

Staff Report 2022- 50

TO: LMCH Board of Directors

FROM: Phil Renaud, Directory of Property Services & Asset

SUBJECT: Marconi Asphalt Replacement –Contract Award Recommendation

DATE: August 18, 2022

PURPOSE:

The purpose of this report is to seek the Board of Directors approval to award a contract for asphalt replacement at the LMCH family site Marconi as part of the approved budget line item for hard surface repairs/exterior works based on the CMHC Co-Investment Funding Program.

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 Board of Directors APPROVE the following recommendations:

1. Approve the award of the contract for the asphalt replacement at Marconi Family Site as tendered in RFQ 2021-0014a on Bids and Tender for the sum of \$347,393.40 (exclusive of taxes) inclusive of separate priced items.
2. Authorize LMHC staff to take the necessary steps to give effect to the above recommendation(s).

FINANCE COMMITTEE UPDATE:

The Finance Committee met on August 11 ,2022 to review the Marconi Asphalt Replacement –Contract Award Recommendation. After an overview from the Director, Property Services & Asset Management was given, the Committee members discussed the contract details and timelines. In response to a question about the Budgeted amount of \$661,500.00 and difference of the Paving award amount of \$347,393.40. The Directory of Property Services & Asset clarified that the CMHC Project has budgeted \$661,500.00 for exterior and common element work at this site. The paving work is only a portion of this scope of the work and the remainder of the funds are available for other site work that align with the CMHC Project Funding and are planned for future years. The Finance committee approved a recommendation to forward the report to the Board of Directors for approval.

BACKGROUND:

The Co-Investment program 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 fulfil the programs 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. LMCH identified hard surface repairs as a project initiative at 5 of the CMHC family sites. Schedule of works that were to be completed in years 2024 and 2025 have been accelerated due to failing existing conditions.

IRC consultants were retained to complete drawings and specifications for the asphalt replacement project at the Marconi Family Site. The public tender issued July 18, 2022 included for complete removal and replacement of driveways and 4 parking lots. In addition, curb replacements where required, curb cut-outs, reinforced concrete pads, infills, reinstatement of speed bumps and line painting were included in the tender documents.

All bidders were required to include WSIB, proof of insurance requirements, references, project similarity examples and indicate that no current litigation on the contractor were being pursued. A mandatory walk through was conducted on July 26, 2002. The online submissions received from bidsandtenders.ca on August 2, 2022, included six respondents. Of those responders only one bidder omitted information on the bid form.

Bid Values as Received:

	Asphalt - Bid Comparison					
Low bid highlighted in green.	Bidder 1	Bidder 2	Bidder 3	Bidder 4	Bidder 5	Bidder 6
Lump Sum Value	\$417,276.00	\$329,927.00	\$437,754.20	\$368,384.00	\$448,012.20	\$270,153.40
Contingency	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
Separate Price 1 Curb Replacement	\$10,000.00	\$33,650.00	\$34,100.00	\$14,252.00	\$36,615.00	\$32,670.00
Separate Price 2 Reinforced concrete pads	\$9,650.00	\$12,350.00	\$13,500.00	\$7,980.00	\$14,685.00	\$8,900.00
Separate Price 3 Infill islands and area at playground for level surface.	\$9,000.00	\$11,200.00	\$13,412.00	\$7,256.00	\$12,160.00	\$10,670.00

TOTAL	\$470,926.00	\$412,127.00	\$523,766.20	\$422,872.00	\$536,472.20	\$347,393.40
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Recommendation:

In consultation with IRC engineer it is our recommendation to award Ronson Paving and Construction a contract to include for separate price items as listed above. Upon further investigation it was identified that catch basin install could be removed from the scope of work. LMCH will enter into a CCDC2 contract upon Board approval.

Below highlights of Ronson Paving & Construction submission:

- Project Similarities: London Catholic School Board, Romeo Court Lot & Reconstruction
- Strong line of credit value
- No current litigations
- Commence work within 30 days of contract award
- Low bidder

TENANT IMPACT:

The project was priced as a phased project, this strategy will ensure enough parking is maintained and available for the tenants. Notices to tenants will be sent via door drop two weeks prior to commencement with follow up notices as day nears. Tenants will be informed of possible dust and fumes during the construction. Pylons will be in place identifying the construction area. There will be no construction on weekends and holidays. Weather dependent project completion is anticipated within 30 days.

Upon completion a level surface with new speed bumps will allow all users a smooth transition on site. Improved garbage collection areas, defined accessible parking areas and an overall enhancement to the site.

The work is expected to commence October 2022 and completion within 30 days.

FINANCIAL IMPACT:

The Project is fully funded through the CMHC Co-Investment Program Funding. The table below outlines per property allocated funds for hard surface repairs & exterior

works. The tender value is within budget with the remaining value to be allocated to lighting and property improvements.

			Budget	Contingency	Total
Exterior Works - Family Sites			\$3,435,000.00	\$171,750.00	\$3,606,750.00
Marconi	\$630,000.00	1	\$630,000.00	\$31,500.00	\$661,500.00
Allan Rush	\$725,000.00	1	\$725,000.00	\$36,250.00	\$761,250.00
Pond Mills	\$725,000.00	1	\$725,000.00	\$36,250.00	\$761,250.00
Boullee	\$725,000.00	1	\$725,000.00	\$36,250.00	\$761,250.00
Huron	\$630,000.00	1	\$630,000.00	\$31,500.00	\$661,500.00

LEGAL IMPACT / RISK MANAGEMENT:

The submission submitted by Bidder 6 and recommended in this report is compliant with the requirements of the CMHC Program.

The contractor has included a \$25,000 contingency in their bid, due to unknown conditions under surface.

Attachements :

Appendix A: Consultant Recommendation

PREPARED and SUBMITTED BY:	STAFF CONTACT:
PHIL RENAUD DIRECTOR of PROPERTY SERVICES	WENDY GROVES MANAGER CONSTRUCTION PROJECTS



IRC Building Sciences Group

4026 Meadowbrook Drive, Suite 131
London, Ontario, N6L 1C7
Tel: 519.652.5985, Fax: 519.652.9926
Toll Free: 1.888.607.5245

3 August 2022

London Middlesex Community Housing
243-345 Marconi Blvd
London, Ontario

Attention: London Middlesex Community Housing & Wendy Groves

RE: Pavement Replacement Recommendation Letter
243-345 Marconi Blvd
IRC#: LA22-026-SP-7662

Dear Ms. Wendy Groves,

We have reviewed the Tender submissions for the above mentioned project. A summary of the tendered prices was provided in Excel format by Wendy for review.

Six (6) contractors submitted bids in response to the public tender, with the lowest bid submission for the base bid being Ronson Paving with a cost of \$295,153.40 + HST for the base bid (Includes a \$25,000 construction contingency).

IRC Group would recommend proceeding with the lowest bid submitted by Ronson Paving. IRC would also recommend adding the separate price options to complete additional work in the parking areas as the budget allows. Based on discussions with the contractors during the site meeting, the alternate price (Bid Item 1.7) for the underground drainage does not seem necessary.

Ronson Paving is a qualified contractor that we have worked with on similar projects in Southwestern Ontario. They have been easy to communicate with and provide a good quality product. They are respectful of project timelines and site occupants during construction.

IRC contacted Tory Karlson from Ronson Paving to confirm some details from the bid. Tory confirmed that the 45 day project timeline was based on completing the underground drainage work. A shorter estimate of 25-30 days was given to complete the paving only in the proposed three phases. He confirmed that work will commence on the scheduled date and be continuous until completion except for days with or immediately following inclement weather.

I trust that the above and attached provides you with the information you require to make an informed decision. If you have any questions, please do not hesitate to contact me.

Yours Truly,

Blake Schoffer
Project Manager

STAFF REPORT 2022-51

TO: LMCH Board of Directors

FROM: Diana Taplashvily, Director of Finance & Corporate Services

SUBJECT: 2023 Provisional Budget - Operating

DATE: August 18, 2022

PURPOSE:

The purpose of the report is to seek the LMCH Board of Directors approval of the 2023 Provisional Operating Budget totaling \$27,376,254, of which \$14,676,651 in the City of London funding through the 2020-2023 multi-year budget. The Provisional Operating Budget is subject to re-costing of revenues and expenditures within the total approved budget at the end of FY-2022.

RECOMMENDATIONS:

That the 2023 Operating Provisional Budget **BE APPROVED**.

FINANCE COMMITTEE UPDATE:

The Finance Committee met on August 11, 2022, to review the 2023 Provisional Budget - Operating, the Committee members discussed the budget details and received clarification on cost pressures with regards to operations. The impact of inflation on the services provided was reviewed and for the year 2023 it was confirmed that LMCH will maintain its current service levels. The Finance committee approved a recommendation to forward the report to the Board of Directors for approval.

ANALYSIS:

Revenue:

- LMCH completed the provisional 2023 Operating Budget of \$27,376,254, which includes 2.8% increase in rental rate compared to the 2023 Forecast to the original submission during the 2020-2023 multi-year budget provided in 2021.
- The 2023 Budget includes \$14,676,651 that is The City of London and County subsidy, of which \$1,868,000 is from Business Case 19.

