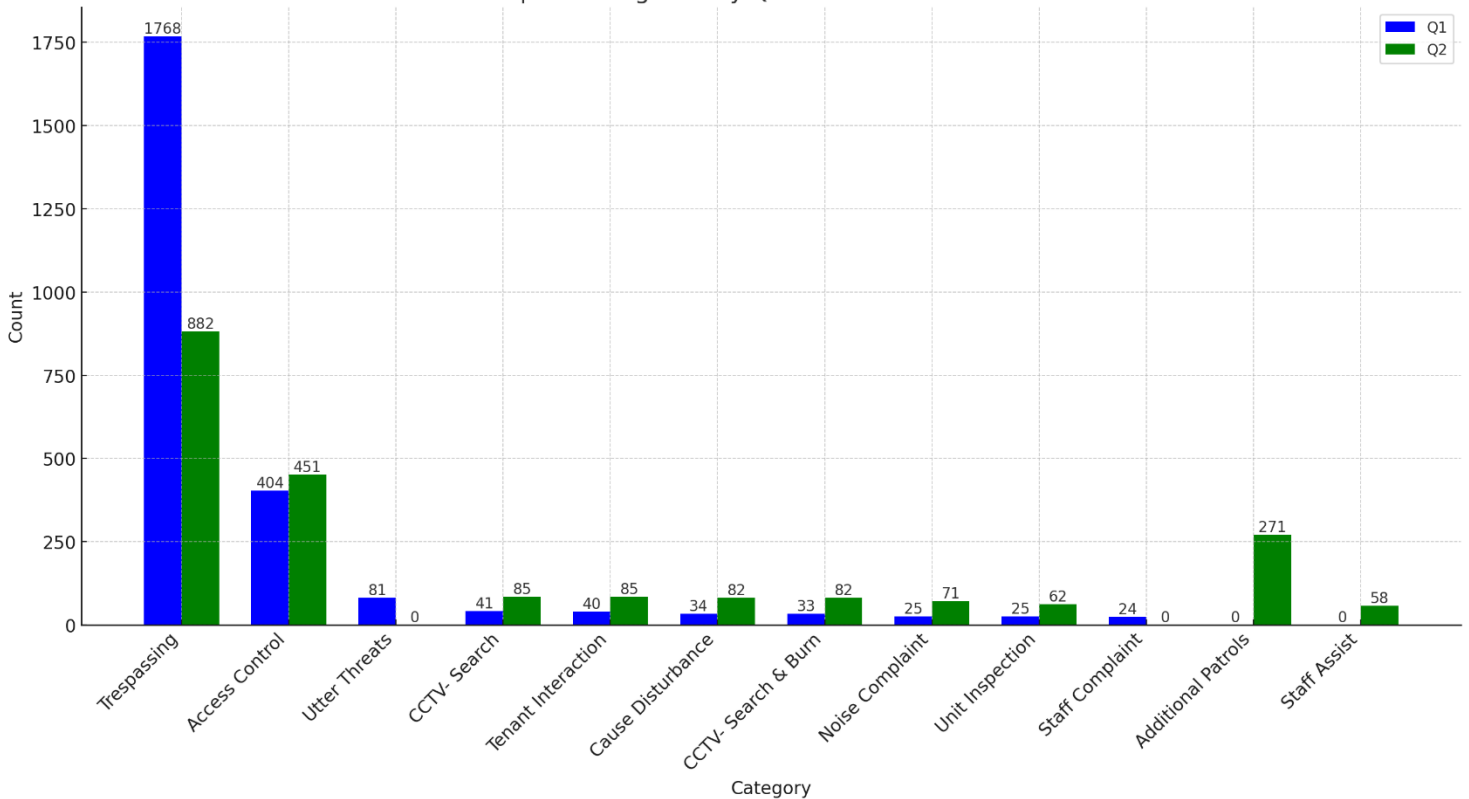
PREPARED and SUBMITTED BY:	REVIEWED BY:
Tim Rudow Community Safety Manager	Andrea Mackenzie Director, Tenant Services



Top 10 Locations by Count



Top 10 Categories by Quarter with Data Labels





Community Development Update PSH- 2024-19

TO: People, Services and Housing Committee
FROM: Andrea Mackenzie, Director of Tenant Services
SUBJECT: Community Development Update
DATE: July 31, 2024

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 **RECIEVE** this report for information and forward to the Board of Directors as an information item.

BACKGROUND:

The Community Development (CD) Team utilizes an asset-based community development (ABCD) approach when developing and implementing tenant-informed initiatives that incorporate one or more of LMCH's Community Engagement Pillars:



Health
Wellness



Education/Skill Building
Capacity



Employment
Contribution



Connection
Community

ASSET-BASED COMMUNITY DEVELOPMENT IN PUBLIC HOUSING

An asset-based community development (ABCD) approach empowers, engages, and supports tenants to effect change within their communities. The CD team utilizes the following main principles of ABCD in their interactions and work with tenants:

Tenant-led/ tenant-informed

- Communities know themselves best - what they can do on their own, with each other and what they could do if they had some outside help.
- Services, programs, and community supports should be informed by tenant needs and feedback.

