

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

Director of Finance,
Robert Cunnington

PUBLIC AGENDA

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

Board of Directors Meeting

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

Thursday, November 28, 2024

5:30 PM – 8:00 PM

<p>g) Staff Report 2024- 34 Cell Phone Contract Approval</p> <p>h) Staff Report 2024- 35 HR Payroll Services</p> <p>i) Staff Report 2024- 36 Adjusted Market Rental Rates</p> <p>j) <u>People Service and Housing Committee Reports for Information, Report overview given by Committee Chair, Mayor Grantham.</u></p> <p>I. PSH- 2024-25 Human Resources Manager Update</p> <p>II. PSH- 2024-26 Director of Tenant Services Update</p> <p>III. PSH-2024-27 Senior Manager of Property Services</p> <p>IV. PSH- 2024-28 Community Safety Unit Status Report and KPI Review</p> <p>V. PSH- 2024-29 Update Community Development</p> <p>VI. PSH- 2024- 30 Q3 Communications Update</p> <p>VII. PSH- 2024- 32 Q3 Reimagine Southdale Update</p> <p>VIII. PSH- 2024- 33 Asbestos Management Program Update</p> <p><u>People Service and Housing Committee Reports for Approval</u></p> <p>k) Staff Report 2024- 37 Vacation, Sick Leave and Personal Leave Days Policy</p> <p>l) Staff Report 2024-38 2025 Board and Committee Work Plan and Schedules</p>	<p>S. Tunks</p> <p>D. Volschenk</p> <p>A. Mackenzie</p> <p>D. Volschenk</p> <p>P. Chisholm</p>	
<p>10. Presentations: Workshop on Tenant Complaints and Enforcement Strategies</p>	<p>P. Chisholm</p>	<p>6 :00pm</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

October 17, 2024, at 5:30 p.m.
 London & Middlesex Community Housing
 Boardroom, 1299 Oxford Street East, Unit 5C5, London, Ontario, Canada

Board Members in Attendance:

Phil Squire, Board Chair
 Gregory Thompson
 Kathleen Savoy
 Mayor Grantham
 Gary Bezaire
 Sara Piñeros Castaño

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

Regrets

Shawn Lewis
 Hadleigh McAlister
 Cara Awcock

** Virtual Attendance via Zoom*

1. Call to Order	P. Squire called the meeting to order at 5:36 p.m.
2. Recognition of Indigenous Peoples and Lands	<p>P. Squire provided the recognition address at 5:36 p.m.</p> <p><i>We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty know as the London Township Treaty of 1796. Throughout time, this region has also become the current home to the Haudenosaunee and Lenni-Lenape Nations.</i></p>
3. Completion and Acceptance of the Agenda	Regarding the completion and acceptance of the agenda, MOVED by Mayor Grantham, seconded by G.Thompson,

	<p>MOTION to ADD 2 Items to New Business and 1 item to the IN CAMERA agenda. MOVED by Mayor Grantham, seconded by K.Savoy, PASSED 5:37pm.</p>
4. Disclosures of Interest	P. Squire called for conflict-of-interest declarations with respect to the agenda. No conflicts - of- interest were declared at 5:37 p.m.
5. Approval of Board Meeting Minutes	Regarding the Board Meeting Minutes of August 15, 2024 MOVED by G. Thompson seconded by Mayor Grantham, that the Minutes BE ACCEPTED and APPROVED , item CARRIED at 5:38 p.m.
6. Communications	None
7. Delegations	None
8. Presentations	None
9. Consent Items	None
10. Reports and Business	<p>MOTION to RECEIVE reports A-E, MOVED by G. Thompson, seconded by, Mayor Grantham to RECEIVE the reports. MOTION to APPROVE, ALL in Favour, PASSED at 5:44pm.</p>
a) Staff Report 2024-24 Snow Removal RFP	<p>Reports overview and contract details presented to the Board by, FAR Committee Chair, G. Thompson.</p> <p>Discussion on the term of renewal regarding the Snow Removal contract.</p>
b) Staff Report 2024-25 Contractor Award: Phone System with Switchboard	
c) Staff Report 2024- 26 2024 / 2025 HSC Insurance Program	
d) Staff Report 2024- 27 2023-0017 – Dorchester Parking Lot Repaving – Reallocation of	

<p>Capital Funds</p> <p>E) Staff Report 2024- 28 Allan Rush Phase 2 Paving</p> <p>F) Staff Report 2024-29 Market Rental Rate</p>	<p>Report overview given by P. Chisholm.</p> <p>-2.5% increase will increase for all Market Rent tenants -Notices will go out on November 1, 2024</p> <p>MOTION to APPROVE the report and recommendations, MOVED by K. Savoy, seconded by S. Piñeros Castaño, ALL in FAVOUR, PASSED 5:49 pm.</p>
<p>11. IN CAMERA</p>	<p>MOTION to go IN CAMERA, MOVED by Mayor. Grantham, seconded by S. Piñeros Castaño 5:50 pm.</p> <p>MOTION to return to the public meeting. MOVED by Mayor Grantham, seconded by S. Piñeros Castaño, PASSED at 6:00 pm</p>
<p>12. New Business</p> <p>a) Window Air Conditioners</p>	<p>Window Air Conditioners during winter, concerns as new furnaces have been installed.</p> <p>-New assets need to be protected. LMCH can send communications around window air conditioners to tenants as the seasons are changing.</p> <p>-Review of LMCH's current practice and what can be done on an ongoing basis. -Notices will go to tenants at the end of October on winterizing their homes. -During Annual Unit Inspections we can action on repair and maintenance. - Can we get a report back to deal with this issue, lease, and install options?</p> <p>MOTION for staff to bring back a report regarding issues raised, MOVED by Mayor Grantham, seconded by K. Savoy, PASSED at 6:15 pm.</p>

<p>b) County Development</p>	<p>FORMAL MOTION for a Business Case to be brought forward for New Build within the County of Middlesex.</p> <ul style="list-style-type: none"> - There is an RFP on the market to complete the regeneration strategy. This ask is in line with this regeneration Strategy. - There is a process to bring someone in to assist with the Business Case. November Board meeting a report will come forward on this. <p>MOTION to the preparation of a Proof of Concept Business Case in Q2 of 2025, MOVED by Mayor Grantham, seconded by G. Thompson. PASSED at 6:23 pm.</p>
<p>13. MEETING ADJOURNMENT</p>	<p>MOTION to ADJOURNED, ALL in Favour PASSED at 6:25 pm.</p>

Phil Squire, Chair

Paul Chisholm, CEO



P.O. Box 5035
300 Dufferin Avenue
London, ON
N6A 4L9

London
CANADA

November 6, 2024

S. Mathers
Deputy City Manager, Planning and Economic Development

I hereby certify that the Municipal Council, at its meeting held on November 5, 2024, resolved:

That the following actions be taken with respect to the communication, as appended to the Agenda, and the verbal delegation from Life*Spin, with respect to Property Standards and Tenant Support:

a) the Civic Administration BE DIRECTED to work with Life*Spin and other community organizations to facilitate, coordinate, and fund an annual Tenant Support Fair at City Hall for the purposes of including greater transparency within the Property Standards inspection process, and increasing cooperation and relationship building between landlords, tenants, and the City of London;

b) the request for funding the VHA Home HealthCare and its Extreme Clean Program BE REFERRED to the Budget Committee for consideration in the 2025 Budget Update, as per the business case P15 in the 2024-2027 Draft Budget; it being noted that the issue of vermin affects special-risk individuals, including the elderly, the frail, and people with disabilities, who cannot physically prepare their homes for exterminating vermin;

it being noted that the Community and Protective Services Committee received a communication from Life*Spin entitled "Property Standards and Tenant Support," and heard a delegation from representatives of Life*Spin in support of their recommendations; it being further noted that a communication was received from VHA Home Health Care in support of the Life*Spin's recommendations. (AS AMENDED) (3.1/13/CPSC)

M. Schulthess
City Clerk
/jb

cc: A.L. Barbon, Deputy City Manager, Finance Supports
K. Murray, Director, Financial Planning and Business Support
Budget Committee
M. Vivinetto, Executive Assistant to the Deputy City Manager, Planning and
Economic Development
M. Bax-Minow, Executive Assistant to the Deputy City Manager, Finance
Supports
List of external cc's on file in the City Clerk's Office

CEO Report
STAFF REPORT 2024- 30

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: CEO Update

DATE: November 14, 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:

Service Interruption – Canada Post

Canada Post Workers issued a 72-hour strike notice earlier this week and officially went on strike on Friday, November 15, 2024. Like many organizations, LMCH relies on Canada Post for core business services, including mail received from or sent to tenants, vendors, and other key stakeholders.

LMCH has developed a service interruption plan to guide its decision-making in critical areas, including vendor invoicing and payment, annual eligibility assessment for RGI, rent increases, etc. LMCH already has alternate service channels to send and receive most communication with key stakeholders, and the approach will be to redirect to alternate channels: e-mail, drop-off, Electronic Funds Transfer (EFT), etc.

LMCH will assess the impact on rent collection and payments by funders to ensure operating cash flow is not adversely impacted.

Organizational Review Update

LMCH has completed the initial phase of an organization review which included stakeholder engagement and workshops with the Senior Leadership Team (August to October 2024). Optimus SBR has recently provided LMCH draft recommendations to review and finalize. The leadership team is now reviewing the recommendations and will develop a process to report back to stakeholders and finalize the recommendations. Once recommendations are finalized an implementation plan will be developed. This work is expected to be completed in early 2025 with implementation taking place through 2025.

Community Priority Setting

The City of London has a Coordinated Access Program to provide a single point of access for individuals and families experiencing or at risk of homelessness. Like all systems where the demand for service exceeds the availability, a prioritization process is required. Potential outcomes of the program include matching to support and/or housing.

LMCH staff participated in a community priority-setting exercise with more than 40 community organizations/agencies to review and update the prioritization approach used to establish a fair and transparent system for prioritizing people experiencing homelessness for available housing and support programs. The purpose of prioritization is to create a clear process that connects clients with the appropriate resources while helping communities achieve their goals. The prioritization criteria selected determine a client's placement on the housing resources waitlist (the Priority List), using information gathered through triage and assessment.

LMCH staff appreciated the opportunity to learn more about the program, meet with community organizations/agencies, hear about the challenges faced in this important work and provide feedback to share the program in the future.

ONPHA Conference

LMCH Staff and Board Members had the opportunity to attend the 2024 ONPHA Conference held in Ottawa from November 7-9, 2024. With the theme 'Building Bridges' the focus was on working together through smart partnerships to create a future of inclusive and sustainable housing solutions.

LMCH participants heard from representatives from all levels of government and experts across the housing, health and the service sector to gain a better understanding of the current challenges and opportunities for LMCH. We also heard about many specific projects, programs and partnerships that can support the work of LMCH.

Participants were able to engage with peers across Ontario, discuss challenges with those in similar circumstances and look strategically at opportunities that LMCH should consider as we move forward. Participants will debrief in the coming weeks to identify how best to leverage the learnings for LMCH.

PREPARED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

**Q3 2024 Financial Results
FAR Report 2024- 34**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: Bushra Walji, Finance Manager

SUBJECT: 2024 Financial Results – Third Quarter

DATE: November 06, 2024

PURPOSE:

The purpose of this report is to share the Q3 2024 unaudited financial results for LMCH for the period ending September 30, 2024

RECOMMENDATION:

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

REASONS FOR RECOMMENDATIONS:

The following report provides a high-level variance explanation of LMCH's September 30, 2024, operations. The YTD financial results on September 30, 2024, ended with an operating surplus of \$487,477 (2.1%) a favorable result compared to the \$85,971 surplus projected in the budget.

These financial performance results and additional information on the revenue and expenditures were applied in arriving at year-end projections. The current projection for year-end is a deficit of \$293,493 (1.0%) which is a significant improvement from the second-quarter projection of \$692,662. This reduction was possible primarily by management's constant attention and review of various expenditure lines especially in maintenance, materials, and services.

REVENUE

Year to Date

Total revenue at the end of the third quarter showed a favorable variance of \$996,040 (4.5%) compared to the budget. This positive variance in revenue was primarily due to a few factors –

- Favorable variance in rent revenue of \$91,848 (0.9%) compared to the budget.

- Bad-debt write-offs and rent forgiveness showed a favorable variance of \$262,242 (37.5%) and \$227,397 (15.8%). Both bad debts and rent forgiveness is calculated on a quarterly basis and can swing surprises at year-end.
- Favourable variance in bank interest of \$110,536 compared to budget. For the current period, the organization benefitted from increased interest rates resulting in higher interest on deposits held.
- Sundry revenues were higher by \$55,042 (33.9%) compared to budget, primarily from additional fees on managed properties by LMCH; currently there are three managed properties that will generate \$100K in additional revenues for the corporation.
- Increase of \$518,720 in operating funding received from the city. City provides its operating funding over 10 months with a top-up after the previous year's accounts are final. In calendarizing the monthly budget in the system this anomaly was inadvertently missed and hence the variance on this line carries forward through the period. City provided this catchup payment in the second quarter related to the shortfall for the first three months of the fiscal year.

Year end

In projecting the year-end revenue for the corporation, each of the above factors were considered for reasonability and achievability by the end of the fiscal year. For the fiscal year, the projection for revenue is \$586,180 (1.9%) above budget. The actual rent forgiveness and bad debts are two key parameters that have a degree of volatility for prediction. However, additional provisions were made to address any unforeseen pressures on these lines.

EXPENDITURES

Total expenditures at the end of the third quarter showed an unfavorable variance of \$570,097 (2.6%) compared to the budget. The increases in expenditures are attributed to the following categories -

- Salaries, Wages, and Benefits have a favorable variance of \$185,353 (2.9%), indicating delays in recruitment and vacancy management during the year.
- Tenant Services showed an unfavourable variance of \$69,035 (11.2%), resulting from increased costs for Security services of \$120,934 (23.1%) with higher demand for building security offset by a favorable variance of \$51,899 (57.9%) in Social and recreation programs due to reduced community events or programs timings for this period.

- Building Maintenance, Materials, and Services had an unfavorable variance of 291,356 (6.0%). A review of this program indicates various categories contributing to these over expenditures including – building interior repairs for \$67,300; Cleaning public spaces for \$53,266; Elevators service callouts for \$44,562; Boiler repairs for \$50,627; Plumbing services for \$62,195; Painting for \$55,816 and Pest Control for \$184,714. These increased expenditures are offset by favorable variances in the Life safety system for \$9,901; Snow removal for \$27,986 and Waste removal for \$64,877.
- Utilities have a favourable variance of \$32,914 (0.9%) compared to the budget in the third quarter. The primary contributor to this favourable variance is lower costs for natural gas at \$76,559 and Water heater rentals at \$48,228, which offsets higher cost of electricity at \$96,127.
- Property costs had an unfavorable variance of \$279,596 (5.5%) at the end of the third quarter, primarily because of increased taxes of \$223,759 and higher cost of insurance of \$55,837.
- Administration costs were higher by \$148,377 (9.7%) compared to budget. This includes higher costs for Transportation and Communication \$134,010; and Supplies and Equipment of \$34,269 offset by lower corporate costs \$19,902 including finance, legal, human resources, and other office expenses.

Year end

In projecting the year-end expenditure for the corporation, reviewed each of the above major categories for the work that is outstanding and resulting invoices that will be received and processed by the end of the fiscal year. Based on that and by considering the current expenditure trends, the projection for year-end is for \$852,417 (2.8%) above budget.

This over expenditure from the budget is primarily from Salaries & Wages \$67,055; Tenant services \$137,356; Maintenance, Materials, and Services \$365,030; Property \$244,165 and Administration \$106,499.

Conclusion:

The third quarter operating results for the organization show that the year-end financial position will be a deficit of \$293,493 given the current trends and information available for the projections. Revenues and costs are both projected to be higher than the annual budget, with net impact being a lower deficit compared to what numbers are projected in second quarter.

However, constant attention and close management of expenditures will be essential to sustain this positive trend in the last quarter. Regular management reviews and adjustments will further enable strategic and timely responses to any emerging financial challenges or opportunities.

Please see the attached report for a detailed analysis.

Appendix A – September 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 - September 30, 2024 Operating Results

	YTD - SEP	YTD Budget	TD Variance	%age Variance	Projected Year End	Budget	Variance	%age Variance
REVENUE								
RENT REVENUES	10,647,686	10,555,838	91,848	0.9%	14,096,915	14,022,180	74,735	0.5%
TENANT RECOVERIES	57,110	101,055	(43,946)		76,146	140,222	(64,076)	
NET BAD DEBT WRITE OFF	(437,165)	(699,408)	262,242	-37.5%	(732,887)	(981,553)	248,667	-25.3%
ANTENNA LICENSES	127,004	125,407	1,598		169,339	167,333	2,006	
INTEREST	139,290	28,754	110,536		185,720	30,000	155,720	
SUNDRY & OTHER REVENUE	217,462	162,420	55,042	33.9%	385,949	216,821	169,128	78.0%
MUNICIPAL BASE FUNDING	12,585,966	12,067,246	518,720		16,781,288	16,781,288	0	
TOTAL REVENUE	23,337,353	22,341,313	996,040	4.5%	30,962,471	30,376,291	586,180	1.9%
OPERATING EXPENDITURES								
SALARIES, WAGES & BENEFITS	6,184,803	6,370,156	(185,353)	-2.9%	9,133,241	9,066,186	67,055	0.7%
TENANT SERVICES	683,047	614,013	69,035	11.2%	965,156	827,800	137,356	16.6%
MAINTENANCE, MATERIALS & SERVICES								
ROOFING	32,526	32,668	(142)		43,368	45,135	(1,767)	
BUILDING GENERAL	1,016,189	1,023,308	(7,119)		1,288,538	1,304,765	(16,227)	
CLEANING	739,324	789,680	(50,356)		985,765	1,039,178	(53,413)	
PEST CONTROL	695,914	511,200	184,714		927,885	746,924	180,961	
ELEVATORS	157,392	100,986	56,406		209,856	124,200	85,656	
ELECTRICAL	176,165	124,795	51,369		234,886	155,250	79,636	
EQUIPMENT	39,499	30,816	8,684		52,666	41,400	11,266	
LANDSCAPING & PARKING LOT MTCE.	226,481	177,500	48,981		301,975	229,146	72,829	
MOLD	6,658	50,055	(43,397)		8,877	64,038	(55,161)	
SNOW REMOVAL	488,681	516,667	(27,986)		651,574	737,567	(85,993)	
LIFE SAFETY SYSTEMS	221,163	231,065	(9,901)		294,884	310,500	(15,616)	
HEATING & VENTILATION	248,458	188,431	60,027		331,277	213,885	117,392	
PLUMBING	487,301	431,774	55,527		649,735	560,962	88,773	
PAINTING	359,640	308,334	51,306		479,520	387,106	92,414	
VANDALISM	32,115	52,650	(20,535)		42,820	72,204	(29,384)	
WASTE REMOVAL	235,893	300,770	(64,877)		314,523	414,000	(99,477)	
SUNDRY MATERIALS & SERVICES	6,499	7,841	(1,343)		8,665	15,525	(6,860)	
	5,169,896	4,878,540	291,356	6.0%	6,826,815	6,461,785	365,030	5.6%
UTILITIES								
ELECTRICITY	1,374,394	1,278,267	96,127		1,672,405	1,672,405	0	
WATER HEATER RENTAL	139,675	187,903	(48,228)		186,234	253,922	(67,688)	
WATER	1,272,785	1,277,039	(4,254)		1,692,861	1,692,861	0	
NATURAL GAS	885,210	961,769	(76,559)		1,380,000	1,380,000	0	
ENERGY SAVINGS REBATE	0	0	0		0	0	0	
	3,672,064	3,704,978	(32,914)	-0.9%	4,931,500	4,999,188	(67,688)	-1.4%
PROPERTY								
INSURANCE	983,943	928,106	55,837		1,311,924	1,238,000	73,924	
MUNICIPAL TAXES	4,375,552	4,151,793	223,759		5,715,526	5,545,285	170,241	
	5,359,495	5,079,899	279,596	5.5%	7,027,450	6,783,285	244,165	3.6%
ADMINISTRATION								
CORPORATE								
FINANCE	57,282	68,750	(11,468)		94,084	120,138	(26,054)	
HR	130,401	132,506	(2,104)		173,868	207,093	(33,225)	
L&C	235,095	235,810	(715)		313,460	305,868	7,592	
OFFICE	366,113	371,144	(5,032)		488,151	498,503	(10,353)	
OTHER	52,008	52,591	(583)		69,344	68,731	613	
	840,899	860,801	(19,902)	-2.3%	1,138,906	1,200,334	-61,428	-5.1%
TRANSPORTATION & COMMUNICATION								
TELECOM	280,093	196,081	84,011		353,457	283,502	69,954	
TRAVEL & TRANSPORTATION	96,546	46,609	49,937		128,728	85,137	43,591	
OTHER	5,962	5,901	61		7,949	8,281	(332)	
	382,600	248,591	134,010	53.9%	490,134	376,920	113,214	30.0%
SUPPLIES & EQUIPMENT								
EQUIPMENT	20,988	23,154	(2,166)		27,984	28,788	(804)	
OTHER	440,644	404,209	36,435		587,527	532,010	55,517	
	461,632	427,363	34,269	8.0%	615,511	560,798	54,713	9.8%
TOTAL ADMINISTRATION	1,685,132	1,536,755	148,377	9.7%	2,244,551	2,138,052	106,499	5.0%
TOTAL OPERATING EXPENDITURES	22,754,438	22,184,340	570,097	2.6%	31,128,713	30,276,296	852,417	2.82%
EXTRAORDINARY LOSS	95,438	71,002	24,437	34.4%	127,251	100,000	27,251	27.3%
NET SURPLUS (DEFICIT)	487,477	85,971	401,507	467.0%	(293,493)	-0	(293,493)	100.0%

Board of Directors Quarterly Performance Report:



LONDON & MIDDLESEX
COMMUNITY HOUSING

Q3 2024

Period Ended September 30, 2024

November 6, 2024



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Section 1 – Executive Summary

The 2024 3rd Quarter Performance Report provides highlights of London Middlesex Community Housing (LMCH) strategic and operational performance for the July, August, and September 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.

3rd 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. LMCH remains below the 3% target due to non-lettable units being transferred to the CMHC Capital program for accessibility upgrades. If LMCH were to include all vacant units including the CMHC Capital program, the vacancy rate would be 3.4% for Q3 2024.
- **Work Orders**: The work order data shows steady maintenance efficiency and timeliness. Urgent and emergency work orders increased by 4% since Q2 2024, and after-hours service increased to meet tenant needs. Completed work orders have increased 4% to 85% in Q3 2024. This metric has remained in the red and is on pace to reach yellow status in the next quarter.
- **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 has remained stable at 4.28 months in Q3 2024 compared to 4.14 months in Q2 2024. The number of households in arrears remains in the red band, indicating ongoing challenges in reducing household arrears. The subsidies restored per quarter were measured at 122% which indicates that Tenant Services was able to restore more subsidies than they removed in the quarter.
- **Human Resources**: The human resources data shows consistent results in workforce performance and well-being. Compliment Management consistently meets or exceeds the 97% target, with it reaching 100% in Q3 2024. Talent Recruitment is currently in the green with 66 days required to recruit. The Human Resources team believes that future recruitment will remain within the green and the 90-day internal target. 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 yellow to green as tenant cooperation increased. Tenant refusals remained in the green, meeting the $\leq 5\%$ target in Q2 2024. While tenant cooperation has improved, the clearance rate has not improved which led LMCH to bring in a second vendor as the current vendor did not have the capacity to service the entire portfolio.



Q3 2024 - Performance Scorecard Vacancy

Outcome	Strategy	#	Measure	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 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%	2.7%	2.1%	2.4%	1.5% ↓
		1.2	Average # of Days to Commit the Unit: (From Vacant to Leased) Target = less than 33 days on average over the Quarter	19	22	20	29	29 —

Legend:

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



Q3 2024 - Performance Scorecard Work Orders

Outcome	Strategy	#	Measure	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 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%	24%	33%	40%	30%	34% ↑
		2.2	<u>Cost Controls:</u> % of After-Hours Work Orders Target = \leq 5%	9%	10%	13%	17%	12% ↓
		2.3	<u>Operational Efficiency:</u> % of Work Orders Completed Target = 95%	96%	98%	96%	81%	85% ↑

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



Q3 2024 - Performance Scorecard Arrears and Subsidy's

Outcome	Strategy	#	Measure	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
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Enhanced Financial Stability and Tenant Retention	Proactive Arrears Management and Supportive Tenant Engagement	3.1	Operational Efficiency: Households in Good Standing (Rent & Parking) Target = 90%	79%	80%	79%	80%	78% ↓
		3.2	Forgiveness: Average Number of Months to Complete <i>Forgiveness</i> Target = < 4 months	4.69	5.02	3.39	4.15	4.28 ↑
		3.3	Arrears: Households in Arrears Target = ≤ 400 Households	629	611	650	625	667 ↑

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



Q3 2024 – Performance Scorecard Human Resources

Outcome	Strategy	#	Measure	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 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%	96%	99%	98%	97%	100% ↑
		4.2	<u>Talent Recruitment:</u> Time to fill vacancy (working days) Target = 90 days	97.3	98.9	27.3	132.3	66 ↓
		4.3	<u>Employee Attendance and Absences</u> Under Development Target = Under Development	N/A	N/A	N/A	N/A	N/A

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

Q3 2024 – Performance Scorecard Pest Control

Outcome	Strategy	#	Measure	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Reduction in Pest Infestation Incidents	Integrated Pest Management (IPM) Implementation	5.1	<u>Infestation Level:</u> % of Total Units Being Treated Target = $\leq 10\%$	N/A	N/A	21%	22%	27% ↑
		5.2	<u>Operational Effectiveness:</u> % of Active Units Being Treated Target = 90%	N/A	N/A	72%	82%	90% ↑
		5.3	<u>Tenant Co-operation:</u> % of "Tenant Refusals" Target = $\leq 5\%$	N/A	N/A	8%	5%	3% ↓

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
Q3 2024 has maintained a vacancy rate below the 3% threshold at 1.5%. The Vacancy rate has decreased due to a stabilization in move-in and move-outs and additional units being moved to the CMHC program for accessibility upgrades. Property Services does not control the CMHC timelines for completion and these units take longer on average to complete. If LMCH counted all non-lettable units from CMHC and fire units, the vacancy rate would be 3.4% in Q3 2024.	Trend	▼
	Notes:	Results for this period are green with 1.5% 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)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Total units in Active Restoration	2.5%	1.8%	1.2%	1.9%	1.1%
Total units Vacant and ready	1.1%	0.9%	0.9%	0.5%	0.4%
Total	3.6%	2.7%	2.1%	2.4%	1.5%

Age of Units Restored in Period (Count)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
0-15 days	4	1	3	1	1
16-30 days	4	8	14	12	7
31-60 days	32	25	13	14	10
61-90 days	23	13	23	15	8
91+ days	39	46	28	19	26
Total units restored	102	93	81	61	52
Average # of days in restoration	108	105	88	83	97

Age of Units in active Restoration (Count)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
0-15 days (last day of quarter)	12	5	4	20	8
16-30 days (last day of quarter)	9	13	5	15	5
31-60 days (last day of quarter)	21	10	10	10	6
61-90 days (last day of quarter)	14	14	9	10	8
91+ days (last day of quarter)	25	16	12	8	10
Total units in Active Restoration	81	58	40	63	37
Average # of days in restoration at end of Quarter	84	80	72	53	59

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
The average number of days to commit a unit currently sits at 29 which matches the previous quarters results. The average number of days to commit a unit has remained in the green over the past 5 quarters. The average number of days to commit a unit does not include CMHC or fire units which take longer on average to repair, slowing down the turnover process. CMHC is a capital program which has their own deadlines and requirements for completing units with proper accessibility standards.	Trend	▬
	Notes: Q3 2024 still 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)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
0-15 days	43	57	34	26	29
16-30 days	29	20	15	21	10
31-60 days	10	16	10	21	7
61-90 days	4	1	2	6	2
91+ days	1	3	2	1	5
Total units Leased	87	98	63	75	53
Average # of days to commit the unit. (From Vacant to Leased)	19	22	20	29	29

Age of Units Vacant and Available (Count)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
0-15 days	22	16	19	3	8
16-30 days	5	4	1	6	0
31-60 days	7	6	8	2	5
61-90 days	0	2	0	1	0
91+ days	3	1	1	4	0
Total units Vacant and ready	37	29	29	16	13
Average # of days vacant and ready (Unit has not been leased, still available)	20	15	16	39	19

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	R
<p>Year-over-year the percentage of urgent, emergency, 24-hour work orders has increased by 10%. In comparison to Q2 2024, this metric has increased 4% moving this metric from the yellow to red. LMCH has an after-hour call service that can create work orders within our system. This can lead to duplicate work orders that can inflate this metric. Property Services is working with our after-hour service to ensure this process is reviewed.</p>	Trend	▲
	Notes:	Currently sits at 34% which is an increase of 10% 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	Property Services continues to prioritize preventative maintenance to reduce the number of urgent or emergency work orders. Total work orders increased by 577 from Q2 2024 to Q3 2024. Property Services was able to handle a higher percentage of urgent calls compared to last quarter. 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)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
% of Urgent	3%	10%	14%	14%	16%
% of 24 Hours	5%	4%	4%	2%	4%
% of Emergency	16%	19%	22%	15%	14%
Total Priority Work Orders by Quarter	1,588	2,096	2,016	1,466	1,841
Total Work Orders by Quarter	6,612	6,258	4,985	4,858	5,435
% of Work Orders by Priority	24%	33%	40%	30%	34%

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	
“% 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. This is calculated by dividing the number of After-Hour work orders by the total work orders in the quarter.	G	Green = ≤ 5%
	Y	Yellow = 6% - 10%
	R	Red = 11%+

Summary Analysis of Results	Status	R
Q3 2024 numbers show a decrease in after hour work orders of 5% over Q2 numbers. This downward movement is a good sign as after-hour work orders tend to cost LMCH more money due to additional related costs. This metric needs to be monitored as all after hour calls are an additional cost as this is outsourced to a third party.	Trend	▼
	Notes: Currently sits at 12% which is a decrease of 5% from last quarter.	

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	<p>Management has put 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.</p>
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)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
After Hours Work Orders	620	631	633	817	659
% of After Hour Work Orders	9%	10%	13%	17%	12%

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>Q3 2024 has improved over the previous quarter increasing to 85%. This increase is a good sign, but LMCH has not been able to return to the green band and additional analysis needs to be completed to determine the reason for the decrease in work orders completed. Since this metric remained in the red, it is less likely that this is a statistical anomaly and this needs to be addressed. As of Q2 2024, work order completion has declined due to Pest Control work orders being transferred from a work order process to a Purchase Order process removing their completed status from the overall count.</p>	Trend	▲
	<p>Notes: Currently sits at 85% which is an increase of 4% over last quarter.</p>	

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 a history of completing work orders at a rate of 95% or better. Over the past two quarters this metric has remained in the red. With LMCH at full employment compliment, management is determining the cause for the decrease in work order completions. Management is committed to returning to the green.
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)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Work Orders Completed	6,376	6,114	4,784	3,911	4,639
% of Work Orders Completed	96%	98%	96%	81%	85%

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	R
The percentage of households in good financial standing has decrease from 80% in Q2 2024 to 78% in Q3 2024. The results over the past 5 quarters have remained stable with percentages ranging from 78% - 80%. LMCH’s collection rate has increased to 92% in Q3 2024 which is a 4% increase from last quarter. 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 78% which shows a 2% drop since last quarter.	

Business Impact / Implications	When tenants are not able to or are unwilling to make their monthly rent payments/fees, the following impacts could be seen: <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	A significant portion of current tenant arrears relates to loss of eligibility for RGI, and it’s reversed once the proper paperwork is completed. 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.
Assumptions	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.

Households in Good Financial Standing	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
# Households in Good Financial Standing	2,397	2,473	2,432	2,448	2,390
Total number of Households	3,026	3,084	3,082	3,073	3,057
% of Households in Good Standing	79%	80%	79%	80%	78%

Collection Rate	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Rent Due	\$10,053,431	\$13,402,032	\$3,623,154	\$7,184,093	\$10,647,314
Rent Collected	\$9,140,335	\$12,572,608	\$2,670,291	\$6,306,753	\$9,836,343
Rent Outstanding	\$913,096	\$829,424	\$952,863	\$877,339	\$810,971
Collection Rate (%)	91%	94%	74%	88%	92%

Tenant Debt Arrears (Rent/Parking Balance)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
\$1 - \$2,000	\$264,919	\$263,481	\$279,054	\$256,696	\$273,066
\$2,001 - \$4,000	\$196,044	\$201,233	\$239,124	\$210,437	\$144,732
\$4,001 - \$6,000	\$185,532	\$131,003	\$225,399	\$191,039	\$167,351
\$6,001 - \$8,000	\$121,304	\$104,262	\$81,582	\$153,250	\$99,847
\$8,001 - \$10,000	\$62,986	\$70,631	\$52,517	\$18,583	\$62,914
\$10,001 +	\$83,919	\$59,946	\$76,896	\$49,631	\$64,408
Total	\$914,704	\$830,556	\$954,572	\$879,637	\$812,317

Tenant Debt Arrears (# of Tenant Accounts)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
\$1 - \$2,000	497	484	497	487	557
\$2,001 - \$4,000	64	72	83	72	50
\$4,001 - \$6,000	37	27	46	38	34
\$6,001 - \$8,000	17	15	12	22	14
\$8,001 - \$10,000	7	8	6	2	7
\$10,001 +	7	5	6	4	5
Total	629	611	650	625	667

Tenant Debt Arrears (% of Tenant Accounts)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
\$1 - \$2,000	79%	79%	76%	75%	86%
\$2,001 - \$4,000	10%	12%	13%	11%	8%
\$4,001 - \$6,000	6%	4%	7%	6%	5%
\$6,001 - \$8,000	3%	2%	2%	3%	2%
\$8,001 - \$10,000	1%	1%	1%	0%	1%
\$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 number of months to complete forgiveness remained relatively the same compared to Q2 2024 with a small increase from 4.15 months to 4.28 months. The number of tenants that received rent forgiveness dropped by 6 households since last quarter. LMCH was able to restore 122% of subsidies in Q3 2024 which shows that tenant services was able to work through a backlog of arrears and restored a total of 243 subsidies while only revoking 200 in the same quarter.</p>	Trend	▲
	Notes:	Currently sits at 4.28 months which is an increase from 4.15 months from Q2 2024.

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	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.
Assumptions	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.

Arrears Forgiveness per Quarter	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Total Amount Forgiven per Quarter	\$345,678	\$403,065	\$166,667	\$305,366	\$317,348
Number of Tenants who Received Forgiveness	134	158	101	154	148
Average Dollar Amount Forgiven	\$2,580	\$2,551	\$1,650	\$1,983	\$2,144
Average Number of Months to Complete Forgiveness	4.69	5.02	3.39	4.15	4.28

Subsidy Metrics per Quarter	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Income Review Forms Completed	626	563	416	621	640
Number of Subsidies Revoked	425	411	335	515	200
Number of Subsidies Restored	262	269	199	366	243
Subsidies Restored per Quarter (%)	62%	65%	59%	71%	122%
Payment Plans	28	30	33	27	19

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 increased from Q2 2024 but the amount owed by each household has decreased from \$1,404 to \$1,216. With the overall rent outstanding decreasing from \$877,339 to \$810,971 it shows overall improvement but also indicates ongoing financial challenges among tenants.	Trend	▲
	Notes: Currently sits at 667 households in arrears which is an increase of 6.7% from last quarter.	

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	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Rent Outstanding	\$913,096	\$829,424	\$952,863	\$877,339	\$810,971
Households in Arrears	629	611	650	625	667
Average Owed by Households	\$1,452	\$1,358	\$1,466	\$1,404	\$1,216

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 Q3 2024, the measure for Compliment Management achieved the target of 100%, placing it in the green band. This indicates that the organization successfully maintained the ratio of current full-time employees to the total FTE meeting the budget, demonstrating effective workforce management and alignment with budgetary goals for this quarter.	Trend	▲
	Notes: Currently sits at 100% of FTE filled which has also 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	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.
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	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Number of FTE's (End of Quarter)	93	96	95	96	102
Budgeted # of FTE's	97	97	99	99	102
Percentage of FTE's Filled (%)	96%	99%	98%	97%	100%

Retention of Talent	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Staff at Beginning of Quarter	95	93	96	95	96
Staff at End of Quarter	93	96	95	96	102
Difference in Quarter (#)	-2	+3	-1	+1	+6

Business Case #22 Hires (No Refill Hires Counted)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Projected Number of Hires	N/A	0	2	0	1
Actual Hires	N/A	0	2	0	0
% of Hires Made vs Projected	N/A	0%	100%	0%	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	G
The past quarter recruitment have stabilized regarding the number of days to fill a position. Through effective management of applicants and consistent application of our recruitment practices, we were able to return to below our targeted days to fill a position. The number of 66 days is however low and is driven by a few short turn-overs due to short recruitment cycles and internal applicants. We however believe it will maintain at or near the targeted 90 days mark.	Trend	▼
	Notes: Currently sits at 66 days which is a decrease from 132.3 days from the previous quarter	

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)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Number of Positions Filled	6	7	6	4	9
Average Time (Days) to Fill All Positions	97.3	98.9	27.3	132.3	66.11

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

Summary Analysis of Results	Status	R
<p>Industry standards show an overall infestation rate of 10% or below is acceptable. The current rate of 27% has increased from 22% from Q2 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.</p> <p>The clearance rate has not improved in Q3 2024, which led LMCH to bring in a second vendor as the current vendor did not have the capacity to service the entire portfolio.</p>	Trend	▲
	Notes:	Currently sits at 27% which is an increase of 5% from Q2 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 within the 10% threshold.
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	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Senior Buildings	N/A	N/A	24%	26%	33%
Adult Buildings	N/A	N/A	21%	21%	28%
Family Buildings	N/A	N/A	16%	16%	21%
LMCH Total	N/A	N/A	21%	22%	28%

% of Total Units Being Cleared	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Senior Buildings	N/A	N/A	26%	30%	39%
Adult Buildings	N/A	N/A	32%	36%	42%
Family Buildings	N/A	N/A	21%	25%	30%
LMCH Total	N/A	N/A	27%	31%	38%

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	G
<p>% of Active Units Being Treated is sitting in the green with 90% of infested units being actively treated. This is the first time this metric has reached the green performance level.</p> <p>This metric has increased 8% since Q2 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 90% which is an increase of 8% from Q2 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 continuing to work 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 remain in the green moving forward.
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	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Cycle in Progress	N/A	N/A	517	713	915
Total Active Units Being Treated	N/A	N/A	717	868	1018
% of Active Units Being Treated	N/A	N/A	72%	82%	90%

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

Performance Measure Definition & Calculation	Performance Thresholds	
“% 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. This is calculated by dividing the number of tenant refusals by the total number of active units receiving treatment.	G	Green = ≤ 5%
	Y	Yellow = 6% - 10%
	R	Red = 11%+

Summary Analysis of Results	Status	G
% 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.	Trend	▼
	Notes: Currently sits at 3% which is a decrease of 2% from Q2 2024.	

Business Impact / Implications	<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.
	<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.
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	It is assumed that tenants are fully aware of the importance of pest control treatments and the potential consequences of refusing them. The assumption is that communication between the property management and tenants regarding pest control procedures and the reason for treatments is clear and effective.

% of Tenant Refusals	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Total Units	N/A	N/A	178	133	92
% of Tenant Refusals	N/A	N/A	8%	5%	3%

% of Units Not Prepped	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Total Units	N/A	N/A	219	135	72
% of Not Prepped	N/A	N/A	10%	5%	2%

% of Escalated Units	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Total Units	N/A	N/A	88	160	140
% of Escalated	N/A	N/A	4%	6%	5%

**Director Asset Renewal – Q3 2024 Report
FAR-2024-37 Report**

TO: LMCH Finance, Audit and Risk Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Director Asset Renewal – Q3 2024 Report

DATE: November 6, 2024

PURPOSE:

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

RECOMMENDATION:

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

UPDATES:

Human Resources Update

In Q3, we filled the vacant Business Analyst position. Nurdan Ertas comes to us with relevant experience having completed internship project work with CMHC as part of her education. She has immediately focused upon these areas critical to delivering on our Capital Team goals and strategies: 1) Yardi reconciliation to identify and confirm contingency dollars, 2) VFA updates to ensure current data is available for our Asset Management Plan, Regeneration Plan and Building Condition Assessments.

Asset Management Plan

The City of London's Capital Asset Management team is currently filling the role of a consultant to prepare a new Asset Management Plan (AMP) for LMCH per an agreement signed with the COL in Q2 2024. A kick-off meeting to begin this work was held on July 22nd, following which an action plan was developed that addresses various aspects of an AMP such as facility conditions, capital expenditure requirements, levels of service and risk management modeling. We are targeting completion of the AMP for year end 2024 with a presentation to the Board expected in Q1 2025. Following Board approval and consent, the AMP will be presented to Council at the COL

Strategic Initiatives

General:

In support of our Regeneration Plan, and Asset Management Plan (AMP) and for sound project management practice reasons, we are actively working on two fronts: 1) updating our VFA software database to make current and reflect project completions over the last 3+ years, and 2) instilling rigor in how Yardi is used as a project management tool.