Expenditures:

The total budgeted increase of 8.3% in Revenues over the 2023 Forecast provided is allocated across major expenditure categories as follows:

- **Salaries, Wages, and Benefits** – Budgeted to increase by 4.1% over the forecast presented last year, reflecting incoming new hires under Business Case 19 - total of 25 new hires through the course of 2020-23.
- **Municipal Taxes** – Adjusted to a 3.5% inflation rate.
- **Maintenance, Materials, and Services** – The cost has been reallocated between subcategories to reflect demand in the respective areas of LMCH properties and an additional \$223,880 is allocated to Security.
- **Insurance** – It is probable that insurance premiums will increase due to current market conditions and replacement values of LMCH properties.
- **Extraordinary Losses** - Over the last five years, LMCH experienced an increase in this line item due to an increase in insurance claims.
- **Corporate and Other Costs** - Expected to increase due to hiring, recruitment, and training costs of new staff, this will be funded through Business Case 19.

LMCH's 2023 Provisional Operating Budget is presented as a balanced budget and results in no deficit or surplus and is provided in **Attachment A** for your reference.

Appendix A: 2023 Provisional Budget - Operating

SIGNATURE:

PREPARED and SUBMITTED BY:
DIANA TAPLASHVILY DIRECTOR OF FINANCE & CORPORATE SERVICES

LMCH - PROVISIONAL OPERATING BUDGET - 2023

	Submission 2023	2022 Forecast for 2023	Provisional Budget 2023	Submission Vs. Prov. Budget Inc (Dec)	% Change	NOTES
Operations						
Revenue						
Rental Revenue	\$ 12,191,937	\$ 12,191,937	\$ 12,532,549	\$ 340,612	2.8%	Increase due to changes in rates
Tenant Recoveries	401,266	150,000	150,000	-	0.0%	Based on 2022 actuals + forecast - Conservative estimate
Net Bad Debt Write-offs	(480,470)	(440,000)	(390,000)	\$ 50,000	-11.4%	AR/Collection Clerk responsible for decreasing write-offs by at least \$30,000 in CY2022
Antenna Licenses	129,431	154,887	155,054	\$ 167	0.1%	Contract Renewal will bring increased contract pay-outs
Interest	33,155	33,155	42,000	\$ 8,845	26.7%	
Sundry & other revenue	56,382	211,430	210,000	\$ (1,430)	-0.7%	
Municipal Base Funding	12,808,651	14,676,651	14,676,651	\$ -	0.0%	
Total Revenue	25,140,352	26,978,060	27,376,254	2,235,903	8.3%	
Expenditures						
Salaries, wages & benefits	\$ 5,987,773	\$ 7,630,175	\$ 7,945,863	\$ 315,688	4.1%	Increase related to additional hires under Business Case 19.
Maintenance, materials and services						
Roofing	89,211	89,211	35,000	\$ (54,211)	-60.8%	roof replacement work began in 2022
Building, general	806,747	806,747	900,000	93,253	11.6%	
Cleaning	580,415	580,415	750,000	169,585	29.2%	cost increase due to new contracts via tender in 2022
Pest Control	403,281	403,281	700,000	296,719	73.6%	
Elevators	250,250	250,250	200,000	(50,250)	-20.1%	cost reduction due to modernization of elevators in the high rise
Electrical	307,789	307,789	220,000	(87,789)	-28.5%	
Equipment	113,189	113,189	113,189	-	0.0%	
Landscaping & parking lot	338,661	338,661	344,974	6,313	1.9%	cost increase due to new contracts via tender in 2022
Mold	54,002	54,002	25,000	(29,002)	-53.7%	
Snow Removal	407,781	407,781	700,000	292,219	71.7%	cost increase due to new contracts via tender in 2022
Life safety systems	245,632	245,632	200,000	(45,632)	-18.6%	cost decrease due to new contract
Heating & ventilation	815,430	815,430	265,000	(550,430)	-67.5%	cost decrease due to efficiencies from new 300 furnaces
Plumbing	618,561	618,561	618,561	-	0.0%	
Painting	390,775	390,775	350,000	(40,775)	-10.4%	
Vandalism	23,027	23,027	23,027	-	0.0%	
Waste Removal	463,383	463,383	463,383	-	0.0%	
Security	153,727	414,120	638,000	223,880	54.1%	Increase due to available funding from BC 19 and increased need for security
Social & recreational programs	125,668	125,668	125,668	-	0.0%	
Sundry materials & services	139,235	139,235	60,000	(79,235)	-56.9%	
	6,326,763	6,587,156	6,731,802	144,646	2.2%	
Utilities						
Electricity	\$ 1,915,858	\$ 1,947,942	\$ 1,624,502	\$ (323,440)	-16.6%	cost reductions due to new energy control systems in the high rises
Water Heater Rental	250,000	252,865	252,865	-	0.0%	As per contract pricing
Water	1,292,096	1,411,425	1,411,425	-	0.0%	
Natural Gas	909,642	1,150,050	1,150,050	-	0.0%	
	4,367,596	4,762,282	4,438,842	(323,440)	-6.8%	
Property						
Insurance	\$ 765,451	\$ 954,101	\$ 970,725	\$ 16,624	2.2%	High probability that insurance premiums will increase .
Extraordinary Losses - Finance	40,000	100,000	100,000	-	0.0%	Over the last five years, LMCH has seen an increase in this line item. At this time, Finance deems \$100,000 budget appropriate for this line item.
Municipal taxes	6,112,932	5,310,999	5,522,786	211,787	3.5%	
Mortgage payments (Belmont)	13,917	-	-	-	0.0%	
	6,932,300	6,365,100	6,593,511	228,411	3.3%	
Administration						
Corporate and Other Costs	\$ 829,686	\$ 871,170	\$ 907,000	\$ 35,830	4.3%	Expected to increase due to incoming new staff under Business Case 19 related to hiring and recruitment;
Transportation & Communications	397,801	370,382	367,443	(2,939)	-0.7%	
Supplies & Equipment	298,434	391,794	391,794	-	0.0%	
	1,525,921	1,633,346	1,666,237	32,891	2.2%	
Total Expenditures	25,140,352	26,978,059	27,376,254	398,195	1.6%	
Net (deficit) surplus from Operations	-	0	(0)			

Staff Report 2022-52

TO: LMCH Board of Directors

FROM: Phil Renaud, Director of Property Services and Asset Management

SUBJECT: Amendment to Contractor Award – Furnace Replacements – Southdale & Limberlost Town homes (RFP 2022-0022)

DATE: August 18, 2022

PURPOSE:

The purpose of this report is to seek the Board of Directors approval to award a contract for – Furnace Replacements – Southdale Rd, Millbank Dr. & Limberlost Rd. London Ontario (RFP 2022-0022)

Board of Directors approval is required for this contractor award as it exceeds the \$75,000 financial approval limit of LMCH's CEO as set out in the LMCH "Purchasing Policies and Guidelines".

RECOMMENDATION:

That the LMCH Board of Directors APPROVES the following recommendations:

1. Approve the award of the work to LG Home Comfort Inc. for the corrected amount of \$917,536.30 (exclusive of taxes) – For the Replacement of Furnaces at three hundred twenty (320) townhomes at Southdale, Millbank & Limberlost family sites in London, Ontario as per the outcome of Request for Proposal (RFP) 2022-0022.
2. Recommend the approval of this RFP award to the Board of Directors; and
3. Authorize LMCH staff to take the necessary actions to implement the above recommendations.

FINANCE COMMITTEE UPDATE:

The Finance Committee met on August 11, 2022, to review the Amendment to Contractor Award – Furnace Replacements – Southdale & Limberlost Town homes (RFP 2022-0022) The Committee members received clarification on the change in contract value , that this change did not have an impact on the recommendation on the vendor for this project and that timeline remains the same for project. The Finance committee approved a recommendation to forward the report to the Board of Directors for approval.

EXPLANATION OF AMMENDMENT:

The review of bid submissions for RFP determined that LG Home Comfort Inc. was in full compliance with the RFP requirements, was the lowest bidder and is the recommended vendor selected by LMCH.

Through the process of preparing the documentation supporting the award staff omitted costs in the project totaling \$111,840.94. The items that were not transferred from LG Home Comfort Inc. submission to the award documentation summary sheet were \$17,950 for replacement patio stones and \$93,890.94 for the 10-year warranty. Addition of this amount to the previously submitted amount does not change the recommendation of this vendor as they remain lower cost by a minimum of \$152, 664 as compared to the other bidders.

BACKGROUND:

The current furnaces installed at Southdale, Millbank & Limberlost are fifteen (15) years old and the source of significant, multiple "No Heat" call every year.