Gifts & Assets

- Leveraging what's strong, not what's wrong.
- Every individual has a gift and asset to contribute to their community, but gifts must be discovered.
- Matching talents with tasks.

Relationships Drive Community Development

- When a community works together, they become strong together.
- Relationships amplify and multiply the capabilities of individuals.

Questions Lead to Solutions

- Providing opportunities for tenants to explore their potential and create their own path.
- Rather than coming in with answers to the community's problems, ask questions and allow tenants to discover solutions through their answers.

CD EVENTS & INITIATIVES

Below is a sampling of CD events & initiatives that have been implemented between April- June 2024.

Clean and Green

Clean & Green is an annual community clean-up initiative held at LMCH sites through the month of April. This year, across 9 events, close to 100 tenants had the opportunity to come together as a community to care for the environment and their shared outdoor spaces. The event also had amazing support from community partners and LMCH staff who participated in the events.

Community Needs Assessment

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

Senior Month Celebrations

In honour of Senior Month, the CD team organized tenant-informed celebrations across our senior communities to honor the impact seniors have had in their communities and to provide a platform for them to share their rich histories and experiences. These celebrations were thoughtfully planned through tenant voting, ensuring activities that resonated with their interests and memories.

Tenants at three communities were invited to enjoy Strawberry Sundaes while reminiscing about the good old days. They were encouraged to bring photos or personal mementos and share their significance with their neighbors. The events were enriched with prompts encouraging participants to share stories about their first cars, favorite songs, and other cherished memories.

Three communities participated in a Memory Lane Tea party and the gatherings revealed a treasure trove of meaningful mementos, including a 74-year-old teddy bear, a miniature replica of an outhouse used in childhood, and a homemade doll from a country of origin. It was truly an honor to witness and hear the significant memories that tenants shared, fostering a sense of community and connection.

Resource Fair & BBQ

In alignment with LMCH's strategic plan to enhance tenant engagement, the CD team, in collaboration with CMHA, hosted a Resource Fair and BBQ at two high-priority communities. These events combined community resources and social interaction, fostering stronger connections among tenants and between tenants and staff.

Community Development Pop-Ups

On an annual basis, a CD pop-up will be scheduled at all LMCH communities. The CD Pop-Ups will be a drop-in informational session with refreshments, where tenants can learn how to host a community event, and how to apply for a Community Development Grant.

In June, CD Pop Ups were incorporated into the Resource Fairs and the CD team spoke to engaged tenants to start the conversation about CD opportunities in their community.

UPCOMING CD EVENTS & INITIATIVES

Below is a sampling of CD events & initiatives that are anticipated to be implemented between July-September 2024.

Rookie Ball

LMCH is once again excited to be partnering with London Police Services to run Rookie Ball this summer.

Rookie Ball is open to youth, ages 8-11, who are residents of LMCH. Police officers volunteer to coach, and the youth from various communities come together to make 4 teams that play twice a week through the summer. Kids in Rookie League learn how to play baseball while building life skills about teamwork, peer pressure, and bullying.

Big Brothers Big Sisters

A new partnership was established with Big Brothers and Big Sisters who will be offering summer programming in July and August at LMCH’s Family Sites.

Resource Fair and BBQ

Two additional resource fairs are being planned for an adult and family community. These events combined with community resources and social interaction, foster stronger connections among tenants and between tenants and staff.

Community Connections

Informed by previous Community Needs Assessments, community connection initiatives are being planned at two family sites.

ATTACHMENT:

APPENDIX A: Q2 INFOGRAPHIC: CD Team, Community Partner Impact, Tenant-Led Events

PREPARED and SUBMITTED BY:	STAFF CONTACT:
Andrea Mackenzie Director, Tenant Services	Lisa Luther Community Engagement Manager



April- June 2024

CD TEAM LED

EVENTS & INITIATIVES



Bags of fresh produce
and essential groceries
distributed

1700

57

Tenants
participated in
Community
Conversations



Senior Month
Celebrations
Participants

70

22

Completed
Community Needs
Assessments



Clean and Green
Participants

164

85

Tenants participated
in Resource Fairs and
BBQs





April- June 2024

COMMUNITY PARTNER IMPACT

2779

Health & wellness supports offered to Senior communities



Visits to an After School Program

1437

3

New Partnerships



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

120

7

Tenants received confidential health testing



Seniors participated in community led social events

124



Seniors received free tune ups on mobility equipment

33



Tenants participated in CMHA facilitated groups

90



April- June 2024

TENANT LED EVENTS

89

Bingo Events



Coffee/Tea Groups

60

2

Celebrations



Community Development Grants Approved

6

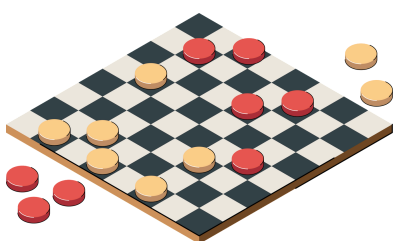
39

Food Program Opportunities



Social Activities

- Crafts
- Cards
- Games
- Music



107



Communications Update PSH-2024-20

TO: People, Services and Housing Committee
FROM: Matt Senechal, Communications Manager
SUBJECT: Communications Update
DATE: July 31, 2024

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 RECIEVE this report for information and forward to the Board of Directors as an information item.