1. VFA

- All Capital Team members have been trained in how to update projects on the system (the vendor conducted training over a two-day period in Q3)
- Business Analyst is coordinating information transfer from PM's completed projects into the system
- Commitment to have all project information updated by year-end to recalculate new FCI score for all assets
- Consultant that will be retained for our Regeneration Plan is aware of the pending VFA update and will be working with existing source data in the meantime
- COL's Capital Asset Management Team is aware of the pending VFA update and will recalibrate LMCH's AMP in subsequent updates to the plan after a presentation to the Board expected in Q1 2025

2. Yardi

- Controls have been put in place to ensure proper delegation of authority for assigning PM's, changing project statuses and updating commitments
- PM's are using more Yardi functionality (e.g. Remarks field) to manage projects more efficiently and communicate progress
- This is a key step along the way to identifying contingency dollars available for reallocation by budget year

Green Plan:

LMCH continues to work on various components of a green plan but needs to determine the prioritization of the work as it relates to capital priorities and our regeneration strategy. LMCH will continue to deliver energy efficiency initiatives through CMHC repair and renewal initiatives and through the assessments of the London Environmental Network (3 site assessments completed in Q3 and 3 more to be completed in Q4) to identify energy conservation measures. Our goal is to develop a comprehensive Green Plan by 2025.

In the meantime, the following is a list of initiatives engaged in over Q3 2024, to keep Green Plan strategies top of mind as we develop an overall plan:

- Building Automation System (BAS) proposal received and under evaluation
- Organic waste management planning started with respect to Reimagine Southdale and the new City of London program under development

- Earthbins (waste disposal) installation completed at Boullee
- Landscape proposal for Family Sites began development; this is an initiative that will focus on beautification of backyards, drainage, more green space common area, tree canopy review and recommendations and waste management

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 have successfully negotiated a new agreement with VFA Facility to continue with the software license for the next renewal period. We will now tender for a consultant to begin our next Building Condition Assessments over the 2025-2027 period, with the first third of the portfolio to be assessed in 2025.

Critical Issues Update

Mekker File:

Legal counsel at McCague Borlack continues to represent LMCH on this file. Q3 2024 was spent preparing written arguments ahead of a motion hearing date (motion brought forward by Mekker’s counsel) scheduled for October 2024. Cross-examination of Mekker by our legal counsel occurred in Q3 2024 ahead of preparing written arguments. It is expected that the Justice overseeing this case will rule on the motion within weeks of the hearing. Following that and as a function of the Justice’s ruling, a trial date may occur sometime in Q2 2025.

Ministry Of Labor (MOL) Interaction:

On September 13th and 26th, 2024 the Ministry of Labour (MOL) received a tenant phone call and anonymous phone calls respectively regarding asbestos at LMCH sites. The subsequent MOL visits and outcomes are detailed in the table below.

Complaint	Outcome
MOL received a tenant complaint that asbestos tiles were being removed without required precautions and items were being removed off the 2 nd floor balcony into trailer at the loading dock.	MOL was satisfied that proper abatement was being performed by the contractor. As well was also satisfied with the ongoing works and collaboration between LMCH and Pinchin (LMCH retained Pinchin in 2022 to formulate our Abatement Management Plan (ABMP)). However, he indicated that further

	tenant communications is required and a procedure should be stated in our ABMP. It was noted that items being removed from 2 nd floor were acceptable however must be barricaded. MOL reached out to the constructor, Apex (who were not on site) and was satisfied with their discussions
MOL received 6 anonymous phone calls identifying 6 LMCH properties. MOL stated that the complaint was derived from sub-trades not receiving asbestos reports from the general contractor. MOL met to confirm that all constructors received the plans and requested the contact details of each of the constructors. Properties identified: 170 Kent St. 85 Walnut, 202 McNay, 30 Baseline, 580 Dundas St., and 241 Simcoe St.	Having provided the information of each contractor, MOL noted once the owner has supplied the information, it is the constructor's responsibility to ensure sub-trades receive this information. LMCH is not liable to provide the reports to the sub-trades.

In summary, the MOL is satisfied with our Abatement Management Plan (ABMP), and no orders were issued. As a result of these visits, LMCH identified the need to:

- improve tenant communication on the presence of asbestos in the building and the asbestos management program
- the need to review expectations with contractors on asbestos barricades, signage and communication with subcontractors.

Also, the MOL report flagged our sub-contractor on-site at McNay as being responsible for the overall Health and Safety of this particular work at McNay, therefore our obligation under the OHSA is not triggered. However, we will be bringing up this MOL interaction at the next JHSC meeting to raise awareness of our ABMP, its usefulness in the resultant MOL satisfaction and to solicit feedback from the JHSC.

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

**CMHC – Q3 2024 Report
FAR-2024-39 Report**

TO: LMCH Finance, Audit and Risk Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: CMHC – Q3 2024 Report

DATE: November 6, 2024

PURPOSE:

This report is to provide an update to the LMCH Finance, Audit and Risk 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 Committee RECEIVE this report for information only.

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.

Q3 PROJECTS UPDATE:

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

Energy

1) Energy Management System: In 2022 a new energy management system (Demtroys) at Dundas was considered, and subsequently postponed due to wiring conditions on site (e.g. new panel wiring snaking through ceiling plus relay/transformer required). Attention was directed to other CMHC sites that were more amenable to Demtroys t-stat installations and these sites were completed with little to no challenges. Simultaneously, a mockup installation of the relay system required to power the Demtroys system was constructed and in Q2/24 a bid to complete the work was received approaching \$380k. This represented a two-fold increase compared to other Demtroys' site installations. Other bids were called for in Q3 as a result, and although these were slightly lower (approaching \$340k), it was decided to regroup and rethink our approach to achieving the energy conservation goals for this site. An additional factor in this decision was the bulky nature of the relay/transformer box, which may be susceptible to damage on a regular basis. We are now considering alternate t-stats and/or replacing the heating system control valves only, and are mindful of completing this work with little to no disruption to tenant heat requirements.

2) Furnace Replacement: Furnace replacements were completed at all 5 designated CMHC family sites: Marconi, Allan Rush, Pond Mills, Boullee and Huron. A total of 494 furnaces were exchanged 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.

3) Save On Energy Retrofit Program – IESO: The Save On Energy Retrofit Program conducted by CleaResults has been completed at the 8 designated CMHC high-rises. 991 fridges – almost two-thirds of the total possible – were replaced at a value of ~\$744k and at zero cost to LMCH. These new fridges consume 33% less energy on average. Fridges were removed during this program and their refrigerant was also appropriately disposed of.

4) 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 (Boullee, Huron, Marconi, Allan Rush and Pond Mills). This is subject to lease agreement review and acceptability for moving to an ownership model at that time.

Accessibility

1) Kitchen Retrofits: We are currently working with a local contractor and kitchen designer to complete a value engineering exercise as a result of: 1) higher-than-expected pricing received in July, and 2) new equipment electrical costs being higher than originally budgeted. Final review to maintain the original budgets for this project will be completed in Q4.

2) In-Suite Barrier Free Modifications: Since this CMHC program began in 2023, the pace of modifications was slow as the project team staffed up with the required resources to do the work, while legacy LMCH move-out processes remained in place. In Q2 the Capital Team, Property Services and Tenant Services worked collaboratively to improve processes identifying vacant units, debris removal and restoration requirements leading to quicker and more efficient handovers to sub-contractors for modification. The success of these efforts is evident in the table below. Prior to and including Q2, the pace of modifications at that time projected only 58 of 184 (2024 target) unit modifications to be completed by year-end. However, we are now on pace to complete 129 unit modifications, an increase in productivity of 122%. While we project to be short of our 2024 target by 55 units, with this significant increase in process productivity, the shortfall will be made up in 2025, and there is no risk in achieving the remaining annual targets.

CMHC Overview

Property	241 Simcoe	202 McNay	170 Kent	85 Walnut	30 Base Line	580 Dundas	345 & 349 Wharncliffe	Total
Total Unit Modifications (committed to CMHC program)	35	88	65	75	82	20	51	416
Confirmed completed 2023	0	1	0	6	2	0	5	14
Total Committed 2024	20	30	25	30	30	20	29	184
Total Committed 2025	15	30	25	25	30	0	17	142
Total Committed 2026	0	27	15	14	20	0	0	76
Completed to Date	0	1	0	19	4	8	13	45
Current Under Construction	17	17	7	5	2	6	10	64
Startup pending 2024	0	1	3	4	3	5	4	20
Trending for Completion 2024	17	19	10	28	9	19	27	129
2024 Target Remaining	3	11	15	2	21	1	2	55
Confirmed completed in 2024	0	0	0	13	2	8	8	31
Confirmed completed in 2025	0	0	0	0	0	0	0	0
Confirmed completed in 2026	0	0	0	0	0	0	0	0
Current Pace of 2024 Mods, per month, as of November, 2024:	1.6	1.8	1.0	2.6	0.9	1.8	2.5	1.7

Units Completed Each Quarter					
2024		2025		2026	
Q1	2	Q1	0	Q1	0
Q2	1	Q2	0	Q2	0
Q3	20	Q3	0	Q3	0
Q4	8	Q4	0	Q4	0

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 new laundry room equipment lease 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 projects for Boullee, Huron and Pond Mills have been completed. This work included road and parking lot resurfacing, AODA conforming parking spots with ramping and tactile, full and isolated curb replacement, and isolated sidewalk replacements (property specific) were completed to provide smooth and level surfaces per the CMHC agreement. Additionally, basketball courts were resurfaced at Huron and Pond Mills (well received by each of these communities).

The last phase of the Allan Rush repaving project (resurfacing at Barberry and Vinewood parking lots) – made possible with the reallocated funds from the below-budget Marconi project – will be completed by mid-Q4 2024.

2) General Planned Upcoming Projects: The EarthBin project (sustainable and visually appealing garbage disposal units) at Boullee was completed in Q3. A new playground planned for Pond Mills was tendered in late Q3 and is targeted for construction in Q2 2025.

TENANT IMPACT:

Tenant impact varies from project to project. However, every precaution is taken to provide ample information and notice to tenants beforehand. For example, notices of projects are sent to tenants 60 days in advance to provide information on the general impact, anticipated disruptions and 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:

LMCH and the City of London finalized an Amending Agreement (to the original Loan Agreement) with CMHC in Q3, to affect a new monthly draw schedule. Previously draws were on a quarterly basis, negatively impacting LMCH cash flow, now improved via

monthly draws. An updated Tranche schedule has been provided to CMHC which is to be reviewed and revised annually. Interest on the repayable portion of the loan is calculated on actual expenditures and is locked in annually based on cashflow projections (which – going forward – will result in a revised monthly draw schedule).

CMHC Draw Down Status at end of Q3:

Draws 1 – 15 Received	Repayable 61%	\$6,037,493
	Forgivable 39%	\$4,009,877
Draw 16 – Processing	Repayable 61%	\$908,804.62
	Forgivable 39%	\$581,039.02
Total		\$11,771,581.77

Draws 13-15 occurred monthly over Q3, while previous draws occurred quarterly.

LEGAL IMPACT / RISK MANAGEMENT:

- 1) To mitigate additional costs for breaking 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)

Capital Projects – Q3 2024 Report FAR-2024-40 Report

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: Capital Projects – Q3 2024 Report

DATE: November 6, 2024

PURPOSE:

The purpose of this report is to inform the LMCH Board of Directors of the status of the organization's capital projects and provide highlights of the Capital Team's progress over the last quarter.

RECOMMENDATION:

It is recommended that the LMCH Board of Directors receive this report for information and:

- 1) APPROVE the reallocation of \$135,397 from project 2022-0006 Baseline Riser Replacements to project 2022-0004-02 Dundas Electrical Upgrades.
- 2) APPROVE the reallocation of a total sum of \$263,458 from projects 2021-0005, 2021-0006c and 2021-0006 to project 2023-0012 McNay Balcony Restoration.
- 3) APPROVE the reallocation of \$45,286 from project 2022-0003-04 Hale Elevator to project 2022-0008 Penny Lane Windows.
- 4) APPROVE the reallocation of a total sum of \$180,136 from projects 2022-0003-01 and 2022-0003-05 to project 2021-0008 Limberlost Paving.
- 5) APPROVE the reallocation of *\$95,000 from project 2022-0003-06 William Elevator* to project 2024-0027 Universal Accessibility Upgrades.
- 6) APPROVE the reallocation of *\$5,525 from project 2022-0003-06 William Elevator* to project 2022-0003-07 Dorchester Elevator.
- 7) AUTHORIZE LMCH staff to take the necessary steps to give effect to the above recommendations.

Reason for Recommendation #1:

Upgrading the main electrical panels at 580 Dundas is 80% complete at the time of writing this report. The main fire pump was to be replaced like for like due to its age. Upon further investigation and testing it became apparent that the existing fire pump is severely undersized and would need to be replaced with a larger one to meet today's

fire code. The new cost to replace the fire pump is \$57,000. Also, an unplanned power outage of over two days is now required. To minimize disruption to tenants a large flatbed generator will be added to project costs. The planned power outage would then be reduced to 4 hours on the first day and less than 8 hours on the second day while the new electrical panel is hooked up and energized and the fire pump replaced. The cost of the flatbed generator rental and extra security (outside above-ground power cables running from the parking lot to the building) have created an overall shortfall of approximately \$90,000. Reallocating the remaining unused budget of \$135,397 from the Baseline Riser Replacements project will cover all cost overages along with ~\$45,000 for contingency if required. With respect to the Baseline project, these funds are available for reallocation as remedial work has occurred (silica water treatment) to reduce risk of leakage. Further risk reduction measures (e.g. actual riser replacement or epoxy coating) will be taken in future budget years if the risk/reward balance is acceptable.

Reason for Recommendations #2:

In early 2023 LMCH began a project to repair and replace balconies at McNay. The project was awarded to Durmus group for an initial contract value of \$556,250 on a budget of \$653,574. However, because the condition of concrete cannot be accurately evaluated until destructive testing is completed, the construction contract was based on a consultant's best guess on the quantity of repairs. Unfortunately, once construction began, it was determined that more repairs were needed than initially expected. This resulted in change orders to account for the quantity variations. These change orders lead to final total project costs of \$917,032. Board approval to accept the increase in costs was received in December 2023 as per report FC-23-56. That report, however, did not identify where funds were to be reallocated from. The total shortfall of \$263,458 can be covered by the under-budget amounts of:

- \$78,038 in project 2021-0005 Fire Systems Review,
- \$89,547 in project 2021-0006c Roofing Studies, and
- \$95,873 in project 2021-0006 William Roof Replacement.

Reason for Recommendations #3:

The window and door replacement project at Penny Lane received an initial budget allocation of \$400,000. In the summer of 2023, the construction contract was awarded to A1 Unique Restoration for just over \$394,000 on a budget of \$400,000. The project required minor changes (5%) to the initial contract value during construction. While the initial project budget allocation was very close to the construction contract, when the cost of engineering and contract administration were added, spending on the project totaled \$445,286. The shortfall of \$45,286 can be covered by the excess budget amount in project 2022-0003-04 Hale Elevator, which was successfully completed under budget.

Reason for Recommendations #4:

In the summer of 2023, the challenges experienced with the repaving project at Limberlost – which resulted in that project being over budget by \$180,136 – were addressed in Staff Report FC-2023-0048. Board approval to reallocate funds was received as part of that report, however, a mistake was made in the project to be used as a source of funds. Transferring funds from project 2021-0026 Appliance Purchases was recommended, however the City of London (COL) funding source for that project (PD261819) was different from the Limberlost project funding source (LMH2619), and it is a best practice that each project is funded from a single COL source account. As a result, the transfer of funds at that time did not happen. The total shortfall of \$180,336 can be covered by the under-budget amounts of:

- \$80,136 in project 2022-0003-01 Baseline Elevator, and
- \$100,000 in project 2022-0003-05 Dundas Elevator.

Reason for Recommendation #5:

Since 2023, LMCH has allocated \$150,000 annually to carry out requested modifications required for tenants who have submitted a “Unit Modification Requests Form – Medical” via their physician or medical care provider. The ability to predict or restrict these expenses is difficult, as they are random, yet increasing in frequency due in part to word-of-mouth, especially within senior buildings. In 2022, over \$263,000 was expended for these types of requests. In mid-2023, a more structured approach was enacted for approval of requests focusing on accepted AODA guidelines. As a result, total spending for 2023 was \$142,095. However, due partly to a backlog of valid 2023 requests to fulfill, at the time of writing this report, it is projected that 2024 spending on Universal Accessibility Upgrades will be \$245,000 by year-end (\$147k expenditure to date plus \$98,000 additional expenditure required). The shortfall of \$95,000 can be covered by a portion of the total below budget amount of \$210,814 in the William Elevator project.

Reason for Recommendation #6:

In 2020, KJA Consultants conducted a detailed inspection of elevators and associated machine rooms at William and Dorchester sites. Recommendations from that inspection were to replace major equipment components as they were out of date and nearing end of life, and to upgrade interior cab finishes to meet accessibility standards. A budget of \$167,820 was estimated for Dorchester and \$474,000 was estimated for William Street by Rooney Irving & Associates. The difference in estimates at that time was believed to be due to the building height differences between Dorchester (2-storey) and William (7-storey). However, both projects were completed with minimal challenges encountered and came in at \$173,345 and \$243,786 for Dorchester and William respectively. As a result, Dorchester was slightly over budget (\$5,525) and William was significantly below budget (\$210,814). The shortfall of \$5,525 for Dorchester

can be covered by a portion of the total below budget amount of \$210,814 in the William Elevator project.

BACKGROUND:

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

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

Summary Reasoning for the Approach Resulting in Reallocation Recommendations 1-6:

The Capital Team continues to work towards greater use of all Yardi CM features to achieve the ***forementioned alignment***. One benefit of this approach is a greater line of sight to project contingencies. But before a total contingency amount can be determined with confidence, effort must be made to review and confirm all project statuses and reduce the amount of significant budget overages by reallocating significant and known project underages. This will make it easier to manage the remaining projects in the overall review and analysis to identify the total contingency dollars available for new projects. That is, once existing major project deficits are mitigated by available dollars for reallocation, the net remaining contingency dollars can be identified with confidence and will be brought forward to the FAR Committee with a recommendation to establish a budget for new projects.

The recommendations made in this report to reallocate budget dollars – the majority of which come from below-budget projects to over-budget projects – are summarized as follows:

PM Requesting	Reco #	Reallocate From		Reallocate To		Total \$ Request
		Project #	\$	Project #	\$	
Bill L.	1	2022-0006	135,397	2022-0004-02	135,397	135,397
Trevor W.	2	2021-0005 2021-0006c 2021-0006	263,458	2023-0012	263,458	488,880

	3	2022-0003-04	45,286	2022-0008	45,286	
	4	2022-0003-01 2022-0003-05	180,136	2021-0008	180,136	
Terry M.	5	2022-0003-06*	95,000	2024-0027	95,000	100,525
	6	2022-0003-06*	5,525	2022-0003-07	5,525	
\$ Totals			724,802		724,802	724,802

* William Elevator project total below budget dollars available = \$210,814

Some of the requested budget dollars to reallocate to other projects, shown in the above table, are drawn from projects that have an existing project status of "Cancelled". In subsequent quarterly reporting, a summary listing of Cancelled projects will be provided with reasons for cancellation or deferral. We are currently reviewing the risk level associated with Cancelled (or deferred) projects to determine the need to proceed with this work in a future budget year, or to cancel outright and deliver alternate solutions.

Capital Project Status Review (Q3)

The following tables present project data, as a result of continuing Capital Team efforts over the last quarter to utilize more Yardi features. Since the last quarterly update to the FAR Committee, the Capital Team together with Finance, agreed to the following Project Status definitions:

- Pending → needs board approval
- Approved → Board-approved
- Rejected → The board didn't approve
- Cancelled → was approved prior but a decision was made to not proceed with the project at this time
- In-progress → PM is assigned
- Completed → PM work is done; substantial completion certification
- Closed → holdback and invoices 100% paid; warranty period is over

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 "Pending" to "Closed") in real-time. When this goal is attained, it will allow LMCH to identify contingency dollars more accurately and in a more timely manner.

Project Year:	20	21	22	23	24	Totals			
Status									
Pending	0	0	0	0	0	0			
Approved	5	51	9	3	16	84			
Rejected	0	0	0	0	0	0			
Cancelled	8	15	7	9	0	39			
In-progress	2	12	3	26	18	61			
Completed	25	39	17	11	3	95			
Closed	0	1	1	0	0	2	Net Ongoing Projects*	Total Budget (\$)	Average Budget per Project (\$)**
Totals	40	118	37	49	37	281	145	\$ 137,361,775	\$ 947,323
Budgeted	\$ 4,071,867	\$ 77,109,444	\$ 6,621,890	\$ 8,265,574	\$ 41,293,000	\$ 137,361,775	*Projects with "Pending", "Approved" and "In-progress" status.		
Committed	\$ 3,547,888	\$ 49,256,866	\$ 6,104,194	\$ 3,089,951	\$ 2,214,611	\$ 64,213,510	**Based on Total Budget / Net Ongoing Projects		

Project Year:	20	21	22	23	24	Totals			
Status									
Pending	0	0	0	0	0	0			
Approved	5	51	9	3	15	83			
Rejected	0	0	0	0	0	0			
Cancelled	8	15	7	9	0	39			
In-progress	2	11	3	26	18	60			
Completed	25	39	17	11	3	95			
Closed	0	1	1	0	0	2	Net Ongoing Projects*	Total Budget (\$)	Average Budget per Project (\$)**
Totals	40	116	36	49	36	279	143	\$ 74,861,775	\$ 523,509
Budgeted	\$ 4,071,867	\$ 47,109,444	\$ 6,621,890	\$ 8,265,574	\$ 8,793,000	\$ 74,861,775	*Projects with "Pending", "Approved" and "In-progress" status.		
Committed	\$ 3,547,888	\$ 23,172,103	\$ 6,104,194	\$ 3,089,951	\$ 1,488,876	\$ 37,403,012	**Based on Total Budget / Net Ongoing Projects		

Project Year:	20	21	22	23	24	Totals			
Status									
Pending	0	0	0	0	0	0			
Approved	4	1	9	3	15	32			
Rejected	0	0	0	0	0	0			
Cancelled	8	15	7	9	0	39			
In-progress	2	6	3	26	18	55			
Completed	25	22	17	11	3	78			
Closed	0	0	1	0	0	1	Net Ongoing Projects*	Total Budget (\$)	Average Budget per Project (\$)**
Totals	39	44	36	49	36	205	87	\$ 33,616,647	\$ 386,398
Budgeted	\$ 4,071,867	\$ 5,864,316	\$ 6,621,890	\$ 8,265,574	\$ 8,793,000	\$ 33,616,647	*Projects with "Pending", "Approved" and "In-progress" status.		
Committed	\$ 3,547,888	\$ 4,818,782	\$ 6,104,194	\$ 3,089,951	\$ 1,488,876	\$ 19,049,691	**Based on Total Budget / Net Ongoing Projects		

For information purposes, the 55 total projects currently showing as "In progress" in the table above, are listed below by budget year.

In-progress Projects by Budget Year

20	21	22	23	24
Walnut generator replacement	Kent Generator	Various Sites Asphalt Restoration	York Roofing Replacement	Commissioners Replacement Awning
Asbestos Reassessment	Dorchester Elevator	Dundas Electrical Upgrades	Albert Elevator	Commissioners Roof Replacement
	Baseline Elevator	William Electrical Upgrades	Albert Lobby Redesign	Albert Boiler Replacement
	Walnut Lobby Upgrades		Albert Stairwell Door	Albert St Laundry Room Relocation
	William Elevator		Berkshire Elevator Modernization	Kent Mechanical Room Upgrades
	Boulee Exterior Lighting		McNay Distribution Panel	Cairn Roof Replacement
			McNay Elevator	Baseline Control Valve Replacement
			McNay Electrical Room Equipment	345 Wharncliffe Elevator Mod
			Dorchester Repave Parking Lot	349 Wharncliffe Elevator Mod
			Simcoe Heating Panel	William Boiler Replacement
			Simcoe Stairwell Door	Asbestos Abatement
			345 Wharncliffe Distribution Panel	Various Sites Asphalt Repair and Replace
			345 Wharncliffe Electrical Room Equipment	Various Sites Back Yard Redesigns
			349 Wharncliffe Distribution Panel	Various Sites Common Area Upgrades
			349 Wharncliffe Generator	Mold Abatement
			349 Wharncliffe Electrical Room Equipment	Unit Modernization - Capital
			Hale Distribution Panel	Universal Accessibility Upgrades
			Walnut Elevator	General Contingency
			Bella Window	
			Boulee Repairs Sunken Steps	
			Huron Site Lighting Upgrade	
			Allan Rush Repair Chimneys	
			Various Building Envelope Study	
			Various Family Sites Backyards	
			Oxford Distribution Panel	
			Oxford Elevator Modernization	

Q3 Capital Project Update

Contracts Awarded	Tenders Issued (planned for award in Q4/24 or Q1/25)	Substantial Completion Achieved
Kent St Mechanical room refinishing → ~\$20k total across multiple vendors	Parking lot upgrades at County sites (going back out to tender in Dec and limiting SOW to York and Ellen St)	Walnut generator upgrade
Dorchester parking lot repave → \$63,941	Allan Rush chimney repairs (going back out to tender in Nov)	Dorchester exterior door replacements (common areas)
York roof replacement → \$66,015	Boullee front door stoop steps repair (going back out to tender in Nov)	Boullee outdoor lighting
Electrical study for Simcoe, Hale, McNay, Oxford, 345 and 349 Wharnccliffe → \$44,880	Albert St Laundry room relocation	William St elevator
Elevator engineering and design for McNay, Oxford, Berkshire, Walnut, 345 and 349 Wharnccliffe → \$54,579	Building automation system (BAS for either all hi-rise buildings, or one hi-rise proof of concept)	Bella St eaves and downspouts
Commissioners roof replacement → \$547,699	HVAC maintenance on hi-rise buildings' major equipment	
	Albert St. Boiler Replacements	
	William St. Boiler Replacements	
	Boullee St. CCTV project	
	Boullee St. Building Envelope repairs/replacement (Consultant)	

PREPARED and SUBMITTED BY:
John Krill Director, Asset Renewal

**2025 Operating Budget – Revised
STAFF REPORT 2024- 31**

TO: LMCH Board of Directors
FROM: Bushra Walji, Finance Manager
SUBJECT: 2025 Operating Budget – Revised
DATE: November 14, 2024

PURPOSE:

To Receive and Approve the LMCH 2025 Operating Budget.

RECOMMENDATION:

That the LMCH Board of Directors:

1. **APPROVE** the revised 2025 Operating Budget totaling \$32,591,587, including \$18,857,064 in City of London funding.
2. **Request** that LMCH staff review and recost the 2025 Operating Budget in Q1 2025 to reflect the unaudited 2024 year-end actuals along with any additional unfunded cost pressures that will require Board approval.
3. Recommend approval of this contract award to the LMCH Board of Directors.
4. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.
5. **RECOMMEND** LMCH review the budget results in Q1 2025 and investigate options to access additional funding from the Province, from its various income support programs.

BACKGROUND:

The LMCH Board previously approved the 2025 Provisional Operating Budget in February 2024, subject to re-costing of revenue and expenditure based on the 2024 actual expenditures, year-end projections, and future financial information updates. LMCH completed this re-costing based on the third quarter results for 2024 and the outlook for 2025. LMCH recosted the 2025 operating budget increased by \$789,832 (2.4%) to \$33,402,120 including the City of London subsidy of \$18,857,064. The significant increase in various expenditure categories requires that thorough due diligence be completed before it is brought back to the committee for approval.

2025 Revised Operating Budget

LMCH revised 2025 Operating Budget at \$32,591,587 including the City of London subsidy of \$18,857,064. The total budget increased by \$1,362,879 (4.2%) compared to 2024 year-end projections. The city subsidy also reflects \$1,388,000 in city funding

received post-approval of the provisional budget in February 2024 for developing a new building operating model that will transition away from contracted services for building cleaning and provide these services with LMCH staff and increase the staff presence at buildings that supports improved service and responsiveness to tenants.

The changes in the operating budget as compared to 2024 projections in major categories are explained below –

- **Revenue** – Net increase of \$1,629,118 (5.0%) is due to increases in operational funding of \$2,075,776 from the City, increased rent revenues of \$64,487 and higher tenant recoveries of \$65,478 offset by higher bad debt provisions by \$258,481, lower Sundry revenues by \$167,274 and lower interest earnings on deposits of \$155,719 compared to year-end projected figures of 2024.
- **Salaries, Wages and Benefits** – The increase in budget by \$1,507,081 (14.2%) to a total of \$10,640,324 reflects the addition of additional FTEs as a result of the redesign of the LMCH cleaning program. By investing in this function, the corporation plans to reset the cleaning service standards and monitor to ensure that the level of building cleanliness improves where needed. Further, these additional staff will be able to support minor maintenance issues for tenants, support integrated pest management and provide improved vendor oversight. The hiring of additional staff will start early next year to support a timely rollout.
- **Maintenance, Materials & Services** – The budget for this category decreased by \$408,973 (6.4%) to a total of \$6,417,838. The net changes are primarily a result of lower budgeted costs across the program including a significant reduction in contracted cleaning services. This program will be reviewed further to ascertain that the budget amounts will be able to sustain the level of maintenance support required for the infrastructure.
- **Property & Utilities** – the property budget decreased by \$43,533 (0.6%). This is one area where the budget estimates need further review. The figures are not consistent with annual adjustments for approved municipal tax increases of 6.7% and an inflationary increase in Insurance costs of 5.0%. The utilities budget increased by \$174,891 (3.4%) primarily from inflationary increases in cost for Hydro, Water heater rentals and Water.
- **Administration** – increases in administration budget of \$127,258 (5.4%) for a total budget of \$2,371,806 are from including a provision of \$150,000 for additional legal costs that may be incurred in support of LMCH’s contractual obligations on

the cleaning program and any payouts from the termination of that contract; higher costs for safety equipment and clothing, employee mileage and other onboarding costs with the addition of new staff in 2025.

LMCH is committed to managing its budget prudently to ensure funds are directed at areas where the greatest positive impact is achievable.

Attachments: APPENDIX 1: 2025 Revised Operating Budget

SIGNATURE:

PREPARED BY:	RECOMMENDED BY:
BUSHRA WALJI, FINANCE MANAGER	PAUL CHISHOLM, CEO

APPENDIX 1: 2025 Revised Operating Budget						
	Provisional Budget Approved by BOD		REVISED 2025	Projected Year-end	Change from Year-end Projection	%age Change
	2025 Budget	BC 22	Budget	2024		
REVENUE						
RENT REVENUES	14,162,402		14,162,402	14,096,915	65,487	
TENANT RECOVERIES	141,624		141,624	76,146	65,478	
NET BAD DEBT WRITE OFF	-991,368		-991,368	-732,887	-258,481	
ANTENNA LICENSES	173,190		173,190	169,339	3,851	
INTEREST	30,000		30,000	185,719	-155,719	
SUNDRY & OTHER REVENUE	218,675		218,675	385,949	-167,274	
MUNICIPAL BASE FUNDING	17,469,064	1,388,000	18,857,064	16,781,288	2,075,776	
TOTAL REVENUE	31,203,587	1,388,000	32,591,587	30,962,469	1,629,118	5.0%
OPERATING EXPENDITURES						
SALARIES, WAGES & BENEFITS	9,066,359	1,573,965	10,640,324	9,133,243	1,507,081	14.2%
TENANT SERVICES	971,311	0	971,311	965,156	6,155	0.6%
MAINTENANCE, MATERIALS & SERVICES						
ROOFING	46,715		46,715	43,368	3,347	
BUILDING GENERAL	1,425,704		1,425,704	1,288,536	137,168	
CLEANING	1,075,550	-450,000	625,550	985,765	-360,215	
PEST CONTROL	773,066		773,066	927,885	-154,819	
ELEVATORS	128,547		128,547	209,856	-81,309	
ELECTRICAL	160,684		160,684	234,887	-74,203	
EQUIPMENT	42,849		42,849	52,665	-9,816	
LANDSCAPING & PARKING LOT MTCE.	237,166		237,166	301,974	-64,808	
MOLD	66,279		66,279	8,877	57,402	
SNOW REMOVAL	868,000		868,000	651,574	216,426	
LIFE SAFETY SYSTEMS	321,368		321,368	294,883	26,485	
HEATING & VENTILATION	221,371		221,371	331,277	-109,906	
PLUMBING	580,596		580,596	649,735	-69,139	
PAINTING	400,654		400,654	479,520	-78,866	
VANDALISM	74,731		74,731	42,820	31,911	
WASTE REMOVAL	428,490		428,490	314,524	113,966	
SUNDRY MATERIALS & SERVICES	16,068		16,068	8,665	7,403	
TOTAL MAINTENANCE, MATERIALS & SERVICES	6,867,838	-450,000	6,417,838	6,826,811	-408,973	-6.4%
UTILITIES						
ELECTRICITY	1,730,939		1,730,939	1,672,405	58,534	
WATER HEATER RENTAL	260,270		260,270	186,234	74,036	
WATER	1,735,182		1,735,182	1,692,861	42,321	
NATURAL GAS	1,380,000		1,380,000	1,380,000	0	
ENERGY SAVINGS REBATE	0		0	0	0	
TOTAL UTILITIES	5,106,391	0	5,106,391	4,931,500	174,891	3.4%
PROPERTY						
INSURANCE	1,300,000		1,300,000	1,311,924	-11,924	
MUNICIPAL TAXES	5,683,917		5,683,917	5,715,526	-31,609	
TOTAL PROPERTY	6,983,917	0	6,983,917	7,027,450	-43,533	-0.6%
ADMINISTRATION						
CORPORATE						
FINANCE	99,800		99,800	94,083	5,717	
HR	189,500	53,815	243,315	173,869	69,446	
L&C	320,000	150,000	470,000	313,460	156,540	
OFFICE	516,292		516,292	488,150	28,142	
OTHER	74,000		74,000	69,343	4,657	
	1,199,592	203,815	1,403,407	1,138,905	264,502	
TRANSPORTATION & COMMUNICATION						
TELECOM	223,500	20,000	243,500	353,456	-109,956	
TRAVEL & TRANSPORTATION	99,059	20,219	119,278	128,728	-9,450	
OTHER	8,000		8,000	7,949	51	
	330,559	40,219	370,778	490,133	-119,355	
SUPPLIES & EQUIPMENT						
EQUIPMENT	26,303	20,000	46,303	27,984	18,319	
OTHER	551,318		551,318	587,526	-36,208	
	577,621	20,000	597,621	615,510	-17,889	
TOTAL ADMINISTRATION	2,107,772	264,034	2,371,806	2,244,548	127,258	5.4%
TOTAL OPERATING EXPENDITURES	31,103,587	1,388,000	32,491,587	31,128,708	1,362,879	4.2%
EXTRAORDINARY LOSS	100,000	0	100,000	127,251	-27,251	
NET SURPLUS (DEFICIT) FROM OPERATIONS	0	0	0	-293,493	293,493	

Reimagine Southdale – Q3 2024 Report
STAFF REPORT 2024- 32

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: Reimagine Southdale – Q3 2024 Report

DATE: November 14, 2024

PURPOSE:

This report is to provide an update to the LMCH Board of Directors on the Reimagine Southdale project.

RECOMMENDATION:

It is recommended that the LMCH Board of Directors :

- 1) **RECEIVE** this report for information.
- 2) **APPROVE** the reallocation of \$159,000 from the Separate Electrical Meters budget line item to the Playground Equipment budget line item.
- 3) **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

Reason for Recommendation #2:

Refer to the table shown in "Construction Budget Status to end of September / 24". The ***Separate Electrical Meters*** line-item original budget of \$159k is now not required as sub-meters are provided at no charge to LMCH. In Q3, bids to supply and install ***Playground Equipment*** were received in the \$260-280k range, however this line-item was originally budgeted too low at \$180k. It is recommended that approval be given to reallocate the full amount of \$159k in ***Separate Electrical Meters*** to ***Playground Equipment***, bringing the total budgeted funds for this line-item to \$339k. This amount will ensure that all costs are covered with a healthy buffer for contingencies.

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 FAR Staff Report 2023-51.

Q3 PROJECT UPDATE:

Phase 1 Construction Progress and Related Updates:

Exterior: Superstructure of the building to the roof is 100% completed. Window and exterior waterproofing membrane installations are underway.

Interior: Mechanical and Electrical rough-ins are underway.

73 of 103 townhouses have been re-clad with new metal siding.

103 townhouses have received a new concrete main entry sidewalk and exterior façade entry wall tile.

LMCH has entered into a contract with Power Stream Energy Services (PSE an Alectra company) for Electrical Sub-Metering services. PSE was selected as the best option for this service with respect to tenant needs and financial impact. Currently coordinating installations between GC and PSE.

LMCH is currently working with one of our regular vendors to develop a SOW for CCTV/telecom services on-site. The goal is to ensure the appropriate level of site safety meeting tenant safety needs and enhancing LMCH operating efficiency, providing all the required infrastructure for office staff on site, common area, and exterior site security. Of note, both Bell and Rogers infrastructure is available on site, providing greater tenant telecom options/choices (both offer special rates for low-income households).

With regards to Laundry Services, Sparkle was selected as the LMCH service provider for all LMCH sites, and LMCH is working with them to provide washer/dryer services and

card/coin payment options for tenants. A payment kiosk for card top-up will be provided in the building lobby.

Parcel One will be providing package delivery locker storage (e.g. for Amazon and other delivery services) to mitigate theft. This multi-locker storage facility will be located in the lobby by the main entrance right next to the building's Canada Post mailboxes.

The building's Appliance Requirements RFP closed on October 15, 2024. One bid was received. This bid and the process to solicit additional appliance supply quotes is currently under review by LMCH team members representing Tenant Services and Property Services.

Furniture requirements are to be addressed next (e.g. common area, and office staff).

Organic waste disposal requirements are being addressed within the framework of the City of London's Green Plan, taking into account space needs for bins, pickup criteria, etc.

Jackman Construction is currently 2 weeks ahead of schedule on the new build, having completed 100% of the superstructure, with 60% of the schedule expired. Building top-off (roof structure completed) was completed in September 2024, with the expectation of the building being weather-tight (roof membrane completed) by the end of October 2024. All indications are that Jackman Construction will achieve substantial completion by June 2025 and an occupancy permit from the City of London approximately 4 weeks later.

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.

City of London approval was achieved for Phase 2 minor zoning variance (Zoning Bylaw Amendment – ZBA) as the ground floor occupancy has changed to include more office space. Site Plan Approval (SPA) documentation for Phase 2 has been issued to the City of London for approval, as of the writing of this report. Planning and coordination efforts are underway to vacate 25 townhouse units (22 were tenant occupied and 3 were being used by LMCH or a partner agency) by year end to make ready for demolition. Securing tenant relocations is key. Additionally, we are working to secure temporary accommodation for the London Community Chaplaincy (LMCH/Partner) and staff for a 6-month period while awaiting occupancy of the Phase 1 building.

Phase 2 Pre-construction Milestones Schedule:

Milestone	Start Date	Delivery Date
Board Approval of Architect CGS	June 20 th 2024	
Zoning Bylaw Amendment	Approved	
Site Plan Approval (SPA) documentation to COL (noise and vibration study outstanding)	October 21, 2024	March / 25
Additional Funding (CMHC) Application documentation for submission (ESA critical path, and class-B estimates)	September / 24	November / 24
Tenants Vacate Townhouses Slated for Demo	July / 24	December / 24
Demolition Permit	January / 25	March / 25
Foundation Building Permit	March / 25	April / 25
RFQ 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 estimated and based upon the timing experienced in Phase 1. A key milestone – Site Plan Approval (SPA) documentation to COL – was met on October 21st. It should be noted that in submitting our SPA documentation we bypassed the “consultation step” which had previously been part of the process of applying for SPA. As a matter of fact, we are the first entity to take advantage of this bypass now offered by the COL Building Department. We did so, as a calculated risk to fast-track approval of Phase 2. The risk from our perspective is low, in that we engaged in the consultation step during the Phase 1 SPA process. And since Phase 2 is a mirror image of Phase 1, any input derived from consultation has already been received.

TENANT IMPACT:

Early on, LMCH recognized that consistent tenant communication and engagement are crucial throughout this regeneration project. To support this, LMCH created a communication strategy and plan to guide key messaging, engage with tenants and gather feedback for the project. Important elements of the plan are grounded in the goals of the project. Key audiences have been identified and community engagement to gather feedback is ongoing. Notices are issued regularly to tenant mailboxes to keep the information pipeline current. One such notice currently in development is with respect to construction noise by-law requirements, letting tenants know that construction is continuing on weekends to ensure the project is completed on time.

LMCH has made a clear commitment to residents of the Southdale community to support each family impacted by regeneration. Fair and effective tenant relocation and resettlement considers the special circumstances of each household impacted by the Reimagine Southdale project. This commitment – delivered successfully in Phase 1 – is

continuing in Phase 2 as we relocate tenants/families from the 22 affected townhouse units to other LMCH accommodations. The following table provides a status update of tenant relocations.

Status	Count	Rent Ready Offers	Accepted Offers	Comments
Vacated	10			
Occupied (offered alternative housing at Southdale)	6	3		
Occupied (offered alternative housing elsewhere)	6	2	1 (RR)	2 Pond Mills 2 Huron 1 Baseline 1 Marconi
Chaplaincy	2			
LMCH office	1			

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 for regeneration work including Phase 1 of Reimagine Southdale. Total projected spend is expected to be \$29.4M to bring Phase 1 to completion.