PROJECT OVERVEIW:

This work includes:

- Replacement of all the Furnaces, parts, materials, labour, permits, inspections, and debris removal to install 310 High efficiency, two stage forced air gas furnaces (150 units at Southdale Rd.) & (160 units at Limberlost Rd.)
- All necessary venting modifications will be addressed to assure current code compliance.
- New thermostats.
- Tenant education about furnace/thermostat operation and features
- 10 Year limited warranty

PROCUREMENT PROCESS:

An RFP was posted to Bids & Tenders and closed in May 2022. Eight (8) companies registered, with three (3) bid submissions being received.

LG Home Comfort Inc. was the lowest compliant bidder of the three (3) submissions.

Overall, LG Home Comfort Inc. bid submission satisfied all mandatory requirements. The professional references, submitted by the proponent were contacted to verify that LG Home Comfort Inc. would be able to fulfill the tender as per the project contract. The recommendation is based on awarding the work as per the RFP requirements.

FINANCIAL IMPACT:

The 2022 Capital Budget has \$1,219,646 allocated for Furnace replacements at Two family sites. Awarding this contract to LG Home Comfort Inc. for \$917,536.30 will allow \$302,109.70 for unit preparation, contingency and possible future fund reallocations.

LMH2619 - LMCH Infrastructure Gap	\$609,000
LMH261822Public Housing Major Upgrades	\$609,746
Total Budget	\$1,219,646
Total Contract	\$917,536.30

LEGAL IMPACT / RISK MANAGEMENT:

Vendor insurance, WSIB and performance bonds were included in the bid submission received from LG Home Comfort Inc.

The scope of this project includes work that may disrupt the daily routines of the tenants of each unit for no more than a few hours.

In addition to LMCH Staff, this contract includes an onsite Coordinator to ensure efficient scheduling and workflow. Each tenant will be provided with a training orientation on the use of the furnace and thermostat.

PREPARED and SUBMITTED BY:
PHIL RENAUD DIRECTOR of PROPERTY SERVICES & ASSET MANAGEMENT

Staff Report 2022- 53

TO: LMCH Board of Directors

FROM: Phil Renaud, Directory of Property Services & Asset Management

SUBJECT: 2023 Capital Budget

DATE: August 18, 2022

PURPOSE:

The purpose of this report is to inform the Board of Directors of projects identified for inclusion in the 2023 Capital Plan and Budget. The Capital Plan and Budget are being reviewed for approval how LMCH Staff intends to allocate the 2023 Capital funding received from the City of London. This report is for information only; approval to submit to the full board will flow through the Finance Committee.

RECOMENDAITON:

That the Board of Director APPROVE this report.

COMMITTEE UPDATES:

This report was received and reviewed by both the Tenant Services Committee and the Finance Committee.

The Tenant Services Committee received this report for information at their August 10, 2022 meeting.

The Finance Committee met on August 11, 2022, to review the Capital Budget. After initial discussions, the Finance Committee approved a recommendation to forward the report to the Board of Directors for approval.

BACKGROUND:

The Approval of the Capital Plan and Capital Budget falls under the mandate of the Finance Committee. Once approved by the Finance Committee they are sent to the LMCH Board for final approval.

2023 Capital Budget

A detailed summary of the proposed projects for the 2023 LMCH Capital Budget of \$8,350,000 is provided in Appendix A for Committee information.

The 2023 Capital Budget emphasizes investing in high, and medium impact requirements in accordance with the Business Case #12 (also known as the “Infrastructure Gap” business case).

The Capital Budget focuses on several highly visible projects which will significantly extend the useful life of our buildings. Major investments are planned to the electrical infrastructure of many high-rise buildings, replacing an emergency back-up generator, resurfacing sidewalks and parking lots at several sites, upgrading elevators across the portfolio, and replacing aged roofs and windows.

Upon completion of the identified projects, we will have completely remediated all the high-risk electrical issues which were identified in a 2019 consultant report – and made progress on many of the other action items, completed 4 generator replacements - with more anticipated in subsequent years, addressed all known parking lot safety issues, and modernized the elevators in 12 of 15 high rise buildings.

An increased emphasis has also been placed on improving the resident experience, so we will be investing in enhanced landscaping features at several sites and improving site lighting. When combined with the CMHC funded projects which are already approved, significant enhancements will be made to the exterior appearance at many of our sites.

Allocation of the funding can be generally grouped into the following buckets:

Project Description	Number of Sites Impacted	Budget Allocation
Elevator Modernization	5	\$ 2,500,000
Electrical System Upgrades	7	\$ 1,425,000
Unit Refresh	TBD	\$ 700,000
Paving/Concrete Work	7	\$ 610,000
Generator Repacement	1	\$ 500,000
Site Improvements	TBD	\$ 500,000
Window and Door Replacement	3	\$ 450,000
Balcony Repairs	1	\$ 325,000

As demonstrated by the table above, the plan achieves a good balance between funding ‘behind the walls’ infrastructure improvements and projects which enhance the tenant experience.

It should also be noted that this plan allocates more money than in past years to recurring buckets of funding such as mold abatement, asbestos remediation and accessibility enhancements. These allocations demonstrate the enhanced emphasis placed on improving health and safety – both for tenants and our on-site staff members.

For 2023, London & Middlesex Community Housing has access to two sources of new capital funding (LMH2619, LMH261823) and a total dollar amount of \$8,350,000 (not counting potential unused funds from previous years' capital allocations):

LMH2619 – LMCH Infrastructure Gap	\$	6,142,000
LMH261823 – Public Housing Major Upgrades	\$	<u>2,208,000</u>
Total:	\$	8,350,000

This report has purposely excluded discussion of any projects associated with, or funding provided through, the CMHC (Business Case #18) which has been previously vetted and approved.

CONCLUSION:

The 2023 capital budget has been fully allocated based on the priorities set out in the Asset Management Plan and the capital funding available in 2023. The report is going to the Finance Committee and then to the Board of Directors for their final approval.

Appendix A: 2023 Provisional Capital Budget

Appendix B: 2023 Provisional Capital Budget Presentation

PREPARED and SUBMITTED BY:	STAFF CONTACT:
PHIL RENAUD DIRECTOR OF PROPERTY SERVICE AND ASSET MANAGEMENT	TREVOR WHITTINGHAM MANAGER, PORTFOLIO STRATEGY DEVELOPMENT

Instructions: 1. Please complete all sections of the model below; 2. Including Project #, Business Unit, Project Description, Site, and total dollar value per capital project; 3. Please indicate if project could be used as a deferral + amount, when/if needed; 4. Use the 'Remaining Dollars' section to determine remaining allocations.	Remaining Dollars: LMH2619 - LMCH Infrastructure Gap LMH261823 - Public Housing Major Upgrades	Dollar Amount \$ -	Notes Has to be allocated completely, cannot be over; Has to be allocated completely, cannot be over.
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		-	

