

Board Members:

Phil Squire- Chair

Mayor Grantham-
Vice Chair

Gary Bezaire

Shawn Lewis

Hadleigh McAlister

Cara Awcock

Kathleen Savoy

Gregory Thompson

Sara Piñeros Castaño

LMCH Leadership

Paul Chisholm, CEO

Sara De Candido, COO

John Krill,
Director, Asset
Renewal

Director of Finance,
Robert Cunningham

Christine Poirier, Senior
Manager, Property
Services

Dirk Volschenk,
Manager of Human
Resources

Olesya Gryn,
Interim Director of
Tenant Services

PUBLIC AGENDA

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

Board of Directors Meeting

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

Thursday, August 21, 2025

5:30 PM – 8:00 PM

d) Staff Report 2025- 29 Pond Mills Playground	J. Krill	
e) Staff Report 2025- 30 Boullee and Penny Lane Siding	J. Krill	
f) Staff Report 2025- 31 Pest Control RFP	S. De Candido	
<u>People Services and Housing Committee Reports for information, Overview given by Committee Chair</u>	Mayor Grantham	
I. PSH- 2025-24 COO Update		
II. PSH-2025-26 Senior Manager of Property Services		
III. PSH- 2025- 27 Q2 Community Development Update		
IV. PSH -2025-28 Q2 Communications Update		
V. PSH- 2025- 30 Community Safety Unit Status Report and KPI Review		
VI. PSH -2025- 31 Interim Director of Tenant Services Update		
VII. PSH -2025-32 HDN # 2025-274		
VIII. PSH -2025- 34 Human Resources Manager Update Q2		
IX. PSH-2025-35 Bill 10 Update		
X. PSH-2025-36 Q2 Reimagine Southdale Update		
<u>People Services and Housing Reports for Approval</u>		
Staff Report 2025- 32 Communications Policy	M. Senchal	
Staff Report 2025- 33 Market Rent Increase	O. Gryn	
10) Presentations: None		

11) In-Camera: None		
12) New Business/ Enquiries: None	P. Squire	
13) Meeting Adjournment	P. Squire	8:00pm

Recognition of Indigenous Peoples and Lands Statement

London & Middlesex Community Housing provides housing on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Adda-won-da-run).

We acknowledge the local First Nations communities in this area, the territory of the Chippewa (CHIP-I-WAA) of the Thames, the Oneida (OH-NY-DUH) of the Thames, and the Muncey (m-UH-n-s-ee) Delaware Nation.

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. Today, the City of London & Middlesex County is home to many First Nations, Métis and Inuit people. We are grateful to have the opportunity to work and live in this territory.

BOARD OF DIRECTORS PUBLIC MEETING MINUTES

June 19, 2025, at 5:30 p.m.
 London & Middlesex Community Housing
 Boardroom, 1299 Oxford Street East, Unit 5C5, London, Ontario, Canada

Board Members in Attendance:

Mayor Grantham, Vice Chair

Gary Bezaire

Shawn Lewis

Sara Piñeros Castaño

Kathleen Savoy

Gregory Thompson

Senior Leadership in Attendance:

Paul Chisholm, CEO

Rob Cunnington, Director, Finance
and Corporate Services

John Krill, Director of Asset Renewal

Regrets

Phil Squire, Board Chair

Cara Awcock

Hadleigh McAlister

** Virtual Attendance via Zoom*

1. Call to Order	Mayor Grantham called the meeting to order at 5:35 p.m.
2. Recognition of Indigenous Peoples and Lands	Mayor Grantham provided the recognition address at 5:35 p.m. <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>
3. Completion and Acceptance of the Agenda	Regarding the completion and acceptance of the agenda, MOVED by K. Savoy seconded by G. Thompson, PASSED at 5:36 pm.



4. Disclosures of Interest	<p>P. Squire called for conflict-of-interest declarations with respect to the agenda. 5:31 p.m.</p> <p>G. Thompson declared conflict on Item C. G. Thompson recused himself from voting on, Staff Report 2025-Phase 2 Reimagine</p>
5. Approval of Board Meeting Minutes	Regarding the Board Meeting Minutes of May 22, 2025 MOVED by K. Savoy, seconded by S. Lewis, that the Minutes BE ACCEPTED and APPROVED , item CARRIED at 5:37 p.m.
6. Communications	None
7. Delegations	None
8. Consent Items	None
9. Reports and Business	<p>Report overview given by J. Krill</p> <p>a) Staff Report 2025-Elevator</p> <ul style="list-style-type: none">• Award to modernize and upgrade elevators at 3 sites, four buildings, and recommend awarding the contract to ATTA Elevators.• We will take contingency dollars from two different funding buckets to cover the cost for the award.• Sites to receive elevator upgrades, Berkshire, Wharncliffe, both buildings, Kent St. <p>MOTION to RECEIVE the report, MOVED by K. Savoy, seconded by G. Thompson.</p> <p>MOTION to APPROVE the report, MOVED by K. Savoy Seconded G. Bezaire, to APPROVE, ALL in Favor PASSED 5:40 pm</p> <p>b) Staff Report 2025-Simcoe Paving</p> <p>Report overview given by J, Krill</p> <p>MOTION to RECEIVE the report MOVED by G. Bezaire, seconded by S. Piñeros Castaño, PASSED at 5:42 pm</p> <p>Discussion: Eligibility for contractors who have not fulfilled the prior contract appropriately. Review of the process LMCH has for contractors and the vetting process. PM reviews other projects, references, and</p>



<p>c) Staff Report 2025-Phase 2 Reimagine</p>	<p>reviews the issue from previous projects and project managers who dealt with this. There was no formal change order process in place last time, which created uncertainty in the costs that were accumulated. We have now added bonding to the contracts. Will follow up with the City of London on their process.</p> <p>The funding envelope is in the CMHC repair and renew program, so this falls within the funding scope to use the money.</p> <p>MOTION to APPROVE the RECOMMENDATIONS of the Report, MOVED by S. Lewis, seconded by G. Thompson, ALL in Favour PASSED at 5:49 pm.</p> <p>Report overview given by J. Krill</p> <p>G. Thomspson declared a conflict of interest, abstained from voting.</p> <ul style="list-style-type: none">• Award the contract to NORLON Builder• 7 bidders on this project• Bidders were ranked on a points per price scale.• Pricing came in the acceptable range of cost A &B Range.• 1.1 million lower than budgeted <p>MOTION to RECEIVE and APPROVE the report and Recommendations, MOVED by K. Savoy, seconded by G. Bezaire, PASSED at 5:53 pm.</p> <p>Discussion:</p> <ul style="list-style-type: none">- Financing, we received funding through the MYB Case 2020, amended to 30 million to support Phase 1 of Reimagine. This cost covered, soft cost, design, etc.- An estimated 32 million in Phase 2 and seed funds to get the project shovel-ready, staff will come back in August with a breakdown. <p>MOTION to APPROVE the Award and Recommendations MOVED by S. Piñeros Castaño, seconded by S. Lewis, PASSED 5:58 pm.</p>
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11. IN CAMERA	None
12. New Business	
13. MEETING ADJOURNMENT	MOTION to ADJOURN, ALL in Favour PASSED at 5:58 pm

Phil Squire, Chair

Paul Chisholm, CEO

**CEO Report
STAFF REPORT -2025-26**

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: CEO Update

DATE: August 12, 2025

PURPOSE:

The purpose of the report is to provide updates to the LMCH Board of Directors on strategic initiatives, the CEO's workplan, and to receive direction on emerging matters that need Board Direction.

RECOMMENDATION:

That the CEO Update report **BE RECEIVED** for information and that the Board of Directors:

1. **APPROVE** the recorded changes to the Board and Committee Meeting Schedule as set out in the report.
2. **DELEGATE** the authority to review and approve the 2025/2026 General Liability and Property Insurance Coverage to the Finance, Audit, and Risk Committee.
3. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

UPDATES:

City of London COCHI Investment

City of London staff have made recommendations to the Community and Protective Services Committee to allocate a portion of the 2025–2028 funding received through the Canada-Ontario Community Housing Initiative (COCHI) directly to LMCH. While LMCH has received funds from COCHI funding in prior years, this direct allocation sets out \$5 million in capital repair funding over three years. It is expected that this report will be approved by Council. Once approved, LMCH will incorporate this funding into the 2026 Capital Budget and plan that will be presented to the Board in November.

Committee and Board Schedule Changes in October 2025

LMCH Board and Committee Schedules are set each year and are adjusted based on approvals required to support critical LMCH business. A key piece of business for the corporation is the review and approval of the LMCH General Liability and Property Insurance Coverage.

The insurance expires after October 31, 2025, and needs to be approved before this date. Authority for this approval is at the Board of Directors level. Reviewing Board and committee business, this is the only time-sensitive item for Board approval at this time. LMCH staff are recommending that this approval be delegated to the Finance, Audit and Risk Committee to streamline approvals and meetings in October 2025. The changes required to support this delegated authority are set out below:

- Cancel the Finance, Audit and Risk Committee currently set for October 1, 2025.
- Cancel the LMCH Board of Directors meeting currently scheduled for October 16, 2025
- Reschedule the Finance, Audit and Risk Committee, in October, to October 16, 2025.

With delegated authority for the Board and the revised schedule above LMCH will be in position to ensure General Liability and Property Insurance Coverage is in place effective November 1, 2025.

Build Canada Homes Market Sounding

Housing, Infrastructure and Communications Canada released the 2025 Build Canada Homes Market Sounding Guide. The guide (Attached) sets out the framework for Build Canada Homes which is a new federal entity taking responsibility for building affordable homes, providing financing and being a catalyst for a more productive homebuilding industry. This marks a transition of responsibility away from CMCH and positions the responsibility for achieve Canada's affordable housing goals under Housing, Infrastructure and Communications Canada.

For Discussion:

LMCH has an opportunity to provide feedback on the design of Build Canada Homes and needs to submit this feedback in writing before August 29, 2025. Does the Board want LMCH to provide feedback and is there key points that Board would like emphasized?

ATTACHMENTS: APPENDIX A: Build Canada Homes

PREPARED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER



2025

Build Canada Homes

Market Sounding Guide

1. Introduction

Build Canada Homes will be Canada's new federal entity responsible for building affordable homes, providing financing to affordable home builders, and catalyzing a more productive homebuilding industry. It will bring together key partners from across the housing ecosystem to get homes built by addressing barriers, reducing risk and helping to navigate the process of building non-market housing.

This market sounding guide sets out an initial vision for Build Canada Homes, including its objectives, functions, instruments, investment approach, and implementation.

The intent is to solicit feedback on the proposed approach outlined here to inform Build Canada Homes' final design. All content, including proposed design elements, is subject to change based on ongoing input and evolving discussions.

2. Objectives

Build affordable housing at scale. For a large segment of the working population, students, seniors living on fixed income, the private market alone cannot provide affordable housing options. We need to dramatically scale up affordable housing to create a mix of homes that respond to needs of a diverse range of households, including low-income, while building strong, resilient communities, following the clear example of those countries that have been successful. Build Canada Homes will partner with builders and housing providers that are focused on long-term affordability - including cooperatives, community housing developments or builders that promote attainable homeownership solutions. It will also accelerate timelines to bring federal lands to market, reducing projects costs and supporting the delivery of affordable housing.

Build faster, better and smarter. Canada can scale up its housing supply to meet the needs of the population by modernizing the way we build. We need to build housing using advanced materials with manufacturing and construction methods that improve productivity and scalability to reduce the cost, time, and environmental impacts of building. Build Canada Homes will support and accelerate the housing sector's adoption to modern methods of construction (e.g., standard designs, building information modelling (BIM), low carbon materials, offsite manufacturing, kit-of-parts approach, rapid assembly) by procuring from leading Canadian suppliers for its developments on public lands and filling market gaps in financial product offerings.

3. Build Canada Homes

Build Canada Homes could act as a single window for proponents at every phase of the development process, working in close partnership with developers, investors, manufacturers, other orders of government and Indigenous partners to get housing financed and built.

Build Canada Homes is envisioned as growing the stock of affordable housing, including supportive and transitional housing with wraparound services to assist individuals and families experiencing homelessness, through a small number of large deals, rather than a large number of small deals. Large deals may encompass either substantial individual projects (e.g., 300+ units) or a collection of smaller projects grouped within a broader portfolio.

- **Financing** – Build Canada Homes could use a flexible approach to structuring deals, adapting terms to the specifics of projects and investment objectives.
 - Predictable long-term financial support to affordable housing providers to grow their portfolios. A focus on larger deals will allow Build Canada Homes to actively tailor financial tools and partnerships to best leverage each opportunity.



- An investment strategy that supports the scaling of modern methods of construction which drive productivity and get homes built faster. This will likely require developing fit-for-purpose financial instruments to fill gaps currently not well-served by the private sector and incentivizing the use of modern methods of construction.
- **Building** – Build Canada Homes could act as a developer in varying capacities, working with contractors, operators, investors and other developers to build housing, develop land, procure materials, share risks and provide expertise.
 - A range of development approaches could be available to Build Canada Homes, from directly contracting builders to construct housing and leasing it to affordable housing providers, to acting as a facilitator by bringing together land, financing, project proponents, and other orders of government to move projects forward.
 - Build Canada Homes could use its buying power to drive demand and establish a consistent pipeline for modern building technologies and techniques (e.g., modular/prefabricated, low-carbon, climate resilient and net-zero construction) on land it owns and for projects it helps facilitate.

4. Financial and Non-Financial Instruments

The Government of Canada is exploring an approach to equip Build Canada Homes with a range of tools and the flexibility to deploy them strategically in support of affordable housing projects and innovative approaches to homebuilding.

- **Loans** – repayable financing offered at below market rates and/or with more flexible terms (e.g., greater risk-share or longer amortizations).
- **Equity investments** – Capital investment in exchange for ownership interests in housing development projects and/or with innovative home builders.
- **Real property and housing investments** – Acquisition, leasing, and development of land and buildings, including federal lands.
- **Loan guarantees and other risk mitigation instruments** – Financial tools (e.g., guarantees, contingent liabilities, contracts for differences, offtake agreements) that reduce investment risk and provide federal assurance in order to catalyze investment.
- **Contributions** – non-repayable or conditionally repayable funding, generally to be provided in combination with other financial tools.

5. Investment Approach

5.1 Principles

Build Canada Homes' investments may depend on the needs, risk profile, and potential to achieve Build Canada Homes' policy objectives.

Key principles underpinning how these investments will be structured are expected to include:

- **Investment funding reflects housing outcomes:** The level of contributions (through concessionality, risk-share and investment amount) should reflect the degree of housing outcomes the project delivers (e.g., number of units, level of affordability) while allowing for the diversity of investment across Build Canada Homes objectives.



- **Sharing risk-taking to drive sector change:** Build Canada Homes could take and share targeted risks which unlock productivity and grow sector potential. Similarly, Build Canada Homes could expect private sector partners to share in financial risks.
- **Sharing rewards in successful projects:** Build Canada Homes may seek to share in the financial returns of profitable projects it supports, to ensure private investors do not disproportionately benefit from public investments.
- **Leveraging Sector Expertise and Convening Partners:** Build Canada Homes may work with a broad set of industry participants to facilitate crowding in of capital from investors, developers, nonprofit organizations, and other orders of government.

5.2 Leveraging the right instruments

Build Canada Homes' investment approach will bring together objectives, functions and instruments to drive action.

The following table reflects our initial vision for Build Canada Homes' investments across objectives and functions, is intended for illustrative purposes only:

	Financing	Development
Affordability	<ul style="list-style-type: none"> • Mix of flexible low-interest loans and contributions for pre-development and construction of affordable housing projects. • Long-term, multi-project commitments and financial partnerships that allow the affordable housing sector to plan and scale with confidence. • Supporting sector-led financing solutions (e.g., Canada Rental Protection Fund). 	<ul style="list-style-type: none"> • Partner with contractors and other developers to build housing and lease to affordable housing providers. • Provide land and/or technical support for projects owned/led by affordable housing providers. • Development partnerships where Build Canada Homes leverages equity investments to share various risks and benefits.
Productivity	<ul style="list-style-type: none"> • Unlock supply for more innovative building methods where financing restrictions exist (e.g., guarantees, bridge-loans). • Support technology acquisition and capacity. • Incentivize use of modern methods of construction and Canadian products throughout suite of programs 	<ul style="list-style-type: none"> • Showcase commercial potential by employing modern methods of construction for projects it develops. • Leverage market intelligence to drive efficiencies, for example bulk procuring for its own projects and potentially projects in its financing pipeline simultaneously.



5.3 Investment Selection Criteria

Build Canada Homes is positioned to seek opportunities which demonstrate the following attributes:

A. Scale

- Projects that deliver a significant number of affordable housing units.
- Initiatives that unlock a portfolio or multiple housing projects.

B. Affordability/Community Sector Growth

- Expands supply of affordable housing to low- and moderate-income households.
- Expands supply of housing run by mission driven organizations, such as co-ops, non-profits, governments or Indigenous housing providers.

C. Innovation in Homebuilding

- Reduces build time, cost per unit, or amount of resources (material/workers) required.
- Build Canadian by prioritizing Canadian-made materials (e.g., sustainably harvested value-added wood, low carbon and concrete products) and regional production hubs, to support Canadian jobs.
- Use of modern methods of construction such as:
 - Modular, prefabricated, or 3D-printed construction.
 - Deployment of low-carbon, climate resilient and/or net-zero approaches/technologies, including incorporating low-carbon materials and efficient design to reduce the carbon footprint of projects.

D. Efficient Use of Public Dollars

- Proposals allow public dollars to go further than they otherwise would.
 - Minimizing cost to Canada by prioritizing concessional financing while retaining flexibility to consider appropriate cost-sharing arrangements.
 - Leverage private or philanthropic capital, cross-subsidization or other means to reduce reliance on public support.
 - Appropriate risk management strategies are in place to understand and address investment risks (e.g., financial risks, climate impacts).

6. Partnerships and Engagement

Build Canada Homes will not be able to drive results alone. The housing sector must be ready to respond to the opportunities Build Canada Homes presents. Strong partnerships with provinces, territories, municipalities and Indigenous partners are necessary to coordinate action to deliver key outcomes in the investment strategy.

Publishing this market sounding guide and undertaking broad engagement help inform the Build Canada Homes initiative and gain insights from:



-
- Project proponents to understand opportunities for investment in large-scale projects and where Build Canada Homes can partner alongside experienced housing providers to unlock success.
 - Community housing developers to better understand potential partnership models and how Build Canada Homes can support proponents through the project lifecycle, address barriers to development and leverage public land. Community housing developers will be engaged to ensure Build Canada Homes is designed to accelerate the development of non-market housing, while also advancing affordability and other social outcomes.
 - Developers leveraging modern methods of construction and manufacturers to better understand how to expand the sector's capacity and de-risk industry innovation.
 - Provincial and territorial governments to ensure the design of Build Canada Homes (including eligibility criteria, partnerships, and delivery models) is aligned with existing PT housing programs and jurisdictional realities, and that Build Canada Homes' activities that support modern methods of construction are backed by a scale enabling regulatory environment.
 - Local governments to identify pathways to accelerate planning, permitting and servicing of Build Canada Homes projects, to facilitate and incentivize the use of modern methods of construction, and to build more affordable, resilient communities in urban, rural and remote areas.
 - Indigenous governments and partners to provide insights on how Build Canada Homes can advance the housing priorities of Indigenous communities. The government is committed to meaningful engagement with Indigenous peoples.
 - Financial institutions to better understand how Build Canada Homes can deploy flexible financial tools that complement private financing and reduce project or financing risks to catalyze more investment.

Engagement will also go beyond these partners to seek input from a wide range of stakeholders, including academics, research groups, institutional investors and other potential sources of private capital. This inclusive approach is intended to ensure a comprehensive understanding of investment opportunities and challenges across the housing system.

Those interested in sharing their expertise and feedback on the design of Build Canada Homes, can submit written feedback to bchengagement-mobilisationmc@infcc.gc.ca by August 29, 2025.



Finance Committee Report 2025-26

TO: LMCH Finance, Audit and Risk Management Committee

FROM: Rob Cunnington, Director of Finance & Corporate Services

SUBJECT: Update from Director of Finance & Corporate Services

DATE: July 31, 2025

PURPOSE:

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

RECOMMENDATIONS:

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

Finance Updates

2025 Financial Reporting

The Finance Team has been working to develop a more efficient month-end process, allowing us to complete more timely financial reports while keeping our accuracy at a high level. Attached is the year-to-date June 30th (Q2) financial analysis for the first 6 months of the year. This report also includes a financial forecast to the end of 2025, for the full 12 months. This is reported to the City of London for their own "consolidated" 2025 projections.

Non-LMCH Owned Properties

Finance has also been working on developing quarterly financial reporting to the City of London for other LMCH-managed properties (e.g., 122 Baseline and 345 Sylvan), as well as reporting for the Inter-faith property on Ladybrook. This will ensure accurate and timely reporting for each of these properties going forward.

Staffing

The finance team had a member retire in June, after 23 years with LMCH. We would like to thank Shelagh Provily for her commitment and contribution to the Finance team. We are currently in the middle of the hiring process with hopes of having the position filled before the end of August.

Risk Management

1. Liability Insurance

The application for the 2025-26 liability insurance policy, held with Marsh Canada (through HSC), has been drafted to be submitted to HSC by August 8th due date for their review and approval. This policy renewal takes effect on November 1, 2025. Insurance costs are expected to rise between 3-5% for the upcoming year.

2. Claims

LMCH staff are reviewing our internal processes and procedures for all property damage claims to ensure that all claims are being processed and reimbursed in a timely and complete manner. This can be a challenging area, given that there are three parties involved in the claims process: LMCH staff, City of London Risk Management staff, and HSC. The actual process to be followed also depends on the extent and cost of each claim to be made. The cost of claims under \$5,000 is borne by LMCH only. Claims between \$5,000 and \$50,000 are reimbursed by the City of London through the SAIF reserves. Any claims above \$50,000 are sent directly to HSC for processing and payment to vendors.

Procurement

While procurement continues to review the supplier market to minimize the impact of recent and future U.S. tariffs, there are also a number of current RFP's underway:

- Pest control (expected to be awarded in August/September 2025)
- Rotating Contracted services (e.g., electrical, plumbing, HVAC)

Information Technology Service and Support

1. IT Governance and Operations

As part of the implementation of recommendations included in the report completed by Optimus SBR in late March 2025, the following TWO key items are currently in process:

- The hiring of an IT Manager is currently in progress, with an expectation that the new hire should start in late August. There will be a period of transition between the various contracted services of our 3rd party service provider (Nerds on Site) and the responsibilities of the new IT Manager.

- An IT Governance Steering Committee is expected to be selected in the next few weeks and to start meeting early in September, once our new IT Manager has been hired. A project plan will be developed by the IT Steering Committee to help guide the implementation of the remainder of the Optimus report's recommendations. This process will continue throughout the remainder of 2025 and well into 2026.

2. Data Analyst

Our Data Analyst recently returned from a leave of absence between November 2024 and June 2025, and has been coordinating several technical and data projects related to our internal financial and operational data systems, including Yardi and Payquad. This will ensure that our systems are fully capable of providing current and future data that LMCH Senior Leadership requires for their decision-making.

3. Review of the current Yardi System

As previously mentioned, LMCH contracted with Lynx Consultants, experts in the use and structure of Yardi, to review our current system for critical financial and operational reporting needs, including:

- Site-based Budgeting and forecasting
- Purchasing, approval, and processing (utilizing Vendor Café) of large volumes of supplier billings
- Other issues that need to be addressed with respect to the efficient use of the system, and full use of its functionality
- They will work with our Data Analyst on all of the projects noted above.