At the end of September 2024, total project spending is approximately **43%** of budget. The majority of this expenditure has been for GC construction costs, which are at the end of September 2024, approximately **44%** of budget. This pattern of expenditure meets expectations for a project of this size at 100% superstructure complete and **60%** of timeline expired, indicating no risk to schedule or future budgeted expenditures.

Construction Budget Status to end of September / 24:

DESCRIPTION	PHASE 1 Budget	Spent to Date (End of Sept., 2024)	Remaining
Soft Cost - CGS - Prime Architect and sub consultants	\$ 1,056,921.63	\$948,882.60	\$108,039.03
Soft Cost - Consultants and LMCH Salary's	\$ 857,962.16	\$738,962.56	\$118,999.60
COL Planning and Permit Fees	\$ 1,268,441.42	\$74,693.00	\$1,193,748.42
Expeditures prior to March 2021 (Prior to SR Start Date at LMCH)	\$ 292,228.00	\$292,228.00	\$0.00
Construction Cost (GC) new build and renovations	\$ 23,804,400.00	\$10,580,456.90	\$13,223,943.10
Contingency Construction (Change Orders)	\$ 1,190,220.00	-\$138,461.67	\$1,328,681.67
Effective HST - 1.7602%	\$ 419,005.05	\$186,237.20	\$232,767.85
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	\$2,350.97	\$2,649.03
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	\$12,698,153.67	\$16,709,024.59

Change Orders to the end of September 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
10	\$9,766.29
11	\$278.50 (Credit)
12	\$58,541.47
13	\$2,312.92
14	\$17,692.00
15	\$8,214.84
16	\$14,820.51
17	\$11,942.99
Total Change Orders to end of September / 24	\$138, 461.67 (Credit)
Total Construction Value (Jackman Construction)	\$23,804,400.00

Invoiced to Contract to end of September / 24	\$10,580,456.90
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Total change orders spend to-date is still in a credit position due to the earlier change order credit for removal of siding SOW on townhome blocks to be demolished. The value of additional change orders expected for the remainder of the project will not exceed the approximate \$1.33m total in contingencies plus change order credit balance noted at the end of Q3.

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

ATTACHMENTS:

Appendix A – Change Orders Detail



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CHANGE ORDER

Project: Reimagine Southdale – Phase 1 Change Order number: **01**
Owner: LMCH Date: Nov 28, 2023
Contractor: Jackman Construction Ltd. Reference number(s): **PCO #1, PCO #2, PCO #3**

Pursuant to paragraph 6.2.2 of GC 6.2 □ CHANGE ORDER in CCDC 2 □ 2008, the following is an amendment to the Contract stating the agreement between the Owner and the Contractor upon a change in the Work and the adjustments in the Contract Price and Contract Time.

Description: Tree Removals, Elevator Divider Beam, and Demolition Salvage Items

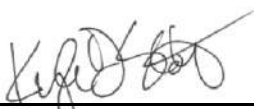
- 1. Changes as per PCO #1 – costs associated with the supply of labour, materials and equipment for landscape revisions due to adjustments to the tree protection / removal requirements based on site conditions and Owner requests. **\$20,284.86**
- 2. Changes as per PCO #2 - costs associated with the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

TOTAL: \$21,585.84

The Contract Price is increased/decreased by the sum of \$ \$21,585.84
The Contract Time is increased/decreased by 0 Working Days

Recommended by the Consultant

Kyle Slote, OAA, Principal
name and title of person signing


signature

November 28, 2023
date





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CHANGE ORDER

Project: Reimagine Southdale – Phase 1 Change Order number: **02**
 Owner: LMCH Date: Jan 16, 2024
 Contractor: Jackman Construction Ltd. Reference number(s): **PCO #4 & #5**

Pursuant to paragraph 6.2.2 of GC 6.2 □ CHANGE ORDER in CCDC 2 □ 2008, the following is an amendment to the Contract stating the agreement between the Owner and the Contractor upon a change in the Work and the adjustments in the Contract Price and Contract Time.

Description: Elevator Shaft Size Revisions & Waterproofing

- 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 elevator manufacturer carried by the Contractor. **\$150.92**
- 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

The Contract Price is increased/~~decreased~~ by the sum of \$4,375.92

The Contract Time is increased/~~decreased~~ by 0 Working Days


Recommended by the Consultant

Kyle Slote, OAA, Principal
name and title of person signing


signature

January 16, 2024
date

Approved by the Owner


name and title of person signing

Scott Robertson
 London & Middlesex
 Community Housing
 Date: 16 Jan 2024

signature

date

Approved by the Contractor

name and title of person signing

signature

date





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CHANGE ORDER

Project: Reimagine Southdale – Phase 1 Change Order number: **03**

Owner: LMCH Date: Jan 23, 2024

Contractor: Jackman Construction Ltd. Reference number(s): **PCO #7, SI #5**

Pursuant to paragraph 6.2.2 of GC 6.2 □ CHANGE ORDER in CCDC 2 □ 2008, the following is an amendment to the *Contract* stating the agreement between the *Owner* and the *Contractor* upon a change in the *Work* and the adjustments in the *Contract Price* and *Contract Time*.

Description: Concrete Piers, Footings & Elevator Lintels

- 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.

\$5,789.61

TOTAL: \$5,789.61

The *Contract Price* is increased/~~decreased~~ by the sum of \$5,789.61

The *Contract Time* is increased/~~decreased~~ by 0 *Working Days*

Recommended by the Consultant

Kyle Slote, OAA, Principal

name and title of person signing


signature

January 23, 2024

date

Approved by the Owner



Scott Robertson
London & Middlesex
Community Housing
Date: 23 Jan 2024

name and title of person signing

signature

date

Approved by the Contractor

name and title of person signing

signature

date





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CHANGE ORDER

Project: Reimagine Southdale – Phase 1 Change Order number: **04**

Owner: LMCH Date: Feb 20, 2024

Contractor: Jackman Construction Ltd. Reference number(s): **PCO #9, #14 & #17**

Pursuant to paragraph 6.2.2 of GC 6.2 □ CHANGE ORDER in CCDC 2 □ 2020, the following is an amendment to the Contract stating the agreement between the Owner and the Contractor upon a change in the Work and the adjustments in the Contract Price and Contract Time.

Description: Entry Light Fixtures, Glazing Specification, and ACM Abatement at Townhouse Window Caulking

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

The Contract Price is ~~increased~~/decreased by the sum of \$43,535.60

The Contract Time is increased/~~decreased~~ by 0 Working Days

Recommended by the Consultant

Kyle Slote, OAA, Principal

name and title of person signing


signature

February 20, 2024

date

Approved by the Owner



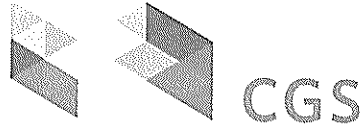
Scott Robertson
London & Middlesex
Community Housing
Date: 20 Feb 2024

name and title of person signing

signature

date





CHANGE ORDER

Project: Reimagine Southdale – Phase 1 Change Order number: **05**
Owner: LMCH Date: Mar 26, 2024
Contractor: Jackman Construction Ltd. Reference number(s): **PCO #6, PCO #12, PCO #16, PCO #18, PCO #19**

Pursuant to paragraph 6.2.2 of GC 6.2 □ CHANGE ORDER in CCDC 2 □ 2020, the following is an amendment to the Contract stating the agreement between the Owner and the Contractor upon a change in the Work and the adjustments in the Contract Price and Contract Time.

Description: Rebar Adjustment, Existing Wall Pack Re-Feed, Garbage Chute M & E Coordination, Existing Parking Changes, Feeder Size, and Circuit Breaker Size

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





CHANGE ORDER

Project: Reimagine Southdale – Phase 1 Change Order number: **06**
 Owner: LMCH Date: May 2, 2024
 Contractor: Jackman Construction Ltd. Reference number(s): **PCO #22, RFI #70**

Pursuant to paragraph 6.2.2 of GC 6.2 □ CHANGE ORDER in CCDC 2 □ 2020, the following is an amendment to the Contract stating the agreement between the Owner and the Contractor upon a change in the Work and the adjustments in the Contract Price and Contract Time.

Description: Grading + Existing SAMH Height, Alternate MUA

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


TOTAL: -\$4,187.50

The Contract Price is ~~increased~~/decreased by the sum of \$4,187.50

The Contract Time is increased/~~decreased~~ by 0 Working Days

Recommended by the Consultant

Kyle Slote, OAA, Principal
name and title of person signing


signature

May 2, 2024
date

Approved by the Owner

name and title of person signing


signature

Scott Robertson
 London & Middlesex
 Community Housing
 Date: 02 May 2024

date

Approved by the Contractor

name and title of person signing

signature

date





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CHANGE ORDER

Project: Reimagine Southdale – Phase 1 Change Order number: **07**

Owner: LMCH Date: May 15, 2024

Contractor: Jackman Construction Ltd. Reference number(s): **PCO #08, PCO #10R1, PCO #15, PCO #24, PCO #26, PCO #35**

Pursuant to paragraph 6.2.2 of GC 6.2 □ CHANGE ORDER in CCDC 2 □ 2020, the following is an amendment to the *Contract* stating the agreement between the *Owner* and the *Contractor* upon a change in the *Work* and the adjustments in the *Contract Price* and *Contract Time*.

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**





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- 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

The *Contract Price* is increased/~~decreased~~ by the sum of \$5,861.23

The *Contract Time* is increased/~~decreased~~ by 0 *Working Days*

Recommended by the Consultant

Kyle Slote, OAA, Principal

name and title of person signing


signature

May 15, 2024

date

Approved by the Owner



Scott Robertson
London & Middlesex
Community Housing
Date: 16 May 2024

name and title of person signing

signature

date

Approved by the Contractor

name and title of person signing

signature

date





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CHANGE ORDER

Project: Reimagine Southdale – Phase 1 Change Order number: **08**

Owner: LMCH Date: June 20, 2024

Contractor: Jackman Construction Ltd. Reference number(s): **PCO #0.5, PCO #11, PCO #13, PCO #27, PCO #33**

Pursuant to paragraph 6.2.2 of GC 6.2 □ CHANGE ORDER in CCDC 2 □ 2020, the following is an amendment to the *Contract* stating the agreement between the *Owner* and the *Contractor* upon a change in the *Work* and the adjustments in the *Contract Price* and *Contract Time*.

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

The *Contract Price* is ~~increased~~/decreased by the sum of \$280,686.38

The *Contract Time* is increased/~~decreased~~ by 1 *Working Days*





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CHANGE ORDER

Project: Reimagine Southdale – Phase 1 Change Order number: **09**

Owner: LMCH

Date: June 24, 2024

Contractor: Jackman Construction Ltd.

Reference number(s): **PCO #0.11,
PCO #28, PCO #38,**

Pursuant to paragraph 6.2.2 of GC 6.2 □ CHANGE ORDER in CCDC 2 □ 2020, the following is an amendment to the Contract stating the agreement between the Owner and the Contractor upon a change in the Work and the adjustments in the Contract Price and Contract Time.

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 siding contractor. **-\$1,900.00**
2. Changes as per PCO #28 – cost associated with relocation of firehose cabinet. **\$7,131.27**
3. Changes as per PCO #38 – cost associated with relocation of incoming water service due to site conditions. **\$9,786.60**

TOTAL: \$15,017.87

The Contract Price is increased/~~decreased~~ by the sum of \$15,017.87

The Contract Time is increased/~~decreased~~ by 0 Working Days

Recommended by the Consultant

Kyle Slote, OAA, Principal

name and title of person signing

signature

June 24, 2024

date

Approved by the Owner

name and title of person signing

signature

Scott Robertson
London & Middlesex
Community Housing
Date: 25 Jun 2024

date





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CHANGE ORDER

Project: Reimagine Southdale – Phase 1 Change Order number: **10**

Owner: LMCH Date: July 4, 2024

Contractor: Jackman Construction Ltd. Reference number(s): **PCO #32**

Pursuant to paragraph 6.2.2 of GC 6.2 CHANGE ORDER in CCDC 2 2020, the following is an amendment to the *Contract* stating the agreement between the *Owner* and the *Contractor* upon a change in the *Work* and the adjustments in the *Contract Price* and *Contract Time*.

Description: Plumbing Risers

- Changes as per PCO #32 – cost associated with relocation of plumbing risers and storage room wall partition type change.

\$9,766.29

TOTAL: \$9,766.29


The *Contract Price* is increased/decreased by the sum of \$9,766.29

The *Contract Time* is increased/decreased by 0 *Working Days*

Recommended by the Consultant

Kyle Slote, OAA, Principal

name and title of person signing


signature

July 4, 2024

date

Approved by the Owner



Scott Robertson
London & Middlesex
Community Housing
Date: 04 Jul 2024

name and title of person signing

signature

date

Approved by the Contractor

name and title of person signing

signature

date





CGS

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CHANGE ORDER

Project: Reimagine Southdale – Phase 1 Change Order number: 11

Owner: LMCH Date: July 23, 2024

Contractor: Jackman Construction Ltd. Reference number(s): **PCO #23, PCO #25, PCO #40**

Pursuant to paragraph 6.2.2 of GC 6.2 □ CHANGE ORDER in CCDC 2 □ 2020, the following is an amendment to the Contract stating the agreement between the Owner and the Contractor upon a change in the Work and the adjustments in the Contract Price and Contract Time.

Description: **Omitted Foundation Key, Ductbank Routing, Elevator Shaft Reinforcing**

1. Changes as per PCO #23 – no credit associated with the omission of foundation key at the initial footing pours. **\$0.00**
2. Changes as per PCO #25 – credit associated with new ductbank routing and trade coordination. **-\$278.50**
3. Changes as per PCO #40 – no cost associated with additional rebar required at elevator shaft opening. **\$0.00**

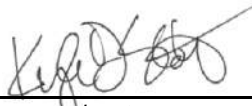
TOTAL: -\$278.50

The Contract Price is ~~increased~~/decreased by the sum of \$278.50

The Contract Time is ~~increased~~/decreased by 0 Working Days

Recommended by the Consultant


Kyle Slote, OAA, Principal
name and title of person signing


signature

July 23, 2024
date

Approved by the Owner

name and title of person signing


signature

Scott Robertson
London & Middlesex
Community Housing
Date: 23 Jul 2024

date





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CHANGE ORDER

Project: Reimagine Southdale – Phase 1 Change Order number: **16**
 Owner: LMCH Date: September 5, 2024
 Contractor: Jackman Construction Ltd. Reference number(s): **PCO #39R**

Pursuant to paragraph 6.2.2 of GC 6.2 □ CHANGE ORDER in CCDC 2 □ 2020, the following is an amendment to the Contract stating the agreement between the Owner and the Contractor upon a change in the Work and the adjustments in the Contract Price and Contract Time.

Description: **Townhouse Unit Numbers and Mailboxes**

- Changes as per PCO #39R – cost associated with removal, storage, cleaning, and reinstallation of existing unit numbers and mailboxes. **\$14,820.51**


TOTAL: \$14,820.51

The Contract Price is increased/decreased by the sum of \$14,820.51

The Contract Time is increased/decreased by 0 Working Days

Recommended by the Consultant

Kyle Slote, OAA, Principal
name and title of person signing


signature

September 5, 2024
date

Approved by the Owner

name and title of person signing


signature

Scott Robertson
London & Middlesex
Community Housing
Date: 05 Sep 2024

date

Approved by the Contractor

name and title of person signing

signature

date



**Regeneration Plan RFP
STAFF REPORT-2024-33**

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: Regeneration Plan RFP

DATE: November 14, 2024

PURPOSE:

The purpose of this report is to provide the LMCH Board of Directors with an update on LMCH's Regeneration Plan RFP and the strategy going forward following response(s) to the RFP.

RECOMMENDATION:

It is recommended that the LMCH Board of Directors:

- 1) **RECEIVE** this report for information.
- 2) **APPROVE** the award of a contract in the amount of \$247,735 to Haerko Inc. for completion of a Phase 1 Regeneration Plan.
- 3) **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

LMCH's Regeneration Strategy 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 considers the latest Building Condition Assessments (BCA), associated Facility Condition Indexes (FCI), and operating costs to base investment and/or divestment decisions upon. This is an important consideration as LMCH must weigh – for example – continuing to maintain a facility at an operating loss or divest and redevelop a new multi-unit facility which would be more cost-effective to operate over the long term. Another key consideration of a sound Regeneration Strategy is making use of vacant land at or adjacent to LMCH facilities to develop and build additional multi-unit buildings (for example in the vein of Reimagine Southdale) within communities LMCH serves. 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).

REQUEST FOR PROPOSAL:

On September 26th, 2024, LMCH issued a Request For Proposal (RFP) to prospective proponents to submit a proposal for a Regeneration Plan addressing the considerations outlined above, and setting expectations to include a business case master plan for LMCH and a business case for each LMCH asset where tenable.

The RFP made it clear LMCH was seeking proponents with an understanding of the complexity and relevant sector experience to guide and inform LMCH by creating a Regeneration Plan that delivers on LMCH's Strategic Goals to:

- 1) Become more financially sustainable over the long term by reducing the financial burden on its shareholder funders;
- 2) Significantly increase its supply of housing stock within all communities it serves;
- 3) Support increasing housing stock as outlined in the City of London's report titled: "Targeted Actions to Increase London's Housing Supply: Supporting Council's Pledge for 47,000 Units by 2031";
- 4) Contribute to the City of London's Climate Emergency Action Plan by reducing Green House Gas emissions at its facilities;
- 5) Support all relevant Middlesex County and City of London municipal plans, strategies and initiatives related to increasing housing stock; and
- 6) Maintain its obligations as an independent social housing agent by providing affordable housing while also enhancing its portfolio of market-based rental tenancies.

RFP Scope Of Work (SOW) Specifics:

- 1 **Outcome Oriented.** The scope of work in this RFP is outcome-oriented. The successful Proponent is required to achieve the below-listed outcomes:
 - (a) Determine LMCH's portfolio requirements over the next 2, 3-7 and 8-15+ year periods. Specifically, within the next 2-year period:
 - (i) Identify an approach to the Federal Housing Strategy given a potential change in Federal government and the challenges arising from a potential reduction in funding. Consideration shall be given to an approach that identifies quick-hit or low-hanging fruit to be shovel-ready to take advantage of current funding that may not be available in the future.
 - (ii) Identify an approach to regenerating a special case asset in London – Ladybrook Crescent (64 unit maisonette) – administered by LMCH, but not held as a traditional shareholder equity-based asset. This approach considers available equity financing solutions not typically associated with other assets owned/held and managed by LMCH.
 - (iii) Identify an approach to regenerating LMCH's oldest asset Tecumseh.

- (b) Determine how LMCH’s future portfolio requirements can be most appropriately satisfied for these rental housing types: family (townhome) sites, seniors, rent geared to income (RGI), adult and market based rent.
- (c) Position LMCH to be able to make a business case for its Regeneration needs. The Master Regeneration Plan Report required to be submitted to LMCH by the Proponent shall include the necessary content in this regard, including:
 - (i) A business case master plan for LMCH.
 - (ii) A business case for each LMCH asset where tenable.

The Master Regeneration Plan should link LMCH Regeneration goals with recommendations and targets. It should provide cost/benefit analysis and a detailed capital, financing and operating cost summary of the Proponent’s actionable recommendations along with related timelines.
- (d) Position LMCH to proceed with the next phase of Regeneration. The Master Regeneration Plan Report required to be submitted to LMCH by the Proponent shall include the necessary content in this regard, including actionable steps along with practical recommendations for implementation. For example, but not limited to, recommendations on tenant transition in the context of a market-based rent business model. In achieving these outcomes, the Proponent must do so in a way that also achieves LMCH’s Regeneration goals outlined in the following section.

2 **Regeneration Goals.** LMCH’s Regeneration goals are as follows:

- (a) **Implement a Strategic Plan.** Align with and implement LMCH’s strategic plan in those areas where it impacts or is impacted by the City of London (COL) and Middlesex County strategic plans. For example:
 - (i) Supporting the COL’s plan outlined in “Targeted Actions to Increase London’s Housing Supply: Supporting Council’s Pledge for 47,000 Units by 2031”, or
 - (ii) Contributing to the COL’s Climate Emergency Action Plan focusing on GHG reduction, or
 - (iii) Recognizing the COL’s Transit Village neighborhoods and where LMCH properties are in relation to those neighborhoods (e.g. any assets that fall within that zone signifies a potential LMCH office space in an LMCH building reducing operating costs and providing greater community presence in line with LMCH’s strategic objective of Improving The Tenant Experience), or
 - (iv) Being mindful of Middlesex County – and specifically Strathroy – mounting housing needs and the opportunities presented by LMCH’s greenfield (developable) commercial land holdings in Strathroy-Caradoc.
- (b) **Achieve Sustainability.** Achieve long-term sustainability of LMCH. In this regard, the Master Regeneration Plan Report developed by the Proponent shall provide for:

- (i) **Revenue Generation and Savings.** A net operating income (NOI) improvement (excluding any operating subsidy) by 20% on average at the end of each 5-year period for a total of 60% by the end of 15 years. To achieve this, the Proponent shall consider options including the generation of market-based rental revenue to support a cross-subsidy concept; new potential sources of revenue; reduction of operating and maintenance expenses; and such other options as the Proponent considers appropriate.
- (ii) **Minimization of Maintenance Costs.** Minimization of asset maintenance costs through appropriate concepts, designs, materials, and equipment selection; achieved through:
 - New building asset(s) construction, and/or
 - Divestiture of existing building asset(s)
- (iii) **Life Cycle Costing.** A life cycle costing approach to achieve the lowest cost over the lifetime of the regenerated asset.
- (c) **Maximize Value.** Maximize value to key LMCH stakeholders including the City of London, Middlesex County and LMCH tenants. In this regard, the Master Regeneration Plan Report developed by the Proponent shall provide for the improvement of service delivery and quality at lower cost, identifying the service delivery needs of LMCH’s current and future tenants.
- (d) **Optimize Equity Utilization.** Optimize LMCH’s current asset equity – estimated to be in the \$ 1 billion range – which is anticipated to grow over the next 15 years. In this regard, the Master Regeneration Plan Report developed by the Proponent shall provide for the efficient and effective utilization of equity via various leveraging scenarios.
- (e) **Create Strong Communities.** Create strong communities where the Community is a place of choice and pride. World-class housing practices and models are the expected standard. Where possible mixed-use, brownfield development and greenfield development incentives shall be given consideration and incorporated into each phase of the Master Regeneration Plan Report developed by the Proponent.
- (f) **Solve Asset Problems.** In this regard, the Master Regeneration Plan Report shall identify gaps in existing asset base versus needs and outline a business case to deliver a new service delivery model along with the recommended changes to LMCH’s asset portfolio. When making investment recommendations, consideration can be given to:
 - (i) Conversion of office to residential space, or
 - (ii) Zoning implications such as density and building height allowances, or
 - (iii) Availability of Federal lands for affordable housing (e.g. 120 Queens Avenue, London, ON).

RFP Response:

Six (6) proponents expressed interest by registering and downloading the RFP on Bids & Tenders:

- 687854 Ontario Limited
- Ernst & Young LLP
- Haerko Inc
- Hatch Ltd
- KPMG LLP
- SHS Inc

Deadline for submissions was originally set for October 21st 2024 but was extended to October 24th 2024 following two rounds of requests for information (RFI's) submitted by 2 of the proponents.

One response was received – from Haerko Inc.

RFP Response Evaluation:

The proposed source of funding for this initiative will be drawn from the two business cases for regeneration created during the last two rounds of redevelopment. This general regeneration funding includes Reimagine Southdale. As that project progresses on time and below budget, we are in a strong financial position to source fund additional regeneration planning (seed funding, etc). While this is a healthy source of funds for LMCH's Regeneration Plan, we are advocating for prudent spend on this initiative and have approached the evaluation of the lone Respondent with that in mind.

Total bid price submitted by Haerko was \$388,484 for a three (3) phased project with a Master Regeneration Plan to be submitted mid-year 2025. Haerko presented its approach on Nov 1st 2024 in a 2-hour face-to-face interview/presentation format to the RFP Evaluation Committee comprised of LMCH senior leadership and project management staff. Haerko's presentation is included in Appendix A.

LMCH has made the decision to limit the Regeneration Plan SOW at this time to a first-phase study and report. Reasons for this decision:

- 1) To minimize costs,
- 2) To first understand the efficacy of a Regeneration Plan on a limited number of assets (to include Ladybrook, Tecumseh, a Strathroy development and a limited number of other assets that will be determined via a classification exercise within the first phase), and
- 3) To subsequently seek approval from the LMCH Board to carry on with the remaining phases of the Regeneration Plan, subject to satisfaction with the results of the first phase.

Haerko’s original bid price components were:

A)	Regeneration Process Development	\$40,642
B)	Data Collection and Analysis	\$78,640
C)	Phase 1 Study and Report	\$133,120
D)	Phase 2 Study and Report	\$71,365
E)	Phase 3 Study and Report	\$39,100
F)	Master Regeneration Plan Report	<u>\$25,617</u>
	TOTAL Bid Price	\$388,484

A first-phase-only study and report with the planned action steps Haerko presented to the RFP Evaluation Committee (see Appendix A) would cost \$252,402. In negotiations with Haerko we have agreed to a cost of \$247,735 to deliver a Regeneration Plan Phase 1 Study Report.

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

ATTACHMENTS:

Appendix A – Haerko-LMCH Presentation



Master Regeneration Plan for LMCH



Haerkoinc.com



Haerko Inc.

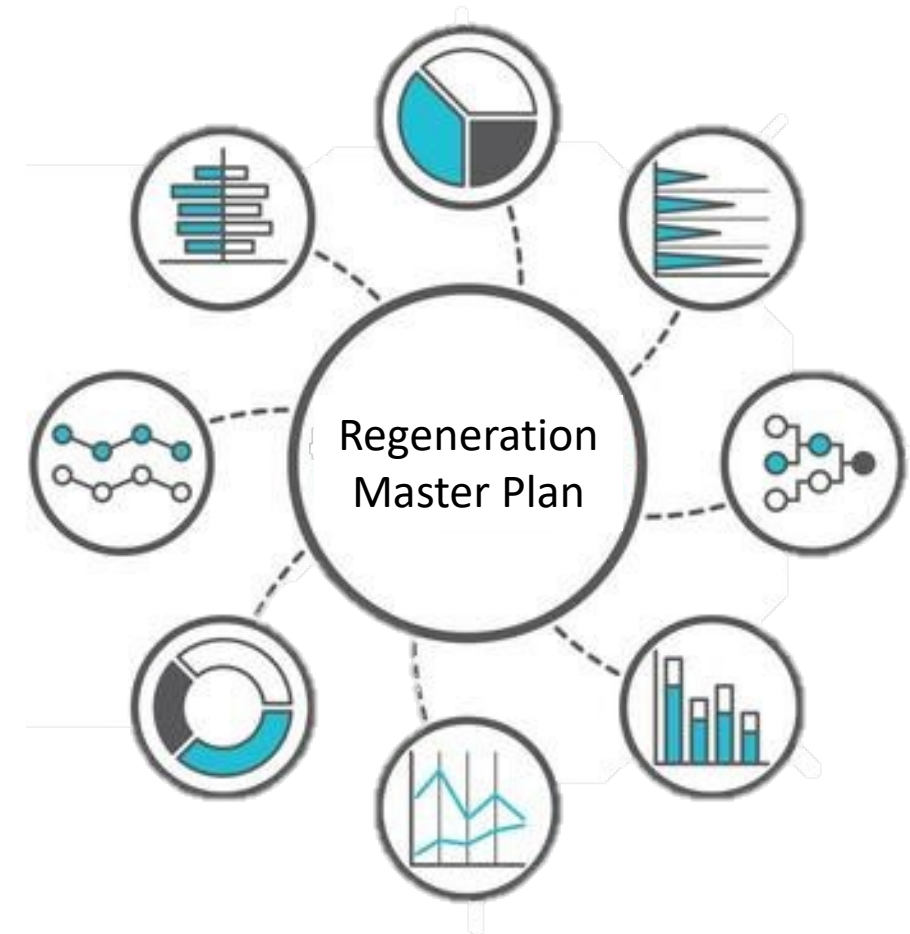
Advisory and Execution Services

- Asset Planning
- Capital Planning
- Development Consulting
- Portfolio Regeneration
- EOA/EOM Planning
- Project Management
 - Residential Construction
 - Renewal & Repair
 - Deep Energy Retrofits



Agenda:

Slides	Section
1 - 3	Introduction
4 - 5	Master Regeneration Plan Goals
6	Master Regeneration Planning Process
7 - 26	Project Phases 1 - 5
27 - 28	Proposed Schedule
29	Scope Options
30	Close – Questions and Answers



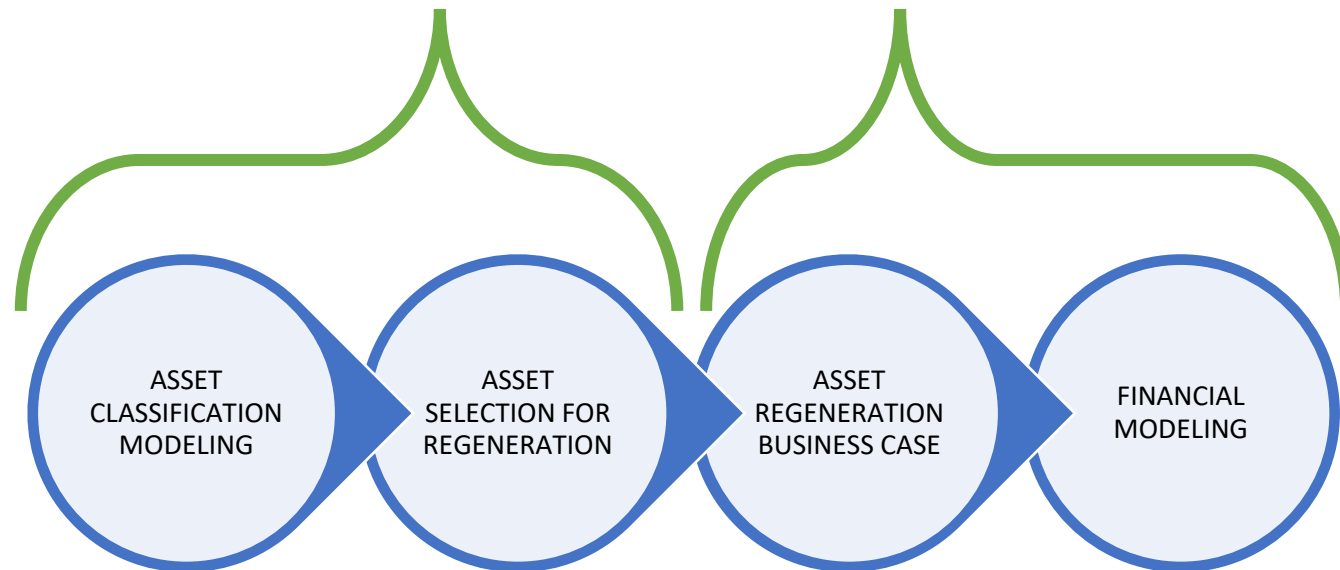
Master Regeneration Planning Goals

- To determine LMCH's portfolio requirements in the next 3 years
 - Given the potential change in Federal Gov't and corresponding impact, identify "quick hits" and low hanging fruit that can leverage current funding
 - Approach to regenerating Ladybrook Crescent
 - Approach to regenerating 39 Tecumseh
 - Approach to developing vacant lands in Strathroy
- Determine how the portfolio's future requirements can be most appropriately satisfied for family units, seniors, RGI and market-based rent
- Position LMCH to be able to make a business case for its regeneration needs
- Position LMCH to be able to execute a practical plan with actionable steps
- Implement the Strategic Plan

Master Regeneration Planning Goals


- **Achieve Sustainability** - NOI Improvements, Minimization of Maintenance Costs, LCC
- **Maximize Value** - improved service delivery and quality at lower cost
- **Optimize Equity Utilization** – determine how best to leverage LMCH’s limited equity
- **Create Strong Communities** – leverage world class housing practices to ensure the communities are a place of choice and pride
- **Solve Asset Problems** – identification gaps in existing asset base vs needs and outline a business case to deliver a new service delivery model
 - Conversion of office to residential
 - Opportunities to leverage zoning to densify
 - Leverage available Federal Lands

Regeneration Master Plan Project Phases



Phase 1: Project Initiation

- Project Kick-off Meeting
- Project Charter
- Risk Registry
- Stakeholder Registry
- Communication Registry



PROJECT CHARTER
RFP HP20-01 ASSET MANAGEMENT AND REGENERATION MASTER PLAN
HOUSING CORPORATION

1) Description of Project:
This Charter formally authorizes Haerko Inc. to prepare a Regeneration Master Plan (RMP) and Strategic Asset Management Plan (SAMP) for [redacted] Corporation over a planning horizon of fifteen years. Both plans will contain actionable recommendations that will be developed in concert with [redacted] and the Service Manager. The plans will be based on data provided [redacted] includes a previous regeneration report prepared by TWC in 2016.

The developments included in the plans are listed below and include a total of 391 units built between 1959 to 1981. The developments are wholly owned by [redacted] which consists of 25 units bringing the total to 416 units. [redacted] development will formally [redacted] portfolio in the near future. All units are rent-geared-to-income and are subsidized by public housing funding from the Service Manager. The developments consist of detached singles, semi-detached, and low-rise apartment buildings, mainly consisting of 2 floors of residential units with a mixture of bachelor/hostel, one, two, three, and four-bedroom units.


[redacted] identified that an in-depth and actionable, 15-year RMP and SAMP is needed that will transform the organization, making it sustainable.

Project Identification Number		Project Risk Rating (average of all risks)			Project Risk Level (if one risk is "high" the project is "high")					
Project Name		10.83			High					
Risk Category	Risk	Likelihood of Occurrence (out of 10)	Consequence of Occurrence	Risk Rating (C x D)	Risk Level (high > 50, medium > 25)	Risk Trigger (what might cause the)	Risk Mitigation Type	Mitigation Strategy	Residual Risk after Mitigation	Risk Management
Project Scope	The project is complex and service oriented and thus is susceptible to scope creep and gold plating which can lengthen the project schedule.	10	8	80	High	Lack of upfront clarity, desire to revise analyses, scenarios, reports, presentations, etc.	Treat	Ensure Project Charter is very well defined, be aware of scope creep and gold plating as it is requested and take it for consideration before accepting/denying.	Medium	PM
Project Schedule	Project is dependent on good weather, rain or excess heat could cause delay for on site work	2	2	4	Low	Weather	Treat	Complete exterior work on good weather days and complete interior work when weather is not favourable. Reschedule	Low	Technical Consultants
	Project is delayed due to external technical consultants.	10	10	100	High	BCA consultant and/or engineer/architect	Treat	Complete in BCA schedule into understand scale of issue, present the same to HNHCH/HAERKO to inquire fast tracking/crashing BCA work. Consultant are in agreed upon procedures that allow in unit work, daily risk assessments, ensure key stakeholders can be covered by another key stakeholder	High	Mark PIPM
	COVID-19 causing delay of on site work and meetings with key stakeholders	5	5	25	Low	Local cases of COVID-19.	Terminate		Low	PM

Phase 2: Process Development (Planning)

- Data / Information Inventory (Readiness Assessment)
- Project Plan (Report)
 - Scope
 - Schedule
 - Cost
 - Quality
 - Resource
 - Communications
 - Risk
 - Procurement
 - Stakeholder Engagement
 - Project Close
- SLT and Board Presentation


ID	Task Name	Duration	Start	Finish	Predecessors
1	PHASE 1 - PROJECT INITIATION	7 days	Fri 24-11-22	Mon 24-12-02	
2	Award and execute contract	7 days	Fri 24-11-22	Mon 24-12-02	
3	Schedule Kick-off meeting and prepare agenda	6 days	Fri 24-11-22	Fri 24-11-29	2SS
4	Hold KO meeting	1 day	Mon 24-12-02	Mon 24-12-02	3
5	PHASE 2 - PROCESS DEVELOPMENT (PLANNING)	41 days	Mon 24-12-02	Mon 25-02-10	
6	Complete RMP Readiness Assessment	1 wk	Mon 24-12-02	Fri 24-12-06	4SS
7	Prepare a detailed project schedule	2 wks	Mon 24-12-09	Fri 24-12-20	6
8	Develop & test data collection methodology	1 wk	Mon 24-12-09	Fri 24-12-13	6



Project Management Plan


HP24-01 R&R-CP1-Window and Door Replacement Project
Various Locations

September 19, 2024.



CP1 - Project Management Plan
Revision: October 19, 2023

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CP1 - Project Management Plan
Revision: October 19, 2023

Phase 3: Data Collection and Analysis

- Data / Information Collection
- Consultations
- Asset Modeling
- Phase 3 Report



Data Collection and Analysis

- Collected data on:
 - Service Area
 - Corporate
 - Asset
 - Operational
 - Financial
 - Municipal
- Reviewed data for completeness and quality
- Analyzed data where required

haerko inc.		REGENERATION DATA INVENTORY GAP ASSESSMENT - I			IG CORPORATION					
					Revision: 00 Date: February 26, 2020					
CATEGORY	NO.	NAME	DESCRIPTION	DOCUMENT USE	DOCUMENT	COMPLETENESS (0 - 100%)	QUALITY (0 - 100%)	DATE (Most Recent Data)	COMMENTS	OK/NOK
SERVICE MANAGER	SM1	Service Level Standard & Requirements								OK
	SM2	Housing and Homelessness Plan								OK
	SM3	Other Housing Reports and Plans	Rela							OK
	SM4	Provincial reports & plans	Rela							OK
	SM5	Federal reports & plans	Rela							OK
	SM6	Wait List Data	Wait							OK
	SM7	Housing Supply and Demand Study								OK
	SM8	New Development Financing Tools	infor mun deve poli affor							OK
	SM9	Map of All Provider Locations	Map							OK
	SM10	Other								OK
CORPORATE	C1	Strategic Plan	Copp							OK
	C2	Mission, Vision, Values	Corp							OK
	C3	Shareholder Agreement	Agre shan							OK
	C4	Service Manager Agreement								OK
	C5	Housing Supply and Demand Study								OK
	C6	Regeneration Study - 2016								OK
	C7	Building Evaluation Report	Appr							OK
	C8	Other								OK
ASSET	A1	Tombstone Data	Basic							OK
	A2	BCA/FCA	Thre							OK
	A3	BCA/FCA	Curr curr level staty							OK
	A4	Energy Audit	Enr							OK
	A5	Designated Substance Survey	Deis deve							OK
	A6	Accessibility Audit	To u deve CMH							OK
	A6	Third party reviews or audits	Exan							OK
	A7	Land Use Data								OK
	A8	New Build Capital Cost	Capl dem							OK
	A9	Map of Locations	Map							OK
	A10	Vacant Land Inventory	List c							OK
A11	Other								OK	

Consultation

- Two board consultations
 - Input
 - Understand the levers they would like to pull to enable or impact the MRP
- Three municipal stakeholder consultations
 - Current and future needs



Consultation

- Plan, execute and report
- Redbrick Communications
 - Andrea Montgomery / Bruce Malloch
 - Extensive housing experience
 - Housing providers
 - All three levels of government
 - Associations (AMO, ONPHA, SM's, DSSAB's)
- Haerko to attend consultations



redbrick
COMMUNICATIONS

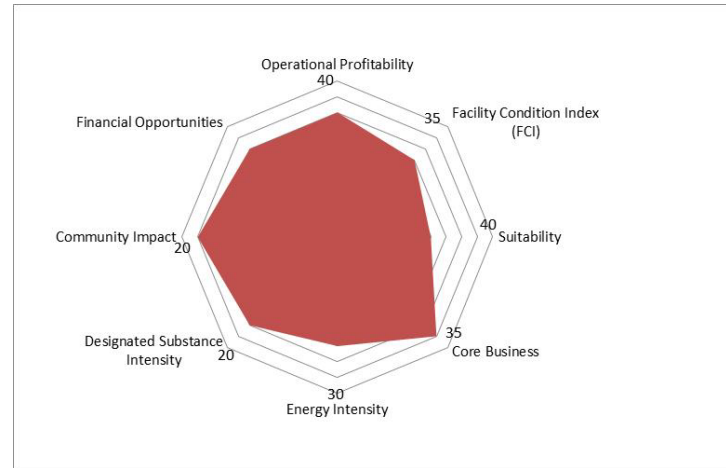


Asset Classification Model

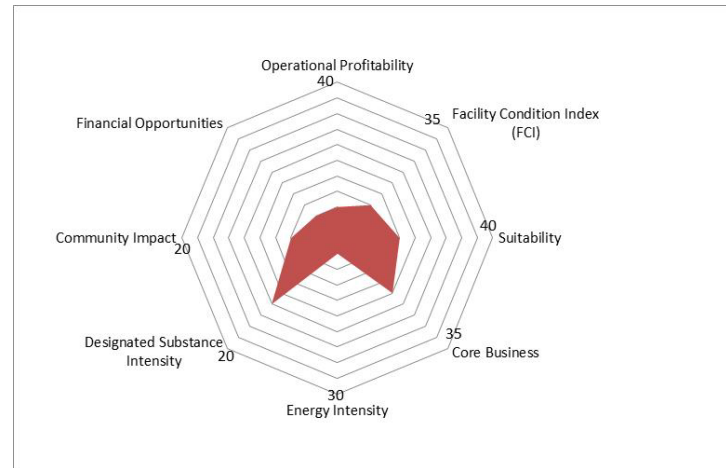
- The model translates both quantitative and qualitative assessment results to determine whether assets will be either:
 - Retained
 - Revitalized
 - Redeveloped
 - Disposed
- In addition, new development opportunities are captured in the model.