Project #	Status	Business Unit (COL) - Drop Down	Project Description	Site Drop Down	Total Contractual Budget (Spend ONLY)	2023 Total Capital Budget (Spend+ Eff. HST)	CMHC Advanced Portfolio	Notes If "Various" sites, please add in notes, which sites.
High Priority								
2023-0001		LMH2619 - LMCH Infrastructure Gap	Replace 347V electrical panels in corridors	85 Walnut Street	\$ 58,962	\$ 60,000	Yes	120V panels and all other Walnut electrical work completed previously
2023-0002		LMH2619 - LMCH Infrastructure Gap	Replace 347V electrical panels in corridors	241 Simcoe Street	\$ 88,443	\$ 90,000	Yes	120V panels completed previously
2023-0003		LMH2619 - LMCH Infrastructure Gap	Main Electrical Room Equipment Replacement	345 Wharnccliffe Road	\$ 196,541	\$ 200,000	Yes	
2023-0004		LMH2619 - LMCH Infrastructure Gap	Corridor Distribution Panel Replacements	345 Wharnccliffe Road	\$ 63,876	\$ 65,000	Yes	
2023-0005		LMH2619 - LMCH Infrastructure Gap	Main Electrical Room Equipment Replacement	349 Wharnccliffe Road	\$ 245,676	\$ 250,000	Yes	
2023-0006		LMH2619 - LMCH Infrastructure Gap	Corridor Distribution Panel Replacements	349 Wharnccliffe Road	\$ 63,876	\$ 65,000	Yes	
2023-0007		LMH2619 - LMCH Infrastructure Gap	Generator Replacement	349 Wharnccliffe Road	\$ 491,352	\$ 500,000	Yes	
2023-0008		LMH2619 - LMCH Infrastructure Gap	Corridor Distribution Panel Replacements	632 Hale Street	\$ 68,789	\$ 70,000	No	
2023-0009		LMH2619 - LMCH Infrastructure Gap	Main Electrical Room Equipment Replacement	202 McNay Street	\$ 245,676	\$ 250,000	Yes	
2023-0010		LMH2619 - LMCH Infrastructure Gap	Corridor Distribution Panel Replacements	202 McNay Street	\$ 319,379	\$ 325,000	Yes	
2023-0011		LMH2619 - LMCH Infrastructure Gap	Corridor Distribution Panel Replacements	304 Oxford Street West	\$ 49,135	\$ 50,000	No	
2023-0012		LMH2619 - LMCH Infrastructure Gap	Balcony Repairs	202 McNay Street	\$ 319,379	\$ 325,000	Yes	Repair of damaged balconies as well as application of new waterproofing membrane to all units
2023-0013		LMH2619 - LMCH Infrastructure Gap	Replace all pedestrian paving	1481 Limberlost Road	\$ 245,676	\$ 250,000	No	Replace pathways, consider upgrading with concrete if money is available
2023-0014		LMH2619 - LMCH Infrastructure Gap	Repair to sunken unit steps	160-430 Boullee Street	\$ 98,270	\$ 100,000	Yes	Steps have settled so much that the rise into the front door no longer meets building code
2023-0015		LMH261823 - Public Housing Major Upgrades	Fix failing brickwork on chimneys	Allan Rush	\$ 98,270	\$ 100,000	Yes	Chimneys no longer needed, so removing them entirely may be an option if it is economical
2023-0016		LMH261823 - Public Housing Major Upgrades	Replacement lobby door	136 Albert Street	\$ 7,862	\$ 8,000	No	Door swings in wrong direction, opposite to path of travel to emergency exit
2023-0017		LMH261823 - Public Housing Major Upgrades	Repave parking lot	2061 Dorchester Road	\$ 73,703	\$ 75,000	No	Replace base layer and asphalt in parking lots. Also include curbs, and traffic markings. Include localized repair of sidewalks as appropriate
2023-0018		LMH261823 - Public Housing Major Upgrades	Repave all parking lots	170 Kent Street	\$ 98,270	\$ 100,000	Yes	Both parking lots in very poor condition
2023-0019		LMH261823 - Public Housing Major Upgrades	Install or enhance handrails in stairwells	346-350 Penny Lane & 351-373 Penny Lane	\$ 19,654	\$ 20,000	No	Many units are missing handrails into the basement, which is a significant safety risk
2023-0020		LMH261823 - Public Housing Major Upgrades	Repairs to site concrete	349 Wharnccliffe Road	\$ 29,481	\$ 30,000	Yes	Particular emphasis to be placed on the sidewalk leading into Waldorf Park
Total High Priority						2,933,000		
Medium Priority								
2023-0021		LMH2619 - LMCH Infrastructure Gap	Elevator Mod	136 Albert Street	491,352	500,000	No	Modification of mechanical/electrical/controls, as well as cab interior refresh
2023-0022		LMH2619 - LMCH Infrastructure Gap	Elevator Mod	85 Walnut Street	491,352	500,000	Yes	Modification of mechanical/electrical/controls, as well as cab interior refresh
2023-0023		LMH2619 - LMCH Infrastructure Gap	Elevator Mod	202 McNay Street	491,352	500,000	Yes	Modification of mechanical/electrical/controls, as well as cab interior refresh
2023-0024		LMH2619 - LMCH Infrastructure Gap	Elevator Mod	304 Oxford Street West	491,352	500,000	No	Modification of mechanical/electrical/controls, as well as cab interior refresh
2023-0025		LMH2619 - LMCH Infrastructure Gap	Elevator Mod	200 Berkshire Drive	491,352	500,000	No	Modification of mechanical/electrical/controls, as well as cab interior refresh
2023-0026		LMH2619 - LMCH Infrastructure Gap	Roofing replacement	10 York Street	98,270	100,000	No	With funds available, consider moving to a metal roof for increased longevity.
2023-0028		LMH2619 - LMCH Infrastructure Gap	Repair of pedestrian surfaces and railings	304 Oxford Street West	29,481	30,000	No	Include for localized sidewalk repairs, replacement of damaged railings, and repair of brick patio which has sunken significantly
2023-0029		LMH261823 - Public Housing Major Upgrades	Window Replacement	2061 Dorchester Road	98,270	100,000	No	Replacement of all exterior windows.
2023-0030		LMH261823 - Public Housing Major Upgrades	Window Replacement	49 Bella Street	245,676	250,000	No	Replacement of all exterior windows and spandrel panels
2023-0031		LMH261823 - Public Housing Major Upgrades	Repairs to concrete stairs, walls and sidewalks	200 Berkshire Drive	24,568	25,000	No	Various concrete deficiencies to be addressed
Total Medium Priority						3,005,000		

Low Priority								
2023-0032		LMH2619 - LMCH Infrastructure Gap	Landscaping enhancements	Various	196,541	200,000	Partial	Projects across multiple sites. More attractive plantings at front entrances, gazebos, community gathering spaces, etc
2023-0033		LMH2619 - LMCH Infrastructure Gap	Redesigned of front entry / lobby	136 Albert Street	98,270	100,000	No	Redesign of vestibule and lobby to prevent loitering and improve safety.
2023-0034		LMH2619 - LMCH Infrastructure Gap	Garbage room access control installation	All adult buildings	196,541	200,000	Partial	Estimate of \$3000 per door and 64 garbage rooms across adult portfolio
2023-0035		LMH2619 - LMCH Infrastructure Gap	Exterior lighting upgrades	961-1183 Huron Street	196,541	200,000	Yes	Replace all pole and building mounted lights with LED
2023-0036		LMH261823 - Public Housing Major Upgrades	Regrading of backyards at family sites	All family sites	196,541	200,000	Partial	Issues of water infiltration identified at Allan Rush, Pond Mills,Limberlost (historical costs approx. \$3k per unit)
Total Low Priority				Total Low Priority		900,000		
Recurring Capital Needs								
2023-0037		LMH261823 - Public Housing Major Upgrades	Building Envelope Study - Family Sites	All family sites	24,568	25,000	Partial	Noticeable deterioration of envelope (siding, soffits, facia, eavestroughs, and roofs) at several family sites. Engineering study to determine priority and sequence of repairs. Also consider insulation level within attics
2023-0038		LMH261823 - Public Housing Major Upgrades	Universal Access Upgrades	All sites	147,406	150,000	Partial	Bucket of funding for one off accessibility requests received from tenants
2023-0039		LMH261823 - Public Housing Major Upgrades	Common Areas Capital Upgrade (i.e. painting)	All sites	98,270	100,000	Partial	Bucket of funding for painting jobs not identified previously
2023-0040		LMH261823 - Public Housing Major Upgrades	Unit modernization funds	All sites	687,893	700,000	Partial	Bucket of funds to refresh units to more modern appearance. Flooring, kitchen, fixtures, bathroom makeover, lighting
2023-0041		LMH261823 - Public Housing Major Upgrades	IT Upgrades	All sites	122,838	125,000	Partial	To improve and modernize network connectivity at buildings.
2023-0042		LMH261823 - Public Housing Major Upgrades	Asbestos abatement	All sites	98,270	100,000	Partial	To abate poor condition asbestos as identified by site audits
2023-0043		LMH261823 - Public Housing Major Upgrades	Mold abatement	All sites	98,270	100,000	Partial	To abate mold found during unit inspections and renovations
2023-0044		LMH2619 - LMCH Infrastructure Gap	General Contingency	All sites	208,333	212,000	Partial	For cost overages experienced in any project
Total Other Capital Needs				Total Recurring		1,512,000		
TOTAL 2023 Capital Allocation				TOTAL 2023 Capital Allocation		\$ 8,350,000		

Notes				
Year	Business Unit	Business Unit Name	2022 Allocation	
2023	LMH2619	LMCH Infrastructure Gap (Unit # stays the same)	\$ 6,142,000	
2023	LMH261823	Public Housing Major Upgrades (Unit # CHANGES)	\$ 2,208,000	
			\$ 8,350,000	



2023 Capital Budget

Presented By: Trevor Whittingham, Manager of
Portfolio Strategy Development

Date: August 10, 2022



Agenda

Background

Alignment with and deviation from AMP

Budget Development Process

Spending summary

Key project highlights



Background

- A 10 year Capital Plan was created prior to the 2020 fiscal year
 - This was created to align with the Asset Management Plan generated around the same time
- The 10 year plan formed the basis for Annual Capital Plans submitted in 2020, 2021, and 2022
- A new Senior Leadership Team was hired late 2021 so the 2023 Capital Plan is the first opportunity for current leadership to complete the annual review process
- The plan was developed using the Asset Management Plan and was further informed by recent Building Condition Audits and additional information.

Alignment with Asset Management Plan (2020-2029)

- Capital Budget contributes to the corporation's goal of reinvesting in its assets
 - Goal of remediating 100% of high priority requirements by 2029
 - Reducing the deferred maintenance backlog
- Focus on addressing safety issues and aged building components
- Try to balance enhancing the bones of the building, as well as improving tenant experience
 - CMHC funding is allocated to tenant experience improvements at many sites and these projects have already begun

Budget Development Process

Information Gathering

1. Detailed review of all available consultant reports
 - Two iterations of building condition audits, electrical assessments, balcony assessments, elevator audits, etc
2. Review of priorities and needs with Property Service Manager, Project Manager, Security, and other stakeholders
3. Creation of action item lists based on consultant reports and stakeholder conversations
 - Each action assigned to either capital or operating
 - Each action assigned a level of urgency – High, Med, Low
4. In person review of all action items to confirm condition unchanged and validate level of urgency
5. Review of all available information to determine estimated project budget
6. Comparison with previous 2023 Provisional Capital Budget to validate decision making

Budget Development Process

Project Prioritization

High

- Legislative and Regulatory Compliance
 - Fire Code, Building Code, Electrical Code, etc
- Risk Based Infrastructure Renewal
 - Systems that have exceeded their expected life span creating risk of failure with negative impacts to tenants
- Tenant Safety/Potential for Risk Litigation
- Building Access Control
- Property Hazards
 - Potholes, Uneven Pavement, Balcony Repairs, etc.