SIGNATURE:

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
ROB CUNNINGTON, CPA CA DIRECTOR OF FINANCE & CORPORATE SERVICES	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

Board of Directors Quarterly Performance Report:



Q2 2025

Period Ended June 30, 2025

August 6th, 2025



TABLE OF CONTENTS

Section 1	Executive Summary	Page i
Section 2	Strategic Plan Progress (2 nd Quarter of 2025)	Page ii - iv
	Strategic Business Plan Objectives 2nd Quarter Highlights & Indicators	
	Performance Scorecards	Page 5 - 9
Measure 1	Vacancy Scorecard	Page 5
Measure 2	Work Order Scorecard	Page 6
Measure 3	Arrears & Subsidy Scorecard	Page 7
Measure 4	HR Scorecard	Page 8
Measure 5	Pest Control Scorecard	Page 9
Section 3	Appendix	Page 10 - 32
Measure 1.1 – 1.2		Page 10 - 13
Measure 2.1 – 2.3		Page 13 - 17
Measure 3.1 – 3.3		Page 18 - 23
Measure 4.1 – 4.3		Page 24 - 27
Measure 5.1 – 5.3		Page 28 - 32

Section 1 – Executive Summary

The Q2 2025 Performance Report provides a summary of London Middlesex Community Housing's (LMCH) progress on strategic and operational performance across the April to June period. This quarterly report presents key performance indicators (KPIs) in alignment with the Strategic Plan and the reporting requirements of the Board of Directors. While improvements were achieved across several measures, key challenges remain.

2nd Quarter 2025 – Overview

- **Vacancy**: The vacancy rate increased to 3.5% in Q2 2025, moving from green to yellow. This rise is attributed to a significant influx of CMHC program units returning to stock, which temporarily impacted leasing timelines. While the total number of units restored dropped from 78 to 43 this quarter, the average number of days to commit a unit rose to 37, remaining yellow and above the 33-day target. Despite these fluctuations, LMCH continues to implement a dual strategy that addresses new vacancies and clears the backlog of CMHC units.
- **Work Orders**: LMCH maintained solid completion rates with 91% of work orders closed, though slightly down from 92% in Q1. However, the proportion of urgent/emergency/24-hour work orders remains high at 33%, and after-hours work orders jumped to 27%, placing both metrics firmly in the red. Property Services has taken steps to streamline after-hours service and is reinforcing preventative maintenance to help reduce emergency volume.
- **Arrears**: Arrears remain a persistent challenge. The percentage of households in good standing increased modestly to 81% but remains in yellow and below the 90% target. The number of households in arrears rose to 582, maintaining yellow status, while the average time to complete rent forgiveness improved slightly to 4.38 months. Despite the modest progress, total rent outstanding also rose, suggesting continued financial strain for some tenants. LMCH is exploring further interventions to strengthen tenant engagement and financial support.
- **Human Resources**: Staffing outcomes were notably strong this quarter. LMCH met its full-time equivalent (FTE) complement at 100%, and recruitment timelines improved significantly to an average of 51 days. Attendance also showed positive movement, with sick and unpaid absences dropping to 0.86 days per employee per month—well below the 1.0 target. These results reflect continued organizational investment in workforce stability and performance.
- **Pest Control**: The overall infestation rate declined slightly to 24% but remains in the red against the 15% annual target. Despite this, LMCH held steady at 90% of active units being treated, and tenant refusals dropped to just 0.4%, demonstrating strong cooperation from residents. The clearance rate showed a marked improvement, reaching 61%, and additional vendor capacity is expected to further accelerate progress in future quarters.

Section 2 – Strategic Plan Progress (2nd Quarter 2025)

Priority #1: Improving Tenant Experience

2025 Strategic Priorities

1. Enhance the Integrated Pest Management program by increasing preventative treatments, including block and diamond treatments, improving communications, and ensuring effective treatment programs are in place. The goal is to decrease the overall infestation rate to 15% by the end of 2025.
2. Bring the cleaning staff in-house and build a comprehensive cleaning program designed to enhance the cleanliness of LMCH buildings. As part of this cleaning program, LMCH will develop cleaning standards, and performance measurements and align with sector best practices.
3. Continue to strengthen Community Safety Services, including the extension of hours of operation, enhanced use of CPTED (Crime Prevention Through Environmental Design), and strengthening response to serious incidents.
4. Leverage available funding to improve the condition of LMCH properties, including landscaping, fencing, cycle painting, and other initiatives that improve the livability at the LMCH properties.

2025: Q1 & Q2 Progress:

- The RFP process to select LMCH's new pest control vendors is nearing completion, aligning with the recently finalized Pest Management Program. As part of this program, LMCH is also advancing its Tenant Education initiatives, including the development of a Tenant Education Program and the continuation of Tenant Talks, to help residents better understand and participate in effective pest prevention and control.
- Wharncliffe site focused on cleaning up sightlines, bushes and foliage covering CCTV cameras, shop doors, rec area and side offices. Additional hallway and doorway painting were completed.
- Projects initiated to install CCTV at our family sites including Boullee and Southdale.
- LMCH now has Community Safety staff available 8:30am-8pm Monday to Friday.
- Completed CPTED assessments at multiple sites including Wharncliffe and Boullee.

Priority #2: Developing an Enhanced Service Model

2025 Strategic Priorities

1. Strengthen communication and accountability conversations with tenants through multiple channels, including a new tenant lease, review and revision of policies, and strengthening the tenant intake and support program.
2. Improve communication with tenants through our website, LED screens at some buildings, and the release of the updated tenant handbook.
3. Open the first 2 community offices to allow tenants to have more access to our staff and services.
4. Launch a tenant communication portal that will allow two-way communication between LMCH staff and tenants. The portal will also allow LMCH to notify tenants regarding building maintenance or emergencies.

2025: Q1 & Q2 Progress:

- Implemented New Tenant Lease: February 2025
- Implemented Non-Smoking Policy for all Buildings: February 2025
- Implemented Tenant Insurance for new tenants: February 2025
- Regular Tenant Talks: **Completed for 2025 = 9**
- Yearly Clean and Green Events: **Completed for 2025 = 9**
- Wharncliffe Community Office Construction underway – occupancy by end of Q3

Priority #3: Investing in Our Communities

2025 Strategic Priorities

1. Complete Phase 1 of the Re-Imagine Southdale project and initiate Phase 2.
2. Update the LMCH Asset Management Plan.
3. LMCH will create a viable list of possible regeneration sites within LMCH properties in London and Middlesex County.
4. Identify additional or alternative funding for capital and regeneration plans, including possibilities in Middlesex County.
5. Continue retrofitting accessibility units through the CMHC program and improve the quality of housing through the unit turnover process.

2025: Q1 & Q2 Progress:

- Conditional offer of \$29 million from CMHC for Phase #2 (conditional based on filling certain documents).
- LMCH's Asset Management Plan (AMP) was revised, approved by the LMCH Board of Directors and shared with the City of London.
- Work to develop LMCH's Master Regeneration Plan was initiated in Q1 and will be presented to the Board in Q4 2025.

- Phase #1 of Re-Imagine Southdale set for occupancy in Q3 of 2025
- General Contractor selected for Phase #2 of RE-Imagine Southdale starting in Q3 of 2025.
- Over 200 accessible units completed as part of the CMHC repair and renew program.

Priority #4: Focusing on Environment and Governance

2025 Strategic Priorities

1. Develop the first LMCH Green Plan that supports the City of London Climate Emergency Action Plan
2. Develop the Vendor Management Program to support value for money and exceptional service delivery.
3. LMCH will monitor progress towards Enterprise Risk Management (ERM) goals and objectives and provide annual updates to Senior Management and the Board of Directors.

2025: Q1 & Q2 Progress:

- Reduced telecommunications costs beginning in 2025 through a new cell phone contract and an upgraded and modernized corporate phone system.
- Reduced costs and environmental impact through changes to required office paper printing and usage.
- Improvements to internal operational processes and reporting through the increased functionality of Yardi system.

Priority #5: Foster a Healthy Organization

2025 Strategic Priorities

1. Strengthen Organizational Effectiveness through implementation of recommendations to bring the work of property services and tenant services together under one operational leader.
2. Develop the Health and Safety Program.
3. Develop training and leadership development plans.
4. Implement a Performance Review process for management and exempt groups.

2025: Q1 & Q2 Progress:

- Onboarded the Chief Operating Officer (COO)
- Onboarded the Health and Safety Specialist
- Training for Property Services: Asbestos, ESA Training, CPI, Mental Health & First Aid.
- On-Boarding process for all new employees: HR and Corporate

Q2 2025 - Performance Scorecard Vacancy

Outcome	Strategy	#	Measure	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Turnover Process in a Timely Manner	Improve Unit Time in Restoration and Days to Commit Unit	1.1	<u>Operational Efficiency:</u> Maintain Vacancy Rate (%): Target = 3%	2.4%	1.5%	2.6%	1.6%	3.5% ▲
		1.2	Average # of Days to Commit the Unit: (From Vacant to Leased) Target = less than 33 days on average over the Quarter	29	29	17	35	37 ▲

Legend:

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

Q2 2025 - Performance Scorecard Work Orders

Outcome	Strategy	#	Measure	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
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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%	30%	34%	37%	39%	33% ▼
		2.2	<u>Cost Controls:</u> % of After-Hours Work Orders Target = \leq 5%	17%	12%	19%	15%	27% ▲
		2.3	<u>Operational Efficiency:</u> % of Work Orders Completed Target = 95%	81%	85%	87%	92%	91% ▼

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

Q2 2025 - Performance Scorecard Arrears and Subsidy's

Outcome	Strategy	#	Measure	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
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Enhanced Financial Stability and Tenant Retention	Proactive Arrears Management and Supportive Tenant Engagement	3.1	<u>Operational Efficiency:</u> Households in Good Standing (Rent & Parking) Target = 90%	80%	78%	81%	79%	81% ▲
		3.2	<u>Forgiveness:</u> Average Number of Months to Complete <i>Forgiveness</i> Target = < 4 months	4.15	4.28	4.24	4.70	4.38 ▼
		3.3	<u>Arrears:</u> Households in Arrears Target = ≤ 400 Households	625	667	581	575	582 ▲

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

Q2 2025 – Performance Scorecard Human Resources

Outcome	Strategy	#	Measure	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
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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%	97%	100%	99%	96%	100% ▲
		4.2	<u>Talent Recruitment:</u> Time to fill vacancy (working days) Target = 90 days	132.3	66	95	84	51 ▼
		4.3	<u>Employee Attendance and Absences</u> Days lost per month per employee (working days) Target ≤ 1	N/A	N/A	N/A	N/A	0.86 —

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

Q2 2025 – Performance Scorecard Pest Control

Outcome	Strategy	#	Measure	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Reduction in Pest Infestation Incidents	Integrated Pest Management (IPM) Implementation	5.1	<u>Infestation Level:</u> % of Total Units Being Treated Target = $\leq 10\%$	22%	27%	23%	25%	24% ▼
		5.2	<u>Operational Effectiveness:</u> % of Active Units Being Treated Target = 90%	82%	90%	94%	90%	90% —
		5.3	<u>Tenant Co-operation:</u> % of “Tenant Refusals” Target = $\leq 5\%$	5%	3%	4%	1%	0.4% ▼

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

Section 3 - 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	Y
<p>Q2 2025 has seen an increase in the vacancy rate from 1.6% to 3.5%. This increase is due to an influx of completed CMHC units being returned to active stock which were previously being renovated within the accessibility program. As we continue to move units into and out of the CMHC program, LMCH will see fluctuations in the vacancy rate.</p> <p>Property Services does not control the CMHC timelines for completion and these units take longer on average to complete. When CMHC returns an increased number of units in the quarter, it takes additional time for tenant services to rent out the extra units.</p>	Trend	▲
	<p>Notes: Results for this period are yellow with 3.5% 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	Property Services has implemented visible KPI dashboards for managers to track vacancy progress in real time. A focused strategy is in place to handle both ongoing vacancy turnover and the return of CMHC units. The team continues to balance the backlog of accessibility-renovated units with routine turnovers, recognizing seasonal impacts and staffing constraints during peak periods.
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)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Total units in Active Restoration	1.9%	1.1%	2.2%	0.005%	1.4%
Total units Vacant and ready	0.5%	0.4%	0.4%	0.8%	2.1%
Total	2.4%	1.5%	2.6%	1.3%	3.5%

Age of Units Restored in Period (Count)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
0-15 days	1	1	8	3	1
16-30 days	12	7	0	5	2
31-60 days	14	10	7	22	15
61-90 days	15	8	3	14	18
91+ days	19	26	23	36	7
Total units restored	61	52	41	78	43
Average # of days in restoration	83	97	91	85	68

Age of Units in active Restoration (Count)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
0-15 days (last day of quarter)	20	8	11	8	0
16-30 days (last day of quarter)	15	5	12	4	5
31-60 days (last day of quarter)	10	6	14	9	19
61-90 days (last day of quarter)	10	8	22	3	14
91+ days (last day of quarter)	8	10	12	2	8
Total units in Active Restoration	63	37	71	26	46
Average # of days in restoration at end of Quarter	53	59	59	56	46

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	Y
<p>The average number of days to commit a unit sits at 37 which is a small increase from the previous quarters results. The average number of days to commit a unit has remained in the yellow for the past two (2) 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	▲
	Notes: Q2 2025 averaged 37 days to commit the unit from vacant to leased which is an increase of 2 days from Q1 2025.	

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	In response to a rising volume of CMHC units entering the leasing stream, Tenant Services is working closely with Property Services to streamline the placement process. Staffing challenges have impacted the team's capacity, but additional support is being pursued. LMCH anticipates that this metric will continue to fluctuate between green and yellow while the CMHC program is in effect.
Assumptions	Some tenants may reject the available unit for a variety of reasons which will add extra time to the placement process. In addition, circumstances may arise with the unit that may force Tenant Services to return the unit to Property Services to rectify the issue. This will prevent the unit from becoming available to individuals on the housing waitlist.

Age of Units Leased in the Period (Count)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
0-15 days	26	29	33	21	24
16-30 days	21	10	7	9	16
31-60 days	21	7	8	20	28
61-90 days	6	2	1	9	15
91+ days	1	5	1	5	4
Total units Leased	75	53	50	64	87
Average # of days to commit the unit. (From Vacant to Leased)	29	29	17	35	37

Age of Units Vacant and Available (Count)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
0-15 days	3	8	10	35	52
16-30 days	6	0	0	18	27
31-60 days	2	5	2	32	76
61-90 days	1	0	1	2	50
91+ days	4	0	0	0	37
Total units Vacant and ready	16	13	13	87	242
Average # of days vacant and ready (Unit has not been leased, still available)	39	19	21	22	150

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 = $\leq 25\%$
	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 3%. In comparison to Q1 2025, this metric has decreased 6% maintaining this metric in the red. LMCH has an after-hour call service that can create work orders within our system. LMCH has worked with the after-hour service to reduce duplicate work orders that can inflate this metric.</p>	Trend	▼
	Notes: Currently sits at 33% which is a decrease of 6% from Q1 2025.	

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	To manage elevated emergency work orders, LMCH has strengthened communication with its after-hours call center to reduce duplication and improve triage. Preventative maintenance is being emphasized as a strategy to reduce emergencies over time, and the volume of total work orders has decreased, indicating progress.
Assumptions	<p>It is assumed that work orders are accurately prioritized based on urgency, with clear criteria for what constitutes an urgent, emergency, or 24-hour work order.</p> <p>The company has sufficient resources, including staff and materials, to respond to urgent work orders within the required timeframes.</p>

Work Orders by Priority (Percentage)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
% of Urgent	14%	16%	14%	15%	13%
% of 24 Hours	2%	4%	4%	7%	7%
% of Emergency	15%	14%	19%	17%	13%
Total Priority Work Orders by Quarter	1,466	1,841	1,809	2,114	1,064
Total Work Orders by Quarter	4,858	5,435	4,933	5,462	3,246
% of Work Orders by Priority	30%	34%	37%	39%	33%

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 = $\leq 5\%$
	Y	Yellow = 6% - 10%
	R	Red = 11%+

Summary Analysis of Results	Status	R
<p>Q2 2025 numbers show an increase in after hour work orders of 9.8% over Q1 numbers. This upward movement signifies an increased costs to LMCH 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	▲
	Notes: Currently sits at 27% which is an increase of 12% 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	LMCH has implemented procedures to reduce after-hours calls through better day-time service delivery and tenant communication. Preventative maintenance is a central strategy, aiming to minimize tenant-initiated work orders outside business hours, thereby reducing extra operational costs associated with third-party service providers.
Assumptions	<p>It is assumed that work orders are accurately prioritized based on urgency, with clear criteria for what constitutes an urgent, emergency, or 24-hour work order.</p> <p>The company has sufficient resources, including staff and materials, to respond to urgent work orders within the required timeframes.</p>

After Hour Work Orders (Percentage)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
After Hours Work Orders	817	659	918	794	872
% of After Hour Work Orders	17%	12%	19%	15%	27%

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	Y
<p>Q2 2025 has remained in the yellow over the previous quarter remaining in the low 90's. Property Services has set in place service standard timelines for managers and staff which has contributed to this metric improving.</p>	Trend	▼
	<p>Notes: Currently sits at 91% which is a decrease of 1% 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 reinforced internal service standards and timelines to improve the timely completion of work orders. While the metric remains in the yellow zone, consistent tracking and accountability are helping stabilize completion rates. The team aims to return this metric to green in the coming quarters.
Assumptions	<p>It is assumed that there is an accurate and efficient system in place for tracking work orders from initiation to completion.</p> <p>The company has adequate resources, including skilled labor and materials, to complete work orders within the expected timeframes.</p>

Work Orders Completed (Percentage)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Work Orders Completed	3,911	4,639	4,933	5,042	2,940
% of Work Orders Completed	81%	85%	87%	92%	91%

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

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

Summary Analysis of Results	Status	Y
The percentage of households in good financial standing has increased from 79% in Q1 2025 to 81% in Q2 2025. The results over the past 5 quarters have remained stable with percentages ranging from 78% - 81%. LMCH's collection rate has increased to 100% in Q2 2025 which is a 1% increase from last quarter.	Trend	▲
	Notes: Currently sits at 81% which shows a 2% increase since last quarter. This metric remained consistent quarter to 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"> 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. Increase Operational Costs: The cost of managing and recovering overdue accounts can increase operation expenses. Reputation Damage: High arrears rates can damage the organizations reputation with London City Council and our Shareholder. Resource Allocation: Staff time and resources may need to be redirected towards managing arrears and debt recovery processes.
Management Actions	LMCH continues to monitor tenant accounts regularly and intervene early when financial risks are identified. Staff are encouraged to engage tenants proactively, using supportive communication and linking households to internal and external support resources where possible.
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	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
# Households in Good Financial Standing	2,448	2,390	2,401	2,353	2,409
Total number of Households	3,073	3,057	2,982	2,980	2,991
% of Households in Good Standing	80%	78%	81%	79%	81%

Collection Rate	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Rent Due	\$3,855,243	\$3,855,243	\$3,855,243	\$4,124,511	\$4,124,511
Rent Collected	\$3,522,808	\$3,432,609	\$3,564,624	\$3,722,856	\$3,768,799
Rent Outstanding	\$332,435	\$422,634	\$290,619	\$401,655	\$355,712
Collection Rate (%)	91%	89%	92%	90%	91%

Tenant Debt Arrears (Rent/Parking Balance)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
\$1 - \$2,000	\$256,696	\$273,066	\$258,567	\$252,794	\$251,997
\$2,001 - \$4,000	\$210,437	\$144,732	\$154,020	\$191,025	\$219,991
\$4,001 - \$6,000	\$191,039	\$167,351	\$125,559	\$129,864	\$131,164
\$6,001 - \$8,000	\$153,250	\$99,847	\$48,056	\$49,066	\$78,519
\$8,001 - \$10,000	\$18,583	\$62,914	\$25,409	\$37,909	\$27,211
\$10,001 +	\$49,631	\$64,408	\$86,090	\$43,002	\$14,692
Total	\$879,637	\$812,317	\$697,701	\$703,660	\$722,540

Tenant Debt Arrears (# of Tenant Accounts)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
\$1 - \$2,000	487	557	486	465	465
\$2,001 - \$4,000	72	50	53	69	76
\$4,001 - \$6,000	38	34	25	27	26
\$6,001 - \$8,000	22	14	7	7	11
\$8,001 - \$10,000	2	7	3	4	3
\$10,001 +	4	5	7	3	1
Total	625	667	581	575	582

Tenant Debt Arrears (% of Tenant Accounts)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
\$1 - \$2,000	75%	84%	84%	81%	80%
\$2,001 - \$4,000	11%	7%	9%	12%	13%
\$4,001 - \$6,000	6%	5%	4%	5%	4%
\$6,001 - \$8,000	3%	2%	1%	1%	2%
\$8,001 - \$10,000	0%	1%	1%	1%	1%
\$10,001 +	1%	1%	1%	1%	0.2%
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	
<u>Forgiveness:</u> “Average Number of Month to Complete Forgiveness” measures the average number of months it takes to forgive arrears This is calculated by subtracting the date the arrears were forgiven from the date the arrears were applied.	G	Green = \leq 4 months
	Y	Yellow = 4 – 5 Months
	R	Red = $>$ 5 Months

Summary Analysis of Results	Status	Y
The average number of months to complete forgiveness remained relatively the same compared to Q1 2025 with a small decrease from 4.70 months to 4.38 months. The number of tenants that received rent forgiveness dropped by 14 households since last quarter. LMCH was able to restore 66% of subsidies in Q2 2025 which shows that tenant services was able to restore a total of 138 subsidies while revoking 208 in the same quarter.	Trend	▼
	Notes: Currently sits at 4.38 months which is a decrease from 4.70 months from Q1 2025.	

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"> 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. Increase Operational Costs: The cost of managing and recovering overdue accounts can increase operation expenses. Reputation Damage: High arrears rates can damage the organizations reputation with London City Council and our Shareholder. Resource Allocation: Staff time and resources may need to be redirected towards managing arrears and debt recovery processes.
Management Actions	LMCH is working closely with tenants to reduce processing delays. Internal improvements have reduced the average forgiveness timeline slightly. Continued training and process adjustments are underway to improve consistency and timeliness.
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	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Total Amount Forgiven per Quarter	\$305,366	\$317,348	\$170,203	\$98,815	\$75,340
Number of Tenants who Received Forgiveness	154	148	77	63	59
Average Dollar Amount Forgiven	\$1,983	\$2,144	\$2,210	\$1,537	\$1,277
Average Number of Months to Complete Forgiveness	4.15	4.28	4.24	4.70	4.38

Subsidy Metrics per Quarter	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Income Review Forms Completed	621	640	627	636	672
Number of Subsidies Revoked	515	200	317	230	208
Number of Subsidies Restored	366	243	153	140	138
Subsidies Restored per Quarter (%)	71%	122%	48%	61%	66%
Payment Plans	27	19	33	50	36

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	Y
The number of households in arrears increased from Q1 2025 and the amount owed by each household has also increased from \$1,224 to \$1,241. With the rent outstanding increasing from \$703,660 in Q1 to \$722,540 in Q2 2025, it shows that households in financial difficulty has remained consistent from last quarter. This metric has remained consistently in the yellow over the past three (3) quarters.	Trend	▲
	Notes: Currently sits at 582 households in arrears which is an increase from 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. Resource Allocation: Staff time and resources may need to be redirected towards managing arrears and debt recovery processes.
Management Actions	Although arrears numbers remain in the yellow zone, early intervention strategies and improved arrears tracking have helped stabilize the trend. Staff are focusing on offering payment plans and providing financial counseling or referrals when appropriate.
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	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Rent Outstanding	\$879,637	\$812,317	\$697,701	\$703,660	\$722,540
Households in Arrears	625	667	581	575	582
Average Owed by Households	\$1,407	\$1,218	\$1,201	\$1,224	\$1,241

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

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

Summary Analysis of Results	Status	G
In Q2-2025, the measure for Compliment Management rose to 100% of budgeted compliment. Although the organization did see a higher than targeted turnover in positions, effective recruiting strategies and LMCH participation in the Canada Summer Jobs Programs ensured that we maintained an higher percentage of FTE's vs budgeted FTE's. We however continue to monitor exit interviews to inform effective engagement and staff retention decisions.	Trend	
	Notes: Currently sits at 100% of FTE which is partly contributed to by Summer Student hiring in the quarter to offset against higher than targeted staff turnover.	

Business Impact / Implications	<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. <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.
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	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. 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.