Asset Classification Model

123 Sample Street, Anytown, ON			
Index	Criteria	Rating	Weighted Value
1	Operational Profitability	8	32
2	Facility Condition Index (FCI)	7	24.5
3	Suitability	6	24
4	Core Business	9	31.5
5	Energy Intensity	7	21
6	Designated Substance Intensity	8	16
7	Community Impact	9	18
8	Financial Opportunities	8	40
TOTAL		77%	207



321 Sample Street, Anytown, ON			
Index	Criteria	Rating	Weighted Value
1	Operational Profitability	2	8
2	Facility Condition Index (FCI)	3	10.5
3	Suitability	4	16
4	Core Business	5	17.5
5	Energy Intensity	1	3
6	Designated Substance Intensity	6	12
7	Community Impact	3	6
8	Financial Opportunities	2	10
TOTAL		31%	83



Asset Classification Model – Definitions and Potential Actions

Asset Class	Description	Potential Actions
Retain	<ul style="list-style-type: none"> The development performs adequately and there is no compelling reason to revitalize, redevelop or dispose of the asset 	<ul style="list-style-type: none"> Base capital repair program
Revitalize	<ul style="list-style-type: none"> The development has some shortcomings that could be addressed through renovation or additional services 	<ul style="list-style-type: none"> Base capital repair program + additional improvements (capital or programmatic) Minor reno/rehab activity to re-purpose/enhance space and add amenities Can also include augmenting services Minor impact on operations

Asset Classification Model – Definitions and Potential Actions

Asset Class	Description	Potential actions
Redevelop	<ul style="list-style-type: none"> The development has some major shortcomings and is at or near the end of its lifecycle, there is a requirement for future accommodation at this location and a redevelopment would maximize value by changing the composition and/ or intensifying the existing use 	<ul style="list-style-type: none"> Major redevelopment activity through demolition and reconstruction, addition or substantial re-purposing of building Considerable impact on operations
Dispose	<ul style="list-style-type: none"> The development is at the end of the lifecycle and a redevelopment would not provide the scale or unit composition desired and/ or the location is not desirable. 	<ul style="list-style-type: none"> Disposal is rationalized based on poor performance or where there is a compelling strategic opportunity



Asset Classification Optimized Results

Retain

- Asset 1
- Asset 2
- Asset 4
- Asset 5

Redevelop

- Asset 6 - 2025
- Asset 7 - 2027
- Asset 8 - 2029
- Asset 9 - TBD

Revitalize

- Asset 10 - 2026
- Asset 11 - 2029
- Asset 12 - 2032
- Asset 13 - 2033
- Asset 14 - TBD

Dispose

- Asset 15 - 2025
- Asset 16 - 2028
- Asset 17 - 2031
- Asset 18 - 2031

Asset Regeneration Business Case



- Business case developed for the following projects:
 - Revitalize
 - Redevelopment
 - New Development



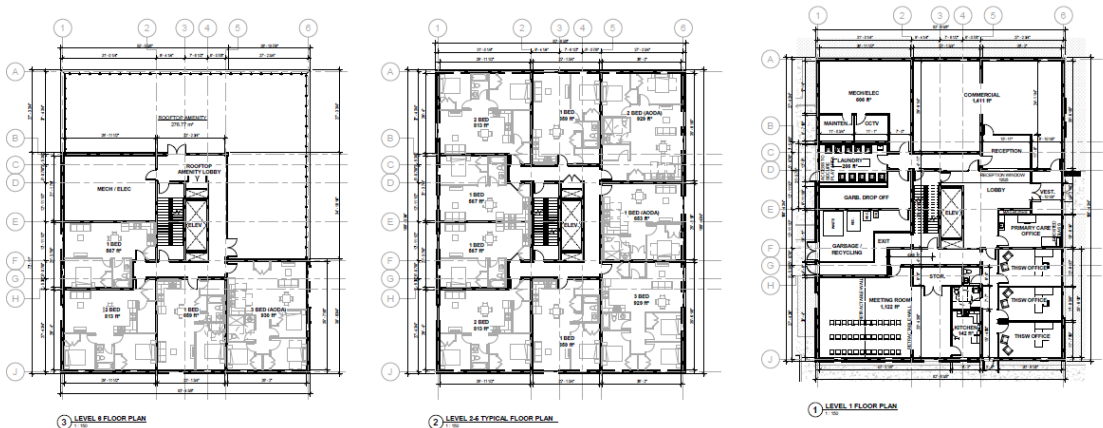
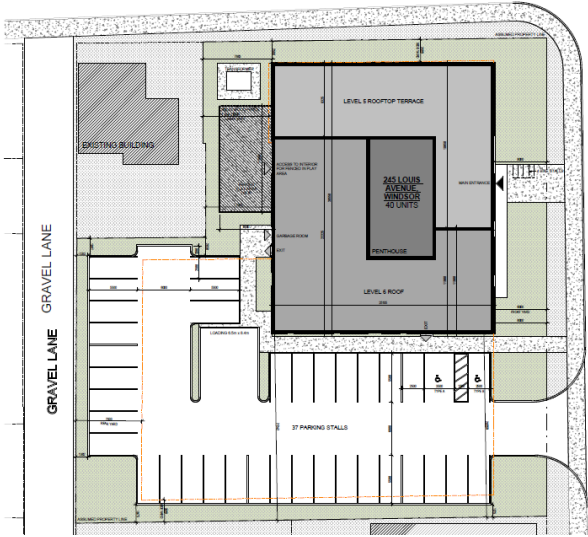
Asset Regeneration Business Case

Business Case Preparation Process

- Prepare functional program
- Prepare preliminary land use planning review
- Prepare concept drawings
- Prepare cost estimate
- Gather data for project proforma
- Prepare proforma
- Write business case report



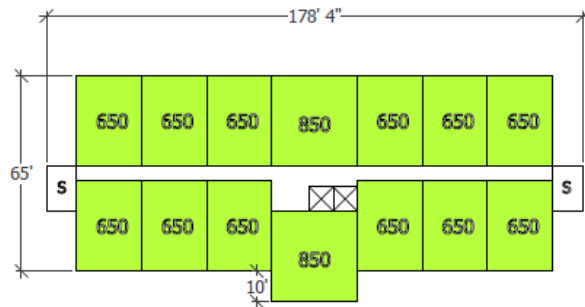
Design Approach – Architect vs Designer



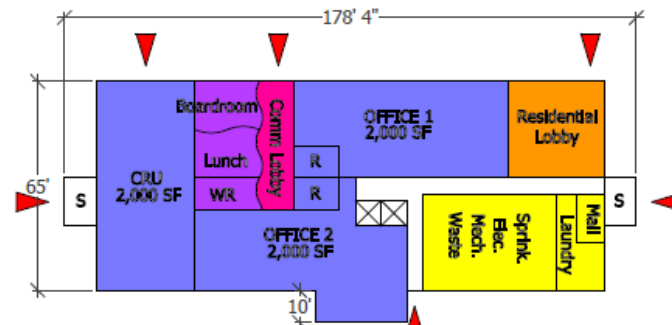
- Application
- Revitalization
 - Deep Energy Retrofit
 - Redevelopment – addition
 - New development



Design Approach – Architect vs Designer



GFA: 10,875 SF



C: 7,277 SF R: 3,597 SF
GFA: 10,875 SF

Application

- New development

Financial Modeling – MRP Phase I Study

- Discovery & initial design
- Operating & Capital needs
- Operating & Capital funding
- NOI improvements
- KPI & Benchmarking
- Scenarios (Base Case, O1, O2, O3)
- Financial Modeling & Reporting



RMP Strategies: Financials and Asset Impacts

STRATEGY	BASE CASE	RENEWAL AND REPAIR	OPTION 1	OPTION 2
Portfolio Condition and Mix by 2035				
Portfolio FCI of Legacy Units	30%	10%	10%	10%
Capital Backlog of Legacy Units	\$20M	\$6.6M	\$6.1M	\$5.5M
Average Age of Assets (years)	62 years	62 years	47 years	37 years
Units out of Service Due to Poor Condition	20	0	0	0
# of Units Strategically Disposed	0	0	24	54
# of New Units	0	0	83	184
Net # of Units	416	434	491	562
# of Housing Provider Owned RGI Units	383	385	387	387
# of RGI Portable Housing Benefits	20	18	16	16
# of Affordable Units	0	12	50	96
# of Market Units	13	19	38	63
Financials from 2021-2035 (\$ Thousands)				
Operating Subsidy	\$22,176	\$19,108	\$19,151	\$19,322
Operating Subsidy in year 2035	\$1,971	\$1,631	\$1,588	\$1,594
Total Capital Spend	\$9,598	\$28,786	\$67,243	\$112,798
Capital Subsidy	\$9,598	\$21,786	\$31,247	\$44,551
Sale of Existing Assets	\$0	\$0	\$7,063	\$17,213
CMHC Debt	\$0	\$6,500	\$22,433	\$40,033
CMHC Contribution (Estimated)	\$0	\$500	\$6,500	\$11,000

New and Re-development Building Statistics

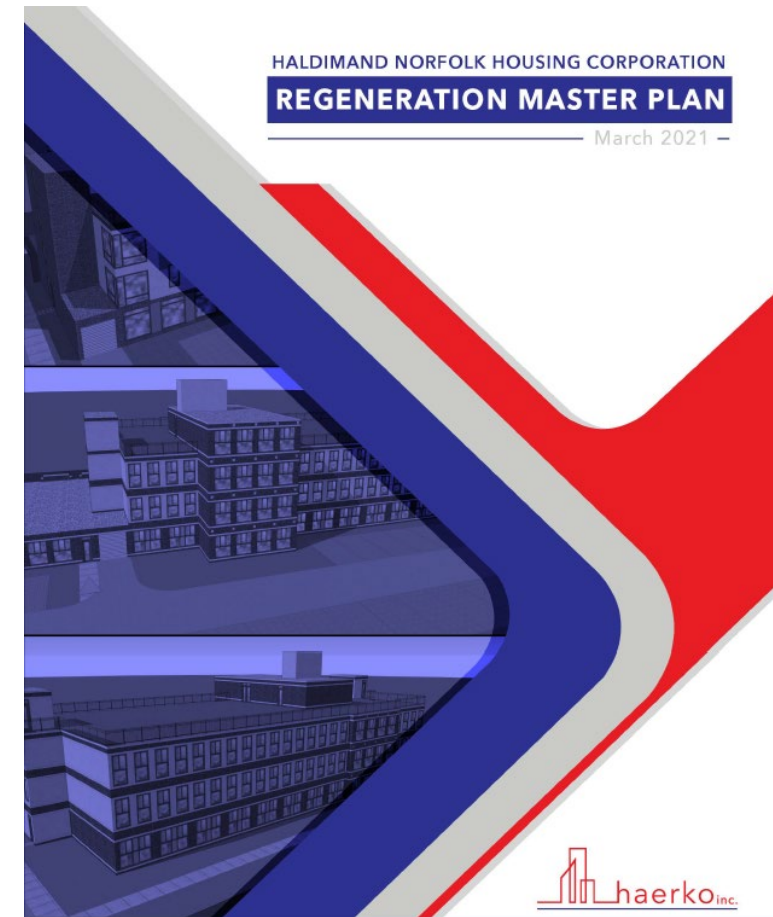
BUILDING/LOCATION	DEV 1	DEV 2	DEV 3	DEV 4	DEV 5
Building Characteristics					
Number of Residential Units (1-2 bedrooms)	35	48	30	35	36
# of RGI Units	11	15	9	10	11
# of Affordable Units	16	22	14	16	16
# of Market Units	8	11	7	9	9
Number of Commercial Units	3	3	2	1	0
Area (Sq. Ft.)	38,320	54,651	30,908	33,681	29,484
Financials from 2021-2035 (\$ Millions)					
Total Building Cost	\$ 15.4	\$ 21.1	\$ 11.1	\$ 13.8	\$ 12.4
Municipal Contribution	\$ 4.5	\$ 4.4	\$ 2.2	\$ 4.7	\$ 3.4
Contribution through Sale of "Singles and Semis"	\$ 2.7	\$ 3.9	\$ 2.7	\$ 2.6	\$ 2.9
Estimated CMHC Contribution	\$ 2.5	\$ 3.5	\$ 1.5	\$ 1.5	\$ 1.5
Estimated CMHC Debt	\$ 5.8	\$ 9.3	\$ 4.8	\$ 5.0	\$ 4.6

RMP Strategies: Alignment with Broader Goals

STRATEGY	BASE CASE	RENEWAL AND REPAIR	OPTION 1	OPTION 2
Alignment with:				
Housing Provider's Strategic Goals			✓	✓
Residents' Needs and Expectations			✓	✓
Housing Services Act		✓	✓	✓
Service Manager's Housing and Homelessness Plan				✓
Municipal Council Affordable Housing Strategies			✓	✓
Housing Provider's Energy Management Plans		✓	✓	✓
Overall Alignment	NONE	LOW	MODERATE	STRONG

Phase 5: Reporting & Presentation

- Prepare Report Table of Contents
- Prepare draft and final reports
- Prepare lessons learned



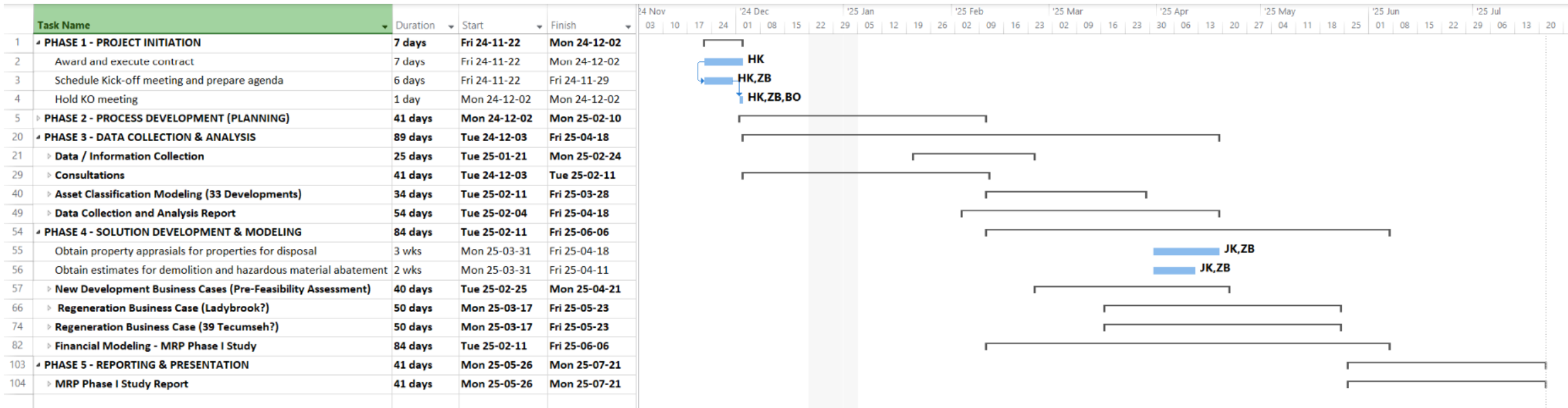
PREPARED BY
Hans Kogel, P.Eng., PMP, CIHCM
President

Zachary Bastien, MBA, EIT, PMP
Project Manager

Hal Kersey, RPP, PMP
Professional Planner

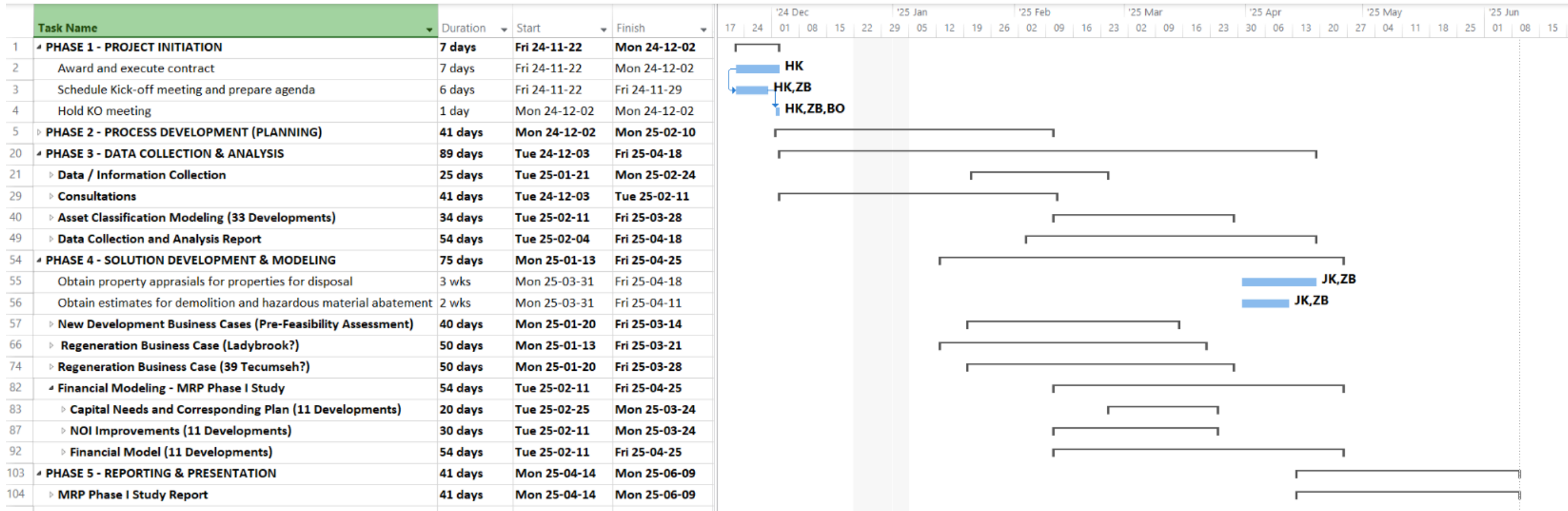
Bradley Ouellette, CPA, CA
Financial Consultant

Project Schedule – Asset Classification Modeling Results



* Business cases based on asset classification modeling results.

Project Schedule - Strategic Development Decision*



Approximately 6 weeks earlier

* Business cases based on a strategic development decision.

Scope Options

- Confirm all 33 developments to be included in Asset Classification Modeling
- Designer or Architect approach for concept designs?
- Include all 33 developments in financial modeling process?
- Ladybrook / 39 Tecumseh sequencing
 - Option 1: Letting Asset Classification Modeling determine outcome
 - Option 2: Strategic development decision



thank you!

**Contractor Award: Phone System with Switchboard
STAFF Report-2024-34**

TO: LMCH Board of Directors
FROM: Sherry Tunks, Manager, Procurement
SUBJECT: Contract Award: Call Phone Service
DATE: November 14, 2024

PURPOSE:

The purpose of the report is to seek the LMCH Board of Directors' approval to award the contract to Rogers Communications for a new cell phone contract for cell phones utilized 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 Cell Phone Services to Rogers Communications.
2. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

The use of cell phones at LMCH is a vital form of communication for all at LMCH. Telus Mobility has been the mobility service provider since 2016.

LMCH last negotiated a service agreement for Telus in early 2022. The renewal of the contract in 2022 estimated cost reduction of up to 30% over the course of the contract. Since that time LMCH has identified opportunities to leverage additional buying groups and procurement channels as set out in the Procurement Policies and Guidelines.

Telus has provided reliable service through the contract with minor issues with coverage in Middlesex County and lack of flexibility in managing the contract and plan features.

The cellphone and related wireless plan are an essential lifeline for staff that provides mobile access to e-mail, Microsoft Teams, Yardi and other core corporate work tools.

LMCH focus in the review of the wireless providers was to:

1. Ensure staff have a reliable work tool that keeps them connected to LMCH and do their job effectively.
2. Ensure the appropriate phone plans(s) are available to staff and there is flexibility to adjust plans based on staff needs.
3. Continue to reduce costs for data, voice and plan features.
4. Ensure hardware costs provide value and are effectively managed with options to either purchase outright or using a standard leased phone model.

REASON FOR RECOMMENDATIONS

LMCH reached out to the City of London for cellular information and was informed of Supply Ontario which conducted a full RFP process and received proposals from 4 different vendors.

The list of created a list of necessary services that were required to move forward with any vendor that bid for the RFP have been covered by Supply Ontario in their RFP scope. In total, four (4) vendors sent a proposal by the deadline and they have been ranked by the province. The committee decided to proceed with the highest ranked vendor deemed by the province, Rogers Communication.

Rogers has a larger coverage area which would allow better cell phone coverage over London and Middlesex regions and is the preferred vendor by the province with better coverage over southwestern Ontario.

The Rogers plan:

- Provides significant cost reductions as set out in the in camera attachment.
- Offers a number of cost options for wireless plans that include additional cost reduction when LMCH is using a device that it owns outright.
- Transitions LMCH away from a pooled data program to limits based by device of 3 or 6 GB. This will requires LMCH to increase monitoring of data usage for a limited number of staff to ensure staff are enrolled in the right plan.
- Offers low cost long distance
- Offers all required features and services
- Provide an annual savings of approximately 50% based on the current number of devices.

FINANCIAL IMPACT

Our current provider (Telus) will not be moving forward as our vendor. LMCH will need to pay (a maximum) device buyout fee of \$11,856 as of October 14, 2024, subject to change as we near the end of our current contract term and the further payment to device balances, to be able to retain ownership of the current devices.

The current deployment of phones are iPhone 11 and will need to be upgraded in late 2025, or early 2026 to ensure the proper and most update to date security features are available to all cell phones. These cell phone upgrades will be done in a phased approach to ensure proper accounting of all assigned phones. The Rogers contract offers discounts to purchase devices upfront and attractive subsidized plans to spread this cost over a number of years.

Annual Cell Phone Costs for LMCH are approximately \$54,000. This will be reduced significantly on a per device and total cost to LMCH. As the number of LMCH staff continues to grow and the final mix of owned vs subsidized phones has not been confirmed LMCH is conservatively estimating annual cost avoidance of \$20,000 based on the new rates for the current number of devices.

TRANSITION PLAN

Once this report has been approved, LMCH can proceed with working with Rogers Communication is a transition phase that will not take place until the end of our contractual agreement with Telus which currently ends in February 2025.

IN CAMERA ATTACHMENT: APPENDIX A: Contractor Award: Phone System with Switchboard

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
SHERRY TUNKS MANAGER, PROCUREMENT	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

**Payroll Services – Contract Award
STAFF REPORT-2024-35**

TO: LMCH Board of Directors

FROM: Dirk Volschenk, Manager of Human Resources

SUBJECT: Payroll Service Provider – Contract Award

DATE: November 14, 2024

PURPOSE:

The purpose of this report is to receive approval to award a contract for Payroll 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 ADP for the provision of Payroll Services as recommended by staff.
2. **AUTHORIZE** staff to enter into a two-year contract with ADP for Payroll Services with the possibility of future extensions.
3. **APPROVE** the revised contract value of approximately \$51,000 annually (less annual incentives (year 1 and year 2) + one time implementation fees + applicable taxes) for ADP to provide comprehensive services including payroll Services.
4. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

LMCH Human Resources has historically made use of two service providers to support the management of employment information and support payroll. LMCH uses ADP to manage employee information and it also manages employee time and attendance. A separate provider, Precision Office Consulting (Precision), provides payroll services taking the data from ADP and converting that into payroll files, calculating required taxes and

issuing required employee tax forms. Both service providers have been providing these services for 8 or more years.

Through the course of 2024, several factors drove a review of how Payroll Services are provided:

- LMCH continues to increase the number of employees
- Staffing changes with both LMCH Human Resources and Precision identified the need to have more structured payroll services with well-documented standard operating procedures.
- LMCH identified the need to simplify/streamline the processing of payroll and manage the risk associated with this core function.

LMCH has determined that we need to go to Market to find an alternative solution payroll services provider that can provide effective, best practice services for LMCH payroll and scale with the organization as it continues to grow. The current annual spend on both the ADP platform and Precision is approximately \$55,000 per annum.

REASON FOR RECOMMENDATIONS

LMCH completed an initial assessment on the capacity of HRIS platforms to provide required human resources information management and comprehensive payroll services/supports. Inquiries were made to ADP and three other providers to determine how their solutions could support the needs of LMCH. ADP, PayWorks and WagePoint responded to this inquiry.

Through the assessment of the responses, it was determined that LMCH would need to complete a fulsome Request for Proposal process to replace the current ADP system. The product and service offerings of each provider were quite different and LMCH would need to develop a review. There was insufficient time to complete the RFP; there were no funds or resources to support the transition to a new HRIS at this time.

The focus transitioned to identify a payroll service provider that would:

- Be compatible with ADP including the ability to integrate ADP data into the payroll process
- Integrate fully with the requirements of LMCH finance and provide financial reports back to LMCH to support internal financial reporting and processing
- Have Cost savings or cost-neutral impact for LMCH
- Have established SOP, business processes and workflows consistent with LMCH needs
- Provide payroll services advice and support for LMCH

The only option reviewed that addressed the needs outlined above was the addition of payroll services to the current ADP service contract. This option:

- Has a detailed implementation plan
- Reduces risk related to the transition of the payroll services
- Builds on the existing relationship with an established service provider
- Provides a dedicated client liaison
- Provides access to a certified payroll professional
- Provides reduced costs to LMCH in the first two years of the contract.
- Commits to no service costs increase in the first two years of service.

FINANCIAL IMPACT

The contract award allows LMCH to strengthen oversight and manage risk associated with the core function of payroll services. The proposal provided by ADP includes:

- A base contract price of \$50,954 annually that falls below current service costs estimated at \$51,500.
- Reduced pricing in years one and two of \$8,492 annually
- A one-time implementation fee of \$3,090 in year 1 (2025)
- Net savings (before taxes) is approximately \$13,894 in the first 2 years of the contract.

LEGAL IMPACT / RISK MANAGEMENT:

Moving payroll services to ADP reduces the risk of disruption to payroll and is recommended by staff.

ATTACHMENT: **APPENDIX A: LMCH Comprehensive Payroll Presentation**
 APPENDIX B: ADP Updated Prices

PREPARED and SUBMITTED BY:	
Dirk Volschenk, Manager of Human Resources	Paul Chisholm, Chief Executive Officer



ADP Workforce Now[®] Comprehensive Services Presentation



Agenda

Your ADP team

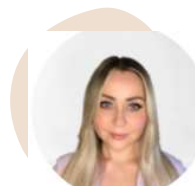
- Introductions: ADP Team
- ADP Comprehensive Services
- ADP WFN Tech Demo - Onboarding
- Financial Investment
- Next Steps



Richard Pestowka
District Manager



Maia Peros
BPO Specialist



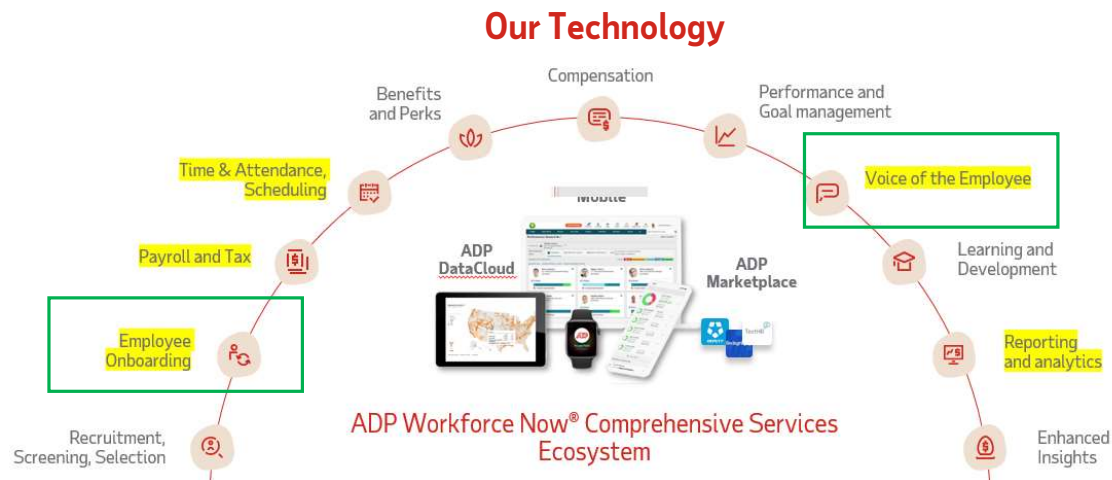
Julia Razbach
Business Consultant



Paul Greenfield
Director HRO

COMPREHENSIVE SERVICES

We go the extra mile



Our people



Relationship Manager



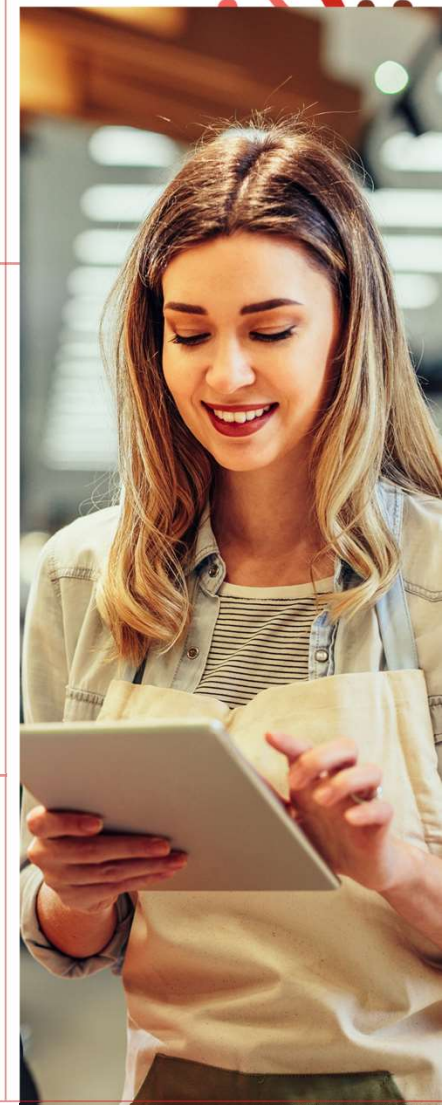
Payroll Specialist



Technology Specialist



Employee & Manager Care Centre





Your Team at ADP

Relationship Manager



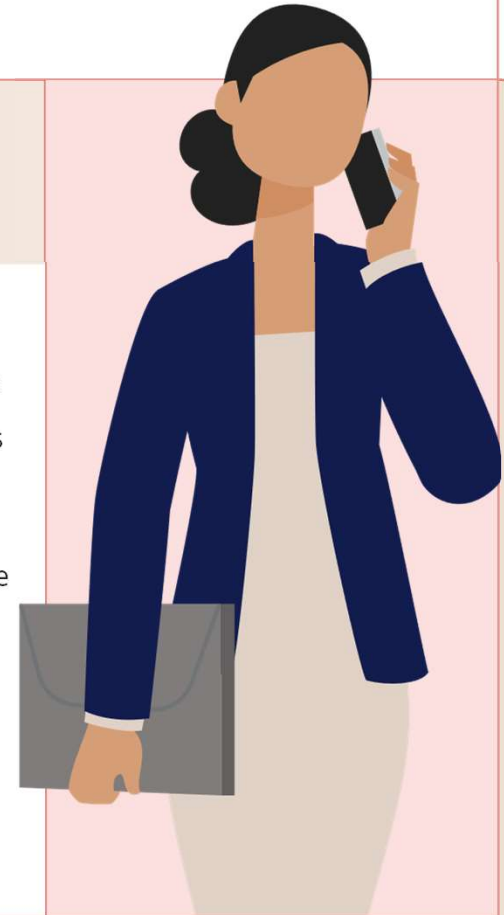
The dedicated Service Manager is your **main point of contact for escalations** on your account; providing **best practices** and **process improvement** initiatives that enhance service quality.

Responsibilities

- **First point of contact** for service concerns and escalations
- Provides **best practice** sharing on various topics including; vacation policy changes, adding a benefits provider etc.,
- **Coordinates overall operations** to ensure service levels and deadlines are met
- Clearly communicates guidelines, standard operating procedures to clients on the features of their service
- **Proactively advocates** on behalf of the client as needed to resolve concerns or changes to the business.
- Works collaboratively with other internal stakeholders to **support service quality**
- Conducts **quarterly touchpoints** to ensure that your business plan is on track and meeting business objectives and goals

Credentials

- ✔ Operational leadership skills
- ✔ Strong active listening skills to advocate for the client
- ✔ Seasoned client service professional with experience managing accounts



Payroll Specialist



The Payroll Specialist provides dedicated support to your organization on **daily payroll tasks and supports your use of ADP Workforce Now.**

Responsibilities

- Acts as an **extension of your payroll team**, by managing your payroll
- Provides **proactive support on year end activities** (e.g. balancing, auditing, third-party remittances, preparation for T4 tax forms)
- Collaborates with client on whether additional support is required with the other modules included in the service offering
- **Documents company specific pay practices** and procedures (e.g. WSIB, union, car allowances)
- Responsible for **auditing payroll** prior to preview
- Provides expertise in payroll function and ADP Workforce Now

Credentials

- ✔ Certified Payroll Compliance Practitioner (PCP)
- ✔ Payroll Leadership Professional (PLP) designation (optional)
- ✔ Multi-province experience





WHY Managed Payroll

Compliance can take time away from focusing on your business:

On average, an audit with the CRA can take **348 days**¹

Compliance can be costly:

CRA found **\$1.2B** through audits of organizations of all sizes²

Payroll Fraud is the #1 Source of Accounting Fraud and Employee Theft

Payroll Fraud happens in 27% of All Businesses

The average Payroll Fraud lasts up to 36 Months

TOTALLY BUSTED

Make no mistake. Payroll Fraud is real. According to the Association of Certified Fraud Examiners, it's the number one source of accounting fraud and employee theft. Check out these statistics:

- Payroll Fraud happens in 27 percent of all businesses
- The average instance of payroll fraud lasts about 36 months. That's three years of paying ghost employees or overpaying existing ones. In Delaware, a School District Finance Director

- **Peace of mind** — supports accuracy and compliance
- **Save** or reallocate **labour expense**; we can take on the complex payroll tasks



Get access to seasoned payroll professionals through **ADP Workforce Now® Comprehensive Payroll**

- Manage **turnover** disruption
- Support **business continuity**
- Take on the bulk of the **complex payroll tasks**, so you can focus on your business

Key person risk

- Your Payroll Supervisor is retiring/quitting/on leave
- Your key payroll person has been certified on an HR System of Record, making them a flight risk and attractive to the market
- Finding a replacement is costly and time-consuming, and maintaining business continuity is a challenge





Pre and post calculation audits

In order to perform a payroll audit, the payroll specialist has a list of checks and balances to ensure that your payroll is processed properly and your employees are paid accurately.

Here are some of the data points that are used to support the calculations as well as internal reports that are generated by the Payroll Specialist:

Payroll outputs

- New Hire, Terminated and LOA Employee Audit
- Payroll Register
- Balance Preview Register Totals
- Deductions in Arrears
- Active hourly employees/daily employees with no hours
- Inactive employees with pay
- Automatic pay cancelled
- Salaried Employees with Hours
- Review Earnings, Deductions, Memo Codes and Taxes
- Employee Status Change
- Using the correct taxation methods (i.e. bonus, lump sum, etc.)

Sample internal reports

- Employee Changes Report
- Payroll Data Detail Report
- Termination Audit
- Timecard Exception Report
- Variance Report

The payroll specialist will investigate any amounts that differ from current pay vs previous pay.

ADP standard operating procedures (SOPs)



A **standard operating procedure** outlines the details and logistics behind payroll events, giving direction on how you will work with ADP.