Medium

- Engineering Survey Identified Issues/end of life equipment and systems
 - Building Envelope issues (roof replacement, doors and windows, etc.)
 - Asbestos abatement
 - Elevator Modernization
 - Furnace Replacement
- Strategic investment aligned with corporate priorities
- Tenant experience improvement
 - Playground installation, Upgraded tenant lounges and common areas, outdoor amenities areas, etc.

Low

- GHG reduction projects
- Proactive replacement of items that are nearing end of useful life
- Proactive accessibility projects
- Investment supported by business case

Funding Summary

\$8,350,000 to be spent in
CY2023



Two Capital Sources

Annual Capital Contribution

\$2,208,000

- Annual amount provided by City of London
- In line with historical funding allocated by the city

LMHC Infrastructure Gap

\$6,142,000

- Funding justified by 'Business Case 12' to address a significant backlog of deferred maintenance
- Funding expected to be provided annually each year until 2029

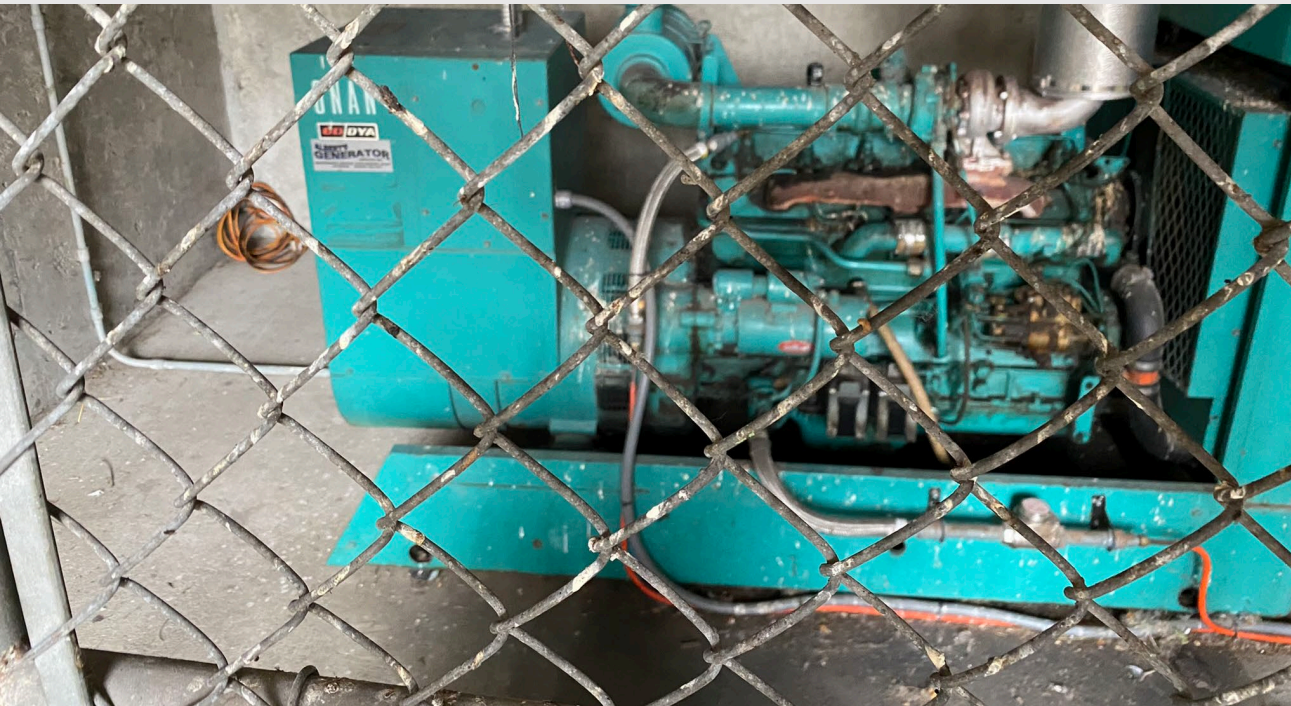
Project Highlights





Significant Projects...

- Replacing aged electrical infrastructure in several high rises



- Replacing emergency backup generator at Wharncliffe



Significant Projects...

Repaving poor condition parking lots and pedestrian paths





Significant Projects...



- Elevator modernizations at several sites
- Window replacements and building envelope upgrades at County properties
- Painting hallways and common areas



Enhanced Unit Upgrades

- Flooring replacement
- Kitchen and bathroom counter and fixture replacements
- Light fixture upgrades



Major Investment Areas

Project Description	Number of Sites Impacted	Budget Allocation
Elevator Modernization	5	\$ 2,500,000
Electrical System Upgrades	7	\$ 1,425,000
Unit Refresh	TBD	\$ 700,000
Paving/Concrete Work	7	\$ 610,000
Generator Replacement	1	\$ 500,000
Site Improvements	TBD	\$ 500,000
Window and Door Replacement	3	\$ 450,000
Balcony Repairs	1	\$ 325,000

Health and Safety Investments

Project Description	Budget Allocation
Accessibility Upgrades	\$ 150,000
Common Area Upgrades	\$ 100,000
Asbestos Abatement	\$ 100,000
Mold Remediation	\$ 100,000

Comparison to Previous Capital Plan



Developing the 2023 Capital Plan

- Detailed review of AMP and subsequent assessment reports validated priority items selected and only a small percentage of projects were reclassified to a lower priority.
- Plan puts more emphasis on investment in outdoor infrastructure and improving tenant experience
 - Parking lots, side walks, site lighting
 - Many more unit refresh projects
- More conservative approach to project budgeting
 - More room to absorb cost overruns to ensure no projects need to be cancelled



LONDON & MIDDLESEX
COMMUNITY HOUSING



Staff Report 2022- 53

TO: LMCH Board of Directors

FROM: Kim Graham, Manager, People and Culture

SUBJECT: LMCH Attendance Management Policy

DATE: August 18, 2022

PURPOSE:

To receive approval from the Board of Directors on the new LMCH Attendance Management Policy.

RECOMMENDATION:

That the Board of Directors APPROVE the following recommendations:

1. Approve the attached Attendance Management Policy
2. Receive the Employee Attendance and Support Plan for information.
3. Receive the Accommodation of Employees with disability Procedure for information; and
4. Authorize LMCH staff to take the necessary actions to implement the above recommendations.

Human Resources and Governance Committee Update:

The Human Resources and Governance Committee met on August 3, 2022, to review the LMCH Attendance Management Policy. The Committee members received an overview of policy from the Manager, People and Culture. Clarification around how COVID -19 will affect this policy was given and next steps for implementing the policy were given. The Human Resources and Governance Committee approved a recommendation to forward the report to the Board of Directors for approval.

BACKGROUND:

LMCH is strengthening the policies, procedures, and programs that are used to manage people and promote a healthy, productive work environment. As part of this effort, LMCH has created the attached Attendance Management Policy for Board approval.

The Policy recognizes the importance of regular attendance in the workplace and sets out the principles that guide employees and managers when having discussions related to attendance. The Policy promotes good communication between the parties, enables and supports accommodation in the workplace, and ensures that the Policy and any related programs/procedures comply with the Ontario Human Rights Act and the Collective Agreement.

To support the Policy, LMCH has drafted an Employee Attendance Support Plan and an Accommodation of Employees with Disabilities Procedure that are attached for the information of the Board. The Employee Attendance Support Plan sets out the approach to having the conversation with employees regarding attendance that exceeds targets set by LMCH.

LMCH recognizes that paid sick time is a benefit provided for employees to promote wellness, ensure staff who are not able to work are able to stay home and as demonstrated through the pandemic, that paid time off for ill employees is something that helps keep all staff and tenants safe. This is balanced with the recognition that ongoing absences of staff impact operations and this plan provides an approach to having the required conversations to support staff to improve their attendance. This plan is similar to the one used by the City of London.

The Accommodation of Employees with Disabilities Procedure sets out the responsibilities for employees, managers, and, where applicable, the union in managing accommodations in the workplace. The Procedure acknowledges LMCH's duty to accommodate while also ensuring that employees participate in the process, the accommodation need is documented, and an accommodation plan is put in place. These steps promote effective communication and support employees in the workplace through the course of their employment.