Full-Time FTE's	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Number of FTE's (End of Quarter)	96	102	101	98	102
Budgeted # of FTE's	99	102	102	102	102
Percentage of FTE's Filled (%)	97%	100%	99%	96%	100%

Retention of Talent	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Staff at Beginning of Quarter	95	96	102	101	98
Staff at End of Quarter	96	102	101	98	102
Difference in Quarter (#)	+1	+6	-1	-3	+4

Business Case #22 Hires (No Refill Hires Counted)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Projected Number of Hires	0	1	1	1	1
Actual Hires	0	0	0	1	1
% of Hires Made vs Projected	0%	0%	0%	100%	100%

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	
Talent Recruitment: “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
LMCH has maintained its targeted date to fill vacancies for the second quarter of 2025. This has been achieved through and effective use of applicants from previous competitions, internal applicants exploring other opportunities within LMCH and staff referrals for competitions. Through these mechanisms we have reduced the time to fill some vacancies significantly which on average off-sets longer recruitments for leadership and technical positions.	Trend	
	Notes: Currently sits at 50.74 days which is an improvement from the previous quarter's performance	

Business Impact / Implications	<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. <u>Long-term Impact:</u> Consistently high time-to-fill rates can cause chronic understaffing, resulting in operational inefficiencies and decreased employee morale.
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	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. The organization is assumed to have a competitive advantage in attracting candidates, but factors such as compensation, benefits, and workplace culture play significant roles.

Time to Fill Vacancy (Days)	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Number of Positions Filled	4	9	6	4	14
Average Time (Days) to Fill All Positions	132.3	66.11	95.16	84.25	50.74

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	
Number of days absence measures the amount of person days lost per month due to sick leave and other manageable causes, averaged across all employees in the corporation. This is calculated by taking the number of sick leave and unpaid sick leave days for the entire organization divided by the number of employees employed during the period.	G	Green ≤ 1 days per employee per month
	Y	Yellow = 1 – 1.25 days per employee per month
	R	Red > 1.25 days per employee per month

Summary Analysis of Results	Status	G
We have seen a reduction in the number of person days lost due to sick leave and other manageable causes for the second quarter of 2025. What is however been noted is that there is an increase in the number of employees exhausting their sick leave entitlements and having to rely on unpaid time. LMCH will monitor these individual cases.	Trend	—
	Notes: Currently LMCH sits well below its targeted absence target of 1 day per month.	

Business Impact / Implications	<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. <u>Long-term Impact:</u> Chronic absenteeism can create persistent inefficiencies, requiring constant adjustments in scheduling and possibly impacting project timelines.				
Management Actions	LMCH continues to invest in a healthy organization through training initiatives to support employee well-being, social events to foster culture and cohesion and future actions to support employee overall health and well-being.				
Assumptions	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. The organization is assumed to have some health and wellness programs in place, although their effectiveness in reducing absenteeism may vary.				
Employee attendance and absences	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Sick Days or Unpaid Days (average per month)	N/A	N/A	N/A	110.67	84.12
Employees (Average per month)	N/A	N/A	N/A	97	97
Average Sick Days per Employee per month	N/A	N/A	N/A	1.14	0.86

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 24% has decreased from 25% from Q1 2025. Q2 2025 saw the beginning of preventative units being tracked. To stop the spread of infestations, LMCH has begun their preventative treatments surrounding some infested units. The clearance rate has improved in Q2 2025, increasing 13% from last quarter to 61%.	Trend	▼
	Notes: Currently sits at 24% which is a decrease of 2% from Q1 2025.	

Business Impact / Implications	<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. <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.
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 15% threshold by the end of 2025.
Assumptions	The pest control treatments being used are effective in addressing the specific types of pests present in the units. Residents are cooperative with pest control efforts, allowing access to their units and following recommended practices to prevent infestations.

# of Units Treated vs Preventative	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Units being treated (with Active Infestation)	713	915	761	827	774
Units being Treated (Preventative)	N/A	N/A	N/A	N/A	138
Total Units being Treated	713	915	761	827	912
Infestation Rate	22%	27%	23%	25%	24%

% of Total Units Being Cleared	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Senior Buildings	30%	39%	39%	57%	61%
Adult Buildings	36%	42%	35%	46%	57%
Family Buildings	25%	30%	22%	37%	71%
LMCH Total	31%	38%	34%	48%	61%

% of Total Units being Treated	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Senior Buildings	26%	33%	25%	26%	31%
Adult Buildings	21%	28%	24%	27%	31%
Family Buildings	16%	21%	21%	22%	20%
LMCH Total	22%	28%	23%	25%	28%

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. LMCH has consistently maintained this metric in the green category quarter over quarter.</p> <p>This metric has remained the same the previous quarter. This speaks to LMCH’s continued focus on customer service and continuing to speak with our tenants regarding their prep needs and concerns.</p>	Trend	—
	Notes: Currently sits at 90% which has stayed the same from Q1 2025.	

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. We are also in the final stage of our RFP process to determine who will be our new pest control vendors 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	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Cycle in Progress	713	915	761	827	912
Total Active Units Being Treated	868	1018	810	914	1008
% of Active Units Being Treated	82%	90%	94%	90%	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. This is the fifth quarter in a row in which this metric has been in the green category showing consistent cooperation from our tenants.</p>	Trend	▼
	Notes: Currently sits at 0.4% which is a decrease of 0.6% from Q1 2025.	

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

% of Tenant Refusals	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Total Units	133	92	89	14	8
% of Tenant Refusals	5%	3%	4%	1%	0.4%

% of Escalated Units	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Total Units	160	140	37	94	215
% of Escalated	6%	5%	2%	5%	12%

% of Units Not Prepped	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
Total Units	135	72	76	12	6
% of Not Prepped	5%	2%	4%	1%	0.3%

Q1 2025 Financial Results FAR Report 2025-28

TO: LMCH Finance, Audit and Risk Management Committee

FROM: Rob Cunnington, Director of Finance and Corporate Services

SUBJECT: 2025 Financial Results – Q2

DATE: July 31, 2025

PURPOSE:

The purpose of this report is to share LMCH's Q2 2025 unaudited financial results for the first six (6) months of the fiscal year ending December 31, 2025, and the financial forecast for the full 12-month 2025 fiscal year.

RECOMMENDATION:

That the June 30, 2025 (Q2) Financial Operational Financials Report be RECEIVED for information.

REASONS FOR RECOMMENDATIONS:

The following report provides two views of the 2025 financial results to date, including a high-level summary of financial operations' variances for the first six months (Q2) of the fiscal year up to June 30, 2025, as well as a summary of the 2025 full-year (12-month) financial forecast. While overall financial operations show a favourable balance of approximately \$800k for the six months, the full-year projection results in an estimated Surplus of \$150k, which is \$480k higher than the updated 2025 budget approved by the Board in May 2025. The "adjusted" budget resulted in an estimated \$335k deficit for the year, after adjusting for expected improvements in both Bad Debt Write-Offs and Rent Forgiveness on the Revenue side, as well as the additional cost (\$535k) of Property Taxes billed by the City of London over the original budgeted in 2023.

REVENUE

Total revenue for the first six months shows a favourable variance of approximately \$500k (1.6%) compared to the YTD budget, with the full year revenues forecasted to be almost \$750k (2.3%) ahead of budget. The following discussion points will focus mainly on the full-year projection for 2025.

Rent Revenue: Rent revenues are higher than the original 2025 budget by almost \$350k to date, and are mainly due to a significant reduction in Rent Forgiveness (included in the Rent Revenue line) of around \$420k. This is a result of improved management of the annual subsidy renewal process by staff.

Bad Debt Write-Offs: There has been a significant reduction in write-offs in 2025 compared to prior years and the current budget for the year. This estimated favourable variance of \$318k is again due mainly to improved timelines at the Landlord and Tenant Board and more successful collection efforts for tenant arrears management.

Interest Revenue: While interest rates were much lower when the budget was set in late 2023, higher interest rates (3/4 %) in the past year have resulted in a \$66k favourable variance, with a total projected favourable of \$95k for the full year.

EXPENDITURES

Total expenditures for the first six months of 2025 show a favourable variance of \$1.2M (3.8%) compared to the original budget. However, for the full fiscal year, total expenditures are projected to be slightly over budget by \$130k (0.4%).

Salaries, Wages and Benefits: Results for the first six months show a favourable balance of approximately \$580k, mainly due to vacancies in various positions for the first six months of 2025. This includes the delayed implementation of the project to bring custodial services in-house to assess the impact of property tax increases on operating budgets.

However, by year-end, these savings are expected to only be \$200k, as staffing vacancies continue to be filled with new hires. In addition, the new COO position was filled in June, and custodial staff are to be hired as part of an organizational change for cleaning services to internal staffing from the use of contracted third parties.

Maintenance, Materials and Services: For the first six months of the year, total expenditures in this area had a favourable balance of \$108k. However, by year-end, the projected variance for the full 12 months becomes unfavourable by about \$440k. This increase in expenditures is due to several factors. Firstly, a delay in the implementation of the internal staffing of custodial services that was originally planned for June 1st. Implementation of this project (including the costs for upfront purchase of supplies and equipment and the cancellation of third-party contracts) will be incurred in the last four months of the year, resulting in higher costs in this period than originally planned. For Pest Control over the last six months of the fiscal year, expenditures will include significant total payments for vendor billings as accounts are reconciled, as current contracts come to an end.

Utilities: While overall utilities are underspent in the first six months, this is mainly due to the elimination of monthly accruals since January. This decision was implemented to create efficiencies during the monthly accounting processes, and has done so. These costs will be generally caught up by year-end in December, and therefore will be closer to average annual spending in this area. Electricity will be the most overbudget, mainly due to increased inflationary rates over the past two years, following the budget being approved in 2023.

Corporate Legal and Consulting: Legal costs are well below the average spending to date, and underbudget by \$80k, but are predicted to increase in the last half of the year, including potential legal services related to operations.

Extraordinary Costs: The costs to LMCH of property damage claims (e.g. fire, flood, etc.) and represent only the portion of damage claims that LMCH is responsible for, up to \$5,000 per event. This "internal deductible" through the City of London's SIRF program was increased from \$1,000 to \$5,000 per event in early 2024 to keep our insurance premiums stable based on fewer claims.

CONCLUSION

While Finance staff continue to monitor financial data on a monthly basis, and in discussions with other program areas, we are also striving to improve financial processes and the timeliness of reporting for Senior Leadership in their decision-making. LMCH is currently redeveloping our detailed "site-based" budget process, which will enhance the organization's financial management, allowing Senior Leadership to see where specific operational improvements need to be made on a site-by-site basis.

Appendix A – June 30, 2025 Operating Results (Q2)

SIGNATURE:

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
ROB CUNNINGTON, CPA CA DIRECTOR OF FINANCE AND CORPORATE SERVICES	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

London-Middlesex Community Housing

2025 Operational Financials - Q2 (first 6 months) and Full-Year Forecast

	For the Six Months Ended June 30, 2025			Projected for Full 2025 Fiscal Year (12 months)				Audited Actuals 2024	2024 Actuals vs. 2025 Projected
	Actuals	Budget	Variance	Projected	Budget	Variance			
REVENUE									
RENT REVENUES	7,373,817	7,131,201	242,616	14,597,635	14,262,402	335,233	1	14,235,512	362,122
TENANT RECOVERIES	47,153	70,812	(23,659)	94,307	141,624	(47,317)		100,410	(6,104)
NET BAD DEBT WRITE OFF	(262,211)	(420,684)	158,473	(524,421)	(841,368)	316,947	2	(563,648)	39,227
ANTENNA LICENSES	72,043	86,595	(14,552)	173,190	173,190	0		169,233	3,957
INTEREST	81,401	15,000	66,401	125,000	30,000	95,000	3	202,545	(77,545)
SUNDRY & OTHER REVENUE	130,236	109,338	20,898	260,472	218,675	41,797		300,217	(39,745)
MUNICIPAL BASE FUNDING	9,447,417	9,428,532	18,885	18,857,064	18,857,064	0		16,781,288	2,075,776
TOTAL REVENUE	16,889,856	16,420,794	469,063	33,583,246	32,841,587	741,659		31,225,558	2,357,688
OPERATING EXPENDITURES									
SALARIES, WAGES & BENEFITS	4,736,686	5,320,162	583,476	10,426,833	10,640,324	213,491	4	8,614,607	(1,812,226)
TENANT SERVICES	362,830	485,656	122,826	877,768	971,311	93,543		886,400	8,632
MAINTENANCE, MATERIALS & SERVICES									
ROOFING	12,505	23,358	10,852	25,011	46,715	21,704		37,551	12,540
BUILDING GENERAL	510,151	712,852	202,701	1,520,302	1,425,704	(94,598)		1,284,843	(235,459)
CLEANING	491,970	537,775	45,805	711,513	625,550	(85,963)		1,001,921	290,408
PEST CONTROL	471,837	386,533	(85,304)	961,628	773,066	(188,562)	5	1,037,348	75,720
ELEVATORS	33,187	64,274	31,086	66,374	128,547	62,173		230,694	164,320
ELECTRICAL	145,254	80,342	(64,912)	259,601	160,684	(98,917)		210,083	(49,518)
EQUIPMENT	9,238	21,425	12,187	18,475	42,849	24,374		23,835	5,360
LANDSCAPING & PARKING LOT MTCE.	123,133	118,583	(4,550)	321,266	237,166	(84,100)		290,035	(31,230)
MOLD	20,298	33,140	12,842	40,596	66,279	25,683		28,537	(12,059)
SNOW REMOVAL	693,171	608,036	(85,136)	958,000	868,000	(90,000)		715,921	(242,079)
LIFE SAFETY SYSTEMS	113,930	160,684	46,754	227,859	321,368	93,509		317,460	89,601
HEATING & VENTILATION	149,834	110,686	(39,148)	299,668	221,371	(78,297)		271,046	(28,621)
PLUMBING	272,608	290,298	17,690	545,217	580,596	35,379		639,393	94,177
PAINTING	215,508	200,327	(15,181)	431,162	400,654	(30,508)		503,699	72,536
VANDALISM	13,608	37,366	23,758	27,215	74,731	47,516		39,916	12,700
WASTE REMOVAL	222,810	214,245	(8,565)	445,620	428,490	(17,130)		396,955	(48,664)
SUNDRY MATERIALS & SERVICES	665	8,034	7,369	1,329	16,068	14,739		5,930	4,601
	3,499,707	3,607,955	108,248	6,860,837	6,417,838	(442,999)		7,035,169	174,332
UTILITIES									
ELECTRICITY	954,929	975,084	20,156	1,904,929	1,730,939	(173,990)	6	1,838,361	(66,568)
WATER HEATER RENTAL	88,514	133,719	45,205	188,514	260,270	71,756		185,770	(2,743)
WATER	741,588	890,014	148,425	1,741,588	1,735,182	(6,406)		1,682,376	(59,212)
NATURAL GAS	803,443	794,751	(8,692)	1,303,443	1,380,000	76,556		1,262,861	(40,583)
	2,588,474	2,793,568	205,094	5,138,474	5,106,391	(32,083)		4,969,368	(169,105)
PROPERTY									
INSURANCE	661,990	650,000	(11,990)	1,323,979	1,300,000	(23,979)		1,314,852	(9,127)
MUNICIPAL TAXES	3,028,424	3,134,691	106,267	6,269,382	6,269,382	0		5,842,854	(426,528)
	3,690,414	3,784,691	94,277	7,593,361	7,569,382	(23,979)		7,157,706	(435,655)
ADMINISTRATION									
CORPORATE									
FINANCE	45,875	63,900	18,025	91,750	99,800	8,050		118,777	27,026
HR	101,968	121,658	19,690	203,936	243,315	39,379		181,449	(22,486)
LEGAL & CONSULTING	153,235	235,000	81,765	466,470	470,000	3,530		367,652	(98,818)
OFFICE	250,136	258,146	8,010	500,273	516,292	16,019		485,937	(14,335)
OTHER	31,777	37,000	5,223	63,554	74,000	10,446		67,009	3,456
	582,991	715,704	132,712	1,325,982	1,403,407	77,425		1,220,825	(105,158)
TRANSPORTATION & COMMUNICATION									
TELECOM	118,091	121,750	3,659	236,182	243,500	7,319		358,560	122,378
TRAVEL & TRANSPORTATION	47,931	59,639	11,708	95,862	119,278	23,416		150,736	54,873
OTHER	9,202	4,000	(5,202)	18,404	8,281	(10,123)		8,285	(10,119)
	175,224	185,389	10,165	350,447	371,059	20,611		517,580	167,133
SUPPLIES & EQUIPMENT									
EQUIPMENT	62,269	23,152	(39,117)	76,199	46,304	(29,895)		28,787	(47,412)
OTHER	281,724	275,659	(6,065)	563,448	551,318	(12,130)		570,741	7,293
	343,993	298,811	(45,182)	639,647	597,622	(42,025)		599,529	(40,119)
TOTAL ADMINISTRATION	1,102,207	1,199,903	97,696	2,316,077	2,372,088	56,011		2,337,933	21,856
TOTAL OPERATING EXPENDITURES	15,980,319	17,191,934	1,211,616	33,213,349	33,077,333	(136,016)		31,001,183	(2,212,166)
EXTRAORDINARY LOSS	110,613	42,003	(68,609)	221,225	100,000	(121,225)	7	198,224	(23,001)
NET SURPLUS (DEFICIT)	798,925	(813,144)	1,612,069	148,672	(335,741)	484,418		26,156	122,521

Notes:

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

**Director Asset Renewal – Q2 2025 Report
FAR-2025-29**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director of Asset Renewal

SUBJECT: Director Asset Renewal – Q2 2025 Report

DATE: July 31, 2025

PURPOSE:

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

RECOMMENDATION:

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

UPDATES:

Human Resources

The Capital Team is carrying two vacancies – 1 Project Field Services Coordinator, and 1 Field Supervisor – until such time as the need arises to fill those vacancies. The current level of capital project work is adequately resourced with the existing 8 capital personnel. Approval will be sought to fill the current vacancies if significant additional capital project work is required to meet the goals of LMCH's Asset Management Plan.

Asset Management Plan

LMCH's Asset Management Plan (AMP) was presented by City of London (COL) Corporate Asset Management staff at the Strategic Priorities and Policy Committee (SPPC) meeting on May 27th, 2025. LMCH's CEO and Director of Asset Renewal were present at the SPPC meeting to respond to any questions from committee members.

The AMP was approved by the SPPC, supporting LMCH's position advocating for a Good state of asset condition, while acknowledging that this required an annual capital investment in LMCH assets of \$23.6 million beginning this year and for the next 20 years.

General

Asbestos Management Plan:

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

LMCH continues to negotiate with Pinchin to extend the contract for another 5-year period. This is being done under the banner of the OECM (Ontario Educational Collaborative Marketplace) of which LMCH is a member. As a reminder, negotiating contract extensions in this manner precludes going to market via an RFP, is a time and energy saver, and mitigates the risk of incurring inordinately higher costs over the next contract period. This is primarily due to: 1.) Familiarity by Pinchin of LMCH's ASMP, existing sites, and asbestos data, and 2.) Cost of living or inflation increases to the existing contract pricing structure, which is the main deliverable LMCH is seeking during the negotiation process. A FAR report requesting approval to enter into a contract extension with Pinchin will be delivered at a subsequent FAR Committee meeting.

Strategic Initiatives

Regeneration Plan:

The work by Haerko Inc. (consultant retained to deliver LMCH's Master Regeneration Plan (MRP)) and by LMCH is continuing. Bi-weekly Steering Committee meetings are ongoing and effectively guiding the workflow. An update on the progress in developing the MRP is provided in Appendix A, with a breakdown of the key elements of the project plan as follows:

Phase 1: Completed

- Kick-off meeting held Q4/24.

Phase 2: Completed

- Project Charter finalized January 24th.
- Regeneration Master Plan readiness assessment and preliminary data testing completed.
- Pre-planning meeting regarding stakeholder consultations completed.
- Project Plan presented to the FAR Committee on February 11th with Board approval to follow on February 20th completed.

Phase 3: Completed

- Began early February with data collection and consultation planning.

Phase 4: Ongoing

- Solution Development Modeling to begin late Q1/25; followed by select Business Case development throughout Q2/25 and ongoing into Q3/25 with the expectation that this will be completed by early September/25.
- Board consultations of March 20th and June 19th completed.
- Municipal and Partners Stakeholder Consultations completed.
- Tenant Consultations last week of April completed.

Phase 5:

- Regeneration Plan reporting and presentation in Q3/25.

With respect to Phase 4 of the Project Plan – Solution Development Modeling – (refer to the above bullet and Appendix A, page 2 of 14), note the following:

- LMCH is identifying potential sites for disposal, reviewing site conditions, operating expenditures, redevelopment potential, and fit within the portfolio. Disposal of assets can provide potential seed funding for further regeneration and positively improve both operating expenses and tenant experience.
- Ladybrook regeneration is being modeled and will be conditional upon the appropriate governance relationship between LMCH and Inter Faith Homes
- Limberlost regeneration is being modeled in the same manner as Reimagine Southdale, albeit with increased density requirements (e.g., 8-storeys vs 6-storeys)
- Strathroy vacant land adjacent to Bella is being modeled for regeneration (new development) and will be conditional upon an appropriate land transfer arrangement from the County to LMCH

Green Plan:

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

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

As LMCH is an ABC of the City, our intention is to be fully engaged in the process of delivering our own Climate Action Plan by the deadline dates noted. Metrics and further details from the City (specifically the Climate Change Planning, Environment & Waste Management & Infrastructure Department) were expected to be provided to LMCH by

mid-Q1/25 in the form of a draft guidance document. As of the writing of this FAR report, LMCH has still not received the document. Upon enquiry of COL staff by LMCH in Q2/25, feedback was provided indicating this initiative has been put on hold given the current budget constraint actions by the COL.

LMCH, however, continues to engage in Green Plan initiatives:

- Investigating replacing natural gas water heaters at family sites with electric water heaters to reduce GHG emissions
- RFP for a Building Automation System (BAS) at one high-rise building within the LMCH portfolio is planned for release in Q3/25; this is a proof of concept initiative designed to validate energy savings in operating mechanical systems in high-rise buildings more efficiently
- Investigating Air Source Heat Pump installations at high-rise buildings within the LMCH portfolio; this would reduce the operating time of MUA (make-up-air) systems, delivering energy savings
- Developing procedures (e.g., heat map scorecards for high-rise buildings) for Property Service Assistants to effectively monitor and manage energy consumption utilizing Demtroys thermostats' energy modeling software
- Landscape improvements of a block of 8 townhome units on Millbank bordering Reimagine Southdale is currently under construction; this is a proof of concept initiative that focuses on the beautification of backyards, drainage, more green space common area and tree canopy review; following completion of this specific project/location, LMCH will be in a position to develop a roadmap delivering the same green landscape concept across all family sites within the portfolio via a multi-yr budget plan

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

LMCH is currently assembling an RFP tender package for the next Building Condition Assessments for the 2025-2027 period, with the first third of the portfolio to be assessed starting in Q4 2025. Recommendation to award a contract for the BCA assessment will be made in a subsequent FAR report.

2026 Capital Budget

Next year's capital budget is normally presented in Q3 for the FAR Committee's approval. This year, however, the capital budget for 2026 will be presented at the October FAR Committee. This added time to prepare the 2026 capital budget allows LMCH to make use of new resources such as the Business Analyst's ability to utilize VFA software data to model the impacts on FCI scores of marginal capital expenditure on various buildings' asset systems. In light of LMCH's recently completed AMP and the LMCH Board's advocacy to move assets from an average Poor condition to a Good condition, LMCH is committed to presenting a 2026 capital budget that significantly improves FCI scores of buildings within the portfolio.

To aid in this endeavor, LMCH is currently analyzing and modeling marginal changes in FCI scores for the following potential capital expenditures:

LMCH Building	Capital Expenditure (asset system renew or replace) for Modeling Impact on Building FCI Score							
	Roof	Generator	Elevator	Electrical Equipment	Retaining Wall	Plumbing Riser	Windows and Doors	Boiler
Wharncliffe	x							
Baseline	x							
Dundas	x	x						x
Hale	x	x		x				
McNay	x	x	x					x
Oxford	x	x	x	x				
William	x							
Walnut	x		x					x
Albert		x		x				
Simcoe				x				
Commissioners					x			x
All high rises						x		
York							x	
Kent								x
Berkshire								x

Note that only significant capital expenditure items are currently being modeled as these tend to have the greatest potential impact of positive change on a building's FCI score. Those items/projects with the greatest positive impacts will be ranked and submitted for approval in the 2026 capital budget.