SOPs are a best practice that:

- **Establish roles and responsibilities** for client and ADP
- Provides client-specific requirements jointly developed
- **Reviews client payroll function against best practices**
- Are process-focused for how ADP and the client interact with one another

The benefits of having a SOP:

- Provides a proven framework that the client can then adapt as the organization evolves and grows
- Helps client create an establish continuity plan
- **Documentation on pay practices** provides clear guidance on how specific events should be handled



ADP will take on the bulk of payroll administration

You will be responsible for 6 remaining items

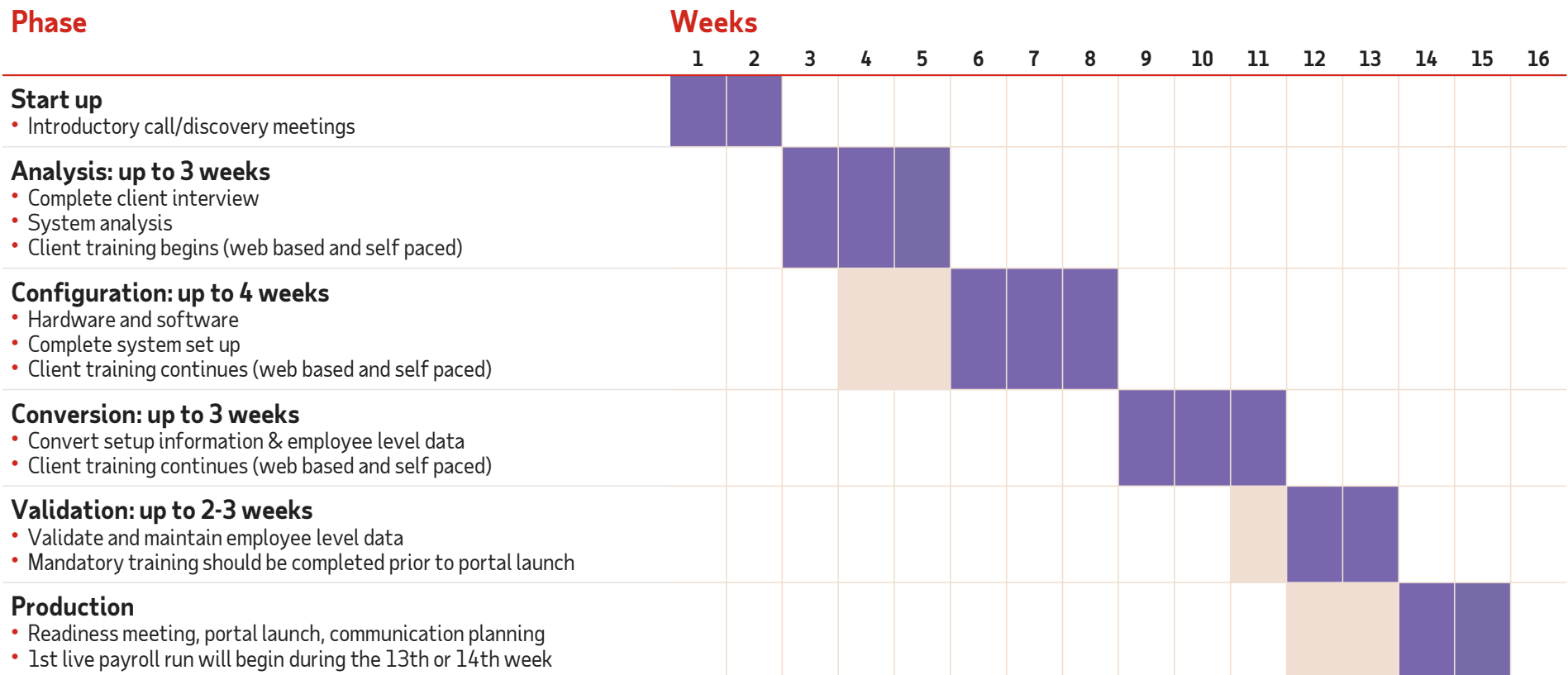
Time and Attendance	Payroll Administration	Distribution and Banking	Tax and Compliance	Service Delivery
Provide access to automated time and attendance technology, including scheduling, tracking and collection	Administer payroll schedule throughout the year including non-standard processing events	Initiate funding and pay distribution of checks, direct deposits and remittances	Complex tax investigation assistance for payroll administrator	Designated payroll specialist who serves as an extension of your in-house payroll team
Provide access to technology solution to support the administration of paid time off accruals	2 Add new HR demographic data (ie: hires or terminations)	Reconciliation of wage garnishments	Notifications based on federal and provincial tax and legislative changes	Provide payroll operating procedures to streamline payroll processing
Provide best practice recommendations for time configuration	Process employee level payroll updates and edits (e.g., deductions, direct deposit enrollments, garnishments, pay file changes)	Submit stop payment requests on client's behalf	Payment of federal, provincial taxes and reconciliation of taxes paid	Respond to employee and manager inquiries
Identify time data file exceptions and provide notifications	Process employer level updates (e.g., mass changes, earning and deduction type, rate changes)	Process direct deposit reversals at client's direction	Filing of annual federal, provincial, local employment related taxes and work safe premiums.	Provide online employee and manager self-service tools including access to pay statements and employee tax forms
1 Review, reconcile, validate and approve time card exceptions	3 Submit / Execute requests for additional payrolls, annual increases, manual checks, including calculations & processing	Provide reporting to reconcile payroll liability and related transactions	Coordinate quarterly and year-end tax-related activities	Provide garnishment support including agency notice assistance
Import time data files to payroll	Process other types of pay adjustments (e.g., prorated and retroactive pay adjustments)	Create general ledger interface file	6 Review annual tax reporting (T4's and T4As)	Offer comprehensive reporting options and assistance
	Perform extensive review and audit of payroll preview output reports	5 Import general ledger data into financial system	Adjustment and related amendment processing	Facilitate periodic reviews of upcoming pay changes, special pay scenarios, compliance items and other action items
	Present payroll preview to client		Research, investigate agency inquiries and notices upon request.	
	4 Review the payroll preview for accuracy before approving			
	Submit final approved payroll to initiate funding and money movement			



Implementation



Implementation Project Milestones





Implementation Methodology

	PROJECT STARTUP	IMPLEMENTATION ANALYSIS	CONFIGURATION	DATA CONVERSION	VALIDATION	LIVE PROCESSING & SUPPORT	INTRODUCTION TO SERVICE
ACTIVITIES	<ul style="list-style-type: none"> Assemble project team Conduct internal partners meeting Prepare and conduct welcome session Gather materials for upcoming analysis discussion Prepare for kickoff meeting 	<ul style="list-style-type: none"> Conduct kickoff meeting Complete requirements interviews Complete technical analysis (if applicable) Requirements review and approval Initiate test planning Initiate training plan Initiate data conversion tasks 	<ul style="list-style-type: none"> Configure solution Conduct unit testing Client user training underway 	<ul style="list-style-type: none"> Convert masterfile and balance data into ADP systems Audit data conversion results Execute training 	<ul style="list-style-type: none"> Conduct testing Solution training 	<ul style="list-style-type: none"> First live processing Review output reports 	<ul style="list-style-type: none"> Introduction to ADP Service team
CLIENT RESPONSIBILITIES	<ul style="list-style-type: none"> Assemble project team and subject matter experts Attend ADP welcome session 	<ul style="list-style-type: none"> Attend kickoff meeting Complete business requirement interviews Validate final requirements Commence client user training 	<ul style="list-style-type: none"> Establish change management plan Participate in configuration discussions (as required) Participate in core content management page configuration Provide test cases (if applicable) Attend required training 	<ul style="list-style-type: none"> Attend required training Provide data files for conversion Ensure data quality 	<ul style="list-style-type: none"> Conduct testing Validate data conversion results Provide test files and data Validate and approve test results Confirm required training is completed 	<ul style="list-style-type: none"> Perform the first live processing with assistance from ADP 	<ul style="list-style-type: none"> Work with implementation project manager to transition to service Complete survey
ADP RESPONSIBILITIES	<ul style="list-style-type: none"> Assemble project team Conduct internal partners meeting Initiate product setup Coordinate and conduct client welcome session Schedule kickoff meeting 	<ul style="list-style-type: none"> Conduct kickoff meeting Complete business requirement interviews Document custom work (if applicable) Finalize business requirement interview Initiate project plan 	<ul style="list-style-type: none"> Configure core systems with client rules and parameters Perform unit testing of all solution components Build custom interfaces (if applicable) Assist with core content page Ensure all required training is complete 	<ul style="list-style-type: none"> Convert masterfile data into ADP systems Review the test strategy plan 	<ul style="list-style-type: none"> Coordinate and support testing Manage issue log Conduct knowledge transfer session Ensure all required training is completed 	<ul style="list-style-type: none"> Support first live processing Validate output reports with client 	<ul style="list-style-type: none"> Transition client to service NPS event survey is generated
MILESTONES	<ul style="list-style-type: none"> Project team assembled Welcome session complete Kick-off meeting scheduled 	<ul style="list-style-type: none"> Business requirements complete Technical analysis complete (if applicable) Project plan established 	<ul style="list-style-type: none"> Configuration complete Unit testing complete 	<ul style="list-style-type: none"> Data conversion complete 	<ul style="list-style-type: none"> All test cycles complete All test results approved Data conversion validated Production go-live decision Required training complete 	<ul style="list-style-type: none"> Successful live processing 	<ul style="list-style-type: none"> Service team engaged





Implementation – Time Commitment

	Start Up	Analysis	Configuration	Conversion/ Validation	Testing	Production!
Executive Sponsor	Low 0-2 hours	Low 0-2 hours	Low 0-2 hours	Low 0-2 hours	Low 0-2 hours	Low 0-2 hours
Project Leader	Medium 2-5 hours	Medium 2-5 hours	Medium 2-5 hours	Low 0-2 hours	High 5-8 hours	High 5-8 hours
System Administrator	Medium 2-5 hours	Low 0-2 hours	Low 0-2 hours	Low 0-2 hours	Medium 2-5 hours	Medium 2-5 hours
Payroll	Low 0-2 hours	High 5-8 hours	Medium 2-5 hours	Medium 2-5 hours	High 5-8 hours	High 5-8 hours
General Ledger Interface	Low 0-2 hours	Medium 2-5 hours	Low 0-2 hours		Low 0-2 hours	Medium 2-5 hours
Human Capital Mgmt	Low 0-2 hours	High 5-8 hours	Medium 2-5 hours	Medium 2-5 hours	High 5-8 hours	High 5-8 hours
Time & Attendance	Low 0-2 hours	High 5-8 hours	Medium 2-5 hours	Medium 2-5 hours	High 5-8 hours	High 5-8 hours
Change Management	Low 0-2 hours	Medium 2-5 hours	High 5-8 hours	High 5-8 hours	High 5-8 hours	High 5-8 hours



FINANCIAL SUMMARY



FINANCIAL SUMMARY – Comprehensive Payroll

ADP WFN Comprehensive Services – 2 Year Contract					
Based on 104 EE					
	Total Employees	PEPM (Book Value)	PEPM (Offering 10% Discount)	Monthly	Annual
Base Admin Fee				\$ 360	\$ 4,320
Comprehensive Services (1-99)	99	\$ 42.00	\$ 37.80	\$ 3,742	\$ 44,906
Comprehensive Services (100-249)	4	\$ 40.00	\$ 36.00	\$ 144	\$ 1,728
TOTAL ANNUAL COST				\$ 4,246	\$ 50,954
ADP Current Spend					\$ 27,500
Outsourced Payroll Spend Today					\$ 24,000
TODAY: Current Spends					\$ 51,500
6 Months Free Promo on Incremental					
ANNUAL SAVINGS (Yr.1 and Yr. 2)					\$ 5,864
ANNUAL - POSITIVE ROI				\$ (534)	\$ (6,409)
Implementation (One Time)					\$ 3,090.00

From: [Peros, Maia](#)
To: [Dirk Volschenk](#)
Cc: [Pestowka, Richard](#)
Subject: ADP Pricing - Great News!
Date: October 9, 2024 2:58:16 PM
Attachments: [jimage007.png](#)

Hi Dirk,

I have had some internal conversations and was focused on getting the price a bit lower for the organization. Previous presentation shows a 10% discount and 6 months free on the incremental spend (Savings \$5,864).

I am able to hold the 10% discount and offer 2 months of free processing each of the 2 year contract on the FULL monthly fee, increasing saving to \$8,492 annually.

UPDATED OFFERING

ADP WFN Comprehensive Services – 2 Year Contract					
Based on 104 EE					
	Total Employees	PEPM (Book Value)	PEPM (Offering 10% Discount)	Monthly	Annual
Base Admin Fee				\$ 360	\$ 4,320
Comprehensive Services (1-99)	99	\$ 42.00	\$ 37.80	\$ 3,742	\$ 44,906
Comprehensive Services (100-249)	4	\$ 40.00	\$ 36.00	\$ 144	\$ 1,728
TOTAL ANNUAL COST				\$ 4,246	\$ 50,954
ADP Current Spend					\$ 27,500
Outsourced Payroll Spend Today					\$ 24,000
TODAY: Current Spends					\$ 51,500
4 Months Free (2 Months Yr 1 and Yr 2)					
ANNUAL SAVINGS (Yr.1 and Yr. 2)					\$ 8,492
ANNUAL - POSITIVE ROI					\$ (9,038)
Implementation (One Time)					\$ 3,090.00



Maia Peros, CPA, CA
 District Manager BPO

C: 437.235.9897

Maia.peros@adp.com



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Adjusted Market Rental Rates STAFF REPORT-2024-36

TO: LMCH Board of Directors

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: Adjusted Market Rental Rates

DATE: November 14, 2024

PURPOSE:

The purpose of this report is to provide an update to the LMCH Board of Directors with information on current average market rental rates for Local Housing Corporations (LHCs) and within the private sector in Ontario.

RECOMMENDATION

That the LMCH Board of Directors:

1. **APPROVE** LMCH establishing a reset of our market rental rates to 80% of the average market rent (AMR) for all new tenancies established after January 1, 2025.
2. **Recommend** that the market rental rates are reviewed annually by the Board.
3. **Authorize** LMCH staff to give effect to the above recommendations.

BACKGROUND

Under the Housing Services Act-O. Reg. 298/01, s. 47 (2-b), the maximum monthly rent payable by a household is the rent that a household who is not receiving rent-geared-to-income (RGI) assistance would pay for the unit, i.e. 'Market Rent'.

LMCH has a market/maximum rent that can be charged to tenants with size of the unit and utilities being taken into consideration. A market rent increase of 2.5% was just approved by the Board of Directors for existing LMCH tenancies, which aligned with the Province of Ontario's rent increase guideline.

In addition to the implementation of the rent increases based on the provincial guidelines, LMCH staff undertook a review in 2024 of our market rental rates to

determine if our rental rates were aligned with our counterparts in other Housing Corporations in Ontario and compared these as well against the published CMHC average market rents (AMR's) for London and Middlesex County rental markets.

In 2023, the AMR of a 2-bedroom apartment in London was \$1,479.00 per month, and strong rental demands continue to outpace supply, which reduced our region's overall vacancy rate to 1.7% as of October 2022ⁱ. This rate is for 2-bedroom units that turnover, for newly built (July 2019 – June 2022) units in our region the 2022 average rental rate for a 2-bedroom unit was \$2,357.00ⁱⁱ per month.

Looking at the current market rental rates for LMCH vs. CMHC's AMR LMCH is charging between 62.3% - 65.7% of AMR.

When comparing LMCH market rental rates to the average current market rental rates for other Local Housing Corporations (LHC's) within southwestern Ontario, as of Q.2 2024 market rental rates for the LHC group were at or just below 80% AMR.

In addition to indicating where the AMR rates are set for the group the charts also clearly demonstrate that LMCH market rental rates continue to sit well below the group average as our traditional provincial guideline increases have not kept pace with market trends and in recent years individual LHC's have begun to implement similar adjustments to their market rates.

The adjusted monthly market rental rates that are being proposed will be restricted to new tenancies beginning after January 1, 2025, and will see LMCH establish rates that keep our AMR at or near the 80% affordability rate. **(Appendix A)**

Current Average Market Rental Rates

	AMR (CMHC)	
	London	Strathroy - Caradoc
Bachelor	\$959.00	\$961.00
1 Bedroom Apt	\$1,186.00	\$1,072.00
2 Bedroom Apt	\$1,473.00	\$1,537.00
3 Bedroom Apt	\$1,565.00	
2 Bedroom Rowhouse	\$1,353.00	
3+ Bedroom Rowhouse	\$1,495.00	

Proposed LMCH Rental Rates

	Proposed New Market Rental Rates
Bachelor	\$778.00
1 Bedroom	\$950.00
2 Bedroom	\$1,150.00
3 Bedroom	\$1,350.00
4 Bedroom	\$1,550.00

TENANT & ORGANIZATIONAL IMPACT

Approval of this recommendation bears no costs to the Corporation or Residents around implementation. Impact on our current tenants would be limited to those currently paying market rent and transferring within LMCH and establishing a new tenancy (i.e. signing a new lease).

New market tenancies that are established with LMCH as of January 1, 2025, will have rental rates that allow us to still provide an affordable alternative to market rental units within the City of London and Middlesex County, and keep LMCH aligned with the other LHC's.

Longer-term impacts for LMCH organizationally will see the potential for increased rental revenues that will be generated from the newly established market rental rates.

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

Attachments:

Appendix A – Proposed New Market Rental Rates

ⁱ Figure from CMHA January 2023 Rental Market Report.

ⁱⁱ Figure from CMHA January 2023 Rental Market Report.

APPENDIX A

Market Rates for Existing Tenants

Proposed New Market Rates
For New Tenancies as of January 1, 2025

LONDON PROPERTIES	Bdrms	2022	2023	2024	2025	2025
Allan Rush Gardens	3	902	925	948	976	1350
	4	967	991	1016	1041	1550
Huron Street	2	871	893	915	938	1150
	3	941	965	989	1014	1350
Southdale Road, Pond Mills	2	871	893	915	938	1150
	3	941	965	989	1014	1350
	4	1005	1030	1056	1082	1550
Limberlost Road	2	871	893	915	938	1150
	3	941	965	989	1014	1350
	4	1005	1030	1056	1082	1550
	5	1045	1071	1098	1125	1550
Marconi (townhouses) and Boullee Street	3	953	977	1001	1026	1350
	4	1018	1043	1069	1096	1550
	5	1069	1096	1123	1151	1550
Marconi (semis)	3	967	991	1016	1041	1350
	4	1045	1071	1098	1124	1550
	5	1071	1098	1125	1153	1550
All hi-rises	Bach	600	615	630	646	778
	1	735	753	772	792	950
	2	883	905	928	951	1150
All scattered except 205 Cairn St.	3	1030	1056	1082	1109	1350
205 Cairn St.	3	967	991	1016	1041	1350

COUNTY PROPERTIES	Bdrms	2022	2023	2024	2025	2025
49 Bella St. Strathroy	1	657	673	690	707	950
	2	786	806	826	847	1150
125 Head St. Strathroy	1	657	673	690	707	950
Penny Lane - Strathroy	2	948	972	996	1021	1150
	3	967	991	1016	1041	1350
	4	988	1013	1038	1064	1550
	5	1005	1030	1056	1082	1550
7 & 9 Tucker St. Newbury	3	967	991	1016	1041	1350
28 & 30 York St. Newbury	3	967	991	1016	1041	1350
23 & 25 Broadway St. Newbury	3	967	991	1016	1041	1350
10 York St. Newbury	1	657	673	690	707	950
249 Ellen St. Parkhill	1	657	673	690	707	950
157 Simpson St. Glencoe	1	657	673	690	707	950
2061 Dorchester Rd. Dorchester	1	657	673	690	707	950

**Human Resources Manager Update – Q3 2024
PSH- 2024- 25**

TO: People Services and Housing Committee (PSH)

FROM: Dirk Volschenk, Manager of Human Resources

SUBJECT: Human Resources Manager Update – Q3 2024

DATE: October 21, 2024

PURPOSE:

To provide the People, Service and Housing Committee an overview of the key activities in Human Resources for Q3 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 provided, LMCH has been successful in maintaining a high level of staffing complement filled during the third quarter of 2024. Our staffing levels were at 100% of budget complement at the end of the quarter as a result of increased hiring through Business Case 22 and only two departures during the period. One of the departures was a Co-Op student whose placement concluded while the other was a resignation to pursue other opportunities.

Recruitment

As per the KPI Quarterly Report provided, LMCH had improved results in maintaining our target range of offering out a position within 90 days of a competition being approved. Although we are pleased to see an average of 66 days in the quarter, the numbers are

somewhat reduced by a few competitions being filled internally, which are much shorter turnaround times.

We are however pleased to see in the quarter a few competitions that had to be filled externally, being completed below the 90-day target which indicates that where we have strong candidates during the initial posting, our processes are able to fill vacancies quickly and efficiently.

Our expectations are that heading into Q4 2024 this figure will again rise due to current leadership and other specialized competitions which will generally take longer to complete.

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 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.

Although our initial target was to develop this KPI for presentation during Q4, other priorities have resulted in the development being delayed. It is currently planned to present the structure during the Q4 Managers Report.

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

As per the Q2 report, LMCH continued with the implementation of the Steve Hall Safety Consulting Project recommendations.

Within Human Resources some of the key recommendations were the development of structured and targeted training plans to better equip and support our employees with the challenges of some of the interactions while at work. In fulfilling this recommendation LMCH has partnered with CPI (Crisis Prevention Institute) to train LMCH internal staff to be certified to train other employees in Verbal-De-escalation training and Non-Violent Crisis Intervention training.

Additionally, we are currently meeting with London Police Services and London Fire Services to learn about their Peer-support system which is intended to help employees debrief after critical incidents.

Finally, we have initiated a competition through Business Case 22 to hire a Full-Time Health and Safety specialist to LMCH to support our Occupational Health and Safety and these initiatives.

Legislative Updates.

Effective October 1st, 2024, Ontario has increased its minimum wage to \$17.20 per hour. Our only employee group impacted by this increase is our Resident Contacts, Building Contacts, and Family Site Contacts, who are currently receiving the minimum wage. As such we will increase and apply their compensation during the next scheduled pay period to apply the new Provincial Minimum Wage.

PREPARED and RECOMMENDED BY:
Dirk Volschenk MANAGER OF HUMAN RESOURCES

Tenant Services Update PSH- 2024-26

TO: People, Services & Housing Committee

FROM: Andrea Mackenzie, Director of Tenant Services

SUBJECT: Tenant Services Update

DATE: October 21, 2024

PURPOSE:

The purpose of the report is to provide an update to the People, Services & 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 and forwarded to the Board of Directors as an information item.

UPDATES:

SHOAC (Social Housing Operational Advisory Committee)

The most recent committee meeting was held on September 18, 2024. The sector continues to meet to discuss any draft Housing Division Notices, the housing providers from the co-operative sector, and non-profit networks provide updates.

Next scheduled meeting will be November 20, 2024, both Olesya Gryn and Valentina Trglavcnik will be attended on our behalf.

Staff Training

On September 23, 2024 four Tenant Services staff were able to travel to Sarnia to participate in a full day of Residential Tenancy Act/RGI training conducted by ONPHA for 4 different Local Housing Corporations, these types of training days provide a good refresher for staff but also an opportunity to connect with peers from across the province. We will continue to look for opportunities for staff to participate in these training days.

Elections Canada

We are connecting with a few Elections Canada officials in advance of a potential upcoming federal election to confirm use of many of our buildings as polling stations. We have historically rented space to both Elections Canada and Elections Ontario and allowed their staff to use our sites as polling stations, we anticipate scheduling tours of the building(s) again in the coming weeks as inspections are required to ensure the space meet accessibility requirements.

Relmagine – Phase II Tenant Engagement

Since our last update to the committee on the status of families from the 22 units that will be demolished as part of our Relmagine Phase II staff have now been able to relocate a total of 9 families, with 3 more that have accepted units and will be moving in the coming weeks. We will continue to work with the remaining 10 families to ensure that as appropriately sized units come available in their desired neighbourhoods that we support their transitions this fall as we work to our December 31, 2024, timeline for having the relocations completed.

Tenant Talks

LMCH staff have restarted what we used to refer to as Town Halls at our sites and have rebranded as “Tenant Talks” for this year. Through the summer we were able to engage with residents on many of our family sites through resource fairs and barbecues, however we’ve returned to our more traditional approach for this fall and are holding these Tenant Talks through to December at all our senior sites. The first talk was held September 18, 2024, at our Commissioners location. Several staff attended and provided updates to residents and fielded questions from them around window cleaning, a painting or refresh of common spaces in the building, wild animal issues, and roof repairs for the lounge patio.

The next Tenant Talk is scheduled for Thursday, October 17, 2024, and will be held at our 30 Baseline Road location.

Tenant Placement – Additional Updates

Beyond the traditional work of the Tenant Placement Team of Cheri Johnson, Glynnis Bowman & Jacqueline Hinds that we report as part of our vacancy management report to the Board, the TP team spends time on supporting separate projects, like the current leasing up of 345 Sylvain. There are a total of 42 units in this new building, 20 of which have already been leased or future leased, which is a significant amount of work for this team as they support the Sylvan administration team of MaryAnna & Natalia but not reflected in their regular monthly stats to the Board.

Tenant Services Staffing Change

Karey Prashad joined the Tenant Services Team as of September 11, 2024, in the role of Tenant Services Manager, for Team1. Karey brings with her nearly 15 years of industry experience and we are excited to have her onboard.

Karey will be representing LMCH at the Connectivity Table here in London, this table brings 23 health and social service agencies together at a weekly meeting to address situations of elevated risk collaboratively and proactively. The model is a multidisciplinary, interagency approach to addressing situations of acutely elevated risk on a case-by-case basis. The approach enables organizations to be immediately responsive to acute needs in the community.

Valentina Trglavcnik started as our new Tenant Administration Manager on October 1, 2024. Valentina has most recently been working in student housing at Western but has extensive previous experience in subsidized, low-income and co-operative housing both in the Mississauga and London.

With the funding from the most recent multi-year budget, we have been able to add an additional 2 new members to our CSU team. Brett Lawrence & Eric Ballem joined our team on October 1, 2024 and bring between them over 17 years of experience working in the community safety field with direct previous experience with CMHA, Indwell and The Ark Aid Mission here in London, they will be great assets to the team.

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

**Senior Manager of Property Services Update
PSH-2024-27**

TO: People, Services and Housing Committee
FROM: Christine Poirier, Senior Manager, Property Services
SUBJECT: Update from Senior Manager, Property Services
DATE: October 21, 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.

Rent up of 345 Sylvan Avenue

The City of London has engaged LMCH to support the property management of their new building at 345 Sylvan Avenue. This Affordable Housing Development transitioned to LMCH in September 2024 and LMCH has been working with City staff on identification and approval of applicants.

As of October 21, 2024 there are 20 units occupied. Eleven applications are currently being processed and further applications are expected for the remaining units. LMCH is targeting full occupancy in November (dependent on the notice period for potential applicants with their current landlords).

There is regular staff presence at the building. Staff will continue to work with City Staff, tenants, and applicants to support the transition process for this building.

Sparkle Solutions Laundry Services

LMCH is in the preliminary stages of implementation of the new laundry services. Included in this process was the completion of property assessments to identify laundry room enhancements as well as regulatory compliance repairs and upgrades required to the current ventilation systems prior to the new equipment installation.

Vendors have been contacted to provide quotes for the regulatory compliance repairs as well as the anticipated laundry room enhancements. Once all quotes have been received and the appropriate vendors chosen for the tasks, a more detailed timeline will be created and provided. All quotes are expected to be received by end of October. The objective is to complete the transition by the end of 2024.

Integrated Pest Management

LMCH has been working on strengthening the Integrated Pest Management Program. This has been a challenge and LMCH is not where we want to be with treatment effectiveness and pest infestation levels across the portfolio.

LMCH has been effective in:

- Developing a SOP for pest control
- Improving internal use of data to better map pest treatments and treatment effectiveness
- Increasing the % of units being treated from 72% in Q1 to 90% at the end of Q3 2024.
- Reducing tenant refusals from 8% to 3% between Q1 and the end of Q3 2024.

LMCH has ongoing challenges in a number of areas:

- Clearance rates are too low. Treatment cycles have not been effective creating challenges for tenants and capacity issues in the program.
- Tenant Preparation has proven challenging due to:
 - the number of tenants requiring preparations
 - housekeeping issues
 - limited options to place tenant unit contents.
- Capacity of pest control service provider to treat required units due to limited number of technicians
- The overall infestation rate was at 38% at the end of Q3.

Responding to the challenges in October

- LMCH brought on a second pest control service provider in October 2024. This provider is serving a number of a senior sites and LMCH continues to monitor the capacity of both providers to ensure all required treatments are scheduled and completed.
- LMCH is working with pest control service providers to use treatments that require less preparation, have longer time between treatments and are expected to be more effective.
- Apprehend (bed bug treatment)
 - Is a Natural Biopesticide.
 - Registered for use by Health Canada. It is non-toxic and contains no chemicals or odours.



- Spray sits on surfaces and is transferred to bed bugs and bed bugs transfer it to each other.
- Will provide up to 3 months protection.

Service Standards

LMCH has been reviewing current service standards and identifying service gaps that affect the tenant experience. One gap identified was the timeline for service request completion. In order to close this gap the Property Services team has created a service request timeline in Q3 with the plan for implementation in Q4.

Service Standard

Provide clean, safe, and well-maintained homes.

Emergency Requests

Fire, flood, and life safety – Immediate action including through the answering service afterhours

Urgent Requests

4 Hour response – urgent requests such as clogged toilet, lock-out, health and safety
24 Hour repair – all urgent repairs are to be completed within 24 hours

Routine Requests

2 Days response – respond, assess within 2 business days
7 Days repair – all routine repairs to be completed within 7 business days

Preventative Requests

2 Days response – Low priority requests such as preventative maintenance and/or general requests requiring a contractor, will get a response and assessment within 2 business days
20 Days repair – low-priority maintenance issues completed within 20 business days

Pest Control Requests

2 Days Response: Inspection will be arranged within 2 business days.
3 Days Inspection Results: Results will be provided within 3 business days of inspection
7 Days First Treatment: Pest control treatment will be arranged within 7 business days.
10 Days Follow-Up: We will follow-up with you on the results within 10 business days.

By implementing this new structured service response LMCH will provide a consistent and predictable maintenance service.

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

**Community Safety Update – Q.3
PSH- 2024- 25**

TO: People, Services and Housing Committee

FROM: Tim Rudow, Community Safety Manager

SUBJECT: Community Safety Update – Q.3

DATE: October 21, 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 third quarter of 2024. The report highlights key 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 it to the Board of Directors as an information item.

BACKGROUND:

During the third quarter of 2024, the Community Safety Unit (CSU) concentrated on three key priorities to enhance the safety and security of our tenants and properties.

Increasing Staffing and Service Hours:

Noting a 21% increase in support from Q2, the CSU expanded staffing to improve service coverage and aimed to extend hours during peak and evening times. To support this, comprehensive training materials were developed in collaboration with managers, ensuring thorough onboarding and equipping new staff with the skills to handle a wide range of safety incidents. Newly hired Community Safety Specialists have completed Use of Force training and are currently undergoing field training, preparing for the service-an-hour expansion by Winter 2024.

Strategic Use of Data for Patrol Deployment:

Leveraging the data collection and communication improvements from Q2, the CSU strategically directed over 1,000 additional patrols by our contracted vendor during Q3. These patrols were not only responsive to reported incidents but also, in some cases, proactive anticipating emerging trends and attempting to address potential issues before impacting tenants or property. This approach aims to help to enhance security visibility during peak times of incidents reported to and known to LMCH.

Ongoing Improvements in CCTV Systems:

The Community Safety Unit remains dedicated to enhancing the performance and reliability of our CCTV systems, ensuring a robust and dependable security infrastructure. Through the implementation of remote camera checks at high-priority locations and critical software upgrades, we anticipate a significant reduction in CCTV downtime, particularly in network-challenged environments. This improvement is largely due to automatic system restarts and enhanced software reliability, which have strengthened central connectivity and aims to minimize potential interruptions.

With these software upgrades now completed, LMCH’s On Call Managers have more restored and reliable access to remotely view cameras during emergency situations, allowing for quicker and more informed decision-making. Additionally, these enhancements pave the way for future possibilities, including intelligent camera “arming” and more advanced monitoring capabilities, which are under consideration for implementation in Q4.

The above initiatives introduced by the CSU in Q3 2024 have significantly enhanced the well-being of both tenants and staff by improving operational efficiency, enriching data tracking and utilization, and upgrading CCTV infrastructure. With increased staffing and plans to extend service hours, the CSU is now better positioned to respond to incidents more quickly and effectively. Leveraging data insights from Q2, patrols were both reactive and proactive, enabling the early identification and resolution of potential issues. Recent upgrades to the CCTV system, including remote camera access for On-call managers during emergencies, have further improved monitoring consistency and response times, fostering a safer and more secure environment. These advancements contribute to a greater sense of confidence and peace of mind for tenants and staff alike.

In Q3, the CSU also established key partnerships with organizations such as the Canadian Red Cross and London Middlesex Crime Stoppers, further enhancing the ability to respond to community needs and crisis situations. Additionally, efforts in parking enforcement continued, and the naloxone distribution program expanded in partnership with the London Middlesex Health Unit, demonstrating a strong commitment to tenant health and safety. Looking ahead, these initiatives will continue to evolve into Q4, ensuring that the CSU remains proactive in fostering a safe and supportive community for all tenants and staff.

ATTACHMENTS: APPENDIX A: Quarter 3 Incident Data

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



LONDON &
MIDDLESEX
COMMUNITY HOUSING

Community Safety Unit – Q3 Data

Basic Metrics:

- **Total Incidents:** Total Incidents: 3069 incidents were handled within Q3. This averages out to 33.35 incidents per day, reflecting a 21% increase compared to Q2 where 2531 incidents took place.
- **Use of Force Incidents:**
 - Between Q1 and Q3, there was a steady reduction in incidents. Q2 experienced a 57% decrease from Q1, with 9 incidents reported in Q2. This trend continued into Q3, which saw a further drop to just 3 incidents—a 66.67% decrease from Q2. This reflects a consistent improvement in the de-escalation of incidents over the past two quarters.
- **Major Incidents:** 2 Serious Occurrences/ or Major incidents took place during the 2nd quarter of 2024.
 - **122 Baseline- Homicide-** On July 20th, 2024, A male tenant was assaulted inside of there unit leading to life threatening injuries. The individual was assisted by London Police & Emergency Services but later succumbed to his injuries.
 - **202 McNay – Flood/Evacuation Incident**
On August 18th, 2024, a significant flood occurred at 202 McNay due to a water leak originating from a tenant's unit, affecting 66 units. The Canadian Red Cross and the City of London responded to assist with evacuations and temporary lodging support. A debrief by the City of London took place on September 17th, where no further recommendations were made, and LMCH's actions were fully supported.

High Frequency Incidents:

- **Trespassing:** In Q3, trespassing remained the highest reported category with 672 incidents, accounting for 21% of all incidents. This is a decrease from Q2's documented 882 incidents which accounted for 34% of that quarter.
- **Access Control:** In Q3, Access Control incidents were reported 157 times, compared to 451 times in Q2. This decrease can be attributed to the seasonal impact of warmer weather and increased patrols during peak times of vagrancy. The enhanced security presence and strategic patrols have helped deter unauthorized access, particularly in high-risk areas.
- **Noise Complaints**
In Q3, noise complaints became the third most reported incident type, with an 11.27% increase compared to the previous quarter. This highlights LMCH's proactive efforts to address resident concerns and ensure a peaceful living environment.

Moderate Frequency Incidents:

- **Police Assists:** In Q3, there were 62 Police Assists, compared to 54 in Q2. This increase can be attributed to improved communication and growing familiarity between the Community Safety Unit and various police agencies, including the London Police Service, OPP, and RCMP. These stronger relationships ensure a more coordinated and timely response to incidents. Efforts to further enhance communication with law enforcement agencies are ongoing, as these partnerships are crucial for maintaining a safe and secure environment for our tenants.
- **Maintenance:** In Q3, there were 55 reported general maintenance incidents, a significant increase from the 26 reported in Q2. This rise reflects the increased vigilance from both in-house and external teams, ensuring that maintenance issues are identified and addressed promptly. It is important to note that this figure pertains solely to general maintenance and does not include elevator or fire-related issues. This proactive approach stems from our "We Care" philosophy, demonstrating our commitment to providing well-maintained, safe living spaces for our tenants.
- **Parking Enforcement Patrols:** In Q3, patrols targeting parking violations saw a significant increase, after none were conducted in Q2. This boost in activity demonstrates a heightened focus on productivity and responsiveness in addressing key concerns, such as handicapped parking violations, fire lane infractions, and ensuring vehicles in LMCH lots meet roadworthy standards. These patrols took place 55 times in Q3.

Lower Frequency Incidents:

- **Cause Disturbance:** In Q3, disturbance incidents decreased by **25.6%**, dropping from 82 reported instances in Q2 to 61 in Q3. This reduction reflects not only a positive trend in incident management but also highlights tenants' growing willingness to report disturbances both during and outside of office hours, contributing to a safer and more responsive community environment.
- **Unit Inspections:** The number of unit inspections requiring security assistance increased in Q3, reflecting LMCH's commitment to proactive tenant engagement and issue resolution, regardless of tenant vulnerabilities. Security was involved in 47 inspections, ensuring that units were well-maintained and occupied by the registered leaseholders. This approach demonstrates LMCH's dedication to maintaining housing standards while supporting all tenants in a respectful and equitable manner.
- **Parking Violations:** With the increase in patrols, there was a corresponding rise in reported parking violations, as anticipated. These violations include the infractions mentioned earlier. A total of 38 parking violations or tow notices were issued in Q3.

Other Q3 Support Data:

- **Tenant Interaction (36 incidents):** CSU & Contracted agencies proactive efforts resulted in 36 tenant interactions, highlighting strong communication and engagement to address resident concerns and improve community relations.
- **Suspicious Activity (31 incidents):** CSU & Contracted agencies successfully responded to 31 reports of suspicious activity, demonstrating their vigilance and commitment to ensuring a safe and secure living environment for tenants.
- **Theft (31 incidents):** Through effective monitoring and swift action, CSU & contract agencies addressed 31 theft-related incidents, reflecting their dedication to safeguarding tenant property and maintaining security.
- **Medical Support (29 incidents):** CSU & Contracted agencies provided crucial medical support 29 times, highlighting their quick and responsive actions to ensure tenant health and well-being during emergencies.
- **Staff Assist (27 incidents):** The CSU & Contracted agencies played a vital role in supporting LMCH staff on 27 occasions, highlighting seamless collaboration to handle various operational challenges and maintain efficiency.
- **False Fire Alarms (20 incidents):** CSU & contracted agencies managed 20 false fire alarms with professionalism, reinforcing the importance of readiness and contributing to a safer living environment by addressing these incidents promptly.
- **Property Damage (20 incidents):** With 20 instances of property damage addressed, CSU & Contracted agencies demonstrated their ongoing commitment to preserving LMCH properties and ensuring swift resolution to maintain property standards.
- **Community Engagement (16 incidents):** CSU actively participated in 16 community engagement events, reinforcing their role in fostering positive tenant relationships and creating a sense of community. Tins include participation in Harvest Hands Food Drive and other initiatives.
- **Illegal Dumping (16 incidents):** Through swift action and tenant education, CSU & Contracted agencies managed 16 cases of illegal dumping, helping to maintain clean and orderly properties while promoting responsible waste disposal. This number is expected to increase in Q4 as formal SOP's have been developed.
- **Harassment (13 incidents):**
The CSU & Contracted agencies addressed 13 harassment cases, demonstrating their focus on creating a respectful and supportive environment where all tenants feel safe and protected.

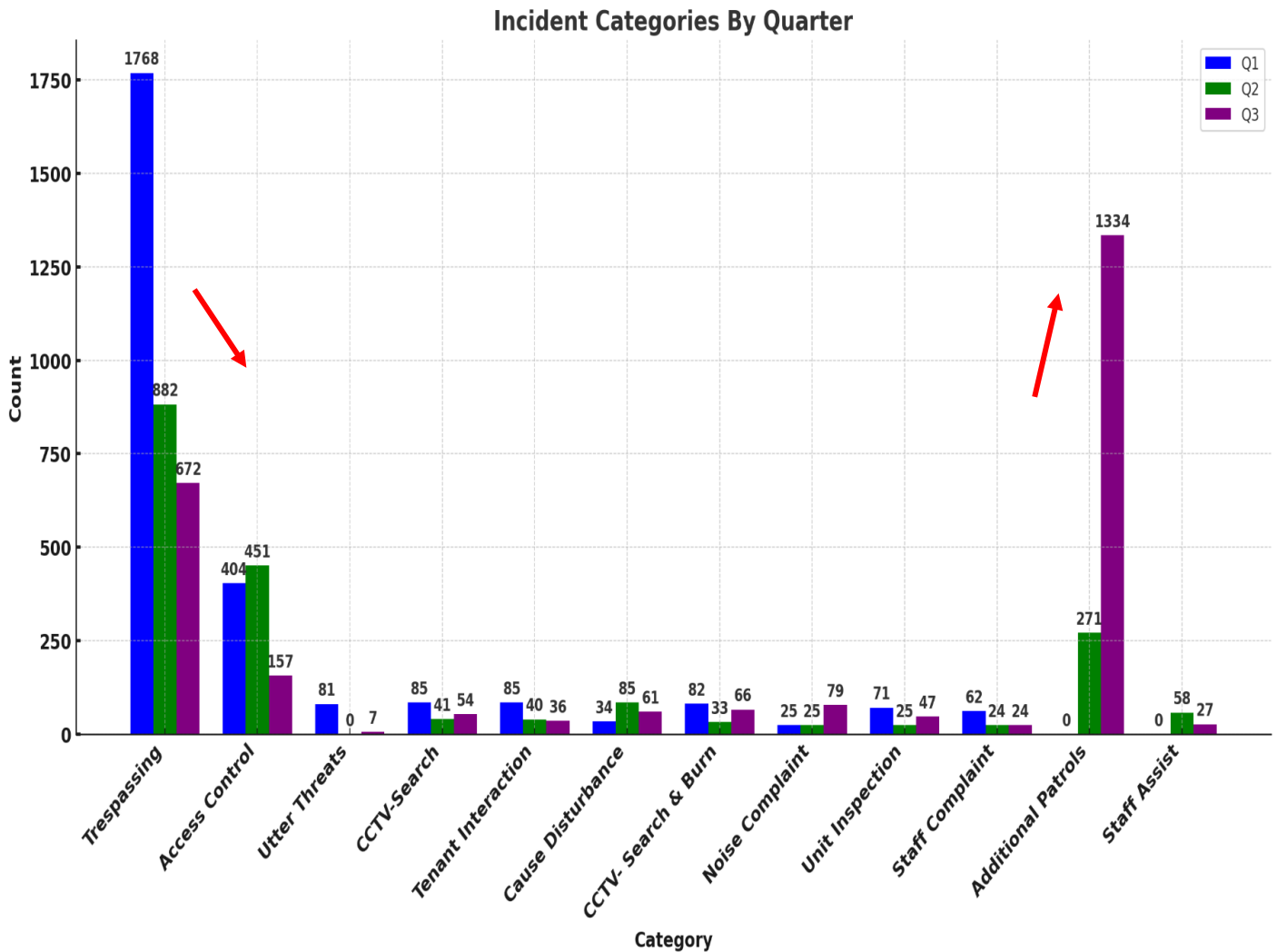
CCTV Supports:

A total of 156 CCTV support instances were tracked in Q3, encompassing both CCTV searches and burns conducted by management, CSU, contracted agencies, and other LMCH staff.

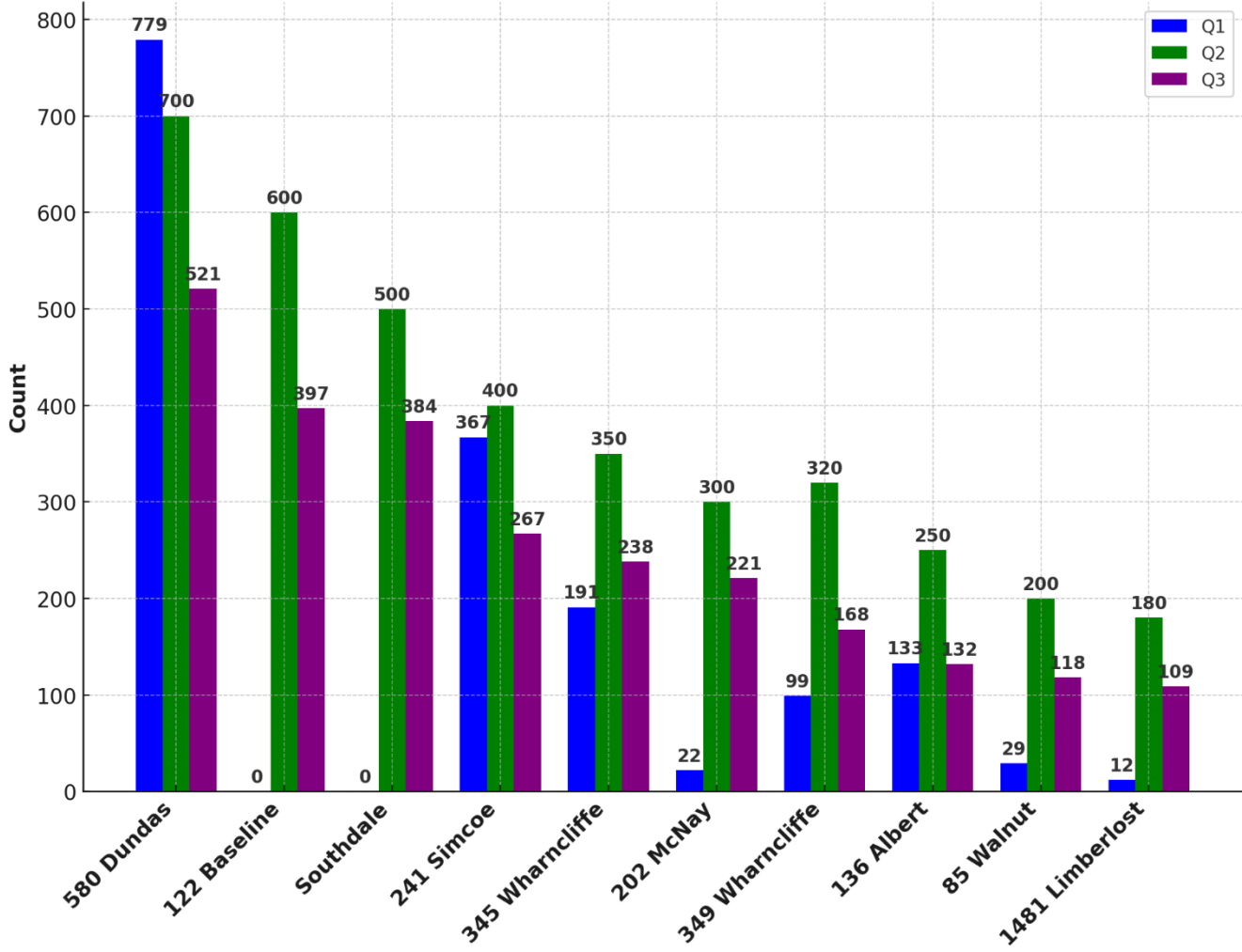
- Out of the 156 CCTV searches, 120 resulted in a burn request from the police, reflecting a 76% success rate.
- 100 out of 156 were for LTB/LMCH requirements.