Appendix A: LMCH 2022 Attendance Management Policy

Appendix B: Employee Attendance Support Plan (Draft)

Appendix C: Accommodation of Employees with Disabilities Procedure (Draft)

RECOMMENDED BY:
KIM GRAHAM MANAGER, PEOPLE AND CULTURE

Human Resources and Governance Committee 2022-03

TO: Human Resources and Governance Committee

FROM: Kim Graham, Manager of People & Culture

SUBJECT: Employee Attendance Support Plan

DATE: July 28, 2022

PURPOSE:

To receive and review the Employee Attendance Support Plan. The plan is designed to promote and maintain standards of attendance for all employees and to provide supports to employees to achieve regular and improved attendance.

RECOMMENDATION:

That the Board of Directors **APPROVE** the Employee Attendance Support Plan.

PREPARED and RECOMMENDED BY:

KIM GRAHAM MANAGER OF PEOPLE & CULTURE

1.0 INTRODUCTION

London and Middlesex Community Housing (LMCH) is committed to maintaining a high standard of attendance, recognizing that it is an expectation of employment that all employees are responsible for their prompt and regular attendance at work.

The Corporation recognizes that, from time to time, illness or injury may result in absenteeism. The Employee Attendance Support Plan (the “Plan”) is designed to promote and maintain standards of attendance for all employees and to provide supports to employees to achieve regular and improved attendance.

The Plan deals with non-culpable (non-blameworthy) absences, specifically absences arising from injury or illness that do not arise from a disability. The Plan ensures that absenteeism is managed through consistent non-disciplinary intervention strategies across the Corporation’s work groups in order to assist employees in achieving regular and improved attendance.

Absences for which there is an element of “culpability” or where the actions of the employee are established to be blameworthy (such as lateness or failure to report to work when able to do so) will be dealt with through the discipline process. Employees should be held responsible for culpable absences as they are within the employee’s power to prevent or control. Culpable absences will not be considered under the Plan.

Absences arising from a disability will be managed in accordance with the Corporation’s Accommodation of Employees with Disabilities Guideline, the collective agreement, and/or other applicable policies and procedures. Disability shall be as defined in the Ontario *Human Rights Code*.

1.1 OBJECTIVE

The objective of the Plan is to improve employee attendance by bringing absenteeism that exceeds the defined threshold to the attention of the employee and by offering support and assistance. As the employee moves through the Plan, the concern for the employee’s absenteeism is noted, assistance and support are offered, and attempts are made to identify if there are any medical condition(s) that could be impacting the employee’s ability to attend work and/or that require accommodation.

The intent of the Plan is not to require employees to come to work when, due to illness or injury, they are unable to do so. The Plan is a supportive mechanism intended to improve an employee’s attendance where possible and is in no way disciplinary in nature. The Plan will be administered in accordance with the collective agreement, legislation, and/or policies and procedures.

1.2 PLAN PRINCIPLES

The Plan is built on cooperation between the supervisor/manager and the employee and emphasizes the following principles:

1. Employees recognize that regular attendance is a condition of employment and will act in good faith to ensure prompt and regular attendance at work.
2. Employees, when absent, will conduct themselves in a manner to encourage a timely return to work.
3. Management will provide a strong, visible commitment and support for responsible attendance at work.
4. Management will provide and/or arrange for guidance and advice to support employees in the improvement of their attendance.
5. Management will ensure effective early intervention practices are established to facilitate a timely return to work.
6. Management will promote regular attendance by communicating with employees about their attendance and, where appropriate, will involve medical resources to assist and support employees.
7. Management will ensure absenteeism is managed using a consistent, corporate-wide approach while allowing for consideration and flexibility to deal with individual circumstances.
8. Management will implement an effective information system to record, track and measure absenteeism.
9. Management will assess accommodation needs and accommodate disabilities in accordance with the Ontario *Human Rights Code*, the collective agreement, and/or policies and procedures.

1.3 APPLICATION

This Plan applies to all LMCH employees, including unionized, non-unionized, Management, site staff (Resident Contacts, Building Contacts, Family Site Contacts, Delivery Contacts), temporary, and permanent. It encompasses both occupational and non-occupational disabilities.

1.4 DEFINITIONS

Threshold

The threshold for the purposes of the Plan will be sick leave absences in excess of 96 hours within a 12 month period. The threshold will be subject to review on a yearly basis by the Senior Leadership Team. Any changes to the threshold will be communicated prior to implementation.

Sick Leave Absences

For the purposes of the Plan, “sick leave absences” shall include absences due to illness or injury that do not result from a “disability” as defined in the Ontario *Human Rights Code*.

Absences where an employee is on a leave pursuant to the *Employment Standards Act, 2000* (“ESA”), Long Term Disability, or WSIB are not considered “sick leave absences” for the purposes of the Plan.

Note: Employees seeking to have an absence designated as an unpaid personal emergency leave under the ESA must notify their supervisor/manager at the time of leave.

2.0 ROLES AND RESPONSIBILITIES

2.1 EMPLOYEE RESPONSIBILITIES

Employee’s responsibilities include:

- attending work for their scheduled work hours;
- reporting absences and remaining in contact with their supervisor/manager in accordance with the collective agreement and/or policies and procedures;
- actively participating in the Plan as required;
- providing medical documentation to support absence(s) in accordance with the collective agreement and/or policies and procedures;
- identifying attendance improvement strategies; and
- participating in return to work and/or accommodation processes, if required.

2.2 IMMEDIATE SUPERVISOR/MANAGER RESPONSIBILITIES

Supervisors/managers responsibilities include:

- having a working knowledge of the relevant provisions under the applicable collective agreements and/or policies and procedures;
- monitoring the levels of absenteeism among their employees;
- managing their employees’ attendance in accordance with the Plan while providing consideration for individual circumstances;
- maintaining contact with absent employees, and, where appropriate, enlisting the assistance of Human Resources;
- being familiar with the resources available to assist employees in improving attendance; (e.g. EAP, Human Resources);
- offering early assistance and support to employees to improve their attendance;

- having an understanding of applicable legislation such as the *Employment Standards Act, 2000*, *Workplace Safety and Insurance Act*, *Ontario Human Rights Code* and *Occupational Health and Safety Act*;
- having an understanding of the scope of the term “disability” as defined in the *Ontario Human Rights Code*; and
- participating in the Plan as the Plan requires.

2.3 HUMAN RESOURCES RESPONSIBILITIES

Human Resources responsibilities include:

- having a working knowledge of the relevant provisions of the collective agreement and/or policies and procedures;
- having an understanding of applicable legislation such as the *Employment Standards Act, 2000*, *Workplace Safety and Insurance Act*, *Ontario Human Rights Code* and *Occupational Health and Safety Act*;
- having an understanding of the scope of the term “disability” as defined in the *Ontario Human Rights Code*;
- assisting and supporting employees in meeting their responsibilities under the Plan;
- compiling and reporting data on employee attendance;
- administering, monitoring and evaluating the Plan;
- providing training and guidance to supervisors/managers on the Plan and the applicable collective agreements, policies, procedures and legislation (*Employment Standards Act, 2000*, *Workplace Safety and Insurance Act*, *Ontario Human Rights Code*, and *Occupational Health and Safety Act*);
- providing training to employees on the Plan;
- providing consultation on employment accommodations and return to work issues;
- providing referral services when needed, for example, to a Occupational Health Services Provider, employee assistance program, health care provider, etc;
- ensuring that the Plan is administered in accordance with the applicable collective agreements and/or policies and procedures;
- ensuring that employees with a disability are accommodated in accordance with the *Ontario Human Rights Code*, applicable collective agreements and/or policies and procedures; and
- participating in the Plan as the Plan requires.