ATTACHMENTS:

Appendix A – Master Regeneration Plan - LMCH Board Update

PREPARED and SUBMITTED BY:
John Krill Director, Asset Renewal



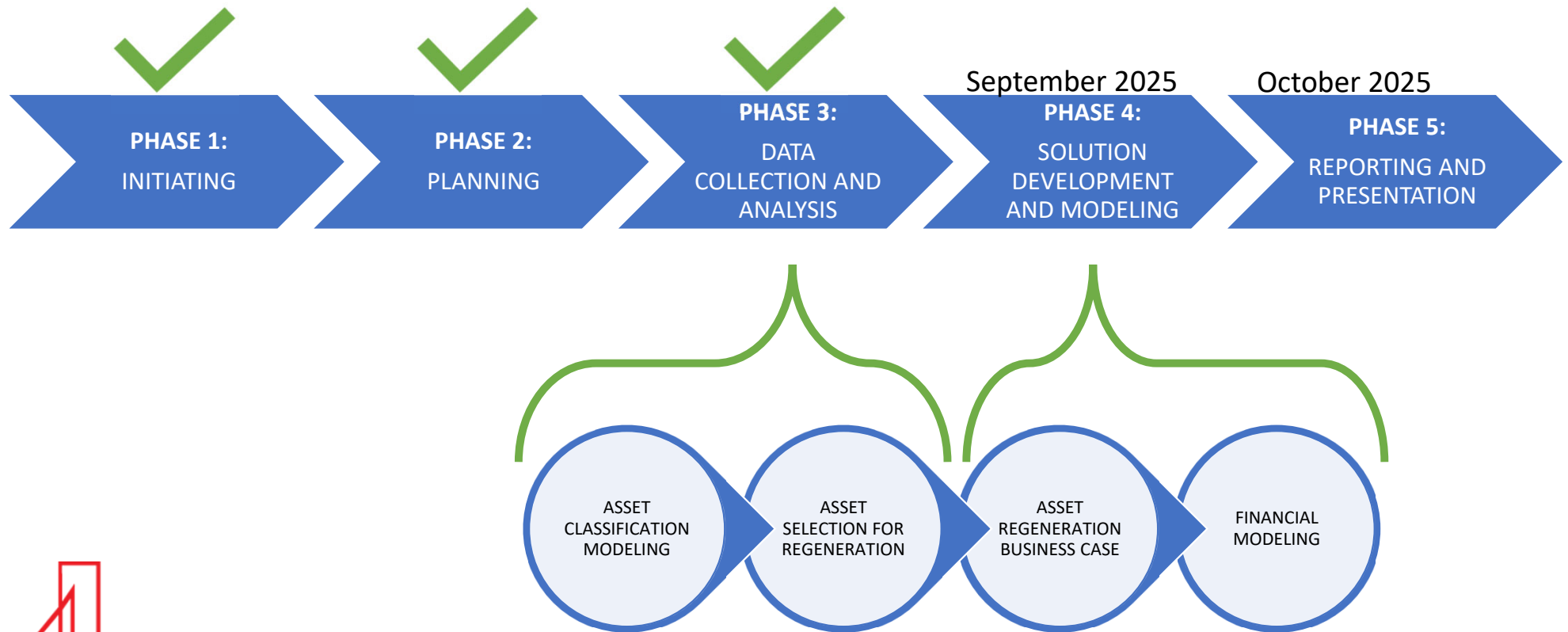
Master Regeneration Plan - L M C H Board Update



2025-07-25

Haerkoinc.com

Master Regeneration Plan Project Phases



Project Status

Completed

- Published Asset Classification Analysis results
- Reviewed, and optimized results with input from LMCH
- Developed strategies and selected 11 assets for MRP study with LMCH
- Selected the 3 business cases with LMCH
- Identified and selected strategic disposals for MRP funding

In Progress

- Identify and quantify NOI improvements
- Prepare business cases

Next Steps

- Prepare financial models (Base Case, Option 1-3)
- Publish final report

Asset Classification Analysis

- 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 Analysis – 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 Analysis – 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 buildingConsiderable 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

LMCH - Asset Classification Analysis - Results										Located outside of London				Located in London				M - Multi unit residential building						TH - Townhouse			Det - Single/semi-detached dwelling														
2025-06-16										10 York St.																															
										125 Head St.																															
Building Type										157 Simpson St.																															
										249 Ellen St.																															
Asset Classification										49 Bella St.																															
										136 Albert St.																															
Retain (leave as is, per planned capital program)										Barberry Ct.																															
										Vinewood Ct.																															
Revitalize (renovating/rehabilitating existing)										30 Ivy Ct.																															
										200 Primerost Ct.																															
Redevelopment (re-purposing/re-building existing/intensification)										160 Base Line Rd.																															
										200 Berkshire Dr.																															
Dispose (sale of existing)										160-430 Bouleee St.																															
										City Scattered																															
										1194 Commissioners Rd.																															
										County Scattered																															
										2061 Dorchester Rd.																															
										580 Dundas Rd.																															
										632 Hale St.																															
										961-1185 Huron St.																															
										170 Kent St.																															
										1481 Lumberlost Rd.																															
										243-339 Marconi Blvd.																															
										150-218 Marconi Blvd.																															
										202 McMay St.																															
										304 Oxford St.																															
										346-373 Penny Ln.																															
										370 Pond Mills Rd.																															
										241 Simcoe St.																															
										967-1225 Southdale Rd.																															
										39 Tecumseh Ave. E.																															
										85 Walnut St.																															
										Wharcliffe Rd.																															
										872 William St.																															
										Ladybrook Cr.																															

RMP Development Selection Strategy

To select the 11 assets that form part of the RMP, a representative sample was selected based on:

1. Asset Type (MURB/Townhouse/single-semi-detached homes)
2. Asset Classification (retain, revitalize, redevelop, dispose)
3. County and City representation

RMP Development Selection Strategy

- The selection strategy supports the RMP goals outlined in the RFP;
 - To expand the portfolio
 - Renew existing assets
 - Achieve financial sustainability
- The representative sample helps all stakeholders to understand from the 11 developments, what the magnitude is for regenerating all LMCH assets.

RMP Development Selection Results

MRP - 11 Selected Developments and Business Cases				County of Middlesex Development						
2025-07-08										
Item	Development	Asset Classification	Building Type	Reason	Location	Property Size	# units	Age	Cienteles	Address
1	Penny Lane	Revitalize	Detached/Semi	Worst NOI/FCI	Strathroy	2.2	20	50	Family	346-373 Penny Lane, Even #'s- N7G 3P6, Odd #'s - N7G 3P7
2	Limberlost	Redevelopment	Townhomes	best NOI/FCI	London	10.6	160	53	Family	1481 Limberlost Rd. N6G 2C7
3	Marconi Row Housing	Redevelopment*	Townhomes	Worst NOI/FCI	London	3.5	51	60	Family	243-339 Marconi Blvd.
4	Tecumseh	Redevelopment*	MURB	LMCH recommended disposal, worst NOI/FCI	London	1.27	38	64	Adult	39 Tecumseh Ave. E.
5	Baseline	Retain	MURB	best NOI/FCI	London	1.86	251	53	senior	30 Base Line Rd. W.
6	Marconi Semi	Revitalize	Detached/Semi	best NOI/FCI	London	3.47	34	57	Family	150-218 Marconi Blvd., N5V 1A5
7	Hale	Retain	MURB	best NOI/FCI	London	1.71	146	54	senior	632 Hale St.
8	Kent	Retain	MURB	best NOI/FCI	London	0.59	212	23	senior	170 Kent St.
9	Dorchester	Redevelopment*	MURB	best NOI/FCI	Dorchester	0.8	16	46	Adult	2061 Dorchester Rd.
10	Ellen	Retain/Redevelopment*	MURB	Worst NOI/FCI	Parkhill	3.92	10	51	Adult	249 Ellen St.
11	Oxford	Retain/Revitalize	MURB	Worst NOI/FCI	London	1.3	109	54	Adult	304 Oxford Street W.

* The scope of work only includes 3 business cases, redevelopments not selected as a business case will be modelled as a retained asset. This allows LMCH and the City to understand how these assets are not performing and what it would take to maintain them to the desired level of service. It is not advised on “rusting out” the assets until there was a pathway forward to having business cases developed, evaluated then selected.



2025-07-25

10

RMP Development Selection Results

Metric	Portfolio Breakdown	MRP Selection
% City	73%	73%
% County	27%	27%
Retain	44%	46%
Revitalize	22%	15%
Redevelopment	33%	31%
Dispose	0%	8%
Semi/Det	13%	18%
Townhouse	20%	18%
MURB	67%	64%

Notes

Ladybrook and Southdale excluded from the portfolio breakdown above.



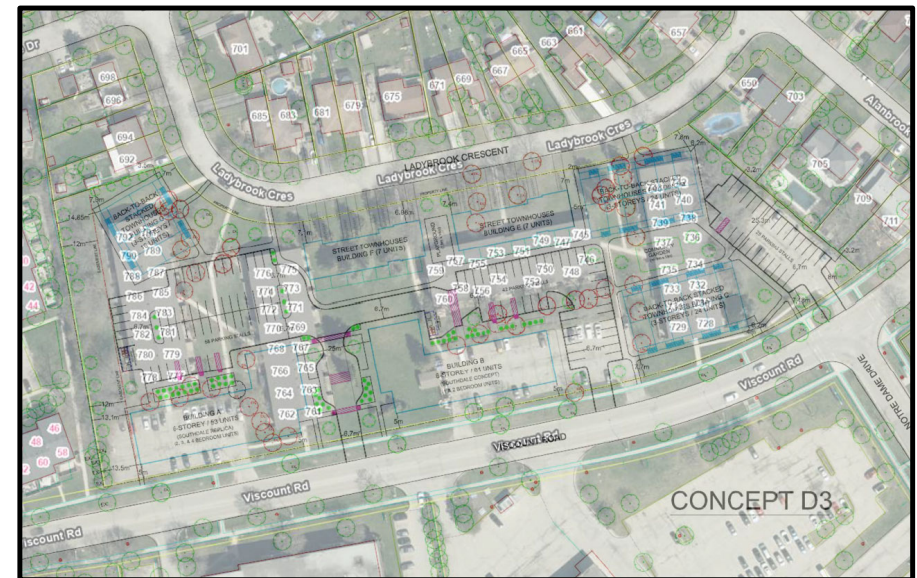
Business Case Selection Strategies

1. Aligns with supply/demand and population trends
2. Mix of new development or redevelopment
3. Balance between county and city
4. Strategic rationale
5. Redevelopment:
 1. Asset is at or near it's end of useful life
 2. Poor financial performance - NOI
 3. Site capacity for intensification
 4. Building / site lacks community space / amenities
 5. Site locality to nearby amenities and services



Selected New Development Business Cases

1. Ladybrook - Townhouse
 - Strategic redevelopment
 - Consideration to roll the new development into the LMCH portfolio
 - Poorly performing asset
2. Strathroy (adjacent to 49 Bella St.)
 - Location (county) property
 - Location of greatest need in the county
 - Greenfield
 - Need for affordable housing in the county
3. Limberlost - MURB
 - Replace 3 townhome blocks with a MURB
 - Highest redevelopment potential;
 - Replace worn assets
 - Increase density
 - Less planning challenges



thank you!

**Reimagine Southdale – Q2 2025 Report
FAR-2025- 30**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Reimagine Southdale Phase 1 – Q2 2025 Report

DATE: July 31, 2025

PURPOSE:

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

RECOMMENDATION:

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

BACKGROUND:

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

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

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

Q2 PROJECT UPDATE:

Phase 1 Construction Progress and Related Updates:

Exterior: Windows and exterior waterproofing membrane installations are complete. Exterior brick installation, siding, and fiber cement panels are complete. Curbs and base coat of asphalt are complete. Landscaping is complete.

Interior: Drywall and hallway dropped ceilings are complete on all floors, with the majority of drywalled areas completed and past the final paint stage. Final mechanical and electrical major equipment installations and hookups are complete in common and utility areas, with the focus now on startup and commissioning/testing, with M&E trades being led by a commissioning consultant. Unit millwork and fixtures are nearing completion on all floors. Finished flooring is complete on all levels. Elevators are operational.

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. Sub-meter installations are complete.

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

Delivery and installation of all unit kitchen appliances is complete.

At Work Office Furniture was the preferred vendor for the furniture package, to supply and install all furniture for the Phase 1 building. Vendor was selected on the basis of price and being a local Canadian-manufactured furniture supplier. Delivery and installation of all furniture is scheduled for the end of August 2025. While substantial completion will not be received at that time (expected Sept/25), furniture will be delivered and placed in the large community use space (room completed), wrapped and protected against damage prior to installation.

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

Jackman Construction has revised its schedule for substantial completion. While 100% of the superstructure, exterior waterproofing, and site works are complete, interior fit-out and deficiencies corrections are delaying substantial completion, now expected to be received in September. Critical path items responsible for delays:

- Laundry room window fire shutters
 - Procurement issue
 - Expected completion → first week of September
- Accessible door openers
 - Location change
 - Expected completion → second week of September

General Contractor handover to LMCH is expected by mid to end of September 2025, with tenant occupancy occurring in October 2025. Ahead of this, an LMCH “New Building Operationalization” team is currently working diligently to ensure handover to Tenant Services and Property Services is seamless.

FINANCIAL IMPACT:

On January 26, 2023, the City of London approved the 2023 Budget Amendment #P-9 allocating \$30M to LMCH to start the LMCH Regeneration plan/process, of which Phase 1 of Reimagine Southdale is a key first new construction step. Total projected spend for Phase 1 construction is budgeted at just over \$29m, but this includes development charges that have been waived and contingencies that will not likely be expended. The result is LMCH expects in the range of \$3m available for further regeneration (e.g. seed monies) following completion of Phase 1 Reimagine Southdale.

Phase 1 Construction Budget Status to end of June 2025:

DESCRIPTION	PHASE 1 Budget	Billed to Date (June 30/2025)	Remaining	Notes
Soft Cost - CGS - Prime Architect and sub consultants	\$ 1,117,000.38	\$ 1,075,403.19	\$ 41,597.19	
Soft Cost - Consultants and LMCH Salary's	\$ 857,962.16	\$ 857,962.16		
COL Planning and Permit Fees	\$ 1,268,441.42	\$ 74,693.00	\$ 1,193,748.42	\$1,193,748.42 - Remaining Development fee (This has been waived, but is included in this budget)
Expenditures prior to March 2021 (Prior to SR Start Date at LMCH)	\$ 292,228.00	\$ 292,228.00	\$ -	
Construction Cost (GC) new build and renovations	\$ 23,804,400.00	\$ 20,997,127.73	\$ 2,807,272.27	Holdback amount of \$2,099,712.77
Contingency Construction (Change Orders)	\$ 1,190,220.00	\$ 680,408.19	\$ 509,811.81	As of June 30, 2025
Effective HST - 1.7602%	\$ 419,005.05	\$ 369,591.44	\$ 49,413.61	1.76% of Jackman invoiced to date
LMCH - Inspection and Testing Allowance	\$ 100,000.00	\$ 59,704.12	\$ 40,295.88	LMCH inspections over and above contract Insp. & Testing allowance
FFE - Appliances	\$ 160,000.00	\$ 32,000.00	\$ 128,000.00	Deposit
FFE - Furniture, desks, chairs, tables	\$ 40,000.00	\$ -	\$ 40,000.00	
Printing, presentation rendering, banners, animations	\$ 10,000.00	\$ 4,567.00	\$ 5,433.00	
Debris Removal	\$ 10,000.00	\$ 4,221.66	\$ 5,778.34	
Ross Towing	\$ 5,000.00	\$ 5,000.00	\$ -	
Ground Breaking Phase 1	\$ 7,000.00	\$ 6,460.98	\$ 539.02	
Enbridge Savings by Design	-\$ 50,000.00		-\$ 50,000.00	Credit
CMHC - Seed Funding	-\$ 103,000.00		-\$ 103,000.00	Credit
COL Civil Security Deposit made	\$ 370,815.00	\$ 370,815.00	\$ -	check issued prior to Ph1 construction; not reflected in original budget
COL Civil Security Deposit returned	-\$ 370,815.00		-\$ 370,815.00	security deposit returned post construction
Total	\$ 29,128,257.01	\$ 24,830,182.47	\$ 4,298,074.54	

Phase 1 Change Order Status to end of June 2025:

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
18	\$ 318.61
19	\$ 67,626.94
20	\$281,619.77
21	\$ 26,551.89
22	\$ 25,853.42
23	\$ 50,372.05
24	\$ 7,287.31
25	\$ 80,439.44
26	\$12,985.74
27	\$35,666.51
28	\$213,090.97
29	\$11,720.92
30	\$24,676.71
31	\$16,579.93
32	\$46,631.78 (Credit)
33	\$10,711.43
34	\$109,026.19
Total Change Orders to end of June / 25	\$789,434.38
Total Construction Value (Jackman Construction)	\$23,804,400.00
GC Invoiced to Contract to end of June / 25	\$20,997,127.73

The value of additional change orders expected for the remainder of the project does not represent a risk of exceeding the \$1.19mil total in contingencies budgeted for Phase 1.

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

**Reimagine Southdale – Q2 2025 Report
FAR-2025- 31**

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Reimagine Southdale **Phase 2** – Q2 2025 Report

DATE: July 31, 2025

PURPOSE:

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

RECOMMENDATION:

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

BACKGROUND:

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

In March of 2021, LMCH engaged a local Architecture firm to complete concept drawings, concentrating on preliminary design. These drawings were utilized to engage internal and external stakeholders to progress the overall design and project goals. In October of 2021, procurement was completed to secure an Architect for Reimagine Southdale. CGS Architects was selected as the Architect of record for Reimagine Southdale Phase 2.

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

Q2 PROJECT UPDATE:

Phase 2 Pre-construction Progress:

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

The City of London's (COL) Site Plan Approval (SPA) documentation for Phase 2 issued to the COL in Q4/24 has been approved. Phase 2 Building Permit documentation was issued to the COL also in Q4/25, and LMCH is awaiting approval. However, as of the writing of this report, LMCH has received Building Permit Shell (foundation, envelope, and roof) approval, allowing construction to commence after demolition. Demolition Permit application was issued to the COL in early Q2/25 and is approved. The 25 townhouse units slated for demolition were vacated and tenants relocated as of January/25.

Phase 2 Pre-construction Milestones Schedule:

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

TENANT IMPACT:

Early on, LMCH recognized that consistent tenant communication and engagement are crucial throughout this regeneration project. To support this, LMCH created a

communication strategy and plan to guide key messaging, engage with tenants, and gather feedback for the project. Important elements of the plan are grounded in the goals of the project. Key audiences have been identified, and community engagement to gather feedback is ongoing. Notices are issued regularly to tenant mailboxes to keep the information pipeline current.

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

Additionally, the basketball court currently located on the Phase 2 site will be part of the demolition process early in Q3/25 when demolition work commences. This has been reflected in the development renderings shared with tenants; however, LMCH formally communicated this to our tenants in Q2/25. As the current plan has no basketball court availability for possibly longer than 23 months, LMCH plans to provide Southdale Tenants with a temporary basketball court for the duration of the Phase 2 construction.

Finally, to ensure all Southdale residents experience increased tenant satisfaction derived from new and better home surroundings – whether a tenant will reside in new buildings or remain in existing townhouses – the Reimagine Southdale project, Phase 1 and 2, includes exterior improvements across the entire development, such as new siding, renewed landscaping, and upgrades to hardscape areas.

FINANCIAL IMPACT:

On March 1, 2024, the City of London approved the 2024 Budget Amendment #P-21, allocating \$32.5M to LMCH to start the LMCH Regeneration plan/process, of which Phase 2 of Reimagine Southdale is the next construction step. Total projected spend for Phase 2 construction is budgeted at just over \$28.4m, but this includes development charges that we are seeking to have waived and also includes contingencies. The result is LMCH expects in the range of \$3m available for further regeneration (e.g., seed monies) following completion of Phase 2 Reimagine Southdale.

At the end of June 2025, total Phase 2 project spending is approximately **2.4%** of the budget.

Phase 2 Construction Budget Status to end of June 2025:

DESCRIPTION	PHASE 2 Budget	Billed to Date (June 30, 2025)	Remaining	Notes
CGS - Architects	\$808,390.00	\$556,723.63	\$251,666.37	
Soft Cost - Consultants and LMCH Salary's	\$750,000.00	\$91,000.00	\$659,000.00	
COL Planning and Permit Fees	\$1,369,916.73	\$15,000.00	\$1,354,916.73	
Construction Cost	\$22,437,785.00	\$0.00	\$22,437,785.00	
Contingency construction	\$2,243,778.50	\$0.00	\$2,243,778.50	
Effective HST - 1.7602%	\$422,380.67	\$0.00	\$422,380.67	
Inspection and Testing Allowance	\$110,000.00	\$0.00	\$110,000.00	
FFE	\$275,000.00	\$0.00	\$275,000.00	
Tenant moving expenses	\$25,000.00	\$25,000.00	\$0.00	
Total	\$28,442,250.90	\$687,723.63	\$27,754,527.27	

Phase 2 Change Orders Status to end of June 2025:

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

The value of expected change orders for the project does not represent a risk of exceeding the \$2.2mil in contingencies budgeted for Phase 2.

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

ATTACHMENTS:

Q2 Capital Project Report FAR-2025-33

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Capital Projects – Q2 2025 Report

DATE: July 31, 2025

PURPOSE:

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

RECOMMENDATION:

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

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, and better align LMCH Capital Project Financial Reporting with the City of London's Financial Reporting expectations.

Capital Project Status Review (Q2)

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

Pending → Needs board approval

Approved → Board approved

Rejected → Board didn't approve

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

In-progress → Project Manager is assigned

Completed → Project Manager work is done; substantial completion certification

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

Project Year:	20	21	22	23	24	25	Totals	All Capital Team Projects		
Status										
Pending	0	0	0	0	0	0	0			
Approved	0	8	0	0	2	4	14			
Rejected	1	0	0	0	0	0	1			
Cancelled	4	8	9	9	0	0	30			
In-progress	3	54	8	28	33	38	164			
Completed	3	31	20	13	8	2	77			
Closed	31	26	2	0	1	0	60			
Totals	42	127	39	50	44	44	346	Net Ongoing Projects*	Total Budget (\$)	Average Budget per Project (\$)**
								178	\$145,231,375	\$ 815,907
Budgeted	\$ 4,148,240	\$ 75,168,259	\$ 6,217,176	\$ 8,603,427	\$ 42,218,751	\$ 8,875,521	\$ 145,231,375	*Projects with "Pending", "Approved" and "In-progress" status. **Based on Total Budget / Net Ongoing Projects		
Committed	\$ 3,547,888	\$ 54,840,167	\$ 6,181,787	\$ 3,644,404	\$ 29,474,140	\$ 1,747,698	\$ 99,436,083			

Project Year:	20	21	22	23	24	25	Totals	All Capital Team Projects (not including Reimagine Southdale)		
Status										
Pending	0	0	0	0	0	0	0			
Approved	0	8	0	0	1	4	13			
Rejected	1	0	0	0	0	0	1			
Cancelled	4	8	9	9	0	0	30			
In-progress	3	53	8	28	32	37	161			
Completed	3	31	20	13	8	2	77			
Closed	31	26	2	0	1	0	60			
Totals	42	126	39	50	42	43	342	Net Ongoing Projects*	Total Budget (\$)	Average Budget per Project (\$)**
								174	\$ 82,657,473	\$ 475,043
Budgeted	\$ 4,148,240	\$ 46,090,002	\$ 6,217,176	\$ 8,603,427	\$ 9,019,292	\$ 8,579,336	\$ 82,657,473	*Projects with "Pending", "Approved" and "In-progress" status. **Based on Total Budget / Net Ongoing Projects		
Committed	\$ 3,547,888	\$ 26,885,238	\$ 6,181,787	\$ 3,644,404	\$ 2,889,392	\$ 1,454,919	\$ 44,603,627			

Project Year:	20	21	22	23	24	25	Totals	All Capital Team Projects (not including CMHC and Reimagine Southdale)		
Status										
Pending	0	0	0	0	0	0	0			
Approved	0	8	0	0	1	4	13			
Rejected	0	0	0	0	0	0	0			
Cancelled	4	5	9	9	0	0	27			
In-progress	3	5	8	28	32	37	113			
Completed	3	2	20	13	8	2	48			
Closed	31	25	2	0	1	0	59			
Totals	41	45	39	50	42	43	260	Net Ongoing Projects*	Total Budget (\$)	Average Budget per Project (\$)**
								126	\$ 42,092,745	\$ 334,069
Budgeted	\$ 4,148,240	\$ 5,525,274	\$ 6,217,176	\$ 8,603,427	\$ 9,019,292	\$ 8,579,336	\$ 42,092,745	*Projects with "Pending", "Approved" and "In-progress" status. **Based on Total Budget / Net Ongoing Projects		
Committed	\$ 3,547,888	\$ 4,850,364	\$ 6,181,787	\$ 3,644,404	\$ 2,889,392	\$ 1,454,919	\$ 22,568,753			

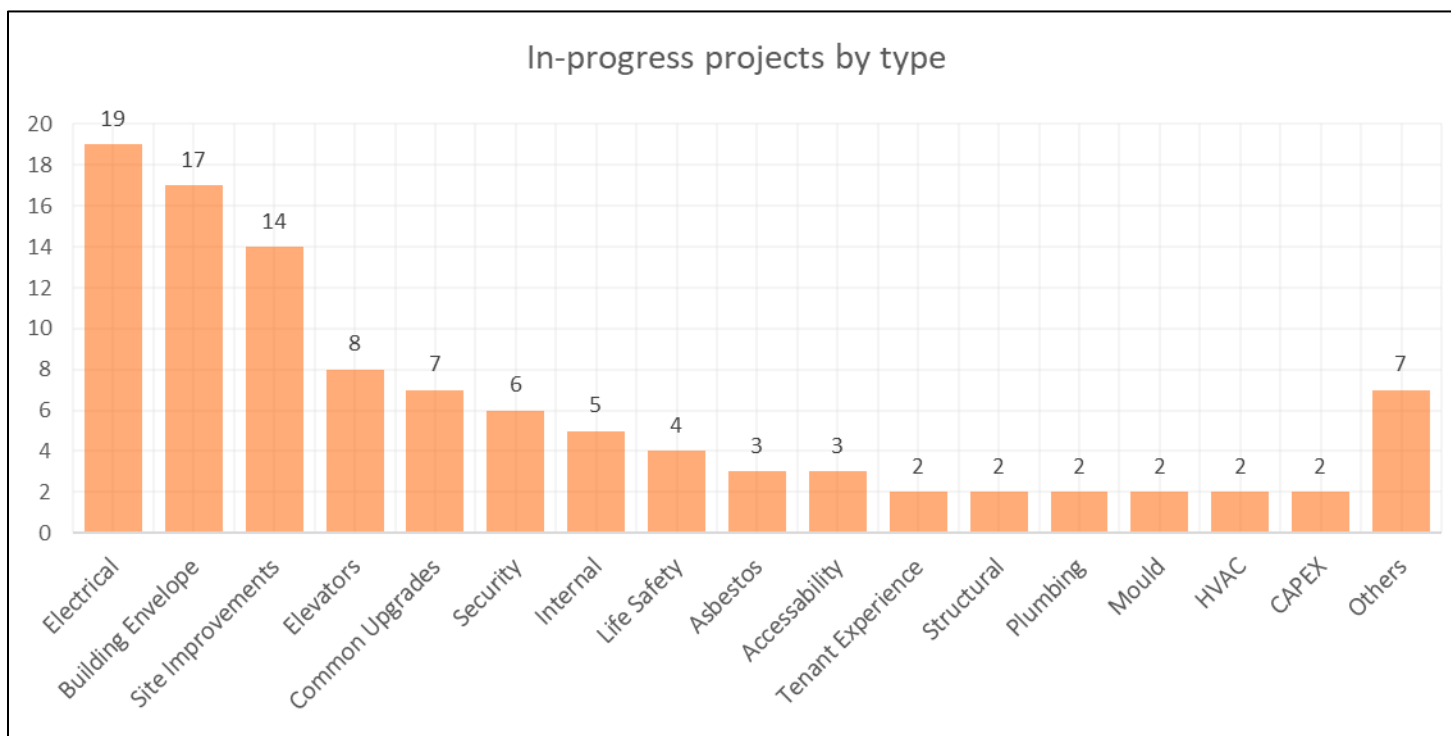
For information purposes, the projects currently showing as “In progress” in the tables above are listed in Appendix A by budget year and quantitatively summarized in the table below.

Number of In-progress Projects by Budget Year

20	21	22	23	24	25
3	5	6	27	25	32

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

- The number of **net ongoing projects** has **increased from 171 to 177** compared to last month. This is due to the creation of new job numbers for allocating budgets from different funding sources.
- Project status change details are summarised in Appendix B:
 - 6 projects were completed
 - 5 projects were closed
 - 3 projects were moved to In-progress
- Below is a summary graph of **in-progress projects by type**, excluding some items (e.g., jobs such as *Software Subscriptions*, or *Tenant Directed Funds*):



Project counts by capital budget year: 3 – 2020, 5 – 2021, 6 – 2022, 27– 2023, 25 – 2024, 32– 2025

Q2 Capital Project Update

The following table provides the details around Q2 2025 capital project activities pertaining to:

- 21 contracts awarded
- 2 tenders issued
- 6 substantial completions achieved

Contracts Awarded	Tenders Issued	Substantial Completion Achieved
Bella roof, windows, and paving – General Contractor	Berkshire parking lot and retaining wall replacement – General Contractor	Boullee back doorstep replacement
Head roof and windows – General Contractor	Wharncliffe, Kent and Berkshire Elevator Modernization – Contractor	Allan Rush chimney removal
Berkshire Generator and Electrical Upgrades – Design Consultant		Ellen St parking lot expansion and repaving
Simcoe Generator and Electrical Upgrades – Design Consultant		York St parking lot expansion and repaving
Baseline Electrical Upgrades – Design Consultant		Head St parking lot expansion and repaving
Simcoe Roof Replacement – Design Consultant		Ellen St roofing replacement
Commissioners Patio and Awning Replacement – General Contractor		
Allan Rush Spalling Brick Repair – General Contractor		
Simpson Roof Replacement – Contractor		
Electrical Upgrades 345 Wharncliffe – Consultant		
Electrical & Generator Upgrades 349 Wharncliffe – Consultant		
Electrical Upgrades 632 Hale – Consultant		
Electrical Upgrades 202 McNay – Consultant		
Electrical Upgrades 304 Oxford – Consultant		
Electrical & Generator Upgrades 1194 Commissioners – Consultant		
Generator Replacement 872 William – Consultant		
Windows & Balcony Door Replacements Dorchester – Consultant		

William Patio Upgrade – Contractor		
Hale Kitchen Upgrade – Contractor		
Wharncliffe Office Reno – General Contractor & Vendor		
Millbank Backyards Landscape Improvement – Contractor		

PREPARED AND SUBMITTED BY:
John Krill Director, Asset Renewal

ATTACHMENTS:

Appendix A – In-progress Projects By Budget Year

Appendix B – Projects Status Change from Q1 to Q2

In-progress Projects By Budget Year

as at Q2 2025 FAR Reporting

20	21	22	23	24	25
Albert Fire Panel Upgrade	Major Horizontal Plumbing Line - Head St	Various Sites Asphalt Restoration	Albert Elevator Modernization	345 Wharnccliffe Elevator Mod	Asbestos Abatement - Various
Various Asbestos Reassessment	Walnut Lobby Upgrades	William Electrical Upgrades	Berkshire Elevator Modernization	349 Wharnccliffe Elevator Mod	Balcony Repairs - Berkshire
Albert Fire Alarm Devices	Limberlost Hard Surface Restoration	York Fire Alarm Replacement	McNay Distribution Panel	Albert Boiler Replacement	BCA 33% Portfolio
	Balcony Studies - Various Sites	Walnut - Electrical equipment replacement	McNay Elevator Modernization	Albert St Laundry Room Relocation	Common Areas Capital Upgrade - Various
	Exterior Lighting - Boullee	Mechanical System Review - Various Sites	McNay Electrical Room Equipment	Asbestos Abatement - Various Sites	Domestic Water Valve Replacements - Various
		Outdoor Security Cameras - Various Sites	Simcoe Heating Panel	Asphalt Repair and Replace - Various Sites	Elevator Modifications - Kent
			Simcoe Stairwell Door	Baseline Electrical Upgrades	Fire System Upgrades - Various
			345 Wharnccliffe Distribution Panel	Baseline Mailbox Replacement	Generator Replacement - Commissioners
			345 Wharnccliffe Electrical Room Equipment	Berkshire Electrical Upgrade	Generator Replacement - William

			349 Wharnccliffe Distribution Panel	Berkshire Generator Replacement	Main Electrical Room Equipment Replacement - Commissioners
			349 Wharnccliffe Generator	Boulee CCTV	Mold Abatement - Various
			349 Wharnccliffe Electrical Room Equipment	Commissioners Replacement Awning	Parking Lot & Retaining Wall Repair - Berkshire
			Hale Distribution Panel	Common Area Upgrades - Various Sites	Paving, Parking Lines - Bella St.
			Walnut Elevator Modernization	Family Site Envelope Upgrades	Roof Replacement - Berkshire
			Bella Window	Family Site Improvements	Roofing Replacement - 125 Head Street
			Boulee Repairs Sunken Steps	Garbage Enclosure Redesign - Various	Roofing Replacement - 157 Simpson Street
			Huron Site Lighting Upgrade	Mechanical Equipment Recommissioning	Roofing Replacement - 2061 Dorchester Rd.
			Allan Rush Repair Chimneys	Mold Abatement - Various	Roofing Replacement - 49 Bella St.
			Various Building Envelope Study	Oxford Balcony Repairs	Roofing Replacement - 85 Walnut Street

			Various Family Sites Backyards	Simcoe Generator Replacement	SH Intercom System Upgrades - Various
			Oxford Distribution Panel	Simcoe Roof Replacement	SH Rear Property Fencing (Queen St.) - Dundas St
			Oxford Elevator Modernization	Unit Modernization - Various	SH Restricted Stair Access Areas - Various
			Various Garbage Room Access Control Installation	Universal Accessibility Upgrades - Various	SH Secure Cabinet Notice Replacement - Various
			Various Unit Modernization	Wharncliffe / Dundas Office Renos	SH Wayfinding In Hallways - Various
			Various Unit Modernization Flooring	William Boiler Replacement	Southdale Site Lighting Upgrade
			Limberlost - Pedestrian Paving		Spalling Bricks Repair - Allan Rush
			Dorchester Exterior Doors		Spalling Bricks, Gable Ends Repair - Boullee
					Unit Modernization - Various
					Universal Access Upgrades - Various
					Window Replacement - 125 Head Street

					Window Replacement - 2061 Dorchester Rd.
					Window Replacement - 49 Bella St.

PROJECTS WITH STATUS CHANGE FROM ONE QUARTER TO THE NEXT

Job Code	Job Name	PM	Q1 Status	Q2 Status
2021-0020	Exterior Lighting	Bill Leslie	Closed	Inprogress
2023-0045	Dorchester Exterior Doors	Bill Leslie	Completed	Inprogress
2025-0016	Roofing Replacement	Terry Maslen	Inprogress	Completed
2025-0023	Water Softener Decommissioning	Trevor Whittingham	Inprogress	Completed
2025-0028	Southdale Site Lighting Upgrade	Scott Robertson	Approved	Inprogress
2024-0015	Bella Eavestrough Replacement	Terry Maslen	Completed	Closed
2024-0016	Mechanical Room Upgrades	Trevor Whittingham	Inprogress	Completed
2021-cmhc-02i	Accessibility Hard Costs units-Dun	Wendy Groves-Heart	Inprogress	Completed
2023-0040	IT Upgrades		Approved	Cancelled
2020-0004-02	William boiler replacement	Bill Leslie	Cancelled	Closed
2022-0004-02	Elec Main Circuit Breakers-a26c	Bill Leslie	Inprogress	Completed
2020-0018	Plumbing Riser Replacement	Bill Leslie	Cancelled	Closed
2020-0020	Bathroom Rebuilds	Bill Leslie	Cancelled	Closed
2024-0021	Back Yard Redesigns	Terry Maslen	Inprogress	Completed
2022-0009	Tech - Make Up Air Replace	Bill Leslie	Cancelled	Closed

**CMHC – Q2 2025 Report
STAFF REPORT-2025-27**

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: CMHC – Q2 2025 Report

DATE: August 12, 2025

PURPOSE:

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

RECOMMENDATION:

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

1. **RECEIVE** this report for information.
2. **APPROVE** a budget allocation of \$510,000 within the CMHC program to a new 2025 CMHC capital budget project AODA Signage Upgrade 2025-0001.
3. **APPROVE** a budget allocation of \$1,400,000 within the CMHC program to a new 2025 CMHC capital budget project Air Source Heat Pumps 2025-0002.
4. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

RECOMMENDATIONS BACKGROUND:

In previous Q1 2024 FAR reporting, additional CMHC program budget allocations were recommended and approved. Currently, there remains \$3 million in unallocated CMHC program funds. Of that total, \$719,689 has been recommended to the FAR Committee for budget allocation in support of a siding replacement project at Boullee (see FAR Report FAR- 2025- 36 Boullee and Penny Lane). As that recommendation is approved at the August FAR Committee meeting, there will remain in excess of \$2 million in unallocated CMHC program funds. Recommendation to allocate portions of this remaining \$2 million is being made in support of an Accessibility category project and an Energy category project. In subsequent FAR reporting, reconciliation of all remaining CMHC program funds (both unallocated funds and contingency funds as a result of completed under-budget projects) will be presented for FAR Committee approval.

Reason for Recommendation #2:

This is an Accessibility category project in support of meeting AODA (Accessibility for Ontarians with Disabilities Act) requirements for CMHC program funding. AODA-compliant signs will be installed on all tenant unit doors at all 8 CMHC program high-rise buildings. The cost to supply and install signs at all 8 designated buildings in all public areas and tenant unit doors is \$160,000, excluding prepping and painting. LMCH is not obliged to meet the new enhanced AODA standards as the buildings are existing. However, meeting these standards will heighten the overall building appeal and is a proactive approach to improving the tenant experience. In order to do so, additional funds are needed for door repainting, bringing the total project budget allocation request to \$510,000.

Reason for Recommendation #3:

This is an Energy category project in support of meeting energy savings and Greenhouse Gas reduction target requirements for the CMHC program funding. In previous years, VFD (variable fixed drives) programming for MUA (make up air) units, and energy management system installations (Demtroys thermostats) occurred at all 8 CMHC program high-rise buildings with the exception of Dundas (e.g. Demtroys thermostats were not installed due to wiring conditions). Pratus Group has completed a study – currently under review, and put forth recommendations to further improve LMCH energy savings from a current portfolio-wide 17% to over 25% energy savings as measured against our baseline year. Pratus Group is recommending the expenditure of a total \$1.4mill at \$175,000 per building (8 buildings x \$175k = \$1.4mill) to install Air Source Heat Pumps (ASHP) at all 8 designated buildings. The addition of ASHPs will positively impact energy consumption as well as provide cool conditioned air into building common areas. This will have a positive impact on LMCH tenants, improving the tenant experience. LMCH is currently vetting the energy savings component of Pratus Group's recommendation to ensure appropriate return on investment. However, the request to allocate a \$1.4mill budget to this project is being made to the FAR Committee at this time to mitigate the risk of construction and procurement delays.

BACKGROUND:

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

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

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

Q2-25 PROJECTS UPDATE:

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

Energy

1.) Energy Management System: In previous report submissions, the challenges of installing a new energy management system (Demtroys) at the 580 Dundas site were outlined. In place of this system (successfully installed at 7 other high-rise buildings within the LMCH portfolio), LMCH evaluated alternative energy savings initiatives such as radiator reflector panels and determined that such a system is impractical to move forward with (e.g. low savings, damage from tenant abuse). Another energy savings initiative, however, does present good value in terms of energy savings achievable, not just at 580 Dundas – but at all high-rise buildings within the CMHC program. Pratus Group has prepared their initial findings and recommendations for LMCH review, highlighting the installation of a cooling coil and heat pump system (Air Source Heat Pump system “ASHP”) at existing make-up-air units (MUAs) in all high-rise buildings. This project would be a significant contributor to meeting CMHC energy savings targets, bringing the CMHC portfolio past the current 17% savings target already achieved and exceeding the 25% target upon completion. The installation of ASHPs will also have a significant impact on LMCH tenants’ comfort by providing conditioned air in all high-rise building corridors and common areas. Further analysis is ongoing (to confirm energy savings balanced against cost of implementation); however, a budget allocation recommendation is being made to the FAR Committee at this time to ensure procurement and construction delay risk is mitigated.

2.) General Planned Upcoming Projects: Over the next 2 years, LMCH will continue to focus on energy and conservation measures to achieve our 25% target as part of the CMHC program, in addition to the already mentioned potential ASHP system.

Bathroom fixture replacements originally scheduled for 2025/2026 are under further review as the work required to complete may not have a significant impact to energy

targets. Budget reallocation for this work may be of greater value if redirected toward the potential ASHP system outlined and costed in Pratus's study, currently under review.

In 2026, rental hot water tanks will be replaced across all CMHC-designated family sites (Boullee, Huron, Marconi, Allan Rush, and Pond Mills as part of the CMHC program, and Limberlost and Southdale). Initial project startup discussions are occurring with various vendors to quantify costs and product specifications. Tender for this work will be in Q4 2025, with work to commence in Q1 2026. An additional consideration currently under review is replacing the natural gas water heaters with electric water heaters to contribute to GHG emissions reductions. This has the added benefit of reducing LMCH operating costs as natural gas is paid for by LMCH (potentially saving in the range of \$180k in annual operating costs), whereas electricity use is paid for by tenants. Another factor in this consideration is that electric water heating may have some impact on the tenant experience, as it takes longer to heat water with electricity. This, coupled with the impact on tenant finances, is why LMCH is cautiously reviewing this alternative.

Accessibility

1.) Kitchen Retrofits: Lounge/community kitchen layouts and the required scope of work to make them more accessible have been reviewed and finalized. Kitchen works for Kent and McNay are to commence end of July to coincide with VON vacation to minimize program disruptions. Baseline and Walnut kitchens will follow at the end of August.

2.) In Suite Barrier Free Modifications: The efficiencies built into the unit modifications program, coupled with an increase in highly vetted and reliable subcontractors, has had a significant impact on the amount and pace of units modified, as shown in the table below.

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

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

- Seniors Buildings → McNay, Kent, Walnut, and Baseline: inventory to retrofit units has slowed in the second quarter of 2025, with only a total of 21 units becoming available in Q2 2025; 36 units have been completed within the quarter.
- 345 & 349 Wharncliffe: Previously noted as slightly behind; 345 & 349 Wharncliffe are ahead of schedule now with all (51) unit retrofits anticipated to be completed by the

end of Q3 2025,

- Dundas: Target met. The CMHC retrofit program at Dundas has been completed.
Simcoe: Two units are currently under retrofit, which will complete the required 35 units by the end of Q3 2025.

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

Property	Q2/25 Average Elapsed Time to Anticipated Completion Date in weeks	Q2/25 Average Elapsed Time to Actual Completion Date in weeks	Total Units Taken Q2/25	Total Units Completed Q2/25	Total Units in Construction Q2/25
Baseline	4 (12)	6 (14)	10 (9)	17 (5)	0 (13)
Dundas	n/a	n/a	n/a	n/a	n/a
Kent	5 (12)	5 (16)	5 (2)	6 (11)	0 (2)
McNay	9 (12)	12 (13)	5 (5)	6 (3)	0 (2)
Simcoe	n/a (13)	n/a (19)	0 (11)	19 (14)	2 (11)
Walnut	4 (7)	6 (6)	5 (7)	5 (15)	5 (3)
345 Wharnccliffe	2 (12)	6 (12)	5 (1)	4 (3)	2 (0)
349 Wharnccliffe	2 (7)	7 (7)	5 (7)	4 (4)	3 (6)

Note: previous to-date performance shown in brackets

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

Property	241 Simcoe	30 Base Line	202 McNay	85 Walnut	170 Kent	345 & 349 Wharnccliffe	580 Dundas	Total	Row #
Total Unit Modifications Committed to the CMHC Program	35	82	88	75	65	51	20	416	1
Confirmed Completed in 2023	0	2	1	6	0	5	0	14	2
Confirmed Completed in 2024	0	4	11	13	0	19	19	66	3
Confirmed Completed in 2025	33	22	14	17	17	19	1	123	4
Target for 2025	35	38	38	34	33	27	0	205	5
Total Completed to Date	33	28	26	36	17	43	20	203	6 = 2+3+4
Current # of Units in Progress	2	1	6	5	1	7	0	22	7
Total Units Remaining to Meet CMHC Commitment	0	53	56	34	47	1	0	191	8 = 1-(6+7)

3.) General Planned Upcoming Projects: Five accessibility projects are planned (or are to be completed) by 2026. Completion of accessible picnic tables and bench installations throughout all CMHC-designated high-rise properties has carried into 2025. A refresh of high-rise laundry rooms to address accessibility requirements to coincide with the new laundry room equipment lease is currently underway, and the anticipated completion by the end of Q2 2025 has been extended due to delays in the procurement of laundry sinks. However, lighting and paint refresh works have been completed, and the AODA sinks will be installed in August 2025.

AODA signage tender responses have been received, and a budget allocation approval request is being made to move forward with this project. This signage project will result in AODA-compliant signs (including braille and lower floor height standards) being installed at all 8 CMHC program high-rise buildings. Because the new AODA-compliant signs will be installed in a different location (lower) on each tenant unit door, new paint is required on all doors. LMCH will take this opportunity to repaint each tenant unit door in the new LMCH colours.

A garbage chute accessibility audit will also occur at all sites and is planned for 2026.

Site Improvements

All high-rises and family sites have had either partial or full parking lot pavement, curb or sidewalk replacement projects completed. The recently approved Simcoe phase 2 project, approved by the Board, will commence in early September 2025.

Installation of a new playground at Pond Mills has been tendered and submitted for Board approval in a separate FAR report.

TENANT IMPACT:

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

FINANCIAL IMPACT:

LMCH continues to complete monthly drawdown submissions to CMHC, with a funding response within 10 working days of receipt. This change, which was reported in the previous quarterly update, is to provide contractor payments within the 29-day guidelines set by the CCDC contracts, and to ensure appropriate cash flow within LMCH.

CMHC Draw Down Status at the end of Q2-25:

Draws 1 – 25 Received	Repayable 61%	\$11,273,528
	Forgivable 39%	\$7,207,666
Total		\$18,481,194

LEGAL IMPACT / RISK MANAGEMENT:

- 1.) To eliminate additional costs for breaking the leasing agreement, rental hot water heater replacements will commence in Q1 2026.
- 2.) All tender responses for construction projects require the submission of WSIB, insurance and any relevant certificates. Projects are reviewed individually for surety and bonding requirements.
- 3.) Updated project specific abatement plans prepared by Pinchin are included in tender requests.
- 4.) Excess soils regulation 406/19 came into effect in January 2023. Under this regulation soil testing can be required for the dumping of "excess soils" when completing excavation works. Due to the large volume of paving works occurring, awareness of additional costs from soil contamination is raised and mitigation steps are taken as necessary and where possible.

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

**Berkshire Retaining Wall and Parking Lot Renewal Award
STAFF REPORT 2025-28**

TO: LMCH Board of Directors

FROM: John Krill, Director of Asset Renewal

SUBJECT: 2025-0006 – Berkshire Retaining Wall and Parking Lot Renewal
- Construction Contract Award Recommendation

DATE : August 12, 2025

PURPOSE:

The purpose of this report is to provide a progress update on project 2025-0006, and request approval to enter into a construction contract with a general contractor.

Based on the *LMCH Purchasing Policies and Guidelines*, if staff would like to enter into a construction contract for an amount higher than the pre-approved project budget, then approval from the Board of Directors is required.

RECOMMENDATION:

That the LMCH Board of Directors **APPROVE** the Recommendations :

1. **APPROVE** the reallocation of \$175,000 from General Contingency 2025-0036 to Berkshire Retaining Wall 2025-0006.
2. **APPROVE** the request to enter into a construction contract with A-1 Restoration Inc for \$335,900 plus taxes.
3. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

In 2021, as part of our periodic building condition assessment, the Berkshire site was reviewed. At the time of the condition assessment, several site components were identified as needing attention in the near future. Specifically, the condition of the parking lot and the rear retaining wall were listed as requirements. The BCA consultant recommended that these components be replaced in 2025.

In early 2025, RJC Engineering was engaged to act as our engineering consultant for the project. Their proposal included the full scope of the project, including design, tender support as well as construction administration.

RJC reviewed the site multiple times during the spring of 2025, and prepared bid documents based on the conditions viewed on site. An RFP for the full construction scope was posted to the Bids and Tenders public procurement site on May 16, 2025, with a bidding close date of June 11, 2025. Bids were received from three proponents, and two submissions were judged to be complete and valid. The bids were evaluated based on a three-step process:

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

Bid evaluations were completed independently by the LMCH Project Manager and RJC Engineering. Both evaluations concur and recommend that the preferred proponent is A-1 Restoration Inc. The LMCH Project Manager's scoring matrix for this project can be found in Appendix A. A recommendation letter from RJC Engineering can be found in Appendix B.

FINANCIAL IMPACT:

The project was tendered with a base scope to restore the retaining wall, with a small section of the adjoining parking lot to be repaired. Repaving the remainder of the parking lot was listed as an optional item, which could be accepted if the prices received demonstrated good value. The initial cost estimate prepared by RJC suggested a construction budget of \$390,000 for the combined scopes. The preferred proponent has submitted a price of \$335,000 to complete the two scopes together. Thus, it is recommended that we accept both the base scope as well as the optional pricing rather than completing the two projects separately.

The approved capital funding available for this project is \$200,000 (including effective tax). Commitments to date – RJC's project fees – total \$16,900. A-1's bid is approx. \$336,000. Included in the contractor's bid is a construction contingency of \$20,000. This contingency is carried in the event there are concealed building conditions that could not be predicted in the design. If the contingency funds are not needed during construction, there is a possibility that the contract value will be reduced.

With the addition of the full parking lot scope, the expected cost of the project will exceed the funds that have been approved by the board. As a result, a reallocation from the 2025 contingency fund is needed. Please see below for an expected cost breakdown.

Initial Budget Allocation		\$ 200,000		
Design Fees - RJC Engineering	\$ 17,197			
Construction Costs - SST Group	\$ 341,812			
Total Expected Spend		\$ 359,009		
Funds Remaining After Project Completion		\$ (159,009)		
Requested Funding from Contingency		\$ 175,000		
Funds Remaining after Project		\$ 15,991		
		All values after effective tax		

TENANT IMPACT:

As part of the submission, A-1 Restoration submitted a proposed construction schedule. It lists a construction timeline beginning in early July and running through mid-August. With the need for budget reallocation approval from the Board, this timeline will be pushed out slightly. Regardless of start date, A-1 has confirmed that a 6-8 week construction timeline is achievable.

To maintain services for the tenants, the project will be phased such that the retaining wall will be completed first, with the parking lot repair following afterwards. This will allow tenants to utilize the parking lot during the majority of the project. Alternative parking arrangements will only be needed for approximately two weeks while the lot is being repaved. The LMCH Project Manager will arrange with surrounding buildings to provide short-term parking for our tenants while our lot is out of service.

Once approval is received, a general notice to tenants announcing the project will be delivered to all units in Berkshire. This will allow residents to raise any concerns prior to the contractor mobilizing on-site.

CONCLUSION:


Based on the tenders received, it is recommended that LMCH enter into a CCDC2 contract with A-1 Restoration Inc. to complete the retaining wall and parking lot restoration at 200 Berkshire Rd.

ATTACHMENTS:

Appendix A – Bid Scoring Matrix

Appendix B – Consultant's Bid Evaluation Letter

PREPARED and SUBMITTED BY:	STAFF CONTACT:
JOHN KRILL DIRECTOR of Asset Renewal	TREVOR WHITTINGHAM Construction Project Manager

Project No.	2025-0006	Author	Trevor Whittingham	Scoring Matrix		
	Berkshire Parking and Retaining Wall	Revision	1			
						
Brewak Down		Melrose Paving	Circle Ridge Construction	A-1 Restoration	Bid Comments	
Bonding		\$ 1,925.76	Failed Stage One	\$ 2,254.00		
General Requirements		\$ 147,000.00		\$ 38,471.50		
Cleaning		\$ 2,128.91		\$ 1,012.50		
Retaining Wall Demo		\$ 21,003.89		\$ 18,398.21		
Concrete Restoration		\$ 61,001.10		\$ 39,900.13		
Metal Fabrication		\$ 21,051.80		\$ 20,825.00		
Waterproofing		\$ 27,601.31		\$ 7,200.00		
Hardscaping		\$ 47,089.76		\$ 41,838.67		
Contingency		\$ 20,000.00		\$ 20,000.00		
SubTotal		\$ 348,802.53		\$ 189,900.01		
OP1 - Concrete Painting		\$ 8,452.00		\$ 2,000.00		
OP2 - Parking Lot Rehab		\$ 91,558.07		\$ 144,000.00		
Sub Total		\$ 448,812.60		\$ 335,900.01		
HST		\$ 58,345.64		\$ 43,667.00		
GRAND TOTAL		\$ 507,158.24		\$ 379,567.01		
		June 30 - Aug 8	June 30 - Aug 8	June 30 - Aug 8		

STAGE 1 - Mandatory Requirements			Total Points						
CRITERIA		1 point equals proponent complies	4	Melrose Paving	Circle Ridge Construction	A-1 Restoration	Bid Comments		
1.1	Punctuality - bid submitted within the timelines of the RFP/RFT		1	1	1	1			
1.2	Mandatory documents submitted as outlined in bidform checklist.		1	1	0	1	Circle Ridge failed to submit Agreement to Bond		
1.3	Proponent has indicated no current litigations and or existing would not negatively affect LMHC working with proponent.		1	1	1	1			
1.5	WSIB - Is in good standing and is coded to appropriate division.		1	1	1	1			
Other									
Scoring can be adjusted for each project: add or subtract qualifications. If any of the requirements are not achieved by the proponent, the proponent will be disqualified.				4	3	4			
				PASS	Fail	PASS			
STAGE 2 - Bid Submission			Melrose Paving		Fail		A-1 Restoration		
CRITERIA		Guidelines for Criteria Scoring	WEIGHTING (%)	Points (0-10)	Weighted Score	Points (0-10)	Weighted Score	Points (0-10)	Weighted Score
1	Comparable Projects	Construction cost similarities, inclusion type. Similar project scope with available references.	20	8	16	0	0	6	12
2	Contractor Schedule	Shortest schedule timeframe contractor to receive highest score and each contractor -1 thereafter	20	10	20	0	0	10	20
SUBTOTAL – Technical Proposal					36		0		32
Proponents MUST receive a score greater than or equal to 60% in Technical Proposal to be eligible.			40		90%		0%		80%
					PASS		FAIL		PASS
Step 3. Fee Proposal			Melrose Paving		Disqualified		A-1 Restoration		
5	Cost		60		45		0		60
GRAND TOTAL			/100		80.9		0.0		92.0
				Melrose Paving		Circle Ridge Construction		A-1 Restoration	
								PREFERRED PROPONENT	



Engineers

June 17, 2025

Trevor Whittingham, Senior Manager
London Middlesex Property Management
1299 Oxford St East, Unit 5C5
London, ON N5Y 4W5

Dear Trevor,

RE: 200 Berkshire Drive – London, ON
Retaining Wall & Asphalt Pavement Rehabilitation
Bid Submission Review and Award Recommendation

RJC No. TOR.141527.0001

1.0 INTRODUCTION

The Bid Documents for the Retaining Wall & Asphalt Pavement Rehabilitation at 200 Berkshire Drive in London, Ontario were made available to the invited Bidders on May 16, 2025. All three (3) invited Bidders attended the mandatory pre-bid closing site meeting held at Thursday, May 22, 2025, and submitted Bids prior to the Bid Submission deadline of 12:00 P.M. on Wednesday, June 11, 2025.

The bid prices, in ascending order, are:

Contractor	RETAINING WALL BASE SCOPE			PAVEMENT SCOPE
	Sub-Total	HST (13%)	Total	Sub-Total
A-1 Restoration Inc.	\$189,900.00	\$24,687.00	\$214,587.00	\$146,000.00
Melrose Paving Co. Ltd.	\$348,802.53	\$45,344.33	\$394,146.86	\$99,710.07
Circle Ridge Construction Inc.	\$ 409,790.70	\$53,272.79	\$463,063.49	\$242,883.20

We have reviewed the bid submission material and have prepared and attached a bid form summary. The bid form summary provides a side-by-side breakdown of each Bidders' Bid Submission to allow for direct comparison on an item-by-item basis.

Variation in the lump sum and unit cost items is apparent from one Contractor to the next. The unit cost variation appears directly related to which items are to be performed by the Contractor's own forces and which will require a sub-contractor as well as how eager the Contractor is to be awarded the project.



2.0 REVIEW OF BID SUBMISSIONS

2.1 Bid Form and Bid Submission

Tenders were received via Bids & Tenders online portal by LMCH; as such, it is our understanding that all of the bid form submissions were completed in full and submitted prior to the Bid Submission deadline.

2.2 Arithmetic Errors

Upon reviewing the Bid Submissions, the following arithmetic error were noted.:

- .1 A-1 Restoration Inc. rounded their Bid Price to the nearest dollar and submitted their Bid Price as \$189,900.00, instead of the actual Bid Price of \$189,900.01. This error does not affect their rank among Bidders, and the corrected Bid Price is presented in this letter.
- .2 Circle Ridge Construction Inc. miscalculated the subtotal of the contract price, resulting in an incorrect Bid Price of \$409,790.70 plus H.S.T. The corrected Bid Price is \$391,802.40 plus H.S.T. This error does not affect their rank among Bidders, and the corrected Bid Price is presented in this letter.
- .3 Circle Ridge Construction Inc. made arithmetic errors in their extended pricing for two line items in the pavement scope. The unit price of \$62.10 for 200 sq.ft. should result in an amount of \$12,420.00, but was incorrectly shown as \$15,028.20. Another unit price of \$138.00 for 50 lin.ft. should result in an amount of \$6,900.00, but was incorrectly shown as \$8,349.00.

2.3 Bonding and Consent to Bond

No bid bond was required. Two of the three Bidders submitted an agreement to bond for 50% performance and 50% labour and materials a 10%. Circle Ridge Construction Inc. only submitted a void cheque.

2.4 Acknowledgment of Addenda

Two of the three Bidders acknowledged receipt of Addendum No. 1 to 3, which formed part of the Bid Submission. Circle Ridge Construction Inc. did not note receiving Addendum No.1 to 3.



RJC is of the opinion that the Circle Ridge bid submission is non compliant and should be disqualified unless they are able to attest that all 3 addendums were received and considered in their bid submission

2.5 Conditions Inserted on the Bid Form

No conditions were noted on the Bidders' bid submissions.

3.0 SUMMARY OF BID SUBMISSION REVIEW

In our predesign assessment report dated April 3, 2025 we provided an opinion of probable construction cost for the wholesale rehabilitation of the parking pavement and retaining wall at 200 Berkshire Drive. The total probable construction cost for all parts of work was \$390,000.00 plus H.S.T.

The lowest bid price submitted by A-1 Restoration Inc. for the combined retaining wall and pavement scope was \$335,900.01 plus H.S.T. A-1 Restoration Inc.'s price is 14% under the anticipated budget, appears to be of good value in comparison to the other Bidders, and is free of errors and conditions.

The lower than anticipated costs can likely be attributed to a very good tendering climate, the combination of the retaining wall and pavement work into one project, and the ability to complete the work with larger phases within one construction season.

4.0 RECOMMENDATIONS

Based on the contents of this review, we recommend the Contract for the Retaining Wall & Asphalt Pavement Rehabilitation at 200 Berkshire Drive in London, Ontario -- as outlined in the bid documents dated May 15, 2025 -- be awarded to the lowest unconditional Bidder in accordance with good tendering practice. We thereby recommend issuing a Contract to A1- Restoration Inc. in the amount of \$355,900.01 plus H.S.T.

If the overall tendered price exceeds the available budget of London & Middlesex Community Housing, we suggest that we meet with you to discuss your priorities for the repair program, and attempt to identify any possible cost savings.



5.0 CLOSING REMARKS

Trusting this is the information you require at this time; however, if you have any questions or concerns, please do not hesitate to contact our office.

Yours truly,

READ JONES CHRISTOFFERSEN LTD.

A handwritten signature in black ink, appearing to be 'E. Mansour'.

Eddy Mansour
Restoration Representative
Building Science and Restoration

Reviewed by:

A handwritten signature in black ink, appearing to be 'Michael Pond'.

Michael Pond, P.Eng.
Project Principal
Building Science and Restoration

Encl. Bid Form Summary

Bid Submission Breakdown Summary



Creative Thinking
Practical Results

200 Berkshire Drive
Retaining Wall Rehabilitation
London, Ontario
TOR.141527.0001

June 17, 2025

ITEM	DESCRIPTION	QTY.	UNIT
DIV. 01 - BONDING AND MOBILIZATION			
2.1	Bonding	Lump Sum	
2.2	General Req./Mob/Demob/Special Costs	Lump Sum	
DIV. 01 - CLEANING			
2.3	Cleaning	Lump Sum	
02 41 00 - SELECTIVE DEMOLITION			
2.4.1	Remove/dispose of the metal guard on the top of the concrete retaining wall	Lump Sum	
2.4.2	Remove/dispose of the concrete sidewalk, curb, asphalt pavement, and subgrade material to expose the backside of the retaining wall	Lump Sum	
03 01 30 - CONCRETE RESTORATION			
2.7.1	Replacement of the top 2'-00" of retaining wall	Lump Sum	
2.7.2	Localized vertical concrete repair	300	sq.ft.
05 50 00 - METAL FABRICATIONS			
2.10.1	Supply/install new galvanized metal guardrails.	Lump Sum	
07 14 20 - COLD APPLIED WATERPROOFING			
2.13.1	Install 2-ply hot rubberized waterproofing on backside of retaining wall.	Lump Sum	
32 11 00 - GRANULAR BACKFILL & REINSTATE HARDSCAPING			
2.28.1	Backfill excavation behind retainig wall with new engineered fill and weeping tile, reinstate concrete sidewalk, curb, and asphalt pavement.	Lump Sum	
ALLOWANCES			
2.33	Contingency Allowance	Lump Sum	
SUMMARY			
	Sub-total		
	H.S.T. (13%)		
TOTAL			

A-1 RESTORATION Inc.	
UNIT PRICE	AMOUNT
L.S.	\$ 2,254.00
L.S.	\$ 38,471.50
L.S.	\$ 1,012.50
L.S.	\$ 1,012.50
L.S.	\$ 17,385.71
L.S.	\$ 20,484.50
\$64.72	\$ 19,415.63
L.S.	\$ 20,825.00
L.S.	\$ 7,200.00
L.S.	\$ 41,838.67
L.S.	\$ 20,000.00
	\$189,900.01
	\$24,687.00
	\$214,587.01

Melrose Paving Co. Ltd.	
UNIT PRICE	AMOUNT
L.S.	\$ 1,925.76
L.S.	\$ 147,000.00
L.S.	\$ 2,128.91
L.S.	\$ 1,395.48
L.S.	\$ 19,608.41
L.S.	\$ 37,319.10
\$78.94	\$ 23,682.00
L.S.	\$ 21,051.80
L.S.	\$ 27,601.31
L.S.	\$ 47,089.76
L.S.	\$ 20,000.00
	\$348,802.53
	\$45,344.33
	\$394,146.86

Circle Ridge Construction Inc.	
UNIT PRICE	AMOUNT
L.S.	\$ 204,895.00
L.S.	\$ 12,523.50
L.S.	\$ 4,174.50
L.S.	\$ 5,009.40
L.S.	\$ 28,314.00
L.S.	\$ 40,075.20
\$55.66	\$ 16,698.00
L.S.	\$ 18,367.80
L.S.	\$ 25,047.00
L.S.	\$ 16,698.00
L.S.	\$ 20,000.00
	\$391,802.40
	\$50,934.31
	\$442,736.71

Bid Submission Breakdown Summary



Creative Thinking Practical Results

200 Berkshire Drive
Retaining Wall Rehabilitation
London, Ontario
TOR.141527.0001

June 20, 2025

ITEM	DESCRIPTION	QTY.	UNIT
02 41 13 - CONCRETE PAINTING			
2.1	Prepare inside face of retaining wall, prime and paint (min.2 coats) full height and lenth of wall	Lump Sum	
02 41 00 - SELECTIVE DEMOLITION			
2.4.1	Remove/dispose of the existng asphalt pavement and subgarde as indicated on the drawings	Lump Sum	
03 01 30 - CONCRETE RESTORATION			
2.7.1	Localized replacement of damaged or deteriorated sections of concrete sidewalk as directed by the consultant.	200	sq.ft.
2.7.2	Localized replacement of damaged or deteriorated sections of concrete curb as directed by consultant.	50	lin.ft
32 11 00 - GRANULAR BACKFILL			
2.13.1	Supply and install new compacted granular 'a' engineered base material	Lump Sum	
32 11 00 - ASPHALT PAVEMENT			
2.28.1	Supply and install new HL3 & HL8 asphalt wearcourse.	Lump Sum	
32 17 23 - PARKING LINE PAINTING			
2.31.1	Install new parking stall lines to match original layout.	Lump Sum	
MISCELLANEOUS			
2.32.1	Relevel existng catch basin with new concrete risers, reuse existing metal frame and grate.	Lump Sum	
2.32.2	Install new weeping tile along west side of parking lot.	Lump Sum	
2.32.3	CCTV inspect and flush storm pipe and clean sump pit in catch basin to property line.	Lump Sum	
SUMMARY			
	Sub-total		
	H.S.T. (13%)		
TOTAL			

[illegible]

Melrose Paving Co. Ltd.	
UNIT PRICE	AMOUNT
L.S.	\$ 8,452.0
L.S.	\$ 19,504.2
\$22.05	\$ 4,410.0
\$84.34	\$ 4,217.0
L.S.	\$ 17,957.9
L.S.	\$ 33,980.3
L.S.	\$ 1,196.1
L.S.	\$ 388.9
L.S.	\$ 6,015.1
L.S.	\$ 3,588.3
	\$99,710.07
	\$12,962.31
	\$112,672.38

[illegible]

**Playground Pond Mills Award
STAFF REPORT 2025-29**

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: Playground Pond Mills – Budget and Contract Award Recommendation

DATE : August 12, 2025

PURPOSE:

The purpose of this report is to seek approval to award a contract for the supply and installation of a playground at the LMCH family site, Pond Mills. As part of the approved budget line for Exterior Works and Property Improvements, based on the CMHC Co-Investment Funding Program.

RECOMMENDATION:

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

1. **APPROVE** a budget allocation of \$125,518.92 within Project 2021-cmhc-14b Exterior Works at Pond Mills for a new playground at Pond Mills family site.
2. **APPROVE** the award of a contract for the new playground at Pond Mills family site per bid submission provided through Bids and Tender (appendix 1) for the sum of \$125,518.92 (exclusive of taxes) to PlayPower Incorporated.
3. **AUTHORIZE** LMHC staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

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

LMHC identified several projects to fulfill the program's requirement as identified in the Co-Investment Fund Portfolio Plan that, when fully implemented, would meet the energy savings, accessibility requirements, and property enhancements required by CMHC to secure the funding. LMCH identified hard surface repairs and site improvements as a project initiative at 5 of the CMHC family sites.

Following is an excerpt from a Dec 2022 Staff Report requesting approval for a Huron playground replacement contract award – that was subsequently approved.

A similar Staff Report for Allan Rush was also submitted and approved at that time, and it was noted then that only these two family sites were in need of playground replacement. Since that time, the need for a playground at Pond Mills was re-evaluated as it was previously removed and replaced by adult fitness equipment, leaving the Pond Mills family site without a playground for children; hence the recommendation now to install a new playground at the Pond Mills family site. The allocated budget for exterior works improvements at family sites includes items such as: parking lots, sidewalks, benches and playgrounds. The Pond Mills budget of \$825,630 was subsequently reduced to \$783,000, however, there are still adequate funds left for all exterior works (including playground replacement) identified in the table shown in the FINANCIAL IMPACT section.

Proponents were asked to respond to the Playground RFP; ensure at minimum 2 slides and 2 climbing devices were included as well, have accessible components and equipment to reflect a wide range of groups, and meet CSA Standard for Children's Playspaces and Equipment. Proponents attended a site walk-through and were notified of a \$125,000 budget. Respondents included renderings, equipment lists and design layouts. Responses were received through Bids and Tenders by 6 vendors; of the 6, 4 were selected and voted upon by LMCH staff. Criteria of votes included for use of the area, variety of equipment, and a fun factor. PlayPower was the overwhelmingly selected vendor of choice.

Recommendation:

LMCH team members have reviewed the drawings and specifications; it is our recommendation to obtain PlayPower for the procurement and installation of the playground equipment.

Below are highlights of PlayPower Incorporated:

- Equipment selection includes for AODA.
- Trusted vendor who has completed several playground installations at LMCH properties.
- Equipment selection has a wide age range, inclusive, from 2 – 12 years.
- Design provides effective use of the current footprint and provides a variety of activities.
- Vendor was the preferred proponent by LMCH staff members who voted.
- Meet CSA requirements.

TENANT IMPACT:

The reinstatement of the playground will be well received by the families who call Pond Mills home. A great hub for children to connect and build a sense of community for many families. Though the initial works of surface removal for the installation of rubber flooring may be noisy, we do not anticipate any significant negative impact on the tenants.

Project installation is anticipated in fall 2025.

FINANCIAL IMPACT:

The Project is fully funded through the CMHC Co-Investment Program Funding. The table below outlines allocated funds for hard surface repairs & exterior works. The tender value is within budget.

Pond Mills Commitments

Exterior works - paving	\$212,295
Playground	\$125,519
AC at Rec Unit	\$5,000
Additional future Projects	
Est. Exterior Furnishings	\$9,500
Sub Total	\$352,314
Total Budget	\$783,000
Budget Remaining	\$430,686

LEGAL IMPACT / RISK MANAGEMENT:

All works to be compliant with CSA. Safety fencing to be installed during installation.

ATTACHMENTS:

- Appendix 1: PlayPower Submission
- Appendix 2: Vendor Bid Summary Matrix

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

London & Middlesex Community Housing

RFP 202555

Playground Pond Mills—Supply and Install



Schedule A: Check list

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

Requirements – Package List	Schedule/Documents
Check List	Schedule A
Bid Form	Schedule B
Conflict of Interest & litigation	Schedule C
Relevant Work Examples	Schedule D
Scoring	Schedule E
Bidder to Provide	
WSIB	
Insurance Certificate	
List of Equipment	
Layout Plans	

We,

Company Name	PlayPower LT Canada
Address	P.O. Box 125 Paris, ON N3L3E7
Submitted BY	Dan Tully – Playground Design and Sales
Contact Phone	519-770-5330
Email	dan.tully@playpower.com

having carefully examined the Tender Documents and Addenda No. 1 to No. 1 inclusive and having visited the Project Site and examined the conditions affecting the work; hereby offers to enter into a Contract to perform the Work required by the Tender Documents for the Stipulated Price of

One Hundred Twenty Five Thousand Five Hundred Eighteen Dollars and Sixty Two Cents + HST

Canadian Dollars (\$125,518.62 + HST)

DECLARATIONS

We hereby declare that:

- (a) we agree to perform the work in accordance with the estimated schedule, to be formalized after the award of Contract.

Properties	Procurement Lead Time in Wks	Anticipated Install Start	Anticipated Completion
370 Pond Mills Road	9-10 weeks	Aug.18, 2025	Aug.29, 2025

- (b) this tender is open to acceptance for a period of ninety (90) days from the date of tender closing;

Signed, sealed and submitted for and on behalf of:

Playground – Pond Mills

Bid Package Submission

Company

PLAYPOWER LT CANADA

Name & Title

JEFF PRANGLER CUSTOMER SERVICES MANAGER

Signature

[Signature]

Witness

MIKE CONRAD

Signature

[Signature]Dated this 28th day of MAY, 2025.

Affix Company Seal below.

LIST OF SUBCONTRACTORS

The following are the subcontractors we propose to use for the Sections of Work listed hereunder.

Division or Section of Work	Name of Subcontractor or Supplier
General Excavation	Hoogs NG
Installation	Hoogs NG
Rubber Flooring	Ure-Tech Surfaces
Others	

General Terms and Conditions: (vendor to outline any specific requirements ie. Bid deposit, exclusions – etc.

Anticipated start date based on estimated award date, credit release of order for production, and installer availability for those dates. Installer and surfacing provider scheduling on a first come first serve basis. Please note inclement weather may impact this schedule slightly.

Equipment lead times currently 8-10 weeks. We have factored in some time in the schedule to accommodate any minor design changes or colour changes should you choose to make any upon award of contract.

Pricing Breakdown

Costs for supply, excavation, installation inclusive of any fencing or protection, in conformance with laws and regulations under jurisdiction.

Playground Equipment		\$44,433.04
Installation		\$28,355.00
Rubber Flooring		\$48,563.88
2 Benches		\$1,541.70
Other		\$2,625.00 (freight)
Other		\$
Total		\$125,518.62 + HST

Separate Costs: Vendor will not be disqualified if fencing is not part of their scope. Do not add to total value.

Perimeter fence		\$ No Bid for this portion

End of section

Playground – Pond Mills

Schedule C – Conflict of Interest

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

YES _____ NO X Signature: 

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

--

Litigation

That (company name) PlayPower LT Canada (i) No current or pending litigation, investigation before or by any arbitrator or Body's.

YES

NO

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

--

Schedule D – Relevant Work

Project Name / City Located:	Vanier Children's Mental Wellness, London, ON
Client/Title:	Beamish Landscape Services - Hunter Beamish
Client Phone No./Email:	519-633-9176
Description: (scope, construction timeline, budget etc.) - Design, supply, install playground and rubber surfacing (base prep by other) - Spring 2025 - installation 2 days, rubber 2 days plus curing time once weather allowed - Budget - \$160,000	

Project Name / City Located:	Shakespeare Park - Stratford, ON
Client/Title:	City of Stratford - Quin Mallott
Client Phone No./Email:	519-271-0250
Description: (scope, construction timeline, budget etc.) - Design, supply, install TrekFit equipment, excavation/disposal, concrete curb and walkway, rubber base prep, PIP rubber surfacing - Fall 2024 - 3 weeks - Budget - \$104,000	

Project Name / City Located:	Taylor Park - Chatham, ON
Client/Title:	Municipality of Chatham - Steve Lawton
Client Phone No./Email:	519-350-2179
Description: (scope, construction timeline, budget etc.) - Design, supply, install playground. Remove existing playground, excavate/dispose, install drainage layer, equipment, and EWF safety surfacing - Spring 2025 - 1 week - Budget - \$135,000	

Schedule D – Scoring

All required documents have been submitted, completed and on time.	Pass/fail
Relevant work; similar project examples	10%
Playground layout and equipment: Vendor has maximized the use of space and a variety of equipment has been suggested	40%
Schedule – inclusive of procurement	20%
Pricing	30%

Qualifications and Experience

PlayPower LT Canada Inc. has been serving Canada since 1947, delighting communities with our wide selection of playground and recreational products. With well over 500 employees, PlayPower has become the world leader in playground equipment supply.

Over the years we have grown to be Canada's trusted source for world-class playground equipment, site furnishings, fitness equipment and so much more. Customers love our brands, which include Little Tikes Commercial, Miracle Recreation and HAGS play equipment, as well as our site furnishings, shelters, and shade solutions.

Little Tikes Commercial was one of the first playground companies to offer LEED® (Leadership in Energy and Environmental Design) certification points in 2008. They also obtained both ISO 14001 and OSHAS 18001 that same year, another first for the industry.

PlayPower is a member of IPEMA, the International Playground Equipment Manufacturers Association.



In the interest of public playground safety, IPEMA provides a 3rd Party Certification service whereby TÜV SÜD America validates a manufacturer's conformance to the CAN/CSA-Z614-14 (excluding clauses 9.8, 10, 11) Children's Playspaces and Equipment.

The use of the IPEMA Certification Seal displayed above signifies that the manufacturer, in this case PlayPower, has received written validation from the independent laboratory that their products associated with the use of the seal, conforms to the requirements of CAN/CSA-Z614-14 (excluding clauses 9.8, 10, 11).

PlayPower has received 3rd party approval as a manufacturer of all their products. The 3rd party validator performs an annual facility inspection, involving a review of the participant's compliance to the IPEMA Equipment Certification Program Procedures, and randomly selects and witnesses the testing of various products for each participant. This list of IPEMA certified products is maintained exclusively by TÜV SÜD America.

Demonstrated Competency

There can be no doubt that PlayPower has proven their high degree of competency in playground design and construction, with over 75 years in operation in Canada, and thousands of installed sites in Ontario alone. With this experience it is clear that we have the competence to design and construct CSA compliant, commercial grade play equipment of the highest quality.

PROJECT MANAGER and Main Point of Contact

Dan Tully, PlayPower Canada

With over 10 years of sales and customer service experience, Dan is responsible for the Southwestern Ontario market in Playground Design & Sales. Dan has collaborated with municipalities, property managers, HOAs, campgrounds and many other private sector businesses since 2016 and comes with a wealth of experience in managing successful projects. Dan will serve as the main point of contact to oversee the successful execution of your playground. Excellent skills in communication and project management paired with a customer-oriented attitude make Dan an outstanding member of the PlayPower team. Dan works very closely with on-site project manager and lead installer Jay Szabo to ensure every project meets and exceeds expectation. In a short time with PlayPower, Dan has overseen several playground and shade projects from design concept to finished installed product with great success and customer satisfaction. Dan has a family history in the business and works closely with the entire Canadian sales team that has nearly 100 years of combined playground experience. When you are choosing to work with PlayPower Canada, you are getting the most experienced Playground team in Canada.

Contact Information:

PlayPower LT Canada Inc.
PO Box 125
Paris, Ontario N3L 3E7
Phone: 1-800-265-9953 ext 8
Cellular: 519-770-5330
Fax: 519-442-8200

Outdoor Projects Support Team

In addition to the main contact above, we have a full team of representatives that are available to support your inquiries should your primary contacts be unavailable at any given time. Please see additional Support Team structure included in this document.

SUBCONTRACTORS

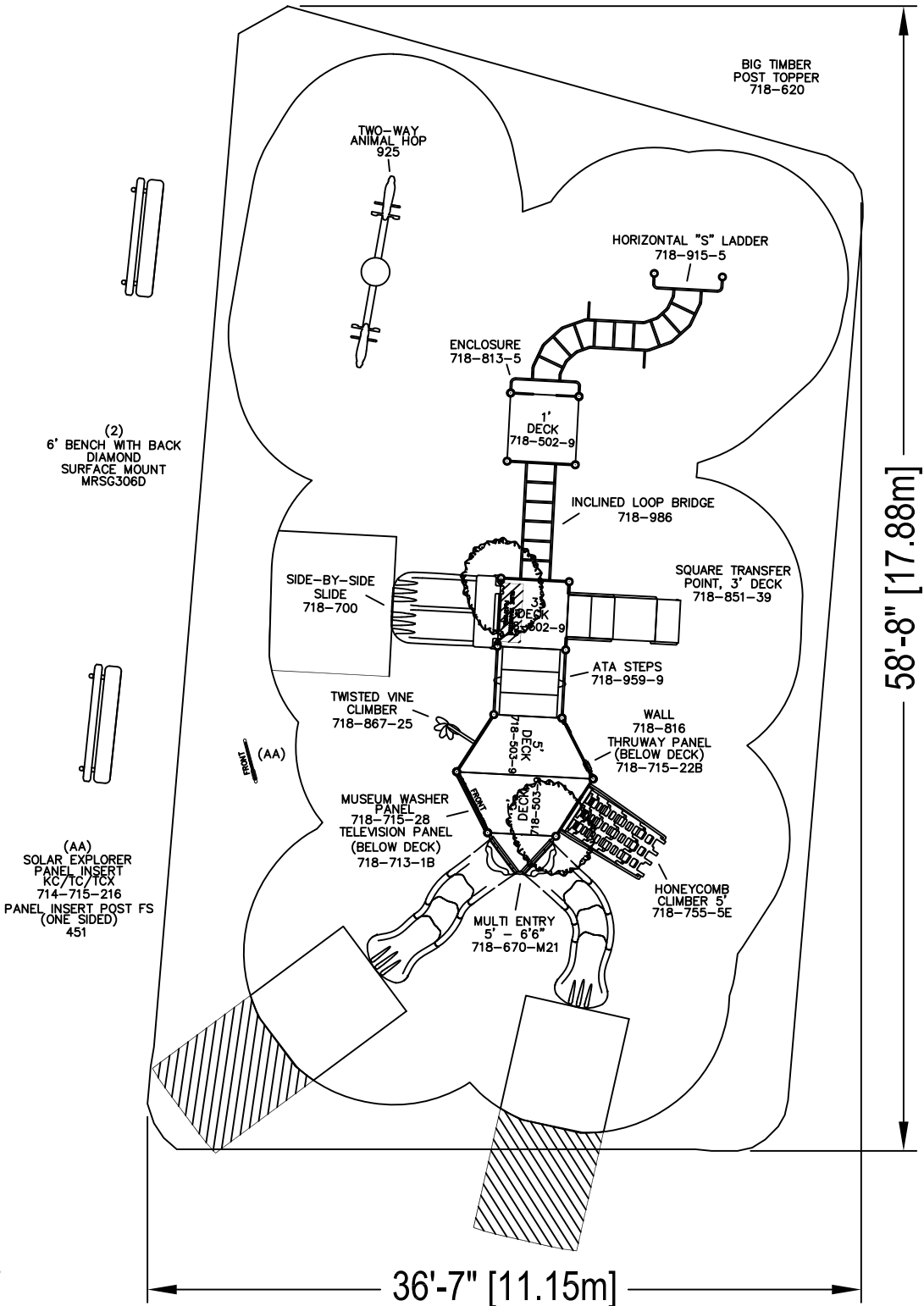
Hoogs NG Installations. 332 East River Road. St. George, Ontario N0E 1N0. PH # (519) 761-2190

Our installers, Hoogs NG Installations have exclusively handled our Ontario installations for over 35 years and have installed over 5000 structures in Ontario during this time. They are the largest and most experienced recreational equipment installer. The assigned Foreman with Hoog's will have their CSA Z614-20 Playground Practitioner's certification in good standing.

RFP202555 LONDON & MIDDLESEX COMMUNITY HOISING
PLAYGROUND POND MILLS

AREA: 166.20 SQ.M.
PERIMETER: 52.121M
The information provided is for
estimation purposes only.

Play Area Capacity: 55-65



To promote safe and proper equipment use by children, PlayPower recommends the installation of either a PlayPower safety sign or other appropriate safety signage near each playsystem's main entry point(s) to inform parents and supervisors of the age appropriateness of the playsystem and general rules for safe play.

NOTES	1. No-encroachment zone- that additional area adjacent to the protective surfacing zone intended to allow pedestrian traffic near the play equipment in use while minimizing the risk of injury to pedestrians. CSA-Z614-20
	2. Although a particular playground design may not meet the proposed Access Board Regulations in regards to the appropriate number of ground level events, the actual playground may be in compliance when considering existing play components.

ANNEX H REQUIREMENTS FOR NUMBER OF PLAY COMPONENTS SHOWN TO NUMBER REQUIRED			
AGE 18mo-12	ELEVATED PLAY ACTIVITIES - TOTAL	8	
	ELEVATED PLAY ACTIVITIES ACCESSIBLE BY TRANSFER	7	REQ'D 4
	ELEVATED PLAY ACTIVITIES ACCESSIBLE BY RAMP	0	REQ'D 0
	GROUND LEVEL ACTIVITY TYPE	3	REQ'D 3
	GROUND LEVEL ACTIVITY QUANTITY	4	REQ'D 3

THE PLAY COMPONENTS IDENTIFIED IN THIS PLAN ARE IPEMA CERTIFIED. THE USE AND LAYOUT OF THESE COMPONENTS CONFORM TO THE REQUIREMENTS OF CAN/CSA-Z614-20.

AN ENERGY ABSORBING PROTECTIVE SURFACE IS REQUIRED UNDER & AROUND ALL PLAY SYSTEMS.

CAN250111A-1A	
GROUND SPACE:	N/A
PROTECTIVE AREA:	NOTED

✓	COMPLIES TO CSA
✓	COMPLIES TO ANNEX H

DESIGNED FOR AGES	
18mo-12	
ADDITIONAL GROUND LEVEL ACCESSIBLE ITEMS NEEDED FOR ANNEX H COMPLIANCE	
TYPE:	QUANTITY:
0	0

DATE:	05/28/25
SCALE:	1:100
GE	129



CAN250111A - View 1

**RFP202555 London & Middlesex Community Housing
Playground Pond Mills**







CAN250111A - View 4

**RFP202555 London & Middlesex Community Housing
Playground Pond Mills**

This list is provided as a design aid only.

Actual compliance to accessibility standards is dependent on design and final installation and is the sole responsibility of the Sales Representative.

Accessibility Chart

Drawing Name:	RFP202555 London & Middlesex Community Housing Playground Pond Mills
Project Number:	CAN250111A

Age Group: 2-12			
Elevated Play Activities Total:	8		
Elevated Play Activities Accessible By Transfer:	7	Req'd:	4
Elevated Play Activities Accessible By Ramp:	0	Req'd:	0
Ground Level Activity Type:	3	Req'd:	3
Ground Level Quantity:	4	Req'd:	3

Description	Elevation	Access	Type of Play	Qty
5' SIDE-BY-SIDE SLIDE W/CANOPY (3' DECK)	Elevated	Transfer	SLIDE	1
CHAM II DBL SLIDE 5'	Elevated	Transfer	SLIDE	2
HONEYCOMB CLIMBER W/ARCH ENCLOSURE (5' DECK)	Elevated	Transfer	CLIMBER	1
HORIZONTAL "S" LADDER (ONLY)	Elevated	None	UPPER_BODY_CLIMBER	1
INCLINE LOOP BRIDGE BETWEEN DECKS W/2' RISE	Elevated	Transfer	BALANCING_EQUIP	1
MUSEUM WASHER PANEL	Elevated	Transfer	MANIPULATIVE_EQUIP	1
TWISTED VINE CLIMBER (5' DECK)	Elevated	Transfer	CLIMBER	1
SOLAR EXPLORER INSERT	Ground	Ground	MANIPULATIVE_EQUIP	1
TELEVISION PANEL (BELOW DECK ONLY)	Ground	Ground	IMAGINATION_PANEL	1
THRUWAY PANEL (BELOW DECK)	Ground	Ground	IMAGINATION_PANEL	1
TWO-WAY ANIMAL HOP	Ground	Ground	SPRING_ROCKER	1



IPEMA CSA Z614:20 UPDATE NO. 1 CERTIFICATE OF COMPLIANCE

ISSUE DATE: May 28, 2025

Requested By: PlayPower LT Canada,

Project: Playground Pond Mills

In the interest of public playground safety, IPEMA provides a third-party certification service whereby TÜV SÜD America validates a manufacturer's certification of conformance to CSA Z614:20 Update No. 1 (excluding clauses 10 and 11) Children's Playspaces and Equipment.

The manufacturer listed below has received written validation from TÜV SÜD America that the product(s) listed conform with the requirements of CSA Z614:20 Update No. 1 (excluding clauses 10 and 11).

This certificate is invalid if any component or part is replaced, unless purchased from the original manufacturer and assembled in accordance with the original equipment manufacturer's instructions. Check with the manufacturer to determine the validity of the certification of the product(s) listed prior to using this certificate for proof of certification.

MODEL #	COMMERCIAL NAME OF PRODUCT	PRODUCT LINE	MANUFACTURER
718-816-1	WIRE MESH ENCLOSURE	Tots' Choice	Miracle Recreation Equipment Company
718-816-48	WALL FOR LOWER DECK-48" DIFFERENCE	Tots' Choice	Miracle Recreation Equipment Company
718-816-36	WALL FOR LOWER DECK - 36" DIFFERENCE	Tots' Choice	Miracle Recreation Equipment Company
718-816-45	WALL ENCLOSURE FOR 511 WIDE SLIDE	Tots' Choice	Miracle Recreation Equipment Company
718-816B	WALL ENCLOSURE (BELOW DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-816	WALL ENCLOSURE	Tots' Choice	Miracle Recreation Equipment Company
718-816-42	WALL BETWEEN DECKS-42" DIFFERENCE	Tots' Choice	Miracle Recreation Equipment Company
718-816-30	WALL BETWEEN DECKS-30" DIFFERENCE	Tots' Choice	Miracle Recreation Equipment Company
718-502-9	SQUARE DECK (ATTACHES TO 4 POSTS) M THERM II	Tots' Choice	Miracle Recreation Equipment Company
718-549-42	POST ALUM 3 1/2" O.D. 106" (4' DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-549-32	POST ALUM 3 1/2" O.D. 106" (3' DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-549-4	POST 3 1/2" O.D. 106" (4' DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-549-3	POST 3 1/2" O.D. 106" (3' DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-574	Post 3 1/2" OD x 180"	Tots' Choice	Miracle Recreation Equipment Company
718-573	Post 3 1/2" OD x 162"	Tots' Choice	Miracle Recreation Equipment Company
718-552	Post 3 1/2" OD x 130"	Tots' Choice	Miracle Recreation Equipment Company
718-670-5	CHAMELEON II RIGHT SECTION	Tots' Choice	Miracle Recreation Equipment Company
718-670-M21	CHAMELEON II DOUBLE SLIDE-ENTRY/EXIT (5'-6'6" DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-986	BRIDGE LOOP INCLINE BETWEEN DECKS (2' RISE)	Tots' Choice	Miracle Recreation Equipment Company



IPEMA CSA Z614:20 UPDATE NO. 1 CERTIFICATE OF COMPLIANCE

ISSUE DATE: May 28, 2025

Requested By: PlayPower LT Canada,

Project: Playground Pond Mills


MODEL #	COMMERCIAL NAME OF PRODUCT	PRODUCT LINE	MANUFACTURER
718-620	BIG TIMBER POST TOPPER	Tots' Choice	Miracle Recreation Equipment Company
718-574-2	ALUM POST 3 1/2" O.D. X 180" FOR ROOF (5'6" TO 6' DECKS)	Tots' Choice	Miracle Recreation Equipment Company
718-573-2	ALUM POST 3 1/2" O.D. X 162" FOR ROOF (3'6" TO 5' DECKS)	Tots' Choice	Miracle Recreation Equipment Company
718-552-2	ALUM POST 3 1/2" O.D. X 130" (3' TO 5' DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-551-2	ALUM POST 3 1/2" O.D. X 100" (2'6" DECKS OR LESS)	Tots' Choice	Miracle Recreation Equipment Company
718-959-9	ADA STAIR BETWEEN DECKS W/CLOSED HNDRL (2' RISE)	Tots' Choice	Miracle Recreation Equipment Company
718-816-24	24" BARRIER BETWEEN DECKS	Tots' Choice	Miracle Recreation Equipment Company
718-816-18	18" BARRIER BETWEEN DECKS	Tots' Choice	Miracle Recreation Equipment Company
718-816-12	12" BARRIER BETWEEN DECKS	Tots' Choice	Miracle Recreation Equipment Company
718-551	100" Post	Tots' Choice	Miracle Recreation Equipment Company
718-503-9	1/2 HEX FULL DECK (ATTACHES TO 4 POSTS) MTHERM II	Tots' Choice	Miracle Recreation Equipment Company

Dear Customer:

RE: Certificate of Compliance to CSA Standard

This letter is to confirm the supply and layout of Design CAN250111A for Playground Pond Mills complies with the National Standard of Canada: CSA Standard CAN/CSA-Z614-20.

Little Tikes Commercial and Miracle Recreation Equipment products have been validated by the IPEMA (International Play Equipment Manufacturers Association) 3rd Party Product Certification Program and are certified to the CSA Z614 requirements. (www.ipema.org)

Signed: 
Gretchen Eden,
Creative CAD Specialist

Date: May 28th, 2025

MIRACLE RECREATION WARRANTY

Miracle Recreation Equipment Company warrants its products against structural failure due to defects in materials and workmanship for the warranty periods and material categories prescribed below.

Buyer agrees that products sold by Miracle Recreation Equipment Company carry only the following warranties:

1.LIMITED WARRANTY FOR AS LONG AS YOU OWN THE PRODUCT: Aluminum deck posts, steel deck posts, VersaLok® fastening system, cast aluminum parts, and stainless steel hardware.

2.LIMITED FIFTEEN (15) YEAR WARRANTY: All rigid steel playground components, decks, steps, and weldments, rotationally molded and sheet plastic components, plastic lumber, roof panels, and stainless steel slides, except as otherwise specified below.

3.LIMITED TEN (10) YEAR WARRANTY: Fabric shade steel frames, and Shadesure™ and Colourshade FR fabrics (Note Exception: Limited Five (5) Year Warranty on Shadesure™ fabrics in colors Red, Yellow, Electric Purple, Zesty Lime, Cinnamon, and Olive.)

4.LIMITED EIGHT (8) YEAR WARRANTY:

- Fiberglass signage, precast PolyFiberCrete or precast concrete products.
- Integrated shade fabric and components against rot, UV deterioration and defects in materials and workmanship (Note Exception: Limited Three (3) Year Warranty for fabric in shades of red).

5.LIMITED FIVE (5) YEAR WARRANTY:

- Heavy duty diamond barrier mesh and Kidrox™ Climbing Rocks.
- Mira-Therm™ PVC coating against cracking or peeling.
- Park and Site Amenities (i.e. benches, tables, trash receptacles, etc.).
- GFRP (Glass Fiber Reinforced Polymer) Products.
- Accessible swing seats latch and hinge mechanism.
- Steel core cable nets and rope fittings and connections (Note Exception: Warranty does not cover normal wear and tear such as fraying or fading of cable coating).
- Concerto products (Note Exception: Warranty does not cover mallets or Tall Chime cable assemblies).
- 6.LIMITED THREE (3) YEAR WARRANTY:** Flexible belting, plastic border timbers and accessories, and electronic panel speakers, sound chips, and circuit boards.
- 7.LIMITED ONE (1) YEAR WARRANTY:**
 - Slashproof Swing Seats, 360° Bucket Tot Swing Seats, and Tuff Net no climbing mesh.
 - Pool slide support structures, stairways, landings and railings.
 - All other products, components and custom pieces that are not specifically listed above, including, without limitation, all moving parts, such as swing hangers and bearings, swivels, chains, whirls, springs and flexible components, and all high wear items, such as trolleys, cables, wheels, and bumper stops related to rail and cable ride products.

8.LIMITED SIX (6) MONTH WARRANTY:

- PlaySoleil solar-powered light.

BUYER'S REMEDY: If any products prove defective or non-conforming under normal use and within the above-prescribed warranty periods and material categories, Buyer must promptly notify Miracle in writing at 878 E. Hwy 60, Monett, MO 65708 USA. Miracle does not warranty that any particular color will be available for any period of time, and reserves the right to discontinue any color for any reason, without recourse by the Purchaser or Owner of the discontinued color. Miracle may elect to inspect the alleged defect at Buyer's site or at Miracle's facility. Buyer shall not return products to Miracle unless authorized by Miracle to do so. Authorized returns must be properly packaged and shipped prepaid and insured, at Buyer's expense. Upon verification of warranty coverage, Miracle may elect,

in its sole discretion, to repair defective or non-conforming products, or replace them by delivering products or part(s) of similar functionality free of charge to the site. Miracle's limited warranties do not cover the cost of labor to remove defective or non-conforming part(s) or to install repaired or replacement part(s). By use of these limited warranties, Buyer accepts their terms and limitations, and waives any rights it would otherwise have to claim or assert that such warranties fail of their essential purpose. Buyer agrees that venue for any court action to enforce these limited warranties shall be in Barry or Greene Counties in the State of Missouri.

LIMITATIONS: All warranty periods begin on the date of Miracle's invoice. Repaired and/or replacement part(s) are warranted only for the balance of the original limited warranty period. Warranties extend only to the original Buyer/end user for products purchased from Miracle or a Miracle authorized reseller, and are not transferrable.

Warranties apply only to Miracle products that are erected and installed in conformance with Miracle's installation instructions, and that are maintained and inspected in conformance with Miracle maintenance and operational instructions.

Unless manufactured with coastal coatings, product installed within 500 yards of a saltwater shoreline will only be covered for half the period of the standard product warranty for defects caused by corrosion.

Warranties specifically do not cover Miracle products:

- for cosmetic damage or flaws occurring under normal use, such as surface scratches, minor chips, hairline cracks, dents, marring, efflorescence, color fade (except for shade fabric as noted above), discoloration, corrosion/rust, fraying, or warping of recycled plastic lumber;
- that have been modified, altered, or repaired by unauthorized third parties;
- that have not been used as designed or intended, or misused;
- to which non-Miracle parts have been added or substituted;
- that have been removed from their original location and re-installed elsewhere, without pre-approval by Miracle;
- or that have been damaged due to excessive wear and tear, vandalism, abnormal use, abuse, negligence, environmental factors (such as wind-blown sand, salt spray unless the product is manufactured with coastal coating, or airborne emissions from industrial sources), extreme weather (such as hail, flooding, lightning, tornadoes, sandstorms, earthquakes, or wind storms), and acts of God.

THE FOREGOING LIMITED WARRANTY IS THE SOLE AND EXCLUSIVE WARRANTY FOR SELLER'S PRODUCTS, AND IS IN LIEU OF ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, IN LAW OR IN FACT. SELLER SPECIFICALLY DISCLAIMS ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING, WITHOUT LIMITATION, ALL IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR USE OR PURPOSE, AND ANY IMPLIED WARRANTIES ARISING OUT OF COURSE OF DEALING OR PERFORMANCE OR TRADE USAGE. SELLER SHALL NOT BE LIABLE FOR ANY INCIDENTAL, CONSEQUENTIAL, EXEMPLARY, SPECIAL, OR PUNITIVE DAMAGES, OR ANY LOSS OF REVENUE, PROFIT OR USE, ARISING OUT OF A BREACH OF THIS WARRANTY OR IN CONNECTION WITH THE SALE, INSTALLATION, MAINTENANCE, USE, OPERATION OR REPAIR OF ANY PRODUCT. IN NO EVENT WILL SELLER BE LIABLE FOR ANY AMOUNT GREATER THAN THE PURCHASE PRICE OF A DEFECTIVE PRODUCT.

Prices are subject to change without notice and are exclusive of installation, surfacing, transportation, insurance, taxes, license fees, customs fees, duties, premiums, fees, and other changes. Prices shown are in US dollars.

CERTIFICATIONS



ISO 9001 Certification: The International Standards Organization is a network of national standard institutes that work in partnership with international organizations, governments, industry, business, and consumer representatives to develop universal standards for quality, environmental, and management processes.



The Miracle Recreation Equipment company has been certified to 14001:2015 for its environmental management system.



European Norm EN-1176. Miracle® offers playgrounds that have been certified by TÜV Product Service, the recognized testing house designated by the European Union. This certification demonstrates compliance with the European Harmonized Standard for Commercial Play Equipment, EN 1176.



The space requirements in this catalog are shown to ASTM standards. Requirements for other standards may be different.



Canadian Welding Bureau Certified



IPEMA Member: Miracle® is a member in good standing of the International Play Equipment Manufacturer's Association (IPEMA), a member-driven international trade organization which represents and promotes an open market for manufacturers of play equipment.

In the interest of playground safety, the International Play Equipment Manufacturers Association (IPEMA) provides a Third Party Certification Service whereby a designated independent laboratory, TÜV SÜD America Inc., (TÜV), validates an equipment manufacturer's certification of conformance to the ASTM F1487 Standard Consumer Safety Performance Specification for Playground Equipment for Public Use, except sections 7.11, 10, 13.1.1, 13.1.2, 13.2, and 13.3; to CAN/CSA Z614 Children's Playspaces and Equipment, except clauses 10 and 11; or both. A list of current validated products may be viewed at www.ipema.org.

In the interest of playground safety, the International Play Equipment Manufacturers Association (IPEMA) provides a Third Party Certification program whereby a designated independent laboratory, TÜV SÜD America Inc., (TÜV), validates a surfacing manufacturer's certification of conformance to ASTM F1292, Standard Specification for Impact Attenuation Under and Around Playground Equipment Performance Criterion, Section 4.2; ASTM F1292, Standard Specification for Impact Attenuation Under and Around Playground Equipment Performance Criterion (in its entirety); ASTM F3351, Standard Test Method for Impact Testing In Laboratory at Specified Test Height; and for an engineered wood fiber manufacturer its certification of conformance, also to ASTM F2075, Standard Specification for Engineered Wood Fiber for Use as a Playground Safety Surface Under and Around Playground Equipment; and for a Loose Fill Rubber manufacturer its certification of conformance, also to ASTM F3012, Standard Specification for Loose Fill Rubber for Use as a Playground Safety Surface under and around Playground Equipment. A list of current validated products, their thickness and critical height may be viewed at www.ipema.org.



878 E Highway 60 / Monett, Missouri, USA 65708 / Miracle-Recreation.com
USA 888-458-2752 CANADA 866-516-0245 INTERNATIONAL +1 417-235-6917

Tot's Choice General Specifications



Miracle's Tot Choice system is our durable 3 1/2" post playsystem. Tot's Choice Playsystems provide value, flexibility and features typically available only on larger, more costly systems



Gator Grip This is a three dimensional textured pattern exclusive to Miracle.

Configurability Tot's Choice product line can be configured for ages 2-5, 2-12 and 5-12.

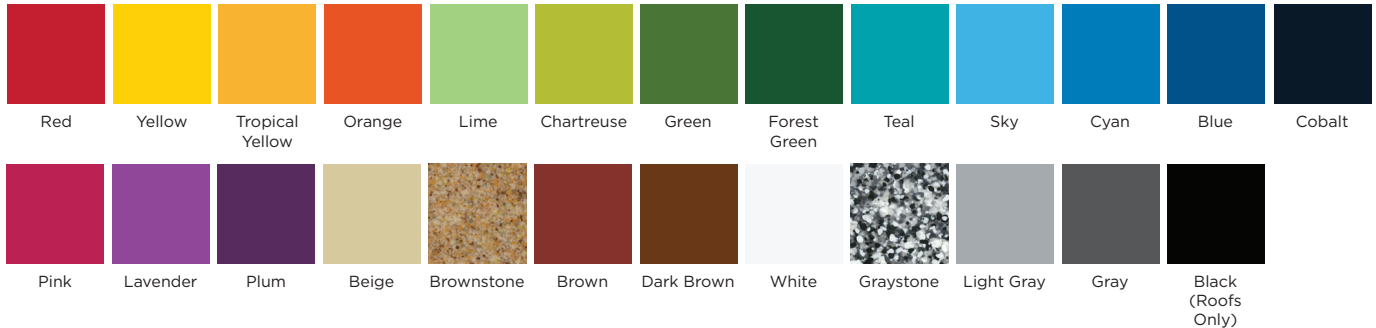
Age Groups Decks are available in various heights and shapes.

Hardware Kid's Choice fasteners are Tamper Resistance, Stainless Steel.

Color Choices

Rock-ite® Plastic Color Choice

Roofs, Slides, Big Timber® Components, Crawl Tubes, Bongos™, Bumpers and Panels.



Mira-Cote® Powder-Coated Painted Metal Color Choices

Posts, Arches, Swings and Accents (Railings & Climbers).



Miracle Swing Seat Colors

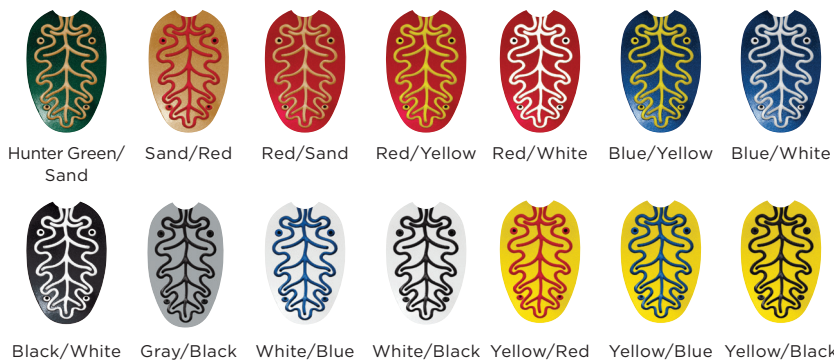


Textured Mira-Therm™ Color Choices

Mira-Therm™ coatings for Decks, Steps, Ramps, Bridges and Cargo Climbers are available in either orthophthalate-free Mira-Therm™ 2 (vinyl) or Mira-Therm™ PE (polyethylene)-based coatings with anti-microbial enhancements.



Mira-Lene™ Panel Color Choices



Antimicrobial Painted Metal Colors

This proprietary treatment helps prevent bacterial, mold, algae growth and stains.



Colors are subject to change without notice. These color swatches above are for reference only, and are an approximation that do not reflect the properties of physical materials, and can vary when printed. For more information on color samples and the most up-to-date specifications consult your local representative. Miracle Recreation uses high quality materials and state of the art manufacturing processes. Commercial playgrounds and products are subjected to years of environmental and solar exposure. Such extreme exposure takes its toll on paints and pigments, and all colors will fade over time. Miracle Recreation does not warrant against color fading or discoloration. It is important to properly maintain your playground to ensure its longevity. Depending on environmental conditions at your location, the installation of fabric shade structures may help to delay fading and discoloration.

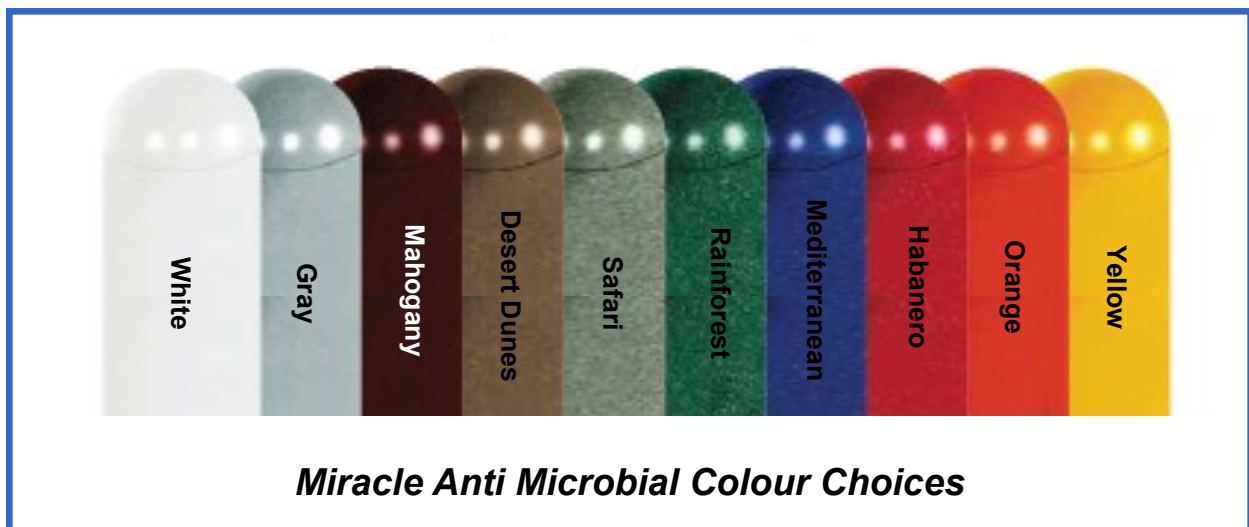


Tot's CHOICE POSTS

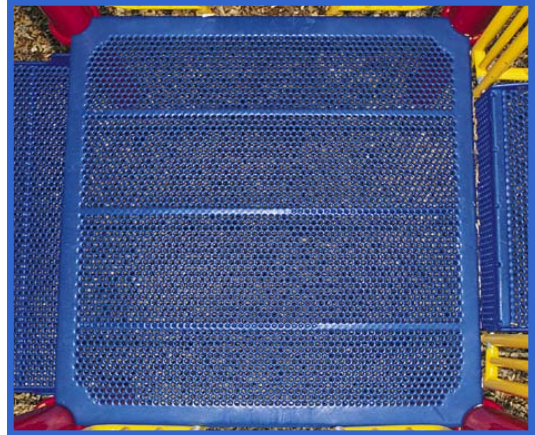
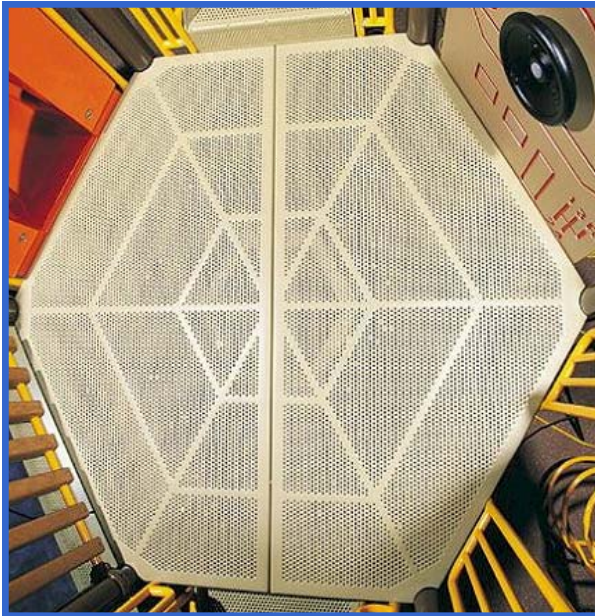


Mira-Cote Powder Coated Painted Metal Colour Choices

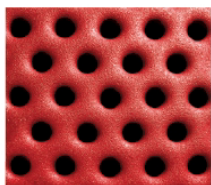
Tot's Choice Steel Posts shall be constructed of 3-1/2" tube. Posts not designed for roof assemblies shall have 3-1/2" round end caps pressed in at the factory. Aluminum posts shall be constructed of 3-1/2" aluminum tube. Posts not designed for roof assemblies shall have 3-1/2" round end caps pressed in at the factory. Components shall be field assembled to Posts by means of Versalock Fasteners. Fasteners shall be corrosion resistant, stainless steel, vandal resistant hardware.



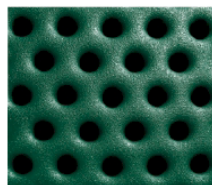
TOT'S CHOICE DECKS



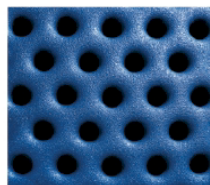
Textured Mira-Therm Colour Choices



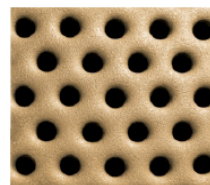
Red



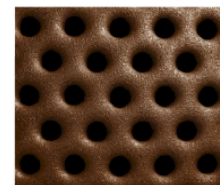
Hunter Green



Royal Blue



Sand



Brown

Specifications:

Decks shall be constructed with folded 11ga steel sheet forming 3" tall sides. Decking sheets shall be perforated with a staggered pattern of 3/8" diameter holes at 5/8" apart center to center. The decking shall have 3/16" x 1-12" flat steel braces. The entire assembly shall be solid welded prior to PVC coating. All deck surfaces shall be coated in Mira Therm. Clamps shall have a Mira Cote finish. Fasteners shall be corrosion resistant, stainless steel, vandal resistant hardware.

TOT'S CHOICE TRANSFER POINT



Specifications:

The Transfer Point decking is made of 11ga steel sheet perforated with a staggered pattern of 3/8" diameter holes at 5/8" apart center-to-center. The deck frame is made by folding edges to form 3" tall walls. The deck support is made of 7ga by 1-1/2" flat. The entire assembly is solid welded. The stair is made of 11ga steel stringers with decking constructed of 11 ga. steel sheet perforated with a staggered pattern of 3/8" diameter holes at 5/8" apart center-to-center. The step assemblies are solid welded, with each transfer-point-to-deck step measuring 41-1/2" wide by 14" deep. The Bottom step also will be constructed of 11ga steel sheet with folded edges and an identical perf pattern, and will measure approximately 26" wide by 14" deep and rise approximately 6-1/2". The transfer-point-to-deck handrail assemblies each consist of a formed top and formed bottom rail of 1" pipe, a bolting plate, and a vertical handrail support. The bottom step handrail shall be constructed of 1" pipe, a bolting plate, and a vertical handrail support. Bolting plates are made of 7ga G-90 galvanized. Each assembly shall be solid welded. The legs each shall be 1" pipe with ends mashed and punched for field assembly to step. Each assembly shall contain Versalok Fasteners and the fasteners shall be corrosion resistant, stainless steel, vandal resistant hardware. The transfer point platform, stair and bottom step shall have a Mira-Therm finish. The handrails, legs and clamps shall be finished in Mira-Cote.

TC ADA STAIRS BETWEEN DECKS 1' RISE



Specifications:

ADA Steps Between Decks 1 Foot Rise is made of 11ga steel stringers with treads of 11ga steel sheet perforated with a staggering pattern of 3/8" diameter holes at 5/8" apart center to center, solid welded with PVC-dip coating. Bolting brackets are made of 11ga black. The handrails each shall consist of a top rail, bottom rail, a support rail, and sleeve connector, all constructed of 1" tube. Each handrail assembly shall be solid welded. The handrail support castings shall be aluminum alloy. The Fasteners shall be corrosion resistant, stainless steel, vandal resistant hardware.

TOT'S CHOICE BIG TIMBER POST TOPPER



Specifications:

Big Timber Post Topper is constructed of Rockite and will measure 50" in width, 60" in length and 24" in height. Fasteners are corrosion resistant, stainless steel, vandal resistant hardware.



CHAMELEON SLIDE SYSTEM



Specifications:

Chameleon Slide System is a componentized, modular slide assembly system designed to provide maximum configuration versatility. The slides, which can be configured from an entry and exit section, and left, right Or straight sections are constructed of 1/4" to 5/16" wall Rockite. Left, right and straight sections can be interchanged. The bedway sections, entry panel and exit section shall be constructed of double wall Rockite with a 23" bedway and 11-1/2" high sidewall. The entry panel shall be Rockite and will be supported by a rung of 1" pipe. The "T" front leg shall be constructed of a vertical 2" pipe and a horizontal 1/4" x 3" flat steel plate, solid welded. Support legs will be constructed of 2" pipe and a mounting bracket of 7ga sheet. The support rung, front leg assembly, support leg and mounting bracket shall have a Mira-Cote finish. The Rockite will have colour molded in. Fasteners shall be corrosion resistant, stainless steel, vandal resistant hardware.

TOT'S CHOICE SIDE BY SIDE SLIDE W/CANOPY



Specifications:

Side by Side Slide is an open dual bedway, Rockite slide with a bedway thickness of 3". The slide is made of Rockite with "T" nits incorporated internally for field attachment of the legs and at the top end for attaching to the deck. The front leg is made of a vertical 2" pipe and a 1-1/4" x 3 1/4" channel top made of 11ga sheet welded to the upright in a "T" configuration. The wide slide canopy will be made of Rockite with threaded fasteners incorporated internally for assembly. It shall be field assembled to the posts via clamps and a rung of 1" pipe. The Rockite slide and canopy shall have color molded in and the leg and clamps shall have a Mira-Cote finish. Fasteners shall be corrosion resistant, stainless steel, vandal resistant hardware.



TOT'S CHOICE HONEYCOMB CLIMBER



Specifications:

Honeycomb Climber assembly consists of Rockite Honeycomb segments, top and middle rungs, and stub assemblies. The Honeycomb segments are made of Rockite. Rungs are made of 1" pipe drilled, with plastic pipe plugs or threaded aluminum inserts factory installed. Stubs are 1" pipe with a 3" diameter tab of 11ga sheet solid welded. The arch deck enclosure consists of a frame (top and inside support rails) and arched upright and vertical rungs within the frame, all solid welded. The rails shall be constructed of 1" pipe, solid welded. The archway and vertical rungs are made of 1" tube. The deck climber bracket is constructed of 7ga steel sheet measuring 3" x 3" x 30-3/4" solid welded. The 2 handrails shall be constructed of 1" pipe with 3/8" aluminum inserts in the top ends of each. Fasteners are corrosion resistant, stainless steel, vandal resistant hardware. The arch enclosure, handrails, stubs and clamps will have a Mira-Cote finish. The deck climber bracket is finished in Mira-Therm. The honeycomb sections will have molded-in colour.

TOT'S CHOICE HORIZONTAL "S" LADDER



Specifications:

The Horizontal "S" Ladder rails and crossbars are made of 2" pipe. Ladder rungs shall be constructed of 1" pipe. Ladder assemblies shall be solid welded. Header supports are aluminum alloy. All Versalok Fasteners for deck and component attachment shall be aluminum alloy. All hardware shall be corrosion resistant, stainless steel, vandal resistant. The Versalok Fasteners and horizontal ladder assemblies shall have a Mira-cote finish.

TOT'S CHOICE INCLINED LOOP BRIDGE



Specifications:

Inclined Loop Bridge will have side rails of formed 1-1/2" pipe with blind fasteners in each end for field assembly to arch enclosures, with curved rungs of 1" tube solid welded to them. The assembly shall be 20" wide with a 96" span. The arch enclosure shall comprise top supports, a bottom support, and arched upright constructed of 1" pipe, drilled formed and mashed, and vertical rungs constructed of 3/4" x 1" oval tube, all solid welded. The assembly shall contain Versalok Fasteners and corrosion resistant, stainless steel, vandal resistant hardware. The Inclined Loop Climber, clamps and enclosures shall be finished in Mira-Cote.

TOT'S CHOICE TWISTED VINE CLIMBER



Specifications:

Twisted Vine Climber is made of 1-1/4" pipe, 10ga with mounting plates of 7ga galvanized also solid welded. Plastic pipe plugs shall close support stub ends. The rail's top end shall be swaged and will have a threaded aluminum insert factory installed. Leaf pads (stepping surfaces to be field assembled to mounting plates) are made of Mira-Lene routed with an oak leaf design. The enclosure assembly shall comprise top supports, an arched upright and extension tube sleeve, all constructed of 1" pipe, drilled, formed and mashed, and vertical rungs constructed of 1" tube, all solid welded. The assembly contains Versalock Fasteners. The climber rail with support tubes and mounting plates and arched entry enclosure are finished in Mira-Cote. The leaf pads shall have colour molded in.

THURWAY PANEL



Specifications:

The Thurway Panel shall be constructed of Mira-Lene™. The panels shall be supported between posts by tops and bottom rungs (as required) of 1" pipe, each with two tabs of 11 ga. A-60 Galvannealed sheet, solid welded.

In addition to above panel materials, panel shall feature a combination of ¼" and ½" HDPE interactive accents fastened to the panel. The panel shall attach to the panel bracket with a tab of 7 ga. A-60 Galvannealed sheet.

ACTIVITY PANEL INSERTS



Solar Explorer



Tumble Cog



Tongue Drum



Bongo Panel



Chimes



3 Bells



Make It Rain

Specifications:

Insert Panel options shall be constructed from a combination of 1/2" thick high-density polyethylene, 3/4" thick high-density polyethylene, 3/16" thick polycarbonate, linear low-density polyethylene caps and stainless steel ball bearings.

MUSEUM WASHER PANEL



Specifications:

Museum Pin Panel

The two frame weldments shall be made of 3-1/2" O.D. x 11 gauge galvanized tube, 2-3/8" O.D. x 16 gauge galvanized tube, and 11 gauge galvanized sheet. Footings for bolt down version will be made from 3/8" A36 plate and welded to the main frame. The weldment used to mount the drum event will be made of 1-5/8" O.D. x 11 gauge galvanized tube, and 11 gauge galvanized sheet, and 1.315" O.D. x 11 gauge galvanized tube. The weldment for the spinner events shall be made on 7 gauge sheet steel and 1215 steel. Router events shall be made of 3/4" laminated high-density polyethylene or 1/2" laminated high-density polyethylene. All fastening hardware shall be Fastener Style A. The frame shall have a Mira-Cote finish.

KID'S CHOICE TELEVISION PANEL



Specifications:

The View Groove Panel is designed to stimulate imagination and creative play, may be freestanding, clustered or below deck. The panels shall be constructed of Mira-Lene with all corners rounded. Panels shall measure 36-1/2" x 40" and shall contain routed designs in several themes. The panel shall be supported between posts by top and bottom rungs of 1" pipe, each with two tabs of 11 ga. A