- 56 were for police matters, involving ROPE, OPP, RCMP, and the London Police Service
- It is important to note that these numbers represent a holistic total across all levels of management and are specific to CCTV operations during this period.
 - For example, a search completed on September 2nd for a request within this period may not be included in these figures.

Additionally, 714 remote CCTV checks were completed in Q3.



Top 10 Locations by Count (Q1, Q2, and Q3)



Q3 Community Development Update PSH- 2024- 29

TO: People, Services and Housing Committee

FROM: Lisa Luther, Community Development Manager

SUBJECT: Community Development Update

DATE: October 21, 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 RECEIVE this report for information and forward to the Board of Directors as an information item.

UPDATES:

In June and August 2024, the Community Development team underwent staffing changes, with Carrie Bowen and Lexie Chambers transitioning into new roles at LMCH as a Housing Stability Case Coordinator and a Community Relations Worker, respectively.

On August 12, 2024, the team welcomed Alora Webb, who has quickly become a valued member of the team. Recruitment for the final Community Development Worker is in its beginning stages, with onboarding anticipated to begin in the coming months.

Despite these significant changes, the CD team remains dedicated to fostering positive outcomes within the LMCH communities, demonstrating resilience and a commitment to supporting tenants.

CD EVENTS & INITIATIVES

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

Rookie Ball

Rookie Ball wound down with a championship game on August 14, 2024. The initiative is led by the London Police Service which provides structured summer programming engaged children from our communities, fostering teamwork and physical activity. Congratulations to "Limberwin" for their big win!

Community BBQ & Resource Fair- Limberlost

In alignment with LMCH’s strategic plan to enhance tenant engagement, the CD team hosted a Resource Fair and BBQ at Limberlost. Tenant Services, Property Services, Pest Control and Community Development set up stations so tenants could stop by and learn more about each department. Community partners, including the London Police Service (Youth in Policing Initiative), Big Brothers and Big Sisters of Canada and the London Community Chaplaincy provided snacks, activities, and valuable resources, further strengthening tenant relationships and engagement.

CD Initiative- Pack Your Own Pencil Case

School-age children at Pond Mills were able to participate in packing a pencil case in preparation for going back to school. This fun event aimed to support children through picking out and decorating a pencil case and filling it with back-to-school supplies to build excitement for going back to school. The event also fostered connections among children of similar ages, supporting the Community Development pillar of promoting community engagement and connection.

CD Initiative Fill the Gardens at Dundas

Adding to the vibrance of the Dundas community, tenants were able to come together and plant fall mums in the recently installed garden beds. Tenants were able to choose the color scheme for the mums and six mums were planted in total during this fun afternoon event. This initiative contributed to creating a shared sense of ownership and pride in the community's physical space.

Community Partner Programming- Fire Safety Meetings

The London Fire Department provided Fire Safety information and takeaways to tenants at 9 LMCH communities.

Community Development Pop-Ups

CD Pop-Ups are a drop-in informational session where tenants can learn how to host a community event, and how to apply for Community Development Grants. This quarter, six additional LMCH communities were engaged, ensuring tenants are informed about opportunities to get involved in and connect with their communities.

ATTACHMENT:

APPENDIX A: Q3 CD Team, Community Partner Impact, Tenant-Led Events

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



July- Sept 2024

CD TEAM LED EVENTS & INITIATIVES



Bags of fresh produce and essential groceries distributed

1690

10

participated in
Community Conversations

10

Tenants participated
Community
Conversations



Tenants
participated in CD
Initiatives

63

33

Tenants participated
in CD Pop Ups



BBQ meals
distributed at
Resource Fairs &
BBQ's

380



July- Sept 2024

COMMUNITY PARTNER IMPACT

2600

Health & wellness
supports offered to
Senior communities



Visits to Summer
Programming

170

875

Meals delivered to
families



Children received
free school
supplies

105

8

Health tests administered



Tenants attended
Fire Safety Info
Sessions

68



Families enjoyed pop up
concerts in their
community

80



Children sponsored to
attend overnight camp

50



July–Sept 2024

TENANT LED EVENTS

24

Bingo
Events



Coffee/Tea
Groups

61

36

Food
Program
Opportunities



Social Activities

- Crafts
- Cards
- Games
- Music

91

****Approx. 50% of tenant programs pause over summer months ****

Q3 Communications Update PSH-2024-30

TO: LMCH People, Service, and Housing Committee
FROM: Matt Senechal, Communications Manager
SUBJECT: Q3 Communications Update
DATE: October 21, 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 receive this report for information and forward it 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 highlighting the great work being done by LMCH staff to tenants and the general public.

Q3 Review:

Staff Communication

Communication with staff continues to play an important role in the overall communications strategy. In Q2, Monday Minute saw an increase in readership of 35%. Staff have expressed their appreciation of the newsletter and look forward to future updates. As we look to enhance staff communications, the communications team started planning in Q3 and is preparing a report with recommendations for new initiatives in 2025.

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 page is starting to build momentum as expected with increased content being pushed out. In Q3, we saw our reach increase by 402%, reaching over 14K people and we more than doubled our followers. Our top posts were the Limberlost Resource Fair and the Rookie League blog post. Both posts saw a higher reach because of shares from community partners, highlighting the importance of strategic partnerships to help spread the good work of LMCH on social media.

Facebook	Q3	Q2	DIFFERENCE	
New Follows	49	23	26	113.0%
Impressions	14,343	2,859	11,484	401.7%
Engagement	344	100	244	244.0%
Visits	1,550	829	721	87.0%

X (Twitter)

X growth this quarter slowed with impressions and engagement both slightly down. Though X remained a bit flat, we did see profile visits increase by 39%, likes increased by 2.6%, and reposts increased by 7.7%. Our media activity also saw an increase of 57% in video views. This will help us plan for future content as video content likely has a higher engagement rate. This is something we will explore more.

X (Twitter)	Q3	Q2	DIFFERENCE	
New Followers	26	28	(2)	-7.1%
Impressions	7,128	7,990	(862)	-10.8%
Engagement	356	406	(50)	-12.3%
Reposts	14	13	1	7.7%

LinkedIn

LinkedIn continues to be one of our best social channels. Interestingly we saw a large increase in followers because of a job posting (Business Analyst) from July. This was out of the ordinary as we only average 20-30 new follows from a job posting. This increase could have also skewed some of our other metrics as we also saw higher levels of

impressions and engagement. Our strongest posts continue to be ones featuring employee engagement with an 80% engagement rate.

LinkedIn	Q3	Q2	DIFFERENCE	
New Followers	407	80	327	408.8%
Impressions	22,701	18,142	4,559	25.1%
Engagement	7,476	5,885	1,591	27.0%
Page Views	1,109	814	295	36.2%

Media Coverage

In Q2, media coverage of LMCH varied but continuing coverage from a June incident at 122 Base Line called the security and safety at LMCH sites into question, resulting in a more negative tone to the coverage. LMCH responded where appropriate and maintained transparency with media outlets.

We continue to build relationships with local media and pitch stories for more positive sentiment. With upcoming projects and the opening of 345 Sylvan, there is an opportunity to have more influence on the stories that are told. The communications team is also looking into other opportunities to create our own media.

Below is coverage from Q2, where LMCH was mentioned in the coverage and follow-up coverage of incidents.

July

- **London Free Press** - July 2 - [Man charged in girlfriend's death was facing other charges, court records show](#)
- **London Free Press** - July 26 - [Apartment resident saw 'knocked out' assault victim lying in wagon](#)
- **CTV News** - July 26 - [Serious assault turned homicide after victim dies in hospital](#)
- **London Free Press** - July 29 - [Vigil planned for London homicide victim who died after assault](#)
- **CBC London** - July 30 - ['This should never have happened': Tenants of public housing building speak out after killing](#)

August

- **CBC London** - August 1 - [Deputy mayor responds to calls for improved security at London public housing sites](#)



- **London Free Press** - August 7 - [Man charged, second sought in homicide at London public housing building](#)
- **CBC London** - August 7 - [Man arrested as police look for 2nd suspect in homicide at London public housing building](#)
- **London Free Press** - August 8 - [Two taken to hospital after apartment fire in east London](#)
- **London Free Press** - August 22 - [London homicide suspect arrested in Halifax: police](#)
- **CBC London** - August 22 - [2nd suspect arrested in connection with public housing homicide](#)

September

- **London Free Press** - September 6 - [Anti-poverty group pushes city to help low-income tenants battle pests, disrepair](#)
- **CBC London** - September 11 - [Man in life-threatening condition, suspect at large as police investigate northeast London shooting](#)
- **CTV London** - September 11 - [Victim taken to hospital with serious injuries following afternoon shooting](#)
- **London Free Press** - September 11 - [Man critically injured in east-end shooting, suspect at large: London police](#)
- **CBC London** - September 24 - [Bedbugs, cockroaches persist at McNay Street public housing building](#)

PREPARED and SUBMITTED BY:
Matt Senechal, Communications Manager

Board of Directors Quarterly Performance Report:



LONDON & MIDDLESEX
COMMUNITY HOUSING

Q3 2024

Period Ended September 30, 2024

October 28, 2024



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Section 1 – Executive Summary

The 2024 3rd Quarter Performance Report provides highlights of London Middlesex Community Housing (LMCH) strategic and operational performance for the July, August, and September 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.

3rd 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. LMCH remains below the 3% target due to non-lettable units being transferred to the CMHC Capital program for accessibility upgrades. If LMCH were to include all vacant units including the CMHC Capital program, the vacancy rate would be 3.4% for Q3 2024.
- **Work Orders**: The work order data shows steady maintenance efficiency and timeliness. Urgent and emergency work orders increased by 4% since Q2 2024, and after-hours service increased to meet tenant needs. Completed work orders have increased 4% to 85% in Q3 2024. This metric has remained in the red and is on pace to reach yellow status in the next quarter.
- **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 has remained stable at 4.28 months in Q3 2024 compared to 4.14 months in Q2 2024. The number of households in arrears remains in the red band, indicating ongoing challenges in reducing household arrears. The subsidies restored per quarter were measured at 122% which indicates that Tenant Services was able to restore more subsidies than they removed in the quarter.
- **Human Resources**: The human resources data shows consistent results in workforce performance and well-being. Compliment Management consistently meets or exceeds the 97% target, with it reaching 100% in Q3 2024. Talent Recruitment is currently in the green with 66 days required to recruit. The Human Resources team believes that future recruitment will remain within the green and the 90-day internal target. 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 yellow to green as tenant cooperation increased. Tenant refusals remained in the green, meeting the $\leq 5\%$ target in Q2 2024. While tenant cooperation has improved, the clearance rate has not improved which led LMCH to bring in a second vendor as the current vendor did not have the capacity to service the entire portfolio.

Q3 2024 - Performance Scorecard Vacancy

Outcome	Strategy	#	Measure	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 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%	2.7%	2.1%	2.4%	1.5% ↓
		1.2	Average # of Days to Commit the Unit: (From Vacant to Leased) Target = less than 33 days on average over the Quarter	19	22	20	29	29 —

Legend:

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

Q3 2024 - Performance Scorecard Work Orders

Outcome	Strategy	#	Measure	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 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%	24%	33%	40%	30%	34% ↑
		2.2	<u>Cost Controls:</u> % of After-Hours Work Orders Target = \leq 5%	9%	10%	13%	17%	12% ↓
		2.3	<u>Operational Efficiency:</u> % of Work Orders Completed Target = 95%	96%	98%	96%	81%	85% ↑

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

Q3 2024 - Performance Scorecard Arrears and Subsidy's

Outcome	Strategy	#	Measure	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 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%	79%	80%	79%	80%	78% ↓
		3.2	<u>Forgiveness:</u> Average Number of Months to Complete <i>Forgiveness</i> Target = < 4 months	4.69	5.02	3.39	4.15	4.28 ↑
		3.3	<u>Arrears:</u> Households in Arrears Target = ≤ 400 Households	629	611	650	625	667 ↑

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

Q3 2024 – Performance Scorecard Human Resources

Outcome	Strategy	#	Measure	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 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%	96%	99%	98%	97%	100% ↑
		4.2	<u>Talent Recruitment:</u> Time to fill vacancy (working days) Target = 90 days	97.3	98.9	27.3	132.3	66 ↓
		4.3	<u>Employee Attendance and Absences</u> Under Development Target = Under Development	N/A	N/A	N/A	N/A	N/A

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

Q3 2024 – Performance Scorecard Pest Control

Outcome	Strategy	#	Measure	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 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	21%	22%	27% ↑
		5.2	<u>Operational Effectiveness:</u> % of Active Units Being Treated Target = 90%	N/A	N/A	72%	82%	90% ↑
		5.3	<u>Tenant Co-operation:</u> % of “Tenant Refusals” Target = ≤ 5%	N/A	N/A	8%	5%	3% ↓

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	
<p>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.</p> <p>LMCH has set a service standard of 3% vacancy rate</p>	G	Green = Less than 3%
	Y	Yellow = 3% - 4%
	R	Red = Greater than 4%

Summary Analysis of Results	Status	G
<p>Q3 2024 has maintained a vacancy rate below the 3% threshold at 1.5%. The Vacancy rate has decreased due to a stabilization in move-in and move-outs and additional units being moved to the CMHC program for accessibility upgrades.</p> <p>Property Services does not control the CMHC timelines for completion and these units take longer on average to complete. If LMCH counted all non-lettable units from CMHC and fire units, the vacancy rate would be 3.4% in Q3 2024.</p>	Trend	▼
	<p>Notes: Results for this period are green with 1.5% of units found to be vacant.</p>	

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	<p>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.</p> <p>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.</p>
Assumptions	<p>Barring no major emergencies including fire, flood, natural disasters, etc., the plan continues to be achievable.</p> <p>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.</p>

Count (Units)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Total units in Active Restoration	2.5%	1.8%	1.2%	1.9%	1.1%
Total units Vacant and ready	1.1%	0.9%	0.9%	0.5%	0.4%
Total	3.6%	2.7%	2.1%	2.4%	1.5%

Age of Units Restored in Period (Count)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
0-15 days	4	1	3	1	1
16-30 days	4	8	14	12	7
31-60 days	32	25	13	14	10
61-90 days	23	13	23	15	8
91+ days	39	46	28	19	26
Total units restored	102	93	81	61	52
Average # of days in restoration	108	105	88	83	97

Age of Units in active Restoration (Count)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
0-15 days (last day of quarter)	12	5	4	20	8
16-30 days (last day of quarter)	9	13	5	15	5
31-60 days (last day of quarter)	21	10	10	10	6
61-90 days (last day of quarter)	14	14	9	10	8
91+ days (last day of quarter)	25	16	12	8	10
Total units in Active Restoration	81	58	40	63	37
Average # of days in restoration at end of Quarter	84	80	72	53	59

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
<p>The average number of days to commit a unit currently sits at 29 which matches the previous quarters results. The average number of days to commit a unit has remained in the green over the past 5 quarters.</p> <p>The average number of days to commit a unit does not include CMHC or fire units which take longer on average to repair, slowing down the turnover process. CMHC is a capital program which has their own deadlines and requirements for completing units with proper accessibility standards.</p>	Trend	
	<p>Notes: Q3 2024 still averages 29 days to commit the unit from vacant to leased.</p>	

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)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
0-15 days	43	57	34	26	29
16-30 days	29	20	15	21	10
31-60 days	10	16	10	21	7
61-90 days	4	1	2	6	2
91+ days	1	3	2	1	5
Total units Leased	87	98	63	75	53
Average # of days to commit the unit. (From Vacant to Leased)	19	22	20	29	29

Age of Units Vacant and Available (Count)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
0-15 days	22	16	19	3	8
16-30 days	5	4	1	6	0
31-60 days	7	6	8	2	5
61-90 days	0	2	0	1	0
91+ days	3	1	1	4	0
Total units Vacant and ready	37	29	29	16	13
Average # of days vacant and ready (Unit has not been leased, still available)	20	15	16	39	19

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	R
<p>Year-over-year the percentage of urgent, emergency, 24-hour work orders has increased by 10%. In comparison to Q2 2024, this metric has increased 4% moving this metric from the yellow to red. LMCH has an after-hour call service that can create work orders within our system. This can lead to duplicate work orders that can inflate this metric. Property Services is working with our after-hour service to ensure this process is reviewed.</p>	Trend	▲
	<p>Notes: Currently sits at 34% which is an increase of 10% 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. Total work orders increased by 577 from Q2 2024 to Q3 2024. Property Services was able to handle a higher percentage of urgent calls compared to last quarter. 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)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
% of Urgent	3%	10%	14%	14%	16%
% of 24 Hours	5%	4%	4%	2%	4%
% of Emergency	16%	19%	22%	15%	14%
Total Priority Work Orders by Quarter	1,588	2,096	2,016	1,466	1,841
Total Work Orders by Quarter	6,612	6,258	4,985	4,858	5,435
% of Work Orders by Priority	24%	33%	40%	30%	34%

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>Q3 2024 numbers show a decrease in after hour work orders of 5% over Q2 numbers. This downward movement is a good sign as after-hour work orders tend to cost LMCH more money due to additional related costs. 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	▼
	<p>Notes: Currently sits at 12% which is a decrease of 5% from last quarter.</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	Management has put 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)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
After Hours Work Orders	620	631	633	817	659
% of After Hour Work Orders	9%	10%	13%	17%	12%

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>Q3 2024 has improved over the previous quarter increasing to 85%. This increase is a good sign, but LMCH has not been able to return to the green band and additional analysis needs to be completed to determine the reason for the decrease in work orders completed. Since this metric remained in the red, it is less likely that this is a statistical anomaly and this needs to be addressed. As of Q2 2024, work order completion has declined due to Pest Control work orders being transferred from a work order process to a Purchase Order process removing their completed status from the overall count.</p>	Trend	▲
	<p>Notes: Currently sits at 85% which is an increase of 4% over last quarter.</p>	

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 a history of completing work orders at a rate of 95% or better. Over the past two quarters this metric has remained in the red. With LMCH at full employment compliment, management is determining the cause for the decrease in work order completions. Management is committed to returning to the green.
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)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Work Orders Completed	6,376	6,114	4,784	3,911	4,639
% of Work Orders Completed	96%	98%	96%	81%	85%

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	R
The percentage of households in good financial standing has decrease from 80% in Q2 2024 to 78% in Q3 2024. The results over the past 5 quarters have remained stable with percentages ranging from 78% - 80%. LMCH’s collection rate has increased to 92% in Q3 2024 which is a 4% increase from last quarter. 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 78% which shows a 2% drop since last quarter.	

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	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
# Households in Good Financial Standing	2,397	2,473	2,432	2,448	2,390
Total number of Households	3,026	3,084	3,082	3,073	3,057
% of Households in Good Standing	79%	80%	79%	80%	78%

Collection Rate	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Rent Due	\$10,053,431	\$13,402,032	\$3,623,154	\$7,184,093	\$10,647,314
Rent Collected	\$9,140,335	\$12,572,608	\$2,670,291	\$6,306,753	\$9,836,343
Rent Outstanding	\$913,096	\$829,424	\$952,863	\$877,339	\$810,971
Collection Rate (%)	91%	94%	74%	88%	92%

Tenant Debt Arrears (Rent/Parking Balance)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
\$1 - \$2,000	\$264,919	\$263,481	\$279,054	\$256,696	\$273,066
\$2,001 - \$4,000	\$196,044	\$201,233	\$239,124	\$210,437	\$144,732
\$4,001 - \$6,000	\$185,532	\$131,003	\$225,399	\$191,039	\$167,351
\$6,001 - \$8,000	\$121,304	\$104,262	\$81,582	\$153,250	\$99,847
\$8,001 - \$10,000	\$62,986	\$70,631	\$52,517	\$18,583	\$62,914
\$10,001 +	\$83,919	\$59,946	\$76,896	\$49,631	\$64,408
Total	\$914,704	\$830,556	\$954,572	\$879,637	\$812,317

Tenant Debt Arrears (# of Tenant Accounts)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
\$1 - \$2,000	497	484	497	487	557
\$2,001 - \$4,000	64	72	83	72	50
\$4,001 - \$6,000	37	27	46	38	34
\$6,001 - \$8,000	17	15	12	22	14
\$8,001 - \$10,000	7	8	6	2	7
\$10,001 +	7	5	6	4	5
Total	629	611	650	625	667

Tenant Debt Arrears (% of Tenant Accounts)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
\$1 - \$2,000	79%	79%	76%	75%	86%
\$2,001 - \$4,000	10%	12%	13%	11%	8%
\$4,001 - \$6,000	6%	4%	7%	6%	5%
\$6,001 - \$8,000	3%	2%	2%	3%	2%
\$8,001 - \$10,000	1%	1%	1%	0%	1%
\$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 number of months to complete forgiveness remained relatively the same compared to Q2 2024 with a small increase from 4.15 months to 4.28 months. The number of tenants that received rent forgiveness dropped by 6 households since last quarter. LMCH was able to restore 122% of subsidies in Q3 2024 which shows that tenant services was able to work through a backlog of arrears and restored a total of 243 subsidies while only revoking 200 in the same quarter.</p>	Trend	▲
	<p>Notes: Currently sits at 4.28 months which is an increase from 4.15 months from Q2 2024.</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	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Total Amount Forgiven per Quarter	\$345,678	\$403,065	\$166,667	\$305,366	\$317,348
Number of Tenants who Received Forgiveness	134	158	101	154	148
Average Dollar Amount Forgiven	\$2,580	\$2,551	\$1,650	\$1,983	\$2,144
Average Number of Months to Complete Forgiveness	4.69	5.02	3.39	4.15	4.28

Subsidy Metrics per Quarter	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Income Review Forms Completed	626	563	416	621	640
Number of Subsidies Revoked	425	411	335	515	200
Number of Subsidies Restored	262	269	199	366	243
Subsidies Restored per Quarter (%)	62%	65%	59%	71%	122%
Payment Plans	28	30	33	27	19

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 increased from Q2 2024 but the amount owed by each household has decreased from \$1,404 to \$1,216. With the overall rent outstanding decreasing from \$877,339 to \$810,971 it shows overall improvement but also indicates ongoing financial challenges among tenants.	Trend	▲
	Notes: Currently sits at 667 households in arrears which is an increase of 6.7% from last quarter.	

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	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Rent Outstanding	\$913,096	\$829,424	\$952,863	\$877,339	\$810,971
Households in Arrears	629	611	650	625	667
Average Owed by Households	\$1,452	\$1,358	\$1,466	\$1,404	\$1,216

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 Q3 2024, the measure for Compliment Management achieved the target of 100%, placing it in the green band. This indicates that the organization successfully maintained the ratio of current full-time employees to the total FTE meeting the budget, demonstrating effective workforce management and alignment with budgetary goals for this quarter.	Trend	▲
	Notes: Currently sits at 100% of FTE filled which has also 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	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Number of FTE's (End of Quarter)	93	96	95	96	102
Budgeted # of FTE's	97	97	99	99	102
Percentage of FTE's Filled (%)	96%	99%	98%	97%	100%

Retention of Talent	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Staff at Beginning of Quarter	95	93	96	95	96
Staff at End of Quarter	93	96	95	96	102
Difference in Quarter (#)	-2	+3	-1	+1	+6

Business Case #22 Hires (No Refill Hires Counted)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Projected Number of Hires	N/A	0	2	0	1
Actual Hires	N/A	0	2	0	0
% of Hires Made vs Projected	N/A	0%	100%	0%	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	G
The past quarter recruitment have stabilized regarding the number of days to fill a position. Through effective management of applicants and consistent application of our recruitment practices, we were able to return to below our targeted days to fill a position. The number of 66 days is however low and is driven by a few short turn-overs due to short recruitment cycles and internal applicants. We however believe it will maintain at or near the targeted 90 days mark.	Trend	▼
	Notes: Currently sits at 66 days which is a decrease from 132.3 days from the previous quarter	

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	<p>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.</p>
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)	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Number of Positions Filled	6	7	6	4	9
Average Time (Days) to Fill All Positions	97.3	98.9	27.3	132.3	66.11

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 27% has increased from 22% from Q2 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. The clearance rate has not improved in Q3 2024, which led LMCH to bring in a second vendor as the current vendor did not have the capacity to service the entire portfolio.	Trend	▲
	Notes: Currently sits at 27% which is an increase of 5% from Q2 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 within the 10% threshold.
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	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Senior Buildings	N/A	N/A	24%	26%	33%
Adult Buildings	N/A	N/A	21%	21%	28%
Family Buildings	N/A	N/A	16%	16%	21%
LMCH Total	N/A	N/A	21%	22%	28%

% of Total Units Being Cleared	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Senior Buildings	N/A	N/A	26%	30%	39%
Adult Buildings	N/A	N/A	32%	36%	42%
Family Buildings	N/A	N/A	21%	25%	30%
LMCH Total	N/A	N/A	27%	31%	38%

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	G
<p>% of Active Units Being Treated is sitting in the green with 90% of infested units being actively treated. This is the first time this metric has reached the green performance level.</p> <p>This metric has increased 8% since Q2 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 90% which is an increase of 8% from Q2 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 continuing to work 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 remain in the green moving forward.
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	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Cycle in Progress	N/A	N/A	517	713	915
Total Active Units Being Treated	N/A	N/A	717	868	1018
% of Active Units Being Treated	N/A	N/A	72%	82%	90%

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 3% which is a decrease of 2% from Q2 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	<p>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.</p>
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	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Total Units	N/A	N/A	178	133	92
% of Tenant Refusals	N/A	N/A	8%	5%	3%

% of Units Not Prepped	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Total Units	N/A	N/A	219	135	72
% of Not Prepped	N/A	N/A	10%	5%	2%

% of Escalated Units	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024
Total Units	N/A	N/A	88	160	140
% of Escalated	N/A	N/A	4%	6%	5%

PSH Report 2024-32

TO: People Services and Housing Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Reimagine Q3 – 2024 Report

DATE: October 21, 2024

PURPOSE:

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

RECOMMENDATION:

It is recommended that the LMCH PSH Committee receive this report for information.

BACKGROUND:

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

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

During the period following the Architectural award, LMCH and its design team worked with the City of London to secure approval of a Zoning Bylaw Amendment and Site Plan Approval Demolition Permit, which allowed a Request for Quotation (RFQ) to be issued in August 2023 to prequalified General Contractors for Phase 1. GC's submitted bids to complete the scope of work for Phase 1 which included: a six-story 53-unit building with community use space over much of the ground floor; multiple 1-, 2-, 3- and 4-bedroom units; 20% barrier-free units; surface parking; landscaping improvements; demolition of 18 existing townhouse units; improvements on 103 townhouse units (new siding, landscaping, hardscape). In October 2023, Jackman Construction was awarded the GC contract for Phase 1 as approved per FAR Staff Report 2023-51.

KEY PROJECT UPDATES WITH TENANT IMPACT:

- Jackman Construction has been authorized to operate up to seven (7) days a week in accordance with the City of London Bylaw for the new building of Phase 1. Notices are being delivered to tenants to inform them of the decision and bylaw requirements.
- Siding work is 70% complete and is expected to wrap up in the coming weeks. If weekend or holiday work is required for the existing occupied townhomes then advance notice will be provided to the tenants.
- Tenants will be paying their own hydro bills through a third-party submetering company. LMCH has entered into an agreement with Power Stream Energy Services to meter and bill tenants for Hydro.
- Building design includes a Laundry room on 5 of the six floors. Machines will be installed and serviced by Sparkle who was recently awarded the contract for Laundry Services across LMCH.
- LMCH will contract with Parcel One to provide package delivery lockers in the building to reduce the risk of lost/stolen packages.
- The City of London is introducing organic waste disposal in multi-residential buildings. The initial design specification did not include this requirement and LMCH will be working closely with the City of London, architect, and contractors to ensure we are compliant with all requirements when the building is opened.
- LMCH has agreements in place with both Bell and Rogers to provide internet and other services for the site for tenants.

Q3 PROJECT UPDATE:

Phase 1 Construction Progress and Related Updates:

Exterior: Superstructure of the building to the roof is 100% completed. Window installation is underway and exterior waterproofing membrane.

Interior: Mechanical and Electrical rough-ins are underway.

73 of 103 townhouses have been re-clad with new metal siding.

103 townhouses have received a new concrete main entry sidewalk and exterior façade entry wall tile.

LMCH has entered into a contract with Power Stream Energy Services (PSE an Alectra company) for Electrical Sub-Metering services. PSE was selected as the best option for this service with respect to tenant needs and financial impact. Currently coordinating installations between GC and PSE.

Currently working with our primary CCTV/Access Control vendor to develop a Statement of Work for CCTV/telecom services on site. The goal is to ensure the appropriate level of site security meeting tenant safety needs and enhancing LMCH operating efficiency, providing all the required infrastructure for office staff on site, common area, and exterior site security. Of note, Bell and Rogers infrastructure is available on site providing greater tenant telecom options/choices (both offer special rates for low-income households).

With regards to Laundry Services, Sparkle was selected as the LMCH service provider for all LMCH sites, and we are working with them to provide washer/dryer services and card/coin payment options for tenants. A payment kiosk for card top-ups will be provided in the building lobby.

Parcel One will be providing package delivery locker storage (e.g. for Amazon and other delivery services) to mitigate theft. This multi-locker storage facility will be located in the lobby by the main entrance right next to the building's Canada Post mailboxes.

The building's Appliance Requirements RFP closed on October 15, 2024. One bid was received. This bid and the process to solicit it are currently under review by LMCH team members representing Tenant Services and Property Services.

Furniture requirements are to be addressed next (e.g. common area, and office staff).

Organic waste disposal requirements are being addressed within the framework of the City of London's Green Plan, taking into account space needs for bins, pickup criteria, etc.

Jackman Construction is currently 2 weeks ahead of schedule on the new build, having completed 100% of the superstructure, with 60% of the schedule expired. Building top-off (roof structure completed) was completed in September 2024, with the building being weather-tight (roof membrane completed) by the end of October 2024. All indications are that Jackman Construction will achieve substantial completion by June 2025 and an occupancy permit from the City of London approximately 4 weeks later.

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.

City of London approval was achieved for Phase 2 minor zoning variance (Zoning Bylaw Amendment – ZBA) as the ground floor occupancy has changed to include more office space. Site Plan Approval (SPA) documentation for Phase 2 will be issued to the City of London for approval towards the end of October. 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 Pre-construction Milestones Schedule:

Milestone	Start Date	Delivery Date
Board Approval of Architect CGS	June 20 th 2024	
Zoning Bylaw Amendment	Approved	
Site Plan Approval documentation to COL (noise and vibration study outstanding)	October 21, 2024	March / 25
Additional Funding (CMHC) Application documentation for submission (ESA critical path, and class-B estimates)	September / 24	November / 24
Tenants Vacate Townhouses Slated for Demo	July / 24	December / 24
Demolition Permit	January / 25	March / 25
Foundation Building Permit	March / 25	April / 25
RFQ 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 estimated and 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 are crucial throughout this regeneration project. To support this, LMCH created a communication strategy and plan to guide key messaging, engage with tenants and gather feedback for the project. Important elements of the plan are grounded in the goals of the project. Key audiences have been identified and community engagement to gather feedback is ongoing. Notices are issued regularly to tenant mailboxes to keep the information pipeline current. One such notice currently in development is with respect to construction noise by-law requirements, letting tenants know that construction is continuing on weekends to ensure the project is completed on time.

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.

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 September 2024, total project spending is approximately 43% of budget. The majority of this expenditure has been for GC construction costs, which are at the end of September 2024, approximately 35% of the budget. This pattern of expenditure meets expectations for a project of this size at 100% superstructure complete and 60% 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 September / 24:

DESCRIPTION	PHASE 1 Budget	Spent to Date (End of Sept., 2024)	Remaining
Soft Cost - CGS - Prime Architect and sub consultants	\$ 1,056,921.63	\$948,882.60	\$108,039.03
Soft Cost - Consultants and LMCH Salary's	\$ 857,962.16	\$738,962.56	\$118,999.60
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	\$292,228.00	\$0.00
Construction Cost (GC) new build and renovations	\$ 23,804,400.00	\$10,580,456.90	\$13,223,943.10
Contingency Construction (Change Orders)	\$ 1,190,220.00	-\$138,461.67	\$1,328,681.67
Effective HST - 1.7602%	\$ 419,005.05	\$186,237.20	\$232,767.85
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	\$2,350.97	\$2,649.03
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	\$12,698,153.67	\$16,709,024.59

Note: The Separate Electrical Meters line-item original budget of \$159k is not required as sub-meters are provided at no charge to LMCH. A request to reallocate these funds to the Playground Equipment line item will be made at a subsequent FAR Committee meeting as the original budget amount for that item is too low (e.g. playground bids received in the \$260-280k range).

Change Orders to the end of September 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
10	\$9,766.29
11	\$278.50 (Credit)
12	\$58,541.47
13	\$2,312.92
14	\$17,692.00
15	\$8,214.84
16	\$14,820.51
17	\$11,942.99
Total Change Orders to end of September / 24	\$138, 461.67 (Credit)
Total Construction Value (Jackman Construction)	\$23,804,400.00
Invoiced to Contract to end of September / 24	\$10,580,456.90

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

**Asbestos Management Program Update
PSH 2024-33**

TO: People Services and Housing Committee

FROM: Christine Poirier, Senior Manager Property Services
John Krill, Director of Asset Renewal

SUBJECT: Asbestos Management Program Update

DATE: October 21, 2024

PURPOSE:

This report is to provide an update to the LMCH People Services and Housing Committee on the status of LMCH's Asbestos Management Program (ABMP), and recent occurrences related to the ABMP.

RECOMMENDATION:

It is recommended that the LMCH People Services and Housing Committee receive this report for information.

BACKGROUND:

In Q4 of 2022, LMCH engaged Pinchin Ltd – following an RFP process to retain an asbestos engineering and consulting firm – to create an Asbestos Management Program for LMCH. The output from this engagement is LMCH's comprehensive ABMP (see Appendix C) that ensures we are regulatorily compliant with asbestos management, abatement, disposal and training requirements.

To that end, LMCH:

- 1) Has an inventory listing of "undisturbed" asbestos present at its sites (e.g. floor tiles);
- 2) Requires all "to be disturbed" asbestos (e.g. when floor tiles are removed) to be properly abated and disposed of by qualified contractors;
- 3) Requires all contractors to be pre-qualified and certified in asbestos abatement and disposal;
- 4) Trains its personnel who may come into contact with asbestos to recognize the potential hazard and take appropriate steps to manage the situation.

LMCH's ABMP is housed on a shared drive for all personnel to access when necessary.

ABMP TRAINING UPDATE:

In Q2 of 2023 LMCH completed Asbestos awareness training for Managers and front-line staff members. Type 1 & 2 Asbestos Operations for Workers training was completed for all maintenance staff members – this training is required to be completed every 2 years.

Q3 of 2024 LMCH completed Asbestos awareness training for Managers and front-line staff members who are new to LMCH or missed from 2023. Type 1 & 2 Asbestos Operations for Workers training was completed for all new maintenance staff members.

MINISTRY OF LABOUR FIELD VISITS:

On September 13th and 26th, the Ministry of Labour (MOL) received a tenant phone call and anonymous phone calls respectively regarding asbestos at LMCH sites. The subsequent MOL visits and outcomes are detailed in the table below.

Complaint	Outcome
<p>MOL received a tenant complaint that asbestos tiles were being removed without required precautions and items were being removed off of the 2nd-floor balcony into a trailer at the loading dock.</p>	<p>MOL was satisfied that proper abatement was being performed by the contractor. As well was also satisfied with the ongoing work and collaboration between LMCH and Pinchin. However, he indicated that further tenant communications is required and a procedure should be stated in our Abatement Management Plan. It was noted that items being removed from the 2nd floor were acceptable, however must be barricaded. MOL reached out to the constructor; Apex (who were not on site) and was satisfied with their discussions</p>
<p>MOL received 6 anonymous phone calls identifying 6 LMCH properties. MOL stated that the complaint was derived from sub-trades not receiving asbestos reports from the general contractor. MOL met to confirm that all constructors received the plans and requested the contact details of each of the constructors. Properties identified: 170 Kent St. 85 Walnut, 202 McNay, 30 Baseline, 580 Dundas St., and 241 Simcoe St.</p>	<p>Having provided the information of each contractor, MOL noted once the owner has supplied the information, it is the constructors responsibility to ensure sub-trades received this information. LMCH is not liable to provide the reports to the sub-trades.</p>

In summary, the MOL is satisfied with our ABMP, and no orders were issued. As a result of these visits LMCH identified the need to:

- improve tenant communication on the presence of asbestos in the building and the asbestos management program
- the need to review expectations with contractors on asbestos barricades, signage, and communication with subcontractors.

Also, as the MOL report (Appendix A) flags our sub-contractor on-site at McNay as being responsible for the overall Health and Safety of this particular work at McNay, our obligation under the OHSa is not triggered. However, we will be bringing this MOL interaction up at the next JHSC meeting to raise awareness of our ABMP, its usefulness in the resultant MOL satisfaction, and to solicit feedback from the JHSC.

TENANT IMPACT AND COMMUNICATION:

Tenants ask questions of LMCH personnel and/or sub-contractors on site from time to time regarding asbestos. This is usually brought on by the sight of sub-contractors working to abate and dispose of asbestos while dressed in hazmat suits. While onsite LMCH personnel handle these tenant queries verbally well – as they are trained to do during Asbestos Awareness Training – there is a benefit to communicating about asbestos more formally. As a result, we have asked Pinchin to draft a one-pager Asbestos Information Sheet (see Appendix B) as a foundation piece for LMCH Coms to create a more comprehensive communication plan. The Information Sheet shown in Appendix B is for PSH Committee information purposes only; it is being edited by LMCH Coms as part of a communication plan that will allow us to post non-alarming notices to tenants and/or direct tenants to our website for more information on asbestos.

FINANCIAL IMPACT:

LMCH has retained Pinchin since November of 2022 to manage our ABMP for \$117,520 (exclusive of taxes) to include a three-year reinspection of sites. Contract renewal will be in 2025.

PREPARED and SUBMITTED BY:	STAFF CONTACT:
Christine Poirier Senior Manager, Property Services	Christine Poirier Senior Manager, Property Services
John Krill Director, Asset Renewal	John Krill Director, Asset Renewal

ATTACHMENTS:

Appendix A – Draft Pinchin Communication (to be edited by LMCH Coms)

Appendix B – LMCH Asbestos Management Program

ASBESTOS INFORMATION

Asbestos fibres were used in thousands of products, with the majority being used in construction due to it being heat resistant, fireproof, flexible and strong. Although the use of asbestos in construction has greatly reduced since the mid-1980s, it was not fully banned until regulations came into effect at the end of 2018. Buildings constructed prior to 1986 have the greatest potential for having asbestos-containing materials present, but various types of materials continued to be used until the end of 2018. Asbestos has been used in a variety of building materials, such as: texture finishes (popcorn ceilings), pipe insulation mechanical insulation, drywall compound, caulking, floor finishes, ceiling tiles, plaster, etc.



FREQUENTLY ASKED QUESTIONS AND ANSWERS

- **Q: I heard/read that one asbestos fibre can kill me, is this true?**
 - **A:** Asbestos is a naturally occurring fibre and is found in the ambient air we breathe daily. On average, each one of us breathe in thousands of asbestos fibres daily, which will not result in asbestos related diseases. The main risk with asbestos exposure is higher exposures and prolonged occupational exposure to asbestos.
- **Q: Is the presence of asbestos-containing materials a risk when I'm walking through the building or occupying my unit?**
 - **A:** No, asbestos-containing materials are not a risk while you are walking through the building or occupying your unit, providing you do not physically disturb the material.
- **Q: Is it safe to remain in the building while asbestos abatement is occurring?**
 - **A:** Yes. It is safe to remain in the building while the asbestos abatement is occurring as long as proper procedures are being followed by a qualified contractor.
- **Q: How are we going to be ensured there is no asbestos contamination during the abatement work that would put our health at risk?**
 - **A:** All asbestos abatement work is completed in accordance with applicable provincial and federal regulations and will be performed by a qualified asbestos abatement contractor.
- **Q: Do we need to be evacuated from the building?**
 - **A:** No, the building does not need to be evacuated.
- **Q: What should we expect during the abatement process?**
 - **A:** Depending on the classification of asbestos abatement required, you may see site isolation set up such as drop sheets, dust screens, caution tape, and asbestos warning signs. Asbestos workers will be wearing personal protective equipment such as respirators and protective disposable clothing. Specialized equipment will be used such as high efficiency filtered vacuums, and dust suppression.

A large, thick, grey curved graphic that starts from the bottom left and arcs upwards and to the right, ending near the top right corner of the page. It serves as a background element for the text.