2.4 PHYSICIAN AND OCCUPATIONAL HEALTH SERVICES PROVIDER RESPONSIBILITIES

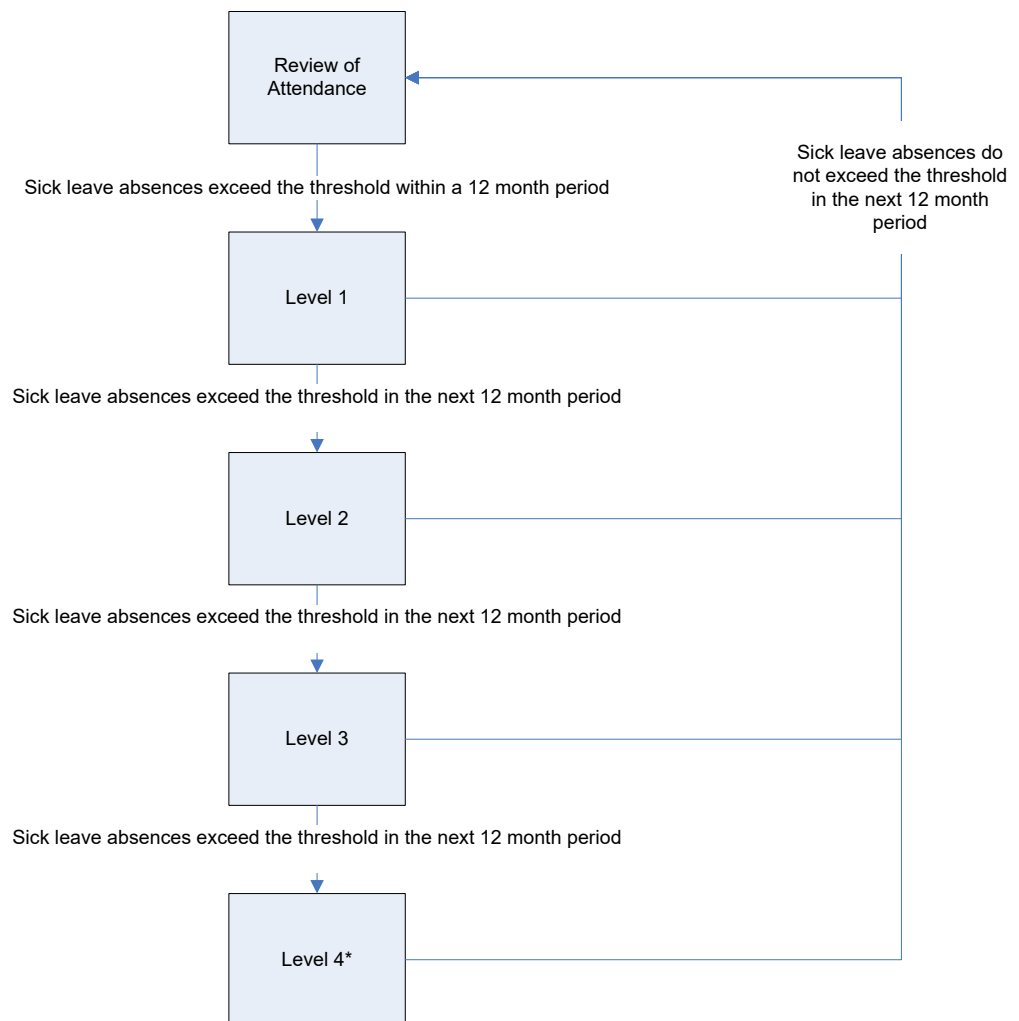
The Physician and Occupational Health Services Providers responsibilities include:

- assisting employees to receive appropriate medical care, as needed;

- providing professional opinions to Human Resources about an employee's abilities and/or inabilities to attend work, functional abilities and restrictions; and
- conducting medical reviews and providing information necessary to determine if assistance can be offered to reasonably accommodate the employee in a safe and responsible manner or to otherwise improve the employee's attendance.

3.0 PLAN STRUCTURE

3.1 PLAN FLOWCHART



*See section 3.5.4 for further information

3.2 REVIEW OF ATTENDANCE

All employees will have their attendance reviewed and compared to the threshold on a regular basis.

3.3 PROGRESSION THROUGH THE PLAN

Employees may progress through the Levels of the Plan if their sick leave absences exceed the threshold.

Consideration will be given to extenuating circumstances that warrant an employee not entering or progressing through the Levels of the Plan.

Should an employee whose sick leave absences exceed the threshold at any Level of the Plan indicate that some or all of those absences are a result of a disability, the supervisor/manager will advise Human Resources. In that event, Human Resources in consultation with applicable resources (i.e. health care providers, Occupational Health Services, etc.) will assess the employee's particular circumstances and, if determined that some or all of the employee's absences related to a disability within the meaning of the *Ontario Human Rights Code*, those absences will not be included for the purposes of the Plan.

Human Resources, in consultation with the supervisors/managers, may exercise discretion to determine whether an employee's particular circumstances are extenuating and warrant the employee not entering or progressing to the next Level of the Plan (e.g., an employee whose sick leave absences exceed the threshold due to an illness or injury that results from a one time, time-limited absence, for example, an individual recovering from a broken bone or surgery). In exercising discretion, Human Resources will ensure fairness and consistency across the Corporation.

Employees will exit the Plan at Level 1, 2 or 3 if their sick leave absences do not exceed the threshold in the 12 month period following the previous trigger date (i.e. the date sick leave absences exceeded the threshold).

This Plan recognizes that in certain circumstances the Corporation may proceed with a non-disciplinary termination for innocent absenteeism when the employee's rate of absenteeism has been excessive and there is no reasonable likelihood that the employee will be able to attend work regularly in the foreseeable future.

(Note: All Levels of the Plan are non-disciplinary in nature and as a result, union representation (if applicable) is not automatically requested on the employee's behalf. However, the employee may at any Level request a representative from the union (if applicable) to participate in the counseling session).

3.4 HEALTH ASSESSMENT

During any Level of the Plan, the Corporation may request an assessment by a health care provider (i.e. physician, psychologist) to be completed to determine the existence and/or extent of a medical condition which is affecting the employee's ability to attend work regularly.

3.5 DETAILS OF PLAN LEVELS

3.5.1 Level #1

If an employee's sick leave absences exceed the threshold, a review will be conducted by Human Resources to determine whether a Level 1 review meeting should be conducted.

If a meeting is required, the meeting will include the employee and their supervisor/manager (or designate). Attendance of a union representative is not a requirement; however, should the employee wish to have union representation at the meeting (if applicable), it is at the employee's discretion and invitation.

At the meeting, the specific sick leave absences will be reviewed and discussed with the employee. Where it appears that some or all of the absences are a result of a disability, or extenuating circumstances may exist, the supervisor/manager will contact Human Resources to determine whether the employee will enter the Plan at Level 1. Where the employee's absence(s) are not the result of a disability and there are no extenuating circumstances that, in the opinion of Human Resources, warrant the employee not entering the Plan, the employee will enter the Plan at Level 1.

The employee's supervisor/manager will review the Plan and its objectives with the employee. The goal of a Level 1 meeting is to inform the employee of the Corporation's concern and to identify what assistance and support, if any, may assist the employee in improving their level of attendance. The employee will be reminded of the assistance available through Human Resources as well as the Corporation's Employee Assistance Program, where appropriate.

The employee will be informed that during the next 12 month period following the Level 1 trigger date, the employee will be expected to maintain a level of absenteeism that is below the threshold and that failure to do so may advance the employee to the next level of the Plan. The employee will also be advised that if the employee's level of absenteeism does not exceed the threshold during the next 12 month period following the Level 1 trigger date the employee will exit the Plan.

Documentation noting that a Level 1 meeting has occurred will be placed in the employee's Human Resources file.

3.5.2 Level #2

If an employee's sick leave absences exceed the threshold within the 12 month period following the Level 1 trigger date, a review will be conducted by Human Resources to determine whether a Level 2 review meeting should be conducted.

If a meeting is required, the meeting will include the employee and their supervisor/manager (or designate). Attendance of a union representative is not a requirement; however, should the employee wish to have union representation at the meeting (if applicable), it is at the employee's discretion and invitation.

At the meeting, the specific sick leave absences will be reviewed and discussed with the employee. Where it appears that some or all of the absences are a result of a disability, or extenuating circumstances may exist, the supervisor/manager will contact Human Resources to determine whether the employee will progress to Level 2 of the Plan. Where the employee's absence(s) are not the result of a disability and there are no extenuating circumstances that, in the opinion of Human Resources, warrant the employee not progressing to Level 2 of the Plan, the employee will progress to Level 2 of the Plan.

The employee's supervisor/manager will remind the employee of the Plan and its objectives. The goal of a Level 2 meeting is to ensure that the employee is aware of the Corporation's concern and to identify what assistance and support, if any, may assist the employee in improving his/her level of attendance. The employee again will be reminded of the assistance available through Human Resources as well as the Corporation's Employee Assistance Program, where appropriate.

The employee will be reminded of the Levels of the Plan and that progression to Level 4 of the Plan may result in non-disciplinary termination of employment. The employee will be informed that during the next 12 month period following the Level 2 trigger date, the employee will be expected to maintain a level of absenteeism that is below the threshold and that failure to do so may advance the employee to the next Level of the Plan. The employee will also be advised that if the employee's level of absenteeism does not exceed the threshold during the next 12 month period following the Level 2 trigger date the employee will exit the Plan.

Documentation noting that a Level 2 meeting has occurred will be placed in the employee's Human Resources file.

3.5.3 Level #3

If an employee's sick leave absences exceed the threshold within the 12 month period following the Level 2 trigger date, a review will be conducted by Human Resources to determine whether a Level 3 review meeting should be conducted.

If a meeting is required, the meeting will include the employee and their supervisor/manager (or designate). Attendance of a union representative is not a requirement; however, should the employee wish to have union representation at the meeting (if applicable), it is at the employee's discretion and invitation.

At the meeting, the specific sick leave absences will be reviewed and discussed with the employee. Where it appears that some or all of the absences are a result of a disability, or extenuating circumstances may exist, the supervisor/manager will contact Human Resources to determine whether the employee will progress to Level 3 of the Plan. Where the employee's absence(s) are not the result of a disability and there are no extenuating circumstances, that, in the opinion of Human Resources, warrant the employee not progressing to Level 3 of the Plan, the employee will progress to Level 3 of the Plan.