BACKGROUND:

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

Q2 Review:

Staff Communication

In early 2024, the Monday Minute staff newsletter was reintroduced with a refreshed format to enhance internal communication. The newsletter highlights the great work of LMCH teams, welcomes new staff members, shares informal organizational updates, and provides updates on capital projects. Feedback has been overwhelmingly positive, with staff appreciating the new format and feeling more informed about the organization's happenings. Monday Minute has an average readership of 85 staff members, indicating strong engagement and interest.

Social Media

Social media continues to be a powerful tool for LMCH because it allows for direct engagement with tenants, staff, and stakeholders, fostering brand loyalty and trust. Below are insights for each of LMCH's platforms.

Facebook

Our Facebook business page, which was created in March of 2023 and went underutilized until early 2024, has shown promising growth. While the growth of our page is expected to be slow, the genuine interactions we're seeing on Facebook are a testament to our audience's trust and loyalty. In Q2, we saw our reach increase by 361%, reaching over 2.2K people. Our top posts include a Southdale construction update and senior's month information. Senior's month posts saw a significant boost in reach due to being shared by the official Ontario Seniors Facebook page.

Facebook	Q2	Q1	DIFFERENCE	
New Follows	23	22	1	4.5%
Impressions	2,859	620	2,239	361.1%
Engagement	100	112	(12)	-10.7%
Visits	829	865	(36)	-4.2%

X (Twitter)

X is a unique platform that has undergone multiple changes over the past couple of years and continues to evolve. Still, X remains a good platform for engaging with the public and community partners in real-time at events and when creating everyday content. With impressions increasing to almost 70% and engagement up to 45%, we are confident that we are positively impacting the community and creating engaging content for our tenants, demonstrating our commitment and contribution to the community.

X (Twitter)	Q2	Q1	DIFFERENCE	
New Followers	28	22	6	27.3%
Impressions	7,990	4,788	3,202	66.9%
Engagement	406	280	126	45.0%
Reposts	13	14	(1)	-7.1%

LinkedIn

LinkedIn is by far our strongest social channel, with over 4.2K followers and a strong engagement rate of 25%. By showcasing content targeted at industry professionals, prospective employees, and community partners, we can showcase the work being completed by all LMCH teams and the LMCH culture. With an impressive reach of over 18K people, we know our message is getting noticed.

LinkedIn	Q2	Q1	DIFFERENCE	
New Followers	80	103	(23)	-22.3%
Impressions	18,142	14,209	3,933	27.7%
Engagement	5,885	3,413	2,472	72.4%
Page Views	814	939	(125)	-13.3%

Media Coverage

The Communications Team constantly monitors the media for coverage of events, incidents, and other issues and also measures the impact that coverage can have on the community and LMCH staff. Media sentiment plays a crucial role in shaping public perception and can have wide-ranging effects on LMCH's reputation and internal dynamics. Positive sentiment generally brings benefits, while negative sentiment poses risks that need to be reviewed by LMCH to address identified issues.

In Q2, media coverage of LMCH varied from positive to neutral. While we experienced two significant incidents within hours of each other, the ability to respond to media requests and provide organizational responses, proved pivotal in ensuring our statements aligned with our strategy of addressing negative coverage with transparency, a commitment to improvement, and an opportunity to demonstrate LMCH's values and resilience. Below is coverage from Q2, where LMCH was mentioned in the coverage and follow-up coverage of incidents.

April

- CTV News: [Early morning shooting under investigation by London police 'sounded like a shotgun or rifle,' says neighbour](#)
- London Free Press: [Police seek public's help after middle-of-night shooting in northwest London](#)

May

- London Free Press: [One-time child refugee reflects as he takes helm of London social agency](#)
- CTV News: [Widespread inability to access tenants' units hampering bug and rodent control in LMCH public housing](#)
- CTV News: [Community housing pest infestations](#)



June

- CTV News: ['Start cleaning up your buildings': Tenant calls for better safety and security at one of city's newest public housing buildings](#)
- CTV News: [Charges laid after fatal stabbing of London, Ont. high school student](#)
- London Free Press: [Dad mourns teen son as two 17-year-olds charged with second-degree murder](#)
- CTV News: [Two teens charged in death of 18 year old](#)
- London Free Press: [Vigil held for London teen killed two days after high school graduation](#)
- London Free Press: [Man charged with second-degree murder in 62-year-old woman's death](#)
- CBC News: [London youth mourned by family as 2nd-degree murder charges laid against 2 other teens](#)
- CTV News: [Woman reported deceased as part of 'suspicious death' investigation](#)
- CTV News: [Charges laid after woman found deceased in London apartment](#)
- London Free Press: [Memorial planned for woman, 62, killed in her London apartment: 'Heart of gold'](#)
- CTV News: ['She was actually asking for people to help her': Tenants alleged London, Ont. murder victim sought assistance](#)
- CBC News: [Cheryl Sheldon, slain on Saturday, sought help for intimate partner abuse, friends say](#)
- CTV News: ['Confused and lost': Memorial grows as friends mourn 18 year old killed in stabbing](#)
- London Free Press: [Man, teens accused in separate London homicides appear in court](#)
- CBC News: [Friends hold memorial to remember, celebrate slain London woman Cheryl Sheldon](#)
- London Free Press: [Friends express pride, grief, regret at memorial for slain London woman](#)
- CBC News: [Slain London woman tried desperately to get help in the hours before her death](#)

July

- London Free Press: [Man charged in girlfriend's death was facing other charges, court records show](#)

PREPARED and SUBMITTED BY:
Matt Senechal, Communications Manager

**Debrief from AGM 2023 AGM
PSH -2024- 22**

TO: People, Service, and Housing Committee
FROM: Matt Senechal, Communications Manager
SUBJECT: Debrief from AGM
DATE: July 31, 2024

PURPOSE:

The purpose of this report is to inform the LMCH People, Services, and Housing Committee a debrief of the Annual General Meeting.

RECOMMENDATION:

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

BACKGROUND:

LMCH is committed to providing quality, accessible, affordable, and sustainable housing to those in need in our community. The Annual General Meeting is an opportunity to provide organizational updates and highlight the great work being done by LMCH staff to our key stakeholders.

The London and Middlesex Community Housing Annual General Meeting took place on June 18, 2024, at City Hall and included a presentation from the Chair of the Board of Directors and Chief Executive Officer. Following the presentation, City Councillors had the opportunity to ask questions.

Annual General Meeting Debrief

The presentation from the Chair included thanking the City Council and City Staff their work during the MYB process, the change to the placement policy, and for their ongoing commitment to LMCH. The Chair also mentioned that the Board's focus has been the tenants, talked about some of the improvements LMCH has been making over the past number of years, and tenant responsibility as it relates to being part of the

solutions to a number of our challenges and that we'll be providing reporting on our challenges, including security.

In closing, the Chair emphasized LMCH's commitment to investing in our communities, providing more affordable housing options, and our call to action of continuing to deliver the best service to our tenants.

The CEO provided organizational updates that included the financial health of LMCH, capital projects (Infrastructure Gap Funding, Reimagine Southdale, and CMHC Repair and Renew Program), the focus and success of the improved vacancy rate, community engagement, and the continued work on the Integrated Pest Management Program and community safety. The CEO also mentioned future plans to improve building cleanliness by bringing the cleaning staff in-house and updating the tenant complaint process to create more visibility at a building level that will enhance the tenant experience.

The overall sentiment from the City Council was positive and they were happy that LMCH is making progress on many fronts, including vacancy and our work with community partners. They thanked us for our hard work and are committed to the success of LMCH.

Questions Received:

- **How do you inspect your building?**
 - Answer - The asset management plan was used as a basis to support the capital funding increases and CMHC Repair and Renew program. The funding for the infrastructure gap continues to 2029. The AMP was based on building conditions assessments in 2015. Since that time, we have continued to invest in our communities. Our last round of building conditions assessments was done in 2021 and used to feed into the system we use to manage our assets. In addition, we do engineering studies that help us prioritize the work that needs to be done. Ex: balcony study, electrical study. Use BCA as a jumping-off point and do more detailed engineering assessments and work with professionals to identify where the priority work is needed.

- **Would it be possible to get a building-by-building list of what the Facility Condition Index is for each building?**
 - We can provide that information to our board. Once it goes to the board it becomes a public document. We are currently working with the City of London to integrate our AMP with the City of London format and structure to make sure it's in a consistent format and the assessment is done the same way as City of London. This work is scheduled to be completed in early 2025. Revised AMP will be provided to the Board and then through to the Council and can figure out what else might be requested by the shareholder.



- **Rent Revenue and Arrears – LMCH wrote off 782 last year, currently 829 - Are these usually the amounts it is at the end of the year and how long do we carry it before it's written off?**
 - We write off former tenant arrears. Current tenant arrears we don't get written off until the tenancy is closed or paid back. This has increased over time but remained consistent over the past few years.
 - RGI and annual review process explained, and how it creates volatility in rental revenue and a challenge for tenants. It's a challenge for us to identify what the actual arrears are. That number was \$1.4M in 2023, higher than pre-pandemic levels.
- **What's the difference between asset repairs and regular repairs in Financial Statements?**
 - 7.7 is operating costs. Some are capitalized. CMHC repair and renew programs is a \$40M fund to improve energy efficiency, livability, and accessibility.
- **Tenant programs are 30% down - Why?**
 - Getting back up to pre-pandemic levels of community engagement level - funds to support community programs and tenant-let programming.
- **Can you explain the Integrated Pest Management Program and the 10% target?**
 - IPM explained. The 10% target is the private sector standard. Right now, we're at 25% and we are seeing the number of treatments increasing because of block treatments.
- **I'm hearing more concerns about bed bugs - Causing a lot of distress. Is that an additional challenge and is this something that will be relieved with this program?**
 - It is a challenge and we're taking a consistent approach. We find there are interruptions in service and through the IPM we can focus on these gaps. We have data that helps track the challenges. We're better able to manage in real-time. Using info to confirm if treatment is done and addressing escalated issues.
- **When will we fully realize the change with the placement ratio?**
 - We're optimistic about the change and we're hearing from staff there is a shift in those viewing the units. Because we turn 10% of units on an annual basis and the change will be slow. Make sure that transitions supportive housing that meets the needs of tenants that aren't being served and other support services to be successful in helping with tenants who are housed. We can continue to work with tenants to be successful. Estimating 10 years to see any substantial improvement.

- **Are we ensuring the housing stability criteria are met before people are put on the list? Are we doing the best job that we can to ensure current and future tenants are set up for success?**
 - We could not speak to the process to get on the list. Mentioned our ability to decline housing is restrictive under the Housing Services Act. Deferred to City of London staff for the screening process.
 - City of London - Eligibility for housing is regulated by the province. Noted the independent living aspect and the team is reviewing an assessment tool to help understand the ability of people to be successful in housing.

- **Can you expand on the plan for tenant support are moving forward?**
 - Wharncliffe office and the benefits of having staff on-site. Mentions Southdale office. Mentions we need to review tenant intake and support processes and programs. Highlights HSCC staff. We need to determine what are the needs of tenants and how we can better support tenants.

- **As we reallocate staff, how is the funding working and are we supported by the increase of support needed?**
 - Majority of supports are embedded in operating funding. We receive no external funding. In conversations with the Ministry of Housing to better support high-needs tenants and look for a model that will work in London. We don't have the funds to support so tenants who are residents of L-M should be able to access the supports available through the broader community.
 - LMCH partnership with Literacy Link was also explained.

- **How are units turned over? How many days to turn a unit?**
 - Process explained. Could be 30-60 Days but we average about 88 days. Talks about removing hazardous materials from the unit.

- **What else could be contributing to lowering the turnover time? Are there other contributing factors?**
 - It was a focused approach with vendors, making it a competitive process. Operationally, it has a compound positive effect because PMs can manage less unit turns better.
 - The process to rent a unit has been pretty stable. We have increased MR staff to help with turnover as well.

Overall, the sentiment from City Councillors during the meeting was positive and they seemed satisfied with the answers to their questions.

The only item that requires follow-up would be working on detailed building condition reports to be included in next year's Annual Report.

PREPARED and SUBMITTED BY:
Matt Senechal, Communications Manager

COVID-19 Vaccination Policy Recommendation Staff Report- 2024-22

TO: LMCH Board of Directors

FROM: Dirk Volschenk, Manager of Human Resources

SUBJECT: Recommendation to rescind Proof of COVID-19 Vaccination
Administrative Policy

DATE: August 8, 2024

PURPOSE:

To receive LMCH Board approval to rescind the LMCH Proof of COVID-19 Vaccination Administrative Policy (COVID Policy) originally approved by the Board of Directors in September 2021.

RECOMMENDATION:

That the LMCH Board of Directors:

1. **APPROVE** the request to rescind of the LMCH *Proof of COVID-19 Vaccination Administrative Policy* originally approved by the LMCH Board in September 2021 (Attachment 1)
2. **AUTHORIZE** staff to take the necessary steps to give effect to the above recommendations

BACKGROUND:

In response to the Global Pandemic LMCH made every effort to respond appropriately to a dynamic and challenging environment. In addition to supporting remote work for staff, adjusting business practices to best support tenants while keeping staff safe and working to communicate effectively with key stakeholders LMCH created a COVID Committee and Developed the attached COVID Policy.

Collectively these measures allowed LMCH to effectively respond to the COVID-19 pandemic. These measures included having an employment condition of being vaccinated against COVID-19 along with other protocols as recommended by the appropriate local and provincial Health Authorities. As the COVID-19 pandemic receded and the appropriate health protocols were rescinded, LMCH had undertaken a review of its remaining policies and procedures.

REASON FOR RECOMENDATION(S):

In consultation with other Local Housing Corporations, it was determined that LMCH is the only remaining LHC with any COVID-19 protocols, including having an employment condition for COVID-19 vaccination. Additionally, the City of London rescinded all its COVID-19 employment conditions and requirements in 2023. Finally, in consultation with our Joint Health and Safety Committee, it was determined that there no longer exists the required health and safety considerations to maintain these protocols.

Based on the review and assessment it was determined that LMCH will formally rescind its remaining COVID-19 protocols which would require the formal rescission of the existing Policies supporting it.

CONCLUSION:

LMCH recognizes that COVID-19 still exists within our communities, and we will continue to assess the impact on operations including risk to staff and tenants. Should the need arise to enact additional measures to respond to emerging health issues, including COVID-19, LMCH will bring this matter back to the Board for discussion and make recommendations on required action.

ATTACHMENTS:

APPENDIX A: COVID-19 Vaccination 2021

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

RELATED DOCUMENTATION

Legislation	<ul style="list-style-type: none"> Occupational Health and Safety Act Ontario Human Rights Code Municipal Freedom of Information and Protection of Privacy Act
Collective Agreement	Article 3 Article 31.04(a)
Forms	N/A
Policies	Health & Safety Policy
Other Resources	<ul style="list-style-type: none"> LMCH COVID-19 Procedure Middlesex-London Health Unit Public Health Ontario

1.0 PURPOSE

The purpose of the Mandatory Proof of COVID-19 Vaccination Administrative Policy (the “policy”) is to reduce the risk of COVID-19 in the workplace and to provide a safe environment for employees and the public to access and use LMCH facilities. COVID-19 is a highly contagious virus that spreads through respiratory droplets and aerosols. The Delta Variant of Concern currently circulating in London is associated with a higher rate of transmission and increased severity. LMCH, as an employer, has an obligation under the *Occupational Health and Safety Act, 1990* to take every precaution reasonable in the circumstances for the protection of its workers.

Vaccination, in combination with health and safety precautions, has been identified by public health as the single most effective means of reducing the transmission of COVID- 19 in the workplace and in our community. Individuals who are unvaccinated are at higher risk of contracting and transmitting COVID-19 in our workplace and in the community. The Province of Ontario announced that beginning September 22, 2021, proof of COVID-19 vaccination will be required to access certain public settings and facilities. As well, the Middlesex-London Health Unit is recommending that all employers and business operators in the region implement a mandatory COVID-19 vaccination policy in order to ensure two-dose vaccination for anyone eligible in their workplace, business, or facility.

In addition to the current health and safety precautions (personal protective

equipment, physical distancing, frequent hand washing and hand sanitizing, frequent cleaning of high touch areas, COVID-19 screening, etc.), which will be maintained and revised in accordance with public health guidance, LMCH requires all active employees, staff of contractors and consultants acting on behalf of the Corporation and performing work in LMCH facilities and/or buildings, volunteers, interns, and students on placements to:

- Provide proof of full vaccination against COVID-19; or
- Provide a written attestation of a medical reason(s) or Ontario Human Rights Code reason(s) for not being fully vaccinated against COVID-19.

The policy is indefinite in nature to address the risks and impacts of the COVID-19 pandemic, noting the duration of the pandemic is unknown. The policy will be reviewed on a regular basis and amended as required as new information, data, and public health guidance regarding the COVID-19 pandemic evolves.

2.0 SCOPE

This policy applies to:

- LMCH employees;
- Staff of contractors and consultants acting on behalf of the Corporation and performing work in LMCH facilities, buildings;
- Volunteers; and
- Interns and students on placements.

3.0 POLICY STATEMENT

Definitions

'Attestation of a medical reason(s) or Ontario Human Rights Code reason(s)' means a written statement that sets out that the person cannot be vaccinated against COVID-19.

'Fully vaccinated' means having received the full series of a COVID-19 vaccine or a combination of COVID-19 vaccines approved by Health Canada or the World

Health Organization; and having received the final dose of the COVID-19 vaccine at least 14 days ago.

'Proof of full vaccination against COVID-19' means the COVID-19 vaccination receipt issued by the Ontario Ministry of Health confirming the person is fully vaccinated.

'Vaccinated' means to be "fully vaccinated".

'Active duties' means performing work for LMCH.

The Policy

All persons to whom the policy applies shall comply with one of the following:

- a. Provide proof of full vaccination against COVID-19 by September 29, 2021; or
- b. Provide a written attestation of a medical reason(s) or Ontario Human Rights Code reason(s) for not being vaccinated against COVID-19 by September 29, 2021, or
- c. Where a person has not received any dose of the COVID-19 vaccine or has received one dose and has not yet received their second dose, the person shall receive their first dose of the COVID-19 vaccination series by September 29, 2021 and provide proof of full vaccination against COVID-19 by November 1, 2021.

Inactive employees who are on a leave of absence are not required to comply with this section above so long as they remain on a leave of absence. Employees must comply with this policy prior to returning to work.

Regardless of vaccination status, all active employees, staff of contractors and consultants acting on behalf of LMCH and performing work in LMCH facilities and/or buildings, volunteers, interns, and students on placements shall:

- Complete daily active screening for COVID-19 symptoms;



- Be tested for COVID-19 where persons fail active screening (provincial COVID-19 self-assessment or LMCH COVID-19 self-assessment) and be restricted from entering the workplace; and
- Provide verification in a manner that enables LMCH to confirm their ability to return to work prior to attending the workplace in accordance with the LMCH COVID-19 Procedure.

Active employees, staff of contractors and consultants acting on behalf of the Corporation and performing work in LMCH facilities and/or buildings, volunteers, interns and students on placements are required to comply with this policy. A finding of non-compliance by an employee will result in immediate removal from active duties. The employee will be subject to corrective and/or disciplinary action that may include: education or training; warning; suspension or leave without pay; or termination of employment.

Any employees, staff of contractors and consultants acting on behalf of the Corporation and performing work in LMCH facilities and/or buildings, volunteers, interns, and students on placement hired following September 29, 2021, must comply with this policy prior to the first day they begin work.

All employees, staff of contractors and consultants acting on behalf of the Corporation and performing work in LMCH facilities and/or buildings, volunteers, interns, and students on placements must continue to adhere to all policies, procedures and directions related to COVID-19. These include, but are not limited to, personal protective equipment, physical distancing of at least two (2) metres where possible, frequent hand washing and hand sanitizing, frequent cleaning of high touch areas, active COVID-19 screening.

Collection of Information and Privacy Considerations

All information gathered as part of the mandatory Proof of COVID-19 Vaccination Administrative Policy will be handled by Human Resources for the purposes outlined in the policy.

All information, including personal health information, will be treated in compliance with the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA).



Accommodations

Employees requiring any Ontario Human Rights Code accommodations under this policy may request accommodations by advising their manager and/or Human Resources. LMCH is committed to fulfilling its obligations under the Ontario Human Rights Code.

Policy Implementation

Implementation of this policy will be in accordance with applicable policies and procedures, legislation, and collective agreement provisions.

4.0 DOCUMENT CONTROL

Date Drafted	September 13, 2021
Date Approved	September 16, 2021
Dates Revised	N/A
Review Cycle	<ul style="list-style-type: none"> • Review and update every two (2) years or as required by changing legislation. • Included in orientation package for new employees • General review by all employees every two (2) years or as required by changing legislation.
Inquiries to Policy Owner	Human Resources

LMCH Parking Policy Staff Report- 2024-23

TO: LMCH Board of Directors

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: LMCH Parking Policy

DATE: August 8, 2024

PURPOSE:

The purpose of this report is to receive approval for the LMCH Parking Policy from the LMCH Board of Directors.

RECOMMENDATION:

That the LMCH Board of Directors

1. **APPROVE** the attached LMCH Parking Policy.
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. Policies require Board Approval prior to implementation.

LMCH has over time implemented various parking programs at several of our sites, however, we have never created an overarching parking policy. With some of the challenges, we face at sites, such as insufficient parking spaces, non-tenant parking, derelict vehicles being left on our property, and recreational or commercial vehicles being parked on sites alongside the cost to maintain or repair the lots there was a demonstrated need to develop a policy to provide the framework for a new parking program. The objective of the policy and related procedures is to facilitate safe, orderly and acceptable parking on LMCH property and to provide parking facilities in a sustainable and efficient manner.

LMCH has approximately 1,500 parking spaces in lots across our sites, with an additional 85 individual driveways at some of our family sites. With over 5,000 tenants, visitors to sites, staff and contractors it is easy to understand why we have a shortage of space on our properties.

LMCH has invested approximately \$3,300,000 through the CMHC repair and renew program on upgrades to drives, parking lots, and curbs at 12 sites in the past few years. The 2024 budgeted cost for landscaping/parking lot maintenance is \$230,000 with an additional \$737,000 budgeted for snow removal this year.

As these expenses are going to continue to increase and with the structure of the Rent Geared to Income program, we have limited ability to create additional revenues that can offset some of these expenses. A parking program will provide one such source of revenue.

A parking committee has been formed from across the organization to finalize procedural documents that will include information related to the registration of vehicles, the issuing of passes, establishment of parking fees, arrears collection for parking fees, development of letters or warnings, and enforcement of the parking program.

TENANT IMPACT:

The introduction of a paid parking program will be a change for most of our tenants, and we will work on developing a comprehensive communications package to help inform residents of this new program and how it will be implemented in 2025. The intention will be for LMCH to register and monitor parking at all LMCH sites, and any new tenancies that begin after January 1, 2025, will be subject to parking registration and fees while existing tenants will only be required to register their vehicles, there will be a protocol developed to “grandfather” or exempt existing tenants from paying for parking privileges under most conditions.

CONCLUSION:

LMCH staff recommends that the Parking Policy be approved by the board as it ensures a clear and consistent approach to the management of resident, staff, and visitor parking, and provides guidelines for compliance, fees, and vehicle ticketing or removal from LMCH properties.

APPENDIX A: LMCH Parking Policy

STAFF CONTACT:	RECOMMENDED BY:
ANDREA MACKENZIE DIRECTOR, TENANT SERVICES	PAUL CHISHOLM, CEO

OBJECTIVE

The objective of this policy is to provide clear guidance on the management of parking spaces and to ensure that everyone has access to appropriate parking options.

BACKGROUND

London & Middlesex Community Housing (LMCH) is committed to providing safe and convenient parking options for tenants, staff, visitors, vendors, and community partners.

LMCH recognizes the importance of managing parking spaces effectively to ensure that everyone has access to appropriate parking and to minimize the impact of parked vehicles on the community.

LMCH costs and time allocated to maintaining and upgrading parking lots are substantial, and the introduction of this parking policy reflects those financial realities.

DEFINITIONS

- **Derelict Vehicles:** Vehicles that are in disrepair, abandoned, or no longer in operational condition.
- **Arrears:** Outstanding debts or unpaid sums of money.
- **Hybrid Vehicles:** Cars that use more than one form of onboard energy to achieve propulsion, typically both electric and gasoline.
- **Accessible Parking Space:** Parking space designated as being for the exclusive use of vehicles displaying a valid Accessible Parking permit.

SCOPE

This policy applies to all LMCH properties and their associated parking areas.

POLICY STATEMENT

LMCH's reserves the right to control and manage access to parking on all LMCH properties.

We are committed to managing parking effectively, which will include:

1. Providing clear and accessible information about parking, including availability, restrictions, and associated fees when necessary.
2. Ensuring parked vehicles do not obstruct pedestrian paths, pose safety hazards, or cause damage to properties.

3. All vehicles parking on LMCH properties must be roadworthy, display current license plates, properly insured, and are registered.
4. Prohibiting the presence of unlicensed, unregistered, or derelict vehicles. Repairs and car washing are not allowed on the property to prevent potential spills of oil or other engine fluids.
5. Not permitting trailers, boats, buses, or any other vehicle weighing over 3,000 kg on LMCH properties.
6. Commercial vehicles will only be permitted if the vehicle is also being used as the tenant's personal vehicle. Multiple commercial vehicles owned by the same tenant will not be permitted.
7. Accessible parking spots will be available to tenants who require them on a first-come, first-served basis, with a limited number of spots. Tenants need to observe the City of London or Middlesex County By-laws and all Province of Ontario regulations on their use.
8. Charging a fee for lost, stolen, or non-returned permits, the amount determined by LMCH, the type of permit and is subject to change.
9. Empowering LMCH to tag and tow unauthorized vehicles on LMCH properties, with costs borne by the tenant associated with that vehicle.
10. Restricting new parking permits for tenants or non-tenants with more than one month of unpaid rent until their arrears are settled.
11. Ensuring enforcement of the parking policy and program at LMCH townhomes, row houses, semi-detached and scattered detached homes with private/shared driveways. Parking fees or surcharges for will be assessed on a case-by-case basis for shared and private driveways. If fees are applicable, they will be considered as part of their rent for rent collection purposes, and any arrears (including parking arrears) will be dealt with through the RTA.
12. LMCH holds no responsibility for theft, vandalism, fire, or any damage related to a resident's vehicle(s).
13. Regularly reviewing and updating this policy to align with community needs.

RESIDENT PARKING

- All vehicles must be roadworthy, display up-to-date license plates, and be registered and properly insured.
- No repairs or car washing on the premises.
- Residents must adhere to designated parking areas, and any violation might result in ticketing or towing.
- Must notify LMCH in writing and provide required documentation if vehicle information changes.

VISITOR PARKING

- Not all LMCH properties will have visitor parking.
- Visitor spots are available on a first-come, first-served basis, and will be time limited. Unauthorized or over-time parked vehicles may be ticketed or towed at the owner's cost.
- Temporary parking passes, when issued, will display clear start and end times.
- Residents should inform their guests of the parking policies to ensure compliance.

STAFF AND VENDOR PARKING

- Parking areas for staff and contractors are designated at each site.
- Contractors receive specific parking passes or tags.
- Unauthorized parking in staff and contractor spaces may lead to penalties.

NON-COMPLIANCE

- No parking or idling in fire or emergency lanes. Violators risk penalty, including potential revocation of parking privileges.
- Residents are responsible for their guests' compliance with fire lane rules.

HYBRID AND ELECTRIC VEHICLES

- Presently, LMCH lacks facilities to charge hybrid or fully electric vehicles. As technology progresses, LMCH will assess the feasibility of providing charging solutions.
- Rules and procedures will be established if charging stations become available.

PARKING FEES

- Parking fees will be implemented and charged for all new buildings and any new tenancies once this policy is approved.
- LMCH will exempt current tenants from parking fees with limitations imposed through an internal procedure that will outline the conditions that a parking fee may be imposed

such as adding a new member to the household, vehicle count limitations based on site and size of household, transfer within LMCH, etc.

- Fees may vary depending on parking location.
- Fees may be pro-rated based on registration date within the month.

Parking fees will be collected for all new buildings and new tenants once this policy is approved. Any current tenants that register their vehicles will be grandfathered and will not be charged for parking unless they transfer to a new unit after this policy is enacted.

TICKETING AND TOWING

Vehicles may be ticketed and/or towed at the owner's expense for the following reasons:

- they do not display a proper parking permit
- they do not have license plates
- they are not deemed roadworthy
- they are parked in visitor parking areas, driveways, fire lanes or snow removal routes, or other unauthorized areas

LMCH assumes no responsibility/liability resulting from ticketing and/or towing a vehicle.

FEEDBACK AND COMMUNICATION

- Tenants are encouraged to provide feedback on the parking policy to improve LMCH services.
- Policy updates will be communicated promptly to tenants.

RELATED DOCUMENTATION

- Tenant Vehicle Parking Terms & Conditions
- Tenant Vehicle Parking Registration Form (Site Specific)
- Vehicle Parking Permit Cancellation Form (Site Specific)

RELATED LEGISLATION

- Highway Traffic Act
- City London Parking By-Laws
- Ontario Planning Act
- Ontario Municipal Act

DOCUMENT CONTROL

Date Drafted	July, 2024
Date Approved	
Date Revised	
To be reviewed	
Inquiries to Policy Owner	