FINAL **Asbestos** **Management Program**

Prepared for:

**London Middlesex Community
Housing**

1299 Oxford Street East
London, Ontario, N5Y 4W5

November 23, 2022

Pinchin File: 302622.001



IMPORTANT CONTACTS

LMCH and Property Service Management Contacts

Title/Function	Contact Name	Phone	Email
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Property Service Manager (Portfolio 3)	Jen Meaney	519-434-2765 ext. 209	jmeaney@lmhc.ca
After hours emergency reporting	On-call Manager	519-640-2181	N/A

Pinchin Contacts

Contact Name	Phone	Email
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After Hours Emergency Line	1.800.577.2653	N/A



Approved Abatement Contractors

Company	Contact Name	Phone	Email
Schouten Environmental	Brant Nicolson	519-577-8989	brant@schouten.ca
Biggs and Narciso	Ian Nizielski	226-235-2795	ian@biggsandnarciso.com
The BearStar Group Inc.	Rob Boyko	647-537-2037	rob@bearstargroup.com
Winmar Property Restoration Specialists (London)	Anthony Scheltema	519-639-6111	anthonyscheltema@london.winmar.ca
Diresco	Bill Norris	226-236-0071	billnorris@diresco.ca
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1.0 INTRODUCTION

London Middlesex Community Housing (LMCH) is committed to protecting the health and safety of workers and occupants. This Asbestos Management Program (AMP) has been developed to meet responsibilities as an employer, and as a building owner to manage operational issues respecting asbestos and to maintain compliance with applicable regulations for disturbance of asbestos-containing materials (ACM) during demolition, renovation, alteration, maintenance, repair, or other activities.

2.0 SCOPE

The AMP provides information and procedures for Asbestos Management of all LMCH owned or occupied facilities in Ontario.

The AMP applies to all LMCH staff as well as all service providers and contractors performing work in LMCH facilities.

The AMP outlines requirements for LMCH personnel involved in acquisition of property which may contain ACM. It applies to all categories of property except for vacant lands.

The AMP is a management system to control the disturbance of ACM during demolition, renovation, alteration, maintenance, repair, or other activities.

The AMP incorporates the following elements:

- Asbestos Assessments and Reassessments.
- Regulatory Requirements and LMCH Policies.
- Roles and Responsibilities.
- Notifications.
- Training Requirements.
- Emergency Reaction and Procedures.
- Record Keeping.
- Contractor Requirements.

3.0 OBJECTIVE

The AMP is a management system primarily intended to identify ACM and control disturbance of ACM by using proper procedures during demolition, renovation, alteration, maintenance, repair, or other activities. The objective in preparing and instituting this AMP is to ensure that known or suspected ACM is managed so that maintenance staff, construction workers and occupants are safeguarded in accordance with applicable regulations.



4.0 BACKGROUND INFORMATION AND HEALTH EFFECTS

The following is a very summary of the hazards and health effects from asbestos exposure:

- Occupational exposure to asbestos can cause fatal lung disease.
- Asbestos must become airborne and be inhaled to be hazardous. A physical disturbance or direct contact with ACM is required to cause it to become airborne. The mere presence of asbestos is not hazardous.
- Asbestos may remain in buildings so long as it is in good condition and undisturbed. No Provincial or Federal Regulations require the removal of ACM if it is enclosed, encapsulated or managed appropriately and removed prior to building demolition.

5.0 REGULATORY REQUIREMENTS AND LMCH POLICIES

5.1 Regulatory Requirements

This AMP was implemented in response to the following legislation in effect as of November 23, 2022.

All building operations, whether performed by LMCH, or service providers, shall adhere to the requirements outlined in this document and all applicable regulations, guidance documents and acceptable professional standards.

The following regulations and guidelines were in place at the time this AMP was prepared:

1. Asbestos on Construction Projects and in Buildings and Repair Operations, Ontario Regulation 278/05.
2. Designated Substances, Ontario Regulation 490/09.
3. General – Waste Management, Ontario Regulation 347/90.

6.0 LMCH POLICIES RELATED TO ASBESTOS

LMCH has established the following policies related to asbestos independent of applicable regulations:

- LMCH may opt for removal of ACM with minor damage as opposed to encapsulation unless removal is not practicable. ACM with major damage must be removed.
- LMCH may opt for removal of damaged ACM as opposed to repair with jacketing (pipe and mechanical insulations) unless removal is not practicable.
- LMCH staff shall not undertake any asbestos operations defined as High Risk/Type 3 by applicable regulations.
- All High Risk/Type 3 operations shall be undertaken by an Asbestos Abatement Contractor.



7.0 ASBESTOS-CONTAINING MATERIALS AT LMCH FACILITIES

Refer to the individual Asbestos Assessments or subsequent Asbestos Reassessment Reports prepared for the LMCH facilities. In some cases, Hazardous Materials Assessment or Designated Substance Survey Reports may have been prepared and these reports include information regarding asbestos and other hazardous materials.

All assessment reports have been or will be, prepared to comply with applicable asbestos regulations.

Asbestos Assessment Reports are key components of this AMP, as the reports define the locations of ACM and Presumed ACM (PACM) present in the facility, the condition of ACM, the friability, the type of asbestos and the approximate quantity.

7.1 Asbestos Assessments

Asbestos Assessments for London Middlesex Community Housing facilities have been completed by a Consultant (Qualified Person), in compliance with applicable regulations and acceptable professional standards.

LMCH will engage a Consultant (Qualified Person) to perform asbestos assessments for all operating facilities. The report is to be completed following a methodology compliant with applicable regulations and acceptable professional standards. The report must comment on the condition of the ACM, include recommendations for remedial action, and is to include the risk classification for any abatement required.

7.2 Reassessment of ACM

All ACM and PACM identified in the Asbestos Assessment reports will be inspected at reasonable intervals, and at minimum annually, a reassessment of all ACM and PACM will be completed with written documentation.

The reassessment of ACM and PACM will be completed by a Consultant (Qualified Person).

7.2.1 *Unassessed Areas*

Where assessments have been completed in only a portion of residential/commercial units, all non-sampled materials (including but not limited to ceiling tiles, vinyl floor tiles, vinyl sheet floor, etc.) are to be presumed to contain asbestos, and reassessed during their yearly inspection of the suites.

If during any annual or other inspections, materials not previously sampled are found to be damaged (spalling finishes, debris, etc.), samples are to be collected and the material is to be identified as asbestos or non-asbestos. Remedial action and removal procedures are to be decided accordingly if the materials are found to contain asbestos.



7.3 Distribution of Assessment and Reassessment Reports

LMCH will ensure that each assessment and reassessment report is distributed or accessible to the following:

- LMCH JHSC.
- Hard copy sent to each facility (it is a regulated requirement, and a copy must be available on site).
- Maintenance Personnel.
- Project Managers, Property Managers or Construction Managers planning or performing work in a LMCH Building.
- Outside contractors that could potentially disturb ACM through their work.

8.0 REMEDIAL WORK – DAMAGED MATERIALS

LMCH will refer to the asbestos assessment or reassessment reports (as required) to determine if damaged materials are ACM.

If the regulated abatement procedure to be used is not detailed in the recommendations section of the asbestos or hazardous materials report, the LMCH will contact a Consultant to determine applicable asbestos abatement procedures.

LMCH may employ a qualified contractor or utilize properly trained staff to perform the remedial work required (removal of damaged ACM) and a qualified consultant to perform site reviews and air monitoring, if required, as soon as practicable upon receiving the report/notice of damage.

9.0 REVIEWING REPORTS AND PRE-CONSTRUCTION BULK SAMPLING OF MATERIALS

Prior to performing any work, the existing building materials that may be disturbed by the work will be assessed. The asbestos assessment report, or pre-construction hazardous building materials report, as required by separate provincial legislation, for the building will be reviewed (by the party sourcing or performing the work).

Prior to disturbance (removal or renovation), additional assessment must be conducted and sampling of materials that may contain asbestos that were not identified in the asbestos assessment report (a regulated requirement). The survey must be performed by a competent Asbestos Consultant and include destructive or intrusive testing for concealed materials.

Sampling may include the following:

- Flooring materials in occupied tenant units that may not have been previously sampled. Prior to disturbance of vinyl sheet flooring or vinyl floor tile and the adhesive mastic, collect



samples of flooring materials that were not previously sampled/identified (refer to Findings Section of the Asbestos Assessment Report or Hazardous Materials Report).

- Prior to disturbance of materials presumed to contain asbestos listed in the assessment report, collect samples of materials that were not previously sampled/identified (refer to Asbestos Assessment Report or Hazardous Materials Report).
- Unidentified suspect materials that were not sampled during the initial survey, but which may be present located within enclosed areas such as pipe/duct insulations in ceiling spaces, chases or shafts. If such areas will be affected by the work, entry to these areas and sampling of suspect materials shall be performed.
- Other hazardous building materials shall be sampled and analyzed or identified prior to disturbance as required by provincial regulatory requirements. Other hazardous building materials may include lead, mercury, silica, polychlorinated biphenyls, mould, etc.

10.0 ABATEMENT – CONSTRUCTION, RENOVATION OR DEMOLITION

LMCH will refer to the asbestos assessment reports, hazardous materials reports, or bulk sample analytical results (as applicable) to determine if ACM is present which may be disturbed.

LMCH will contract a Consultant to determine applicable asbestos abatement procedures and to develop a scope of work and performance specifications.

LMCH will employ a contractor to perform asbestos abatement of ACM that *may*¹ be disturbed by construction, renovation or demolition work using appropriate regulated procedures.

11.0 NOTIFICATION

11.1 Notification to Tenants

The Client will inform the JHSC of any planned sampling, assessment or abatement work that is to be conducted within the applicable LMCH buildings to ensure that all aspects of committee involvement are complied with.

Tenants must be notified of ACM in their leased space and in common areas of the building that they have access to and may disturb the ACM. This is a regulatory requirement.

LMCH will notify all new tenants of the presence of ACM in the space they are occupying. Notification is to be completed prior to occupancy via the tenant lease agreement.

¹ Regulations state that ACM that may be disturbed must be removed (or asbestos precautions must be followed) prior to any other work



Upon institution of this AMP, and upon completion of asbestos assessments in a recently assessed or recently purchased property, where tenants have not been notified via their lease agreement, LMCH will notify tenants of the presence of asbestos in the space they are occupying.

The notification is to be provided by either sending a letter or posting a notice at the Lobby elevator or mailboxes (or similarly conspicuous location) for a period of three weeks. Suggested language to be used to notify Tenants regarding asbestos is present in Appendix A but should be reviewed by LMCH's legal counsel prior to issuing.

LMCH will ensure that all tenants provide an emergency contact number (in the event of an accidental disturbance).

11.2 Notification of Contractors

Contractors that perform work which may disturb ACM within the facilities must be notified of the presence of asbestos (by providing the asbestos or hazardous materials assessment report). Notification will be sent to these parties on an annual basis prior to project or maintenance work completed each fiscal year (e.g., janitorial, telephone, cable, etc.).

Prior to performing work, contractors must complete and return the Contractors Notification Package (Appendix B) and LMCH will maintain acknowledgement forms from these packages.

11.3 Notification of Maintenance Personnel

LMCH will inform their own staff that will perform maintenance work or project work of the presence of asbestos in the facility in which they are working. This will be completed by providing access to the AMP, the asbestos assessment report and training.

11.4 Notification of Project Managers, Architects and Engineers

LMCH will inform their project managers, architects, and engineers of the presence of asbestos in the facility in which they are arranging for or planning work. This will be completed by providing access to the AMP, and the most recent asbestos assessment/hazardous building materials report.

11.5 Notification of Authorities Having Jurisdiction

The Constructor will notify the Authorities Having Jurisdiction, for the following:

- All work classified as a Type 3 operation.
- Glove Bag work greater than 1 square meter of ACM.
- All projects with a value greater than \$50,000, regardless of scope.



12.0 TRAINING REQUIREMENTS

LMCH will employ a Consultant to ensure staff have received appropriate training.

The majority of LMCH employees will not undertake asbestos abatement work or will not disturb asbestos. Therefore, training shall be limited to the following:

- Health effects of asbestos exposure.
- Overview of the existence of applicable regulations and risk classification.
- Identification of common types of ACM.
- Understanding a typical asbestos survey report.
- Their responsibilities under the policies in this AMP and Regulations.

LMCH employees which coordinate work in facilities will also receive the following training:

- Risk Classification of Asbestos Work (Type 1/Low Risk, Type 2/Moderate Risk, Type 3/High Risk).
- Overview of appropriate work practice and procedures to be followed.

London Middlesex Community Housing employees who will undertake Type 1 and 2 asbestos abatement will undertake hands-on training on Type 1 and 2 work execution in addition to the above training requirements.

LMCH will maintain a record of training of their employees.

LMCH requires service providers, contractors, etc. to provide appropriate training to all workers who perform work in LMCH Facilities which will, or potentially may, disturb ACM.

13.0 RESPONSE TO DISTURBANCE OF ASBESTOS, PROCEDURES AND CONTACTS

LMCH staff and contractors may encounter fallen material that is suspected or confirmed to contain asbestos or uncover a material that was previously unidentified and is suspected to contain asbestos. LMCH staff and contractors shall follow the protocol "Response to Disturbance of Asbestos" in Appendix C.

For tendered work for demolition, alteration or repair of all or part of machinery, equipment, or a building; upon unexpected discovery/disturbance of a material suspected to contain asbestos, not previously identified in the reports, it is a Regulated requirement to notify the JHSC, the contractor, the Owner, and the local Ministry of Labour, Training and Skills Development office.

14.0 CLASSIFICATION OF ABATEMENT WORK AND PROCEDURES

Refer to Appendix E for the classification of abatement work and Type 1, 2 and Glove Bag Procedures.



15.0 SITE REVIEW AND AIR MONITORING OF ASBESTOS WORK

15.1 Visual Clearance Review

The primary method of ensuring compliance when conducting asbestos removal or abatement work is visual clearance review of the site and work practices by a Competent Worker or Asbestos Consultant.

15.2 Air Monitoring During Asbestos Work

O. Reg. 278/05 only requires clearance monitoring following Type 3 operations in buildings that will be occupied after the asbestos work.

In Type 2/Moderate Risk and Type 3/High Risk projects air monitoring is useful to provide proof of compliance with the specified work practices and, if performed, will be performed as outlined below on LMCH projects.

Air monitoring and analysis during active asbestos removal or abatement will be performed using the NIOSH 7400 method using Phase Contrast Microscopy (PCM). PCM air samples must be submitted for analysis to a laboratory participating in a recognized quality control program such as the AIHA Asbestos Analysts Testing (AAT) Program or the Quality Control Program of the IRSST (the Institut de recherche Robert-Sauvé en santé et en sécurité du travail).

The acceptable limit for samples collected outside the asbestos work area will be 0.05 fibres/cubic centimetre (f/cc). This level has been established as 50% of the current Occupational Exposure Limit (OEL) established by the American Conference of Governmental Industrial Hygienists (ACGIH). In addition, the NIOSH REL (Recommended Exposure Limit), the US OSHA PEL (Permissible Exposure Limit) and the ACGIH TLV (Threshold Limit Values) for asbestos are 0.1 fibres/cc (or mL), including aspect ratio and length requirements.

Accurate determination of a lower concentration may be affected by the presence of low levels of non-asbestos fibrous dust in office or building environments.

15.3 Type 1 (Low Risk) – Site Review and Air Monitoring

15.3.1 Site Review

The Project Manager, an assigned Competent Worker, or an outside Asbestos Consultant, will review the work upon completion of work to ensure all ACM has been removed and the area adequately cleaned of dust and debris.

15.3.2 Air Monitoring

Air monitoring is not required.



15.4 Type 2 (Moderate Risk) and Glove Bag – Site Review and Air Monitoring

15.4.1 Site Review

An assigned Competent Worker or an outside Asbestos Consultant will perform part-time site reviews throughout the abatement and review the work upon completion of work to ensure all ACM has been removed and the area adequately cleaned of dust and debris. Upon completion of site review by the Competent Worker or Consultant, the site isolation will be dismantled. The Project Manager or an assigned Competent Worker may review for final cleanliness after the site isolation has been dismantled.

15.4.2 Air Monitoring

Air sampling may be performed.

15.5 Type 3 (High Risk) – Site Review and Air Monitoring

15.5.1 Site Review

An outside Asbestos Consultant may perform part-time site reviews throughout the abatement and will review the work upon completion of work to ensure all ACM has been removed and the area adequately cleaned of dust and debris. Upon completion of site review and air monitoring by the Consultant, the site isolation will be dismantled.

The Project Manager or an assigned Competent Worker may review for final cleanliness after the site isolation has been dismantled.

15.5.2 Air Monitoring

PCM air monitoring may be conducted on a part-time basis. Air monitoring may be conducted at the perimeter of the Asbestos Work Area (in occupied areas adjacent to the Work Area) to ensure no leakage from the enclosure. Air monitoring may be performed within the enclosure to ensure that respirator protection factors are not exceeded.

Clearance air monitoring must be performed within the Asbestos Work Areas. Clearance levels of 0.01 f/cc using PCM method must be achieved prior to dismantling the enclosure. Where PCM samples fail to meet the 0.01 f/cc criteria:

- Contractors may be requested to reclean the Asbestos Work Areas, or;
- Transmission Electron Microscopy (TEM) may be used with a clearance criterion of 0.01 asbestos fibres/cc.

Once the clearance air testing is satisfactory and within 24 hours after the clearance air testing results are received,



- a. The Owner and the Employer shall post a copy of the results in a conspicuous place or places,
 - i. At the workplace, and
 - ii. If the building contains other workplaces, in a common area of the building; and
- b. A copy shall be provided to the JHSC or the health and safety representative, if any, for the workplace and for the building.

16.0 RECORD KEEPING AND DOCUMENTATION RETENTION

LMCH will keep the following records:

- Asbestos (Hazardous Materials) Assessment Reports.
- Reassessment Reports.
- Tenant Notification Letters and dates posted or transmitted.
- Contractor Notification Packages and Acknowledgement Forms.
- Asbestos Project Work Records.
- Consultant Asbestos Abatement Completion Reports (including site review and Air Monitoring Reports).
- Bulk sample analytical results from any sampling.
- Emergency response project records.

17.0 HAZARDOUS MATERIALS CONSULTANT QUALIFICATIONS

Consultants employed by LMCH for asbestos work are to meet the following minimum requirements:

- Display competency in asbestos consulting (be the “competent person” required in applicable regulations).
- Maintain a health and safety management system that meets provincial standards.
- Accredited to analyze PCM air samples or use an accredited laboratory.

18.0 ABATEMENT CONTRACTOR QUALIFICATIONS

Contractors employed by LMCH are to meet the following minimum requirements:

- All supervisors and workers performing abatement work are to be trained in the procedures being used, health effects or asbestos, applicable personal hygiene procedures, personal protection equipment used and respirator care.



- Workers are to be trained as per the requirements of provincial regulations in the province the contractor is working within. In Ontario, all workers and supervisors are to have their Ministry of Training, Colleges, and Universities (MTCU) training certification to perform Type 3 work.
- All workers are to be fit tested for respirators.
- Maintain a health and safety management system that meets provincial standards.

19.0 JANITORIAL WORK

Contracted janitorial staff will not:

- Sweep/vacuum in areas of damaged ACM.
- Sweep/vacuum/remove ACM debris.
- Disturb ACM.
- Remove ACM.

20.0 MAINTENANCE OF THE AMP

This AMP is to be re-evaluated, and possibly revised, each time there is a substantial change to the provincial regulation, or policy change. This AMP must be reviewed at least annually and updated as necessary.

21.0 ROLES AND RESPONSIBILITIES

This section defines the roles and responsibilities of LMCH personnel instituting this AMP and providing effective management of ACM at their facilities.

The AMP Facilitator has the primary responsibility to administer the AMP and ensure it is instituted and effective.

The following table summarizes the responsibilities of LMCH personnel:

Reference No.	Responsibility/Task	AMP Section Reference	AMP Facilitator	Property Service Manager	Project Team	Client Staff	Consultant
1	Maintenance of the AMP	20.0	X				
2	Employ a Consultant to prepare Asbestos Assessment Reports for any facility where one is not available/prepared	7.1	X	X			



Reference No.	Responsibility/Task	AMP Section Reference	AMP Facilitator	Property Service Manager	Project Team	Client Staff	Consultant
3	Employ a Consultant to prepare Asbestos Assessment Reports in newly purchased facilities	7.1	X	X			
4	Employ a Consultant to reassess facilities where ACM has been confirmed and in unassessed areas	7.2	X	X			
5	Distribute Asbestos Assessment and Reassessment Reports	7.3	X				
6	Upon receiving assessment and reassessment reports, employ a contractor to perform remedial abatement work to remove damaged ACM. Use applicable provincial procedures	8.0	X	X			
7	As required, prior to performing remedial work, engage a Consultant to perform site reviews and air monitoring	15.0	X	X	X	X	
8	Ensure that an intrusive pre-construction assessment for ACM is performed prior to any renovation, alteration, or demolition	9.0		X	X	X	X
9	Conduct bulk sampling of suspect materials that have not been sampled or presume the materials to be an ACM	9.0		X	X	X	X
10	Employ a Consultant (as applicable) to prepare a scope of work prior to large scale abatement as part of construction, renovation or demolition.	10.0		X	X		
11	Amend leases to provide notification to new tenants informing them of ACM within their space, and instruction them not to disturb ACM	11.1	X	X			
12	Provide existing tenants at the outset of this AMP, or tenants in newly purchased facilities, a letter notifying the lessee of ACM within their space, and instruction not to disturb the ACM	11.1	X	X			
13	Ensure all Project Managers, Architects, Engineers and others arranging for, or	11.4	X	X	X	X	



Reference No.	Responsibility/Task	AMP Section Reference	AMP Facilitator	Property Service Manager	Project Team	Client Staff	Consultant
	planning, work in the facility are provided with the most current asbestos (re)assessment report						
14	Provide contractors working in LMCH facilities the most current asbestos (re)assessment report and notification via the Contractor Information Package	11.2		X	X	X	
15	Employ a Consultant to train LMCH personnel	12.0	X				
16	Response to an uncontrolled disturbance or disturbance of asbestos following emergency procedures in Appendix C	13.0	X	X	X	X	
17	Keep all records as required by this program (excepting contractor package acknowledgement)	20.0	X				
18	Keep records of contractor package acknowledgement for each project (contractors to submit via email and keep record)	16.0		X	X	X	
19	Ensure Consultants meet the required qualifications	17.0	X	X	X		
20	Ensure contractors meet the required qualifications	18.0		X	X	X	X
21	Ensure maintenance and janitorial work is performed so that it does not disturb ACM and unnecessary disturbance of ACM is avoided	19.0				X	
22	Report any unplanned disturbance to ACM or damage to ACM	13.0	X	X	X	X	
23	Employ a Consultant to perform site reviews and air monitoring	15.0		X	X		

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 Master Template for Asbestos Management Program, HAZ, ON Only, February 19, 2020

GLOSSARY



Amended Water	Water with wetting agent added for purpose of reducing surface tension to allow thorough wetting of ACM.
Asbestos-Containing Material(s) (ACM)	A material that contains 0.5% or more asbestos as measured by U.S. Environmental Protection Agency Test Method EPA/600/R-93/116: Method for the Determination of Asbestos in Bulk Building Materials, June 1993.
Asbestos	Any of the following fibrous silicates: Actinolite; Amosite; Anthophyllite; Chrysotile; Crocidolite; Tremolite.
Asbestos Work Area	Area where work is being performed which will or may disturb ACM including overspray and fallen material or settled dust that may contain asbestos.
COHSR	Canada Occupational Health and Safety Regulation (SOR/86-304).
Competent Worker	In relation to specific work, means a worker who, <ul style="list-style-type: none">• is qualified because of knowledge, training, and experience to perform the work• is familiar with the Act and with the provisions of the regulations that apply to the work, and• has knowledge of all potential or actual danger to health or safety in the work.
Encapsulation	The application of a liquid sealant to asbestos-containing materials; the sealant may penetrate and harden the material (penetrants) or cover the surface with a protective coating (bridging sealants). Also called encasement. This is generally not advisable.
Enclosure	Enclosure of ACM means the construction of solid enclosure (walls, ceiling, bulkhead etc.) around ACM, or An Enclosure means the site isolation including hoarding walls, polyethylene sheeting and seals that isolates an Asbestos Work Area.
Friable Material	Material that: when dry, can be crumbled, pulverized, or powdered by hand pressure, or is crumbled, pulverized, or powdered.
Glove Bag Removal	A method of removing friable insulation from a piping system using a prefabricated bag which isolates the section of insulation being removed. This is a Type 2 Procedure.
HEPA Filter	High Efficiency Particulate Aerosol filter that is at least 99.97 percent efficient in collecting a 0.3 micrometre aerosol.
HEPA Filtered Negative Pressure Unit:	Portable air handling unit which extracts air directly from the Asbestos Work Area and discharges the air to the exterior of the building after passing through a HEPA filter.
JHSC	Joint Health and Safety Committee.



MOECP	Ministry of Environment, Conservation and Parks.
MOLTSD	Ministry of Labour, Training and Skills Development
Qualified Person	<p>A person who (a) has knowledge of the management and control of asbestos hazards through education and training, and (b) has experience in the management and control of asbestos hazards.</p> <p>This is generally an Asbestos Consultant with appropriate qualifications and training.</p>
Phase Contrast Microscopy (PCM)	A method which uses an optical microscope to determine airborne fibres, normally in an occupational setting. Results are presented as a number of fibres per cubic centimetre (f/cc). The method of analysis is based on the US National Institute for Occupational Safety and Health (NIOSH) Manual of Analytical Methods, Method 7400, issue 2, Asbestos and Other Fibres by PCM (August 15, 1994).
Transmission Electron Microscopy (TEM)	A method which uses an electron microscope to determine airborne asbestos fibres. Results are presented in fibres per cubic centimetre of air (f/cc). The method of analysis is The U.S. National Institute of Occupational Safety and Health (NIOSH) Manual of Analytical Methods, Method 7402, Issue 2: Asbestos by TEM (Aug 15, 1994).
Type 1, 2 and 3 Procedures	Procedures defined under Ontario Ministry of Labour Regulation 278/05. The specific operations and their classification into these procedures are described under the Classification of Work Section.
Low, Moderate and High Procedures	Work classifications and procedures defined under federal health and safety regulations.
US EPA	United States Environmental Protection Agency.

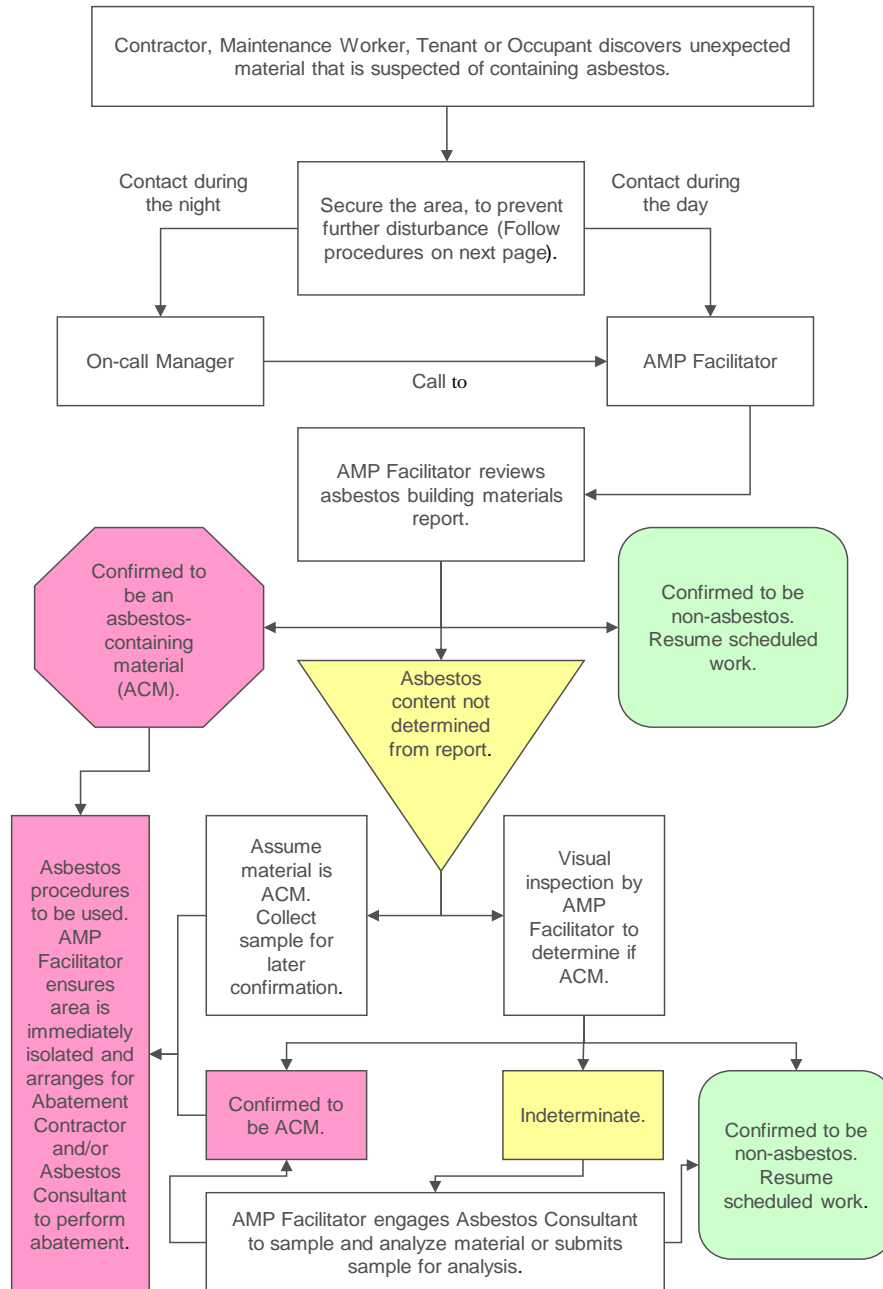
APPENDIX A

Letter of Notification to Tenants Regarding Asbestos in Premises

APPENDIX B
Contractor Notification and Acknowledgement Form

APPENDIX C
Response to Disturbance of Asbestos

EMERGENCY RESPONSES AND NOTIFICATION IN THE EVENT OF ASBESTOS-SUSPECT MATERIAL DISCOVERED DURING MAINTENANCE OR CONTRACTED WORK OR REPORTED BY OCCUPANT/TENANT





EMERGENCY REACTION IN THE EVENT OF SUSPECTED ASBESTOS DISTURBANCE

If asbestos-containing materials or suspect materials have been disturbed improperly, follow these directions:

- Do not clean up, cover, move or contact asbestos-containing or suspect material. Cease work in the area and do not resume work that risks disturbing the suspect material. Workers are to leave the area and the LMCH AMP Facilitator is to be notified immediately.
- Isolate the area by locking doors if this can be done without blocking emergency or fire routes.
- If it is not possible to safely isolate the area, the AMP Facilitator will notify appropriate persons not to enter the area. If possible, post security to prevent unnecessary access.
- The AMP Facilitator will arrange to shut down ventilation systems to the affected area including supply, return and exhaust, if deemed necessary based on the circumstances of the disturbance.
- The AMP Facilitator will determine if asbestos is contained in the debris. If material cannot be confirmed asbestos-free by records or appearance, follow procedures below.
- The AMP Facilitator will contact an Asbestos Consultant to sample the material or identify the material visually.
- If the material is confirmed or assumed to contain asbestos, the AMP Facilitator may contract an Asbestos Abatement Contractor or utilize properly trained staff to clean-up contaminated area.
- At their option, the AMP Facilitator may decide to employ an Asbestos Consultant to perform air monitoring and consulting, prior to, during, and/or after clean-up to determine airborne fibre concentrations prior to, and during, the work and to ensure airborne fibre levels are within acceptable limits to re-occupy the space. The AMP Facilitator must notify the Joint Occupational Health and Safety Committee of the results of air monitoring or testing.
- Enable ventilation systems after air monitoring or clean up of ACM.

APPENDIX D
Asbestos Project Work Record



ASBESTOS PROJECT WORK RECORD

Building: Site Address, City, Province
(Building Address or Name)

Date: _____
(Today's Date)

Project Number: _____
(LMCH Project Number or Purchase Order Number)

Project Type:

- Emergency Planned Project
 Type 1/Low Risk Type 2/Moderate Risk Glove Bag Type 3\High Risk

Area of Work: _____
(Room Name, Number, Floor etc.)

Description: _____
(Brief description of abatement, material, system, etc.)

Tenant: _____
(Tenant name if any, department or group)

Project Start Date: _____
(Mobilization date)

Project End Date: _____
(After dismantling/clean-up)

Contractor: _____
(Contracting firm or employee)

Telephone: _____
(Contractor or employee telephone)

Consultant: _____
(Name of consulting firm/contact if any)

Telephone: _____
(Consultant telephone)

Pre-Construction Assessment for asbestos-containing material (ACM) performed and report provided to Contractor?

Yes No (Explain) _____



Air Sampling during abatement?

Yes No

Clearance Air Monitoring performed after abatement?

Yes No

Air Monitoring results to Joint Occupational Health and Safety Committee (if applicable)?

Yes No

Asbestos Survey Updated to Reflect Changes in ACM Inventory?

Yes No, no changes to ACM inventory resulted

No, to forward copies to Consultant prior to next re-assessment

Asbestos waste removed from site and disposed of?

Yes, ACM waste documentation attached No, ACM waste not generated

No, ACM waste remains on site for later disposal

Append the following information relating to asbestos abatement to this work record, if applicable, and file Asbestos Work Record and attachments with Asbestos Management Program. Check where attached.

Submittals including Insurance Yes No

Waste Documentation Yes No

Specifications, Change Orders, Drawings Yes No

Consultant Site Review Reports Yes No

Air Monitoring Results Yes No

Analytical Certificates Yes No

Provincial Regulatory reports Yes No

Additional Correspondence Yes No

APPENDIX E
Classifications of Abatement Work and Type 1, 2 and Glove Bag
Procedures

CLASSIFICATIONS OF ABATEMENT WORK

A summary of the asbestos work classifications for Ontario is as follows:

Type 1 (Low Risk)

- installation or removal of ACM ceiling tiles (less than 7.5 m²) without damage*;
- installation or removal of non-friable ACM, other than ceiling tiles, without damage*;
- damaging* non-friable ACM that is wetted and where the work is done using non-powered hand-held tools; and,
- removal of less than one square metre of drywall where ACM joint-filling compounds were used.

Type 2 (Moderate Risk)

- the removal of all or part of a false ceiling to access a work area, if ACM is likely to be lying on the surface of the false ceiling;
- enclosure of friable ACM;
- application of tape, a sealant or other covering to pipe or boiler insulation that is ACM;
- installing or removing ACM ceiling tiles that cover an area of 7.5 m² or more if the work is done without damaging the tiles;
- damaging non-friable ACM using non-powered hand-held tools if the material is not wetted;
- cleaning or removing filters used in air handling equipment in a building that has sprayed ACM insulation;
- removal or disturbance of one square metre or less of friable ACM;
- glove bag removals of ACM insulation.
- Work that may expose a worker to asbestos and that is not classified as a Type 1 or Type 3 operation, is also to be classified as a Type 2 operation.

Type 3 (High Risk)

- removal or disturbance of more than one square metre of friable ACM;
- spray application of a sealant to friable ACM;
- cleaning or removal of air-handling equipment, including rigid ducting but not including filters, in a building that has sprayed ACM insulation;
- repair, alteration or demolition of a kiln or furnace made, in part, of refractory materials that are ACM;



Asbestos Management Program

London Middlesex Community Housing

Classifications of Abatement Work and Type 1, 2 and Glove Bag Procedures

Pinchin File: 302622.001

Appendix E

- Use of power tools not attached to dust-collecting devices with HEPA filters on non-friable ACM; and,
- repair, alteration, or demolition of a building in which asbestos products were manufactured, unless the asbestos was cleaned up and removed before March 16, 1986.

* **damage** includes breakage, cutting, abrading, grinding, sanding, and vibration.

TYPE 1 ASBESTOS WORK PROCEDURES

These procedures are to be followed by workers and contractors performing the following work at LMCH buildings.

- Installing or removing ceiling tiles which are an asbestos-containing material, if the tiles cover an area less than 7.5 square metres and are installed or removed without being broken, cut, drilled abraded, ground, sanded or vibrated.
- Installing or removing non-friable asbestos-containing material, other than ceiling tiles, if the material is installed or removed without being broken, cut drilled, abraded, ground, sanded or vibrated.
- Breaking, cutting, drilling, abrading, grinding, sanding, or vibrating non-friable asbestos-containing material if,
 - The material is wetted to control the spread of dust or fibres, and
 - The work is done only by means of non-powered hand-held tools.
- Removing less than one square metre of drywall in which joint-filling compounds that are asbestos-containing material have been used.

These Type 1 Asbestos Procedures assume the non-friable material can be removed with relatively little loose dry dust released. Generation of debris is permissible if the debris can be well wetted before being removed. If the work will release more than a trivial amount of dry loose dust, do not proceed further with work. The Property Service Manager or an assigned representative will determine which of Type 1, 2 or 3 procedures are appropriate.

1. EQUIPMENT

All equipment must be on site before proceeding.

1.1 HEPA Vacuum

Use of a vacuum is optional. Wet cleaning methods may be used in place of a HEPA vacuum. If a vacuum is used, it must be equipped with a high efficiency particulate aerosol (HEPA) filter. The vacuum must only be opened to be cleaned or dislodging of blocked objects in an enclosure following Type 2 procedures. The vacuum exterior should be carefully wet cleaned after each use or after each emptying.

1.2 Respirators

Use of a respirator is optional. However, a respirator is recommended for all Type 1 work. The employer will supply at the workers' request a half face respirator with P100 (HEPA) filters, with training on use and qualitative fit testing. Respirator must be used according to written use procedures provided to worker as per training procedures. Filters must be changed after 24 hours of wear or sooner if breathing resistance



increases as filters become damp. No person using a respirator shall have facial hair that affects the seal between respirator and face.

1.3 Protective Clothing

Disposable protective clothing is optional. The employer will supply at the worker's request. Non-disposable clothing with visible asbestos contamination shall be cleaned with a HEPA vacuum and laundered as asbestos contaminated. Disposable clothing and respirator filters are to be disposed of as asbestos waste.

1.4 Other Equipment

The following equipment will also be required to perform the work.

- 6 mil polyethylene to serve as a drop sheet.
- Pump sprayer with misting nozzle or alternative method to wet material.
- Labelled yellow asbestos waste bags (6 mil) - for all asbestos waste, disposable equipment, plastic, etc.
- Small tools and cleaning supplies - e.g., scouring pads, sponges, brushes, buckets, etc.

2. OTHER PROTECTIVE MEASURES

Do not eat, drink, or smoke in the work area.

Upon leaving the work area, proceed to the washroom and wash all exposed skin on hands and face.

3. SCHEDULING OF WORK

Schedule work when occupants are absent. If persons are present, do not start work.

If work is required on an emergency basis and the area is occupied, the Property Service Manager or an assigned representative is to advise occupants to vacate area until work is complete, and clearance is given to return.

4. PREPARATION

Before disturbing non-friable asbestos materials, cover floor and surfaces below work with polyethylene sheeting as appropriate to catch debris.

Wherever dust on a surface is likely to be disturbed, pre-clean and remove using a HEPA vacuum or damp cloth.

5. EXECUTION

5.1 Removal of Vinyl Asbestos Floor Tile

Do not use electric powered scrapers.



Wet material with amended water.

Start removal by wedging a heavy-duty scraper in seam of two adjoining tiles and gradually force edge of one tile up and away from floor. Do not break off pieces of tile but continue to force balance of tile up.

Continue removal of tiles using hand tools, removing tiles intact wherever possible. When adhesive is spread heavily or is quite hard, it may prove easier to force scraper through tightly adhered areas by striking scraper handle with a hammer using blows of moderate force while maintaining scraper at 25° to 30° angle to floor. When even this technique cannot loosen tile, removal can be simplified by heating tile thoroughly with a hot air gun until heat penetrates through tile and softens the adhesive.

When tiles are removed, place into asbestos waste receptor. Do not break into smaller pieces.

After removal, scrape up adhesive remaining on floor with a hand scraper until only a thin smooth film remains. Where deposits are heavy or difficult to scrape, a hot air gun may be used. Deposit scrapings in the asbestos waste disposal bag. Do not dry scrape surface of adhering pieces of tile. Do not use powered electric scrapers.

On completion of removal, vacuum clean floor with HEPA vacuum or wet mop.

Dispose of the mop head as contaminated waste. Alternatively, store this and other materials that cannot be cleaned in asbestos waste bags until next use (open only inside work area.)

5.2 Installing, Cutting, or Drilling Non-Friable Asbestos Materials

Work using power tools or power equipment must not be performed as Type 1 work.

Where possible wet all materials to be disturbed. If wetting is not possible use Type 2 procedures.

Immediately place waste in asbestos waste container. Clean area frequently during work with HEPA vacuum or by wet methods.

At completion of work, clean drop sheets and dispose of as asbestos waste.

5.3 Removal of Other Non-Friable Asbestos Materials

The Type 1 procedures apply only to materials that can be removed intact, or in sections, without producing a pulverized or powdered waste. This method is most applicable to Transite and small quantities of lay-in ceiling tiles.

Wet all material to be disturbed with amended water.

Undo fasteners necessary to remove material. Whenever possible remove asbestos cement panels intact. Break only if unavoidable. If broken, wet freshly exposed edges.

Where sections are adhered to the substrate, wet material and use hand scraping to remove adhering material.



Place removed material into asbestos waste receptor. Clean surrounding surfaces and asbestos work area frequently with HEPA vacuum or with wet methods (e.g., damp cloth disposed of as asbestos waste after cleaning).

Drop sheets shall be cleaned and disposed of as asbestos waste.

5.4 Waste Transport and Disposal

Place waste into asbestos labelled disposal bag, seal with tape, clean the exterior of the bag with a clean cloth, and place into a second clean bag, also to be sealed with tape.

Provide storage area for holding minor amounts of asbestos waste in sealed containers. Garbage containers shall be labelled and assigned exclusively for asbestos waste.

When waste is removed from site, collect the completed waste waybills from the disposal firm. For work performed by a contractor, the contractor will complete and provide to the Property Service Manager copies of a waste manifest. Waste generated by staff will be stored at a secure location until sufficient accumulates for a waste pick-up.

TYPE 2 WORK PROCEDURES

These procedures are to be followed by all maintenance personnel and contractors performing the following work at LMCH buildings.

- Entry into any ceiling space, wall chase or other area in which friable asbestos-containing debris is present.
- Removal of any part of a false ceiling if asbestos-containing debris is likely to be lying on the surface of the false ceiling.
- Removal of glued-on compressed mineral fibre tiles containing asbestos or removal of more than 7.5 square metres of lay-in tiles of this type at one time.
- Clean up of asbestos-containing debris from mechanical insulations or sprayed fireproofing.
- Enclosure of friable material containing asbestos.
- Repair (such as application of tape or sealant or other covering) of any extent of asbestos mechanical insulation.
- Removal of non-friable materials with hand-tools where the material has not been wetted.
- Removal of more than 1 square metre of drywall to which asbestos-containing compound has been applied.
- Removing asbestos-containing pipe insulation from a pipe, duct or similar structure using a glove bag.
- Removal of any extent of asbestos-containing vinyl sheet flooring. Note: If power tools such as grinders are required to remove all paper backing from the substrate Type 3 procedures must be utilized.
- Removal of minor amounts of friable asbestos-containing materials including texture coat, sprayed fireproofing, and mechanical insulation. (Minor removal is defined by most provincial regulations – in Ontario this is limited to wet removal of 1 square metre or less, or an equivalent amount of pipe insulation).

1. EQUIPMENT

Equipment required for the work must be on site before proceeding.

1.1 HEPA Vacuum

An asbestos-approved vacuum (HEPA filtered) equipped with brushes, fittings, etc. A vacuum can be opened to empty only by a fully protected worker within a Type 2 enclosure.



1.2 Respirators

Workers within the work area must wear an approved respirator. Respirators and filters will be provided by the employer, and individually assigned to workers. Respirator shall be a half-facepiece respirator with high efficiency (P100) filters, for all classifications of Type 2 work, except as follows: Full face piece air purifying respiratory or powered air purifying respirator with high efficiency (P100 or HEPA filters) shall be used for ceiling access with ACM debris on ceiling or for use of power tools equipped with HEPA filtered dust collector to cut, grind or abrade non-friable ACM. Respirators must be kept in position on the face during the entire time the worker is in the Type 2 Work Area. This is the period from the first removal of the ceiling tile, opening of hatches or the first disturbance of the asbestos material until the final cleaning of the area and the bagging of waste is completed. Change filters after 24 hours of wear or sooner if breathing resistance increases as filters become damp. No person wearing a respirator shall wear facial hair which affects seal between respirator and face.

1.3 Protective Clothing

All workers shall wear disposable Tyvek coveralls (or equivalent) with attached elasticized hood. Coveralls should be always worn with the hood in place. Coveralls may be vacuumed or wet wiped clean for re-use, for a maximum of 8 hours cumulative wear. Suit and head cover shall remain in place until worker leaves the Type 2 enclosure or work area. Boot covers are required if wet wiping or HEPA vacuuming cannot effectively clean footwear.

1.4 Other Equipment

Polyethylene (6 mil polyethylene) - to erect a total enclosure or to serve as drop sheet.

Wood framing or clips to support polyethylene sheeting, as appropriate to work area.

Duct tape to fasten plastic enclosure to ceiling, walls, or to tape drop sheet to floor; 3/4" double-sided tape recommended for attaching polyethylene to T-bar ceiling.

Labelled asbestos waste bag (6 mil) - for all asbestos waste, disposable suit, plastic for disposal, etc.

Pump sprayer containing water with wetting agent to wet asbestos as necessary; dilute wetting agent 2 oz per gallon of water.

Asbestos warning signs

Cleaning supplies - e.g., scouring pads, sponges, brushes, buckets, etc.

Insulation repair supplies (lagging compound, cloth, PVC covers).

Encapsulating sealer, for brush or airless spray application.

2. OTHER PROTECTIVE MEASURES

Do not eat, drink, or smoke in the work area.



On completing clean up of work area, use vacuum or wet cloth to clean hands, face, respirator and boots. Remove protective equipment and proceed to nearest washroom to wash exposed skin on hands and face.

3. SCHEDULING OF WORK

Schedule work when occupants are absent. If persons are present, do not start work.

If work is required on an emergency basis and the area is occupied, the Property Service Manager or an assigned representative is to advise occupants to vacate area until work is complete, and clearance is given to return.

4. PREPARATION

Shut down ventilation systems to and from the work area. Seal over all ventilation openings, diffusers, grilles, etc. with plastic and tape.

Where practical, clear areas of movable furnishings or equipment. This should include anything which occupants may wish to use during work period. Any furnishings or equipment not removed shall be adequately covered and sealed using 6-mil polyethylene and tape.

Post signs or barrier tape to indicate asbestos hazard and requirement for protective clothing for anyone entering the space.

Note that a full enclosure is only required for ceiling entry and for removal of friable materials. All other operations may have dust protection appropriate for the work.

For small rooms, cover walls with plastic such that the complete room becomes the work area. For larger rooms, erect enclosure of 6-mil polyethylene of suitable dimensions to enclose the work area. If a suspended ceiling is present, the enclosure shall extend to the ceiling line. The enclosure shall be as airtight as conditions permit including the provision of a double overlapping flap at the entrance. The floor of the work area shall be a layer of minimum 6-mil polyethylene sealed to the plastic walls of the enclosure.

Use a HEPA vacuum or appropriately sized air unit equipped with HEPA filter to induce negative pressure inside work area. Vacuum should be outside the enclosure with hose inserted inside enclosure to extract air from enclosure.

Don protective clothing and respirator prior to disturbing any asbestos-containing materials in Type 2 enclosure.

5. EXECUTION

To remove pipe insulation, perform the following:



- Erect site isolation and don protective clothing as per Preparation Section 4.0.
- Wet any area of damage, then carefully cut jacket. Keep insulation surface wetted by mist of water with wetting agent.
- Remove insulation in large sections and place immediately in disposal bag.
- After all large pieces have been removed, saturate debris and clean all exposed surfaces with abrasive pads, sponges, cloths, etc.
- Maximum removal is 1 square metre of material.

To repair pipe insulation, perform the following:

- Don protective equipment as per Preparation Section 4.0.
- Use drop sheet under area of work to aid clean up of any dislodged material. Plastic enclosure is not required.
- Mist any exposed insulation to wet surface and apply lagging paint and canvas or PVC jacketing as required.

To remove ceiling tiles and drywall perform the following:

- Erect site isolation and don protective clothing as per Preparation Section 4.0.
- Wet tiles or drywall and remove intact as much as possible and place immediately in disposal bag.
- After all large pieces have been removed, saturate debris and clean all exposed surfaces and support structure with abrasive pads, sponges, cloths, etc.

To remove vinyl asbestos sheet flooring perform the following:

- Erect site isolation and don protective clothing as per Preparation Section 4.0.
- Remove binding strips or other restrictive mouldings.
- Saturate the ACM with amended water.
- Make series of cuts 100 to 200 mm (4" to 8") apart through top layers and about halfway through felt backing, parallel to wall.
- Pry up corner of a strip at end of room furthest from access to work area. Pull sheet back upon itself slowly and evenly along with any adhering paper backing which remains attached to top layers.
- Roll up strip (finished side out) into tight roll, tape, or tie securely, and place into Asbestos Waste Container.
- Remove maximum of three strips before wet scraping residual exposed paper underpad.



- Remove remaining adhered underpad by wet scraping as follows:
 - Soak area with amended water applied by sprayer; Scrape off all remaining material; Place scrapings in asbestos waste container. Allow floor to dry and clean with HEPA vacuum.
 - Removed asbestos-containing materials should be placed directly into 6 mil polyethylene bags as they are removed. Avoid dropping material to floor wherever possible. After bulk removal is complete, brush clean completely, and wet wash the exposed surface.

Frequently, and at regular intervals during the work, clean up dust and waste in the work area by wet mopping, placing in disposal bags, or by HEPA vacuuming.

After completion of removal, seal exposed ends of mechanical insulation with heavy layer of encapsulating sealer.

Apply post removal sealer and coat surfaces from which asbestos material was removed.

At completion of work, decontaminate equipment, tools and materials used in the work area by wet cleaning or HEPA vacuum.

Dispose of drop sheets and enclosures by wetting the polyethylene, then folding into disposal bags. Do not reuse drop sheets or enclosures.

Before leaving work area, decontaminate shoes and protective clothing by using HEPA vacuum or damp wiping. When protective clothing is to be disposed of, it shall be decontaminated as above and placed in labelled disposal bags. Workers shall vacuum all exposed skin, suit, and respirator, and proceed to nearest washroom to wash hands and face.

6. WASTE TRANSPORT AND DISPOSAL

Place waste into asbestos labelled yellow disposal bag, seal with tape, clean the bag, and place into a second clean bag. Seal outer bag with tape.

Provide storage area for holding minor amounts of asbestos waste in sealed containers. Containers shall be labelled and assigned exclusively for asbestos waste.

When waste is removed from site, collect copies of the waste waybills from the disposal firm. For work performed by a contractor, the contractor will complete and provide to the Property Service Manager copies of a waste manifest. Waste generated by personnel will be stored in a secure location until sufficient accumulates for a waste pick-up.

GLOVE BAG WORK PROCEDURES

These procedures are to be followed by maintenance staff and contract persons performing the removal of asbestos-containing pipe insulation using glove bag procedures work at LMCH buildings.

NOTE: If more than a minor amount of insulation (more than 1 square metre) is to be removed a notification to the Ministry of Labour, Training and Skills Development will be required.

1. EQUIPMENT

All equipment must be on site before proceeding with the work.

1.1 Single Use Glove Bag

A prefabricated plastic bag with air-tight sleeves and gloves permanently sealed to the bag to allow access to pipe insulation. Bag shall be equipped with valves or openings for vacuum hose and nozzle of water sprayer, a tool pound with a drain, a seamless bottom, and a means of sealing off the lower portion of the bag.

1.2 Moveable Glove Bag

A Glove Bag as defined in 1.1 but equipped with a high strength double throw zipper and removable straps. Required if the bag is to be moved during the removal operation.

1.3 HEPA Vacuum

An asbestos-approved vacuum (HEPA filtered) equipped with brushes, fittings, etc. A vacuum can be opened to empty only by fully protected worker within a Type 2 enclosure.

1.4 Respirators

Workers conducting the work must wear approved respiratory protection. Respirators and filters must be provided by the employer, and individually assigned to workers. Respiratory protection shall be a half-face piece respirator with high efficiency (P100) filters. Respirators must be kept in position from the time the worker attaches bag to pipe until final cleaning of the pipe and bagging of waste is completed. Filters shall be changed after 24 hours of wear or sooner if breathing resistance increases. No person using respirator shall wear facial hair which affects the seal between respirator and face.

1.5 Protective Clothing

Workers shall wear disposable Tyvek coveralls (or equivalent) with attached elasticized hood. Coveralls and hood shall remain in place until worker completes cleaning of pipe. Overalls may be cleaned for re-use, for a maximum of 8 hours cumulative wear or disposed of as asbestos waste.

1.6 Other Equipment

Labelled asbestos waste bags (6 mil) - for all asbestos waste in glove bag, disposable suit, cleaning materials, etc.



Asbestos warning signs.

Wire saw - saw with flexible serrated wire blade and handles to allow use inside glove bag.

Knife with fully retractable blade or carpet (hook) knife for use inside glove bag.

Securing Straps - Reusable nylon straps at least 1" wide with metal buckle for sealing ends of Moveable Glove Bag around pipe and/or insulation.

Water Sprayer -Garden reservoir type, low velocity, capable of producing mist or fine spray with water containing wetting agent. Wetting agent shall be diluted 2 oz. per gallon of water.

Plastic sheet (2 mil polyethylene) to cover exposed or damaged sections of pipe prior to attaching glove bag.

Plastic drop sheet (6 mil polyethylene) to protect furnishings, flooring, or equipment in the event of a spill.

Sealer or encapsulant suitable for service temperature of pipe applied by brush, cloth, or hand sprayer.

Miscellaneous tools and cleaning supplies, wire cutters, snips, scouring pads, sponges, brushes, buckets, tape etc.

2. OTHER PROTECTIVE MEASURES

Do not eat, drink, or smoke in the work area.

On completing clean up of work area, use HEPA vacuum or wet cloth to clean hands, face, respirator, and boots. Remove protective equipment and proceed to nearest washroom to wash all exposed skin on hands and face.

3. SCHEDULING OF WORK

Schedule work when occupants are absent. If persons are present, do not start work.

If work is required on an emergency basis and the area is occupied, the Property Service Manager or an assigned representative is to advise occupants to vacate area until work is complete, and clearance is given to return.

4. PREPARATION

Where practical, clear area below pipe of moveable furnishing or equipment. Provide scaffold as required to reach pipe.

Install plastic drop sheet over furnishings, flooring, or equipment for protection in the event of a spill.

Drop sheet shall be sufficient size to capture any material dislodged from the pipe.

Post an asbestos warning sign at all entrances to room in which the procedure is being used. If necessary, use rope or tape barriers to separate work area.



Post notice of asbestos removal work.

Disable ventilation system in area of Glove Bag operation. Seal voids and openings in the proximity of the Glove Bag operation, including ventilation ducts.

Don protective clothing and respirator prior to disturbing any asbestos-containing material by any work.

Pre-clean with HEPA vacuum or wet methods any loose material on surface of pipe or any material on the floor. If asbestos-containing material is on floor, Type 2 procedures may be required for clean up. (See Type 2 Procedures.).

Check condition of pipe insulation where removal will be performed. If the insulation has minor damage, mist surface and patch with tape. If damage is more extensive, wrap pipe with 2 mil plastic and "candy stripe" with duct tape first. If pipe insulation is severely damaged and cannot be simply repaired, glove bag is not appropriate. (Use Type 2 or Type 3 Procedures.).

5. EXECUTION

Follow manufacturer's instructions for Glove Bag being used.

Place tools necessary to remove insulation in tool pouch. Fasten bag onto pipe and seal all openings to pipe with cloth securing straps or tape.

Place hands into gloves and use necessary tools to remove insulation. Arrange insulation in bag to obtain full capacity of bag. Do not use glove bag method on insulation jacketing made of aluminium of thickness greater than 0.51 mm (24 gauge) or steel.

Insert nozzle of spray pump into bag through valve and wash down pipe and interior of bag thoroughly. Use one hand to aid washing process. Wet surface of insulation in lower section of bag and exposed end of asbestos insulation remaining on pipe by spraying with water prior to moving bag.

If Glove Bag is to be moved along pipe, adjust strap tension, move bag and re-seal to pipe using double-pull zipper to pass hangers. Repeat stripping operation.

If Glove Bag is removed from pipe for use on new section of pipe, extract the air from the Glove Bag with a HEPA vacuum and seal interior zip lock. Re-install in new location before opening zip lock.

If Glove Bag is ripped, cut or opened in any way, cease work and repair with tape before continuing work. If damage is not readily repaired, discontinue use of Glove Bag, thoroughly wet contents, extract the air from the Glove Bag with a HEPA Vacuum and place Glove Bag in an asbestos waste container.

To remove bag once filled, wash top section and tools thoroughly. Place tools in 1 hand (glove), pull hand out inverted, twist to create separate pouch, double tape to seal. Cut between tape and place



pouch with tools in next glove bag; or into water bucket, open pouch underwater, clean tools and allow to dry.

Extract air from the Glove Bag with a HEPA vacuum and pull asbestos waste container over Glove Bag before removing the pipe. Remove securing straps or tape. Remove Bag from pipe directly into asbestos waste container.

After removal of bag ensure pipe is clean of residue and clean surfaces of pipe or wipe with wet cloth.

Before completion of shift, apply sealer to all surfaces of freshly exposed pipe. Apply heavy coat of sealer or end cap to exposed ends of asbestos insulation to remain.

Once Glove Bag is filled dispose of as contaminated waste. Do not reuse bag.

Clean work area with HEPA vacuum or by damp wiping.

6. WASTE TRANSPORT AND DISPOSAL

Provide storage area for holding minor amounts of asbestos waste in sealed containers. Containers shall be labelled and assigned exclusively for asbestos waste.

When waste is removed from site, collect the completed waste waybills from the disposal firm. For work performed by a contractor, the contractor will complete and transfer copies of the waste manifest, on behalf of the owner. Waste generated by Maintenance staff will be stored at a secure location until sufficient accumulates for a waste pick-up.

7. NOTICE OF ASBESTOS REMOVAL WORK

If a contractor or Maintenance staff will use glove bags for major amounts of removal (more than one square meter of pipe insulation measured on the outside diameter of the insulation), they must submit a written **Notice of Asbestos Removal Work** to the Ministry of Labour, Training and Skills Development as required by Regulation 278/05.

Management and Non-Union Policy Approvals STAFF REPORT 2024-37

TO: LMCH Board of Directors

FROM: Dirk Volschenk, Manager of Human Resources

SUBJECT: Approve and Implementation of Management and Non-Union Vacation, Sick Leave and Personal Leave Days Policy

DATE: November 14, 2024

PURPOSE:

To receive and approve the Vacation-, Sick Leave- and Personal Leave days Policies which have been reviewed and approved by Senior Leadership Team to ensure that we have written policies that governs and regulates how we assign, control, and award leaves to Management and Non-Union employees.

RECOMMENDATION:

That the LMCH Board of Directors:

1. Reviews and **APPROVE** the attached Vacation Policy
2. Reviews and **APPROVE** the attached Sick Leave Policy
3. Reviews and **APPROVE** the attached Personal Leave Policy
4. Authorize LMCH staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

LMCH has employees who are outside of the CUPE Local 101.3 Bargaining Unit, broadly classified as Management and Non-Union employees, who historically have received vacation and sick leave credits that are separate and apart from the entitlements provided under the Collective Bargaining Agreement and the *Employment Standards Act*.

Despite these differences, the organizational practice has been to award Bargaining Unit processes and entitlements to Management and Non-Union employees despite the Collective Bargaining Agreement and its terms not being enforceable on that employee group. This leads occasionally to situations where policy gaps exist which leads to uncertainty and exposes the organization to risk.

The included Policies are a first step in creating a Policy framework to provide greater transparency and certainty to our non-union employee group around how their benefits are assigned and administered and to support with onboarding new employees, who are not bargaining unit employees.

Vacation Policy

The Vacation does not provide a departure from the current state and therefore no new benefits or entitlements are added through the Policies. This Management and Non-Union employee group entitlement has been in place at this level since at least 2007. Years of Service and Vacation time break down, shown in APPENDIX D.

Sick Leave Policy

The Sick leave Policy is consistent with current practice for LMCH permanent full-time Management and Non-Union employee group. The language is part of employment offers to new employees.

- Permanent Full-Time Employees of LMCH are eligible to use their sick leave from their first day of employment.
- Employees are allotted 11 sick days per calendar year at 100% of their regular pay
- Employees have a short-term disability program with up to 124 sick days per calendar year at 75% of their regular pay.

Personal Leave Policy

LMCH recognizes the importance of ensuring a healthy and productive workplace. One element of a healthy workplace is to ensure staff have access to paid time off for personal and mental health, and to provide employees interested in professional development with a mechanism to take time for that. LMCH introduced personal leave days, during Collective Bargaining, to the members of the bargaining unit.

Through this policy, LMCH is introducing three personal leave days for the Management and Non-Union employee group to ensure they have access to paid time off for personal and mental health, and to provide employees interested in professional development with a mechanism to take time for that.

ATTACHMENTS

1. APPENDIX A Vacation Policy
2. APPENDIX B Sick Leave Policy
3. APPENDIX C Personal Leave Policy
4. APPENDIX D : Years of Services & Vacation

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



RELATED DOCUMENTATION

Legislation	<ul style="list-style-type: none"> Employment Standards Act https://www.ontario.ca/laws/statute/00e41
Collective Agreement	N/A
Forms	N/A
Policies	N/A
Other Resources	Changes in Management Benefits, 2007 (Appendix 1)

1.0 PURPOSE

London & Middlesex Community Housing Inc. (LMCH) understands the importance of time off for employees. Employees are encouraged to use their vacation time for rest, relaxation, and personal pursuits. This policy sets out the standards and procedures for vacation time and vacation pay.

2.0 SCOPE

This Policy applies to the following groups of employees employed with LMCH:

- Management Employees
- Bargaining Excluded Employees
- Temporary Management and Bargaining Excluded Employees
- Volunteers including Students

Unionized employees please refer to the Collective Bargaining Agreement for details regarding eligibility.

3.0 POLICY STATEMENT

Temporary Full-Time Employees

Temporary Full-Time Employees and volunteers, including Students, with less than five years of employment are entitled to two weeks of annual vacation after each entitlement year. Employees with five or more years of employment are entitled to three weeks of annual vacation after each entitlement year. Active and inactive employment, such as periods of layoff and company approved leaves, are included in the calculation of an entitlement year.

Employees who have worked for LMCH for less than five years earn vacation pay at a rate of four percent of their wages earned. Employee with five years or more of service earn vacation pay at a rate of six percent of their wages earned. Vacation pay is provided during each pay period.

However, from time to time where a Temporary Full-Time employee’s contract duration is of a longer term, they may be entitled to receive vacation time and vacation pay and will be entitled to similar



entitlements as Full-Time Permanent employees. This entitlement must be included in their contract of employment.

For the purpose of calculating vacation credits, service year will be computed from January 1 to December 31.

Full-Time, Permanent Employees

Full-time permanent employees are eligible for paid vacation time under the terms of this policy and their contract of employment. Vacation entitlements are as follows:

Years of Service	Vacation Time
Up to and including 3 years of service	Three (3) weeks with pay
4-9 years of service	Four (4) weeks with pay
10-19 years of service	Five (5) weeks with pay
20 or more years of service	Six (6) weeks with pay

Vacation entitlement beyond that set out in Table, may be approved by Human Resources and Department Manager with the approval of the CEO, having consideration for years of experience, previous entitlement, market conditions, service with the City of London Boards and commissions, etc.

Employees shall receive their full entitlement on January 1st of each year. Employees whose employment starts throughout the year shall receive a *pro rata* entitlement based on the amount of vacation time awarded and the percentage of the year remaining.

Requests for vacation time in excess of entitlement will be considered on an individual basis, subject to approval by the employee’s direct manager and/or the Human Resources department.

Carrying Over

An employee shall be allowed to carry over a maximum of one (1) year's accrual to the next vacation year. All vacation entitlements exceeding one (1) year must be scheduled within the first three (3) months of the year in which it exceeds the carryover threshold. If a mutually acceptable time for vacation cannot be found, LMCH reserves the right to schedule vacations for employees to ensure vacation time is used within the required period. Where vacation is scheduled by LMCH, the employee receives at least two weeks’ written notice of the start date and duration of their vacation.

With the approval of Human Resources and Department Manager with the approval of the CEO, any entitlements exceeding one (1) year may be paid out to the employee.

Vacations will normally be taken in unbroken periods of at least one (1) week. One (1) days’ vacation will be allowed keeping in mind operational requirements. Any request for vacation leave shall not be unreasonably withheld.

Scheduling Vacation

An employee shall submit the vacation request through ADP by clicking on the *Myself-My Time off – Request Time off* and selection the *Vacation NB* Policy. The request is submitted to their direct Manager /Supervisor with at least two weeks' notice on ADP except in cases of emergency. Approval for vacation requests shall not be unreasonably withheld.

- (i) A new employee shall not be entitled to take vacation until they have completed their probationary period.
- (ii) Vacation scheduling is the responsibility of Managers, who are required to ensure that business demands can be maintained during any absence. Vacation may only be taken once approval is received from management
- (iii) Employees should not make vacation commitments (booking transportation, accommodation, activities, etc.) until they have received approval of their vacation request through ADP.

Vacation Time and Vacation Pay Records

LMCH keeps records of vacation time earned and taken on ADP and in accordance with the *Employment Standards Act, 2000*. Any employee is able to access their time off records at any time using the self-service function.

Vacation Payout at Termination

An employee shall be paid for any earned and unused vacation standing to the employee's credit at the date of termination of employment. Where an employee's employment terminated part-way through the year, they will only be entitled to the *pro rata* value of their annual vacation entitlement from the beginning of the year to date of termination.

Where the employee has taken vacation in excess of their *pro rata* entitlement, any days taken in excess of that allowance will be owed to LMCH.

4.0 DOCUMENT CONTROL

Date Drafted	<ul style="list-style-type: none"> • October, 2024
Date Approved	<ul style="list-style-type: none"> • Pending
Date Revised	<ul style="list-style-type: none"> • Pending
To be reviewed	<ul style="list-style-type: none"> • Biennially
Inquiries to Policy Owner	<ul style="list-style-type: none"> • Manager, Human Resources



APPENDIX 1

Joyce Mitchell

From: Joyce Mitchell
Sent: Thursday, May 03, 2007 7:42 PM
To: Managers
Subject: CHANGES IN MANAGEMENT BENEFITS
Importance: High

At the April 2007 Board Meeting of London & Middlesex Housing Corporation, the following changes were approved for the Management and Bargaining Excluded employees' benefit package, retroactive to January 1, 2007:

A. Vacation With Pay:

2.1 Each employee shall be granted annual vacation with pay, subject to paragraph 2.1 as follows:

Up to and including 3 years of service	Three (3) weeks with pay
4-9 years of service	Four (4) weeks with pay
10-19 years of service	Five (5) weeks with pay
20 or more years of service	Six (6) weeks with pay

2.2 Vacation entitlement, beyond that set out in Table 2.1, may be negotiated at the time of hire, with the approval of the General Manager, having consideration for years of experience, previous entitlement, market conditions, service with City of London Boards and Commissions, etc.

B. 2007 PAY INCREASES FOR NON-BARGAINING EMPLOYEES

An amount of 3% Cost of Living Allowance increase was approved for management and bargaining excluded employees retroactive to January 1, 2007.

C. Non-bargaining Long Term Disability Premiums

In the past, the premiums for long term disability insurance has been 85% paid by the employer and 15% paid by the employee.

The premium will be become 100% paid by the employer, equivalent to the premium for union staff.

Management and bargaining excluded employees will be advised when the retroactive payroll changes will be processed.

Joyce Mitchell

5/10/2007



RELATED DOCUMENTATION

Legislation	<ul style="list-style-type: none"> Employment Standards Act https://www.ontario.ca/laws/statute/00e41
Collective Agreement	N/A
Forms	Functional Abilities Form (FAF)
Policies	
Other Resources	ADP

1.0 PURPOSE

London & Middlesex Community Housing Inc. (LMCH) recognizes that employees may require time away from work when they or their family members experience illness or injury. This policy outlines employee eligibility and entitlement to sick leave.

2.0 DEFINITIONS

Family Member: An employee’s spouse; a parent, step-parent, or foster parent of an employee or their spouse; a child, step-child, or foster child of an employee or their spouse; a grandparent, step-grandparent, grandchild, or step-grandchild of an employee or their spouse; the spouse of a child of an employee; an employee’s sibling; and a relative of the employee who is dependent on them for care and assistance.

Regular Pay: An employee’s pay they would have been entitled to receive for a particular day.

3.0 SCOPE

This Policy applies to the following groups of employees employed with LMCH:

- Management Employees
- Bargaining Excluded Employees
- Temporary Management and Bargaining Excluded Employees
- Volunteers including Students

Unionized employees please refer to the Collective Bargaining Agreement for details regarding eligibility.

4.0 POLICY STATEMENT

Temporary Full-Time Employees

Temporary Full-Time Employees and volunteers, including Students, are not eligible to receive sick leave and will receive a percentage in lieu of benefits as per their contracts of employment.



However, from time to time where a Temporary Full-Time employee's contract duration is of a longer term, they may be entitled to receive sick leave and will be entitled to similar entitlements as Full-Time Permanent employees. This entitlement must be included in their contract of employment.

Permanent Full-Time Employees

Permanent Full-Time Employees of LMCH are eligible to use their sick leave from their first day of employment. Employees are allotted 11 sick days per calendar year at 100% of their regular pay and 124 sick days per calendar year at 75% of their regular pay. These days are collectively referred to as sick leave for the purpose of this policy.

Sick leave may be used for the following circumstances:

- The employee experiences personal illness, injury, or a medical emergency.
- The employee's family member experiences illness, injury, or a medical emergency.
- The employee must attend a medical appointment due to an illness or injury.
- The employees attend a medical appointment to engage in preventative medical health or dental care.
- The employee must accompany a family member to a medical appointment due to an illness or injury.
- The employee's dependent family member attends a medical appointment to engage in preventative medical health or dental care.

Sick leave may be taken in periods no less than 1-hour increments.

Any unused sick leave cannot be carried into the next year and Employees balances are replenished effective January 1st of every year.

Employees must provide their manager or supervisor with advance notice of their intention to use a sick day. If the employee cannot provide advance notice, then they must provide notice as soon as reasonably possible after they have begun the leave.

All sick leave must also be submitted through ADP by clicking on the *Myself – My Time off – Request Time off*.

When entering sick leave for a personal illness, injury or medical emergency the Employees are to select the reason code *sick (75% or 100%)*. When entering sick leave for any reason related to a family member or a medical appointment, the Employee are to select the reason code *Appointments (75% or 100%)*.

LMCH. may require that an employee provide evidence that is reasonable under the circumstances to confirm their eligibility for sick days, such as a medical note. This will be determined on a case-by-case basis.

Returning from an extended leave or with functional limitations

When an employee has been off work on an approved sick leave for an extended period and is medical cleared to return to work, or where the employee is medically cleared to return to work with any functional limitations, such as limited duties, abilities or reduced hours, the employee is required to provide LMCH with a functional abilities (FAF) form completed by their physician *prior to* return to work. The costs of the FAF will be at the expense of LMCH. Failure to provide the FAF prior to returning to work, can result in the employees return to work being delayed.

Independent Medical Examination

When LMCH has reasonable grounds to question the adequacy and reliability of the medical information that was received from the employee, LMCH can request that the employee be submitted to an Independent Medical Examination, the cost of which will be at the expense of LMCH.

5.0 DOCUMENT CONTROL

Date Drafted	<ul style="list-style-type: none"> October 2024
Date Approved	<ul style="list-style-type: none"> Pending
Date Revised	<ul style="list-style-type: none"> Pending
To be reviewed	<ul style="list-style-type: none"> Biennially
Inquiries to Policy Owner	<ul style="list-style-type: none"> Manager, Human Resources



RELATED DOCUMENTATION

Legislation	N/A
Collective Agreement	N/A
Forms	N/A
Policies	N/A
Other Resources	N/A

1.0 PURPOSE

London & Middlesex Community Housing Inc. (LMCH) understands that on occasion employees will need to take a leave of absence from work for a variety of different reasons. This policy is intended to create guidelines for employees who would like to utilize personal leave days.

2.0 SCOPE

This Policy applies to the following groups of employees employed with LMCH:

- Management Employees
- Bargaining Excluded Employees
- Temporary Management and Bargaining Excluded Employees
- Volunteers including Students

Unionized employees please refer to the Collective Bargaining Agreement for details regarding eligibility.

3.0 POLICY STATEMENT

Full-Time, Permanent Employees

All Full-time permanent employees are eligible for three (3) Personal Leave days with full pay per year.

Personal Leave days may be utilized by the employee for any reason, but employees are encouraged to utilize Personal Leave days for Employee Wellness, Mental Health, or Professional Development.

Employees shall receive their full entitlement on January 1st of each year. Employees whose employment starts throughout the year shall receive a *pro rata* entitlement based on the number of Personal Leave Days and the percentage of the year remaining.

Personal Leave days do not carryover from year to year and must be used within the year that it is accrued. Any Personal Leave days not taken by January 1st of each year will expire and will not be paid out.



Scheduling Personal Leave

An employee shall submit the vacation request through ADP to their direct Manager /Supervisor at least two weeks' notice on ADP except in cases of emergency. Approval for Personal Leave days requests shall not be unreasonably withheld, specifically in cases of emergency.

4.0 DOCUMENT CONTROL

Date Drafted	<ul style="list-style-type: none">October, 2024
Date Approved	<ul style="list-style-type: none">Pending
Date Revised	<ul style="list-style-type: none">Pending
To be reviewed	<ul style="list-style-type: none">Biennially
Inquiries to Policy Owner	<ul style="list-style-type: none">Manager, Human Resources

APPENDIX D : Years of Service and Vacation Time

Years of Service	Vacation Time
Up to and including 3 years of service	Three (3) weeks with pay
4-9 years of service	Four (4) weeks with pay
10-19 years of service	Five (5) weeks with pay
20 or more years of service	Six (6) weeks with pay

**2025 Board and Committee Workplan and Meeting Schedule
STAFF REPORT 2024-38**

TO: LMCH Board of Directors

FROM: Paul Chisholm, CEO

SUBJECT: 2025 Board and Committee Workplan and Meeting Schedule

DATE: November 14, 2024

PURPOSE:

To RECEIVE the DRAFT 2025 Board and Committee meeting dates and Work plan.

RECOMMENDATION:

That LMCH Board of Directors **APPROVE** the attached 2025 Board and Committee Meeting schedule and Workplan.

BACKGROUND:

LMCH staff brings forth a draft Board Work Plan every year. LMCH Staff is requesting a review of the work plan to determine if there are additional items that should be scheduled to come before the committee.

The Terms of Reference for the Board of Directors notes that there is a minimum of 6 meetings per year. Staff notes that the requirement for the Board to receive and review recommendations, tenders, quotations, bid awards, and policies could require the Board to meet more frequently. It is anticipated that there will be 9 meetings with full agendas on financial and organizational progress and the meeting time designated for Board Workshops. June, July, and December dates will act as placeholders should a meeting be required.

Once approved the workplan and finalized meeting schedule will be shared with the Board of Directors for their information.

Appendix A: DRAFT 2025 Board Meeting Work Plan and Dates

Appendix B: DRAFT FAR 2025 Work Plan

Appendix C: DRAFT PSH 2025 Work Plan

RECOMMENDED BY:
PAUL CHISHOLM, CEO

Draft Board Workplan -2025

Meeting Date	Proposed Agenda
January 16, 2025	Board Workshop
February 20, 2025	Board Meeting <ul style="list-style-type: none"> • Reports Direct to the Board • Reports from PSH • Reports From FAR Committee Meetings <ul style="list-style-type: none"> • PSH February 6th • FAR February 11th
March 20, 2025	Committee Meeting <ul style="list-style-type: none"> • FAR Meeting March 6th Meeting If needed
April 17, 2025	Committee Meeting <ul style="list-style-type: none"> • PSH Meeting April 3rd Board Meeting <ul style="list-style-type: none"> • PSH Reports • Board Workshop
May 22, 2025 4 th Thursday to accommodate Audit Timing	Committee Meetings <ul style="list-style-type: none"> • FAR Meeting on May 13th Board Meeting <ul style="list-style-type: none"> • Audited Financials • Reports from FAR • Annual report
June 2025 (Not on the COL Website yet)	Annual General Meeting at SPPC
June 19, 2025	Board Meeting if needed
July 17, 2025	Board Meeting if needed
August 21, 2025	Committee Meeting: <ul style="list-style-type: none"> • FAR August 6th • PSH August 12th Board Meeting <ul style="list-style-type: none"> • Reports Direct to the Board • Reports from FAR • Reports From PSH
September 18, 2025	Board Meeting if needed
October 16, 2025	Board Meeting <ul style="list-style-type: none"> • Reports for Approval • Board Workshop
November 20, 2025 Last Board Meeting of the Year	Committee Meeting <ul style="list-style-type: none"> • FAR meeting on November 7TH • PSH October 30TH Board Meeting <ul style="list-style-type: none"> • Reports Direct to the Board • Reports from FAR • Reports From PSH

2025 Finance, Audit & Risk Management Committee Work Plan

All FAR Committee Meetings will be held VIA TEAMS with a start time of 5:30pm.

Committee Meeting Date	Board Meeting Date	Anticipated Agenda Items TO BE REVIEWED
February 11 th	February 20, 2025	<ul style="list-style-type: none"> • Review of Draft Workplan • Director of Finance and Corporate Services Update • Director of Asset Renewal Update • Procurements as required • Annual Report Reimagine • CMHC Q4 Year-End Report • CMHC 2025 Project Budget Projections • 2024 Q4 Capital project report • City of London Insurance Program report and invoice • IT Updates including risk assessment
March 6 th	March 20 th	<ul style="list-style-type: none"> • Director of Finance and Corporate Services Update • Director of Asset Renewal Update • Q4 2024 Unaudited financial results • Q4 2024 Key Performance Indicators • Procurements as required • Spending Approval for Prior Year Capital Budgets • Q4 2024 Capital Project Update Report • SIRF and Insurance Premiums payable to the City of London
May 13 th	4 th Thursday to accommodate Audit Timing May 22, 2025	<ul style="list-style-type: none"> • Director of Finance and Corporate Services Update • Director of Asset Renewal Update Q1 2025 Capital Project Update Report • Q1 2025 Key Performance Indicators • CMHC Q1 2025 Update • Q1 2025 Capital Project Update Report • 2024 Audited Financials • 2024- 2027 MYB Review • Procurement Approvals – as required • Restatement of the Operating Budget • Q1 2025 Financial results • Reimagine Q1 2025 Report • Reimagine Phase 2 Update

August 6 th	Aug 21 st Board meeting	<ul style="list-style-type: none"> • Director of Finance and Corporate Services Update • Director of Asset Renewal Update • Q2 Financial Results • Q2 KPI • Reimagine Q2 Report • 2025 Capital Budget Forecast • CMHC Q2 2025 Update • Q2 2025 Capital Project Update Report • Procurements as required
October 1 st	October 16 th	<ul style="list-style-type: none"> • Meeting if required for Approvals • Renewal of Property and Liability Insurance – coverage levels and deductibles, not cost
November 7 th	Nov 21, 2024	<ul style="list-style-type: none"> • Director of Finance and Corporate Services Update • Director of Asset Renewal Update Q3 2025 financial results • Q3 2025 Key Performance Indicators Annual Insurance Renewal - approval • Change in Accounting Standards and Practices • CMHC Q3 2025 Update • Q3 2025 Capital Project Update Report • Q3 2025 Key Performance Indicators • Procurement Approvals – as required • 2025 Operating Budget forecast

*Dates to be finalized with Committee Members

2025 People, Service, Housing Work Plan

All PSH Committee Meetings will be held VIA TEAMS with a start time of 5:30pm.

Committee Meeting Date	Board Meeting Date	Anticipated Agenda Items TO BE REVIEWED
February 6th, 2025	February 20 th	<ul style="list-style-type: none"> • Workplan Discussion - review strategic priority areas and regular work plan items to confirm workplan, priorities, and timing (30+ minutes) • Director/ Manager Updates, Property Services, Tenant Services & Human Resources • Policies requiring Approval • Q4 KPI Score Card • Q4 2024 Community Safety Update • Q4 2024 Community Development Update • Q4 2024 HR Update • Reimagine Southdale Q4 2024 Update • Q4 Communications Update
April 3 rd 2025	April 17, 2025	<ul style="list-style-type: none"> • Director/ Senior Manager Updates, Property Services, Tenant Services & Human Resources • Q1 2025 Human Resources Update Report • Policies requiring Approval • Q1 2025 Community Safety Unit Status Report and KPI Review • Q1 2025 Community Development and Tenant Engagement Strategy • Reimagine Southdale Q1 2025 Update • Q1 Communications Update • Q2 KPI Score Card update •
August 12 th	Aug 21, 2025	<ul style="list-style-type: none"> • Director/ Senior Manager Updates, Property Services, Tenant Services & Human Resources • Q2 Human Resources Update Report • Annual Unit Inspection Program - Property Services • Q2 Reimagine Southdale Update • Q2 KPI scorecard update • Q2 Communications Update • Policies requiring Approval /None Management Policies

October 30, 2025	November 20, 2025	<ul style="list-style-type: none"> • Director/ Senior Manager Updates, Property Services, Tenant Services & Human Resources • Q3 Human Resources Update Report • 2025 Salary report • None Management Policies • Q3 Reimagine Southdale Update • Q3 2024 Capital Project Update Report • Update on the Asset Management Plan • Q3 Reimagine Southdale Update • Q3 Community Safety Unit Status Report and KPI Review • Q3 Update Community Development and Tenant Engagement Strategy • Q3 Communications Update