The employee's supervisor/manager will remind the employee of the Plan and its objectives. The goal of a Level 3 meeting is to ensure that the employee is aware of the Corporation's concern and to identify what assistance and support, if any, may assist the employee in improving his/her level of attendance. The employee again will be reminded of the assistance available through Human Resources as well as the Corporation's Employee Assistance Program, where appropriate.

The employee will be informed that during the next 12 month period following the Level 3 trigger date, the employee will be expected to maintain a level of absenteeism that is below the threshold and that failure to do so may advance the employee to Level 4 of the Plan. The employee will be advised that progression to Level 4 of the Plan may result in the employee's non-disciplinary termination of employment with the Corporation. The employee will also be advised that if the employee's level of absenteeism does not exceed the threshold during the next 12 month period following the Level 3 trigger date the employee will exit the Plan.

Documentation noting that a Level 3 meeting has occurred will be placed in the employee's Human Resources file.

3.5.4 Level #4

If an employee's sick leave absences exceed the threshold within the 12 month period following the Level 3 trigger date, a review will be conducted by Human Resources to determine whether a Level 4 review meeting should be conducted.

If a meeting is required, the meeting will include the employee and their supervisor/manager (or designate). Attendance of a union representative is not a requirement; however, should the employee wish to have union representation at the meeting (if applicable), it is at the employee's discretion and invitation.

At the meeting, the specific sick leave absences will be reviewed and discussed with the employee. Where it appears that some or all of the absences are a result of a disability, or extenuating circumstances may exist, the supervisor/manager will contact Human Resources to determine whether the employee will progress to Level 4 of the Plan. Where the employee's absence(s) are not the result of a disability and there are no extenuating circumstances that, in the opinion of Human Resources, warrant the employee not progressing to Level 4 of the Plan, the employee will progress to Level 4 of the Plan.

Where the employee progresses to Level 4 of the Plan and the Corporation determines that:

- (a) it has fulfilled its obligations under the applicable collective agreement and/or policies and procedures, the *Workplace Safety and Insurance Act, Ontario Human Rights Code* and any other applicable legislation; and
- (b) the employee's absenteeism is excessive and there is no reasonable likelihood that the employee will be able to attend work regularly in the foreseeable future;

The employee may be advised that their employment is being terminated on a non-disciplinary basis. The determination will be documented in writing and will be directed to the employee in the form of a letter with a copy to the union (if applicable) and the employee's Human Resources file.

Where an employee progresses to Level 4 of the Plan and the Corporation determines that the employee's employment will not be terminated on a non-disciplinary basis at that time, the employee will be informed that they remain in Level 4 of the Plan and are subject to the following:

- If the employee's sick leave absences exceed the threshold within the 12 month period following the initial Level 4 trigger date, the Level 4 processes set out above will be applied again and the Corporation will determine whether the employee should be terminated on a non-disciplinary basis. If the Corporation decides at that time not to terminate the employee on a non-disciplinary basis, the employee will remain in the Plan at Level 4 and the Level 4 processes will be repeated after any subsequent trigger date until the employee either exits the Plan or is terminated on a non-disciplinary basis.
- The employee will exit the Plan if his/her sick leave absences do not exceed the threshold within the 12 month period following the initial Level 4 trigger date or any subsequent trigger date that applies while the employee remains at Level 4 of the Plan.



RELATED DOCUMENTATION

Legislation	<ul style="list-style-type: none">Human Rights Code www.ohrc.on.ca
Collective Agreement	Article 19
Forms	<ul style="list-style-type: none">N/A
Policies	<ul style="list-style-type: none">Employee Attendance Support PlanAccommodation of Employees with Disabilities Procedure
Other Resources	<ul style="list-style-type: none">Employee Assistance Program (EAP)

1.0 PURPOSE

London and Middlesex Community Housing (LMCH) is committed to maintaining a high standard of attendance, recognizing that it is an expectation of employment that all employees are responsible for their prompt and regular attendance at work. LMCH will implement programs/plans/procedures and provide resources to assist employees to this end.

This Policy applies to all LMCH employees, including unionized, non-unionized, Management, temporary, and permanent. It encompasses both occupational and non-occupational disabilities.

2.0 SCOPE

Guidelines

This Policy is built on cooperation between the Corporation and the employee and emphasizes the following principles:

1. Employees recognize that regular attendance is a condition of employment and will act in good faith to ensure prompt and regular attendance at work.
2. Employees, when absent, will conduct themselves in a manner to encourage a timely return to work.
3. Management will provide a strong, visible commitment and support for responsible attendance at work.
4. Management will provide and/or arrange for guidance and advice to support employees in the improvement of their attendance.

5. Management will ensure effective early intervention practices are established to facilitate a timely return to work.
6. Management will promote regular attendance by communicating with employees about their attendance and, where appropriate, will involve additional resources to assist and support employees.
7. Management will ensure absenteeism is managed using a consistent, corporate-wide approach while allowing for consideration and flexibility to deal with individual circumstances.
8. Management will implement an effective information system to record, track and measure absenteeism.
9. Management will assess accommodation needs and accommodate disabilities in accordance with the Ontario *Human Rights Code*, the collective agreement, and/or policies and procedures.

The Corporation is committed to fulfilling its obligations under the *Human Rights Code* to accommodate employees with disabilities in a manner that respects their dignity, unless the required accommodation would constitute "undue hardship" within the meaning of the *Human Rights Code*. Each request for accommodation will be dealt with on a case by case basis.

3.0 DOCUMENT CONTROL

Date Drafted	<ul style="list-style-type: none"> July 21, 2022
Date Approved	<ul style="list-style-type: none"> TBD
Date Revised	N/A
To be reviewed	<ul style="list-style-type: none"> Review and update every two years. General review by all employees every two years.
Inquiries to Policy Owner	<ul style="list-style-type: none"> Human Resources

1.0 PURPOSE

To provide a consistent framework for accommodating London & Middlesex Community Housing (LMCH) employees with disabilities.

2.0 SCOPE

This Procedure applies to all employees, including unionized, non-unionized, Management, temporary, and permanent. It encompasses both occupational and non-occupational disabilities.

3.0 PROCEDURE STATEMENT

LMCH is of the view that the duty to accommodate is a shared one between the Corporation, its employees and its union, where applicable. Accordingly, the Corporation expects all parties to participate in the accommodation process. The respective responsibilities and expectations of all participants in the accommodation process are set out below.

Definitions

Disability: as defined under the *Human Rights Code*,

- a) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on wheelchair or other remedial appliance or device,
- b) a condition of mental impairment or developmental disability,
- c) a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language,
- d) a mental disorder, or
- e) an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*.

Procedure

The *Human Rights Code* provides the right to equal treatment in employment on the basis of disability.

The right to equal treatment without discrimination because of disability includes the right to equal treatment without discrimination because a person has or has had a disability or is believed to have or to have had a disability.

The Corporation is committed to fulfilling its obligations under the *Human Rights Code* to accommodate employees with disabilities in a manner that respects their dignity, unless the required accommodation would constitute "undue hardship" within the meaning of the *Human Rights Code*. Each request for accommodation will be dealt with on a case by case basis.

The Corporation's Expectation of the Parties

Employee

- Take the initiative to request accommodation;
- Advise their manager and/or Human Resources (or designate), preferably in writing, of the need for accommodation and provide written medical information from the treating medical professional regarding relevant restrictions and/or limitations and prognosis;
- Provide ongoing information, including updated medical information when required;
- Undergo an independent medical examination if required;
- Participate in the accommodation process;
- Accept reasonable accommodation.

Employer

- Understand that there is a duty to accommodate;
- Assess the need for accommodation by obtaining relevant information, including medical information, about the nature of the restrictions and/or limitations and prognosis;
- Meet with the employee and union representative, if applicable, to discuss reasonable accommodation alternatives;
- Keep a record of the accommodation request and action taken;
- Understand that a provision of the collective agreement may need to be waived in order to accommodate an employee's disability;
- Consult with Human Resources for guidance.

Union

- Understand that there is a duty to accommodate;

Accommodation of Employees with Disabilities Procedure

- Meet with the employee and manager and/or Human Resources or their designate to discuss reasonable accommodation alternatives;
- Participate in the accommodation process;
- Understand that a provision of the collective agreement may need to be waived in order to accommodate an employee's disability.

Accommodation process includes:

- Accommodation of the employee in their own job is most preferable;
- If accommodation of the employee in their own job is not possible, accommodation in alternative work within the employee's bargaining unit, if applicable;
- If accommodation in alternative work within the employee's bargaining unit is not possible, accommodation in alternative work outside the employee's bargaining unit, if applicable.
- LMCH has a duty to accommodate up to the point of undue hardship, as outlined by the Ontario Human Rights Commission.

The provision of the procedure will be applied in conjunction and consistent with the relevant collective agreement provisions, if applicable, dealing with accommodation of employees with disabilities and the applicable Return to Work procedures.

4.0 DOCUMENT CONTROL

Owner	Human Resources
Draft	July 21, 2022
Approved	TBD
Review	Every two years, or more frequently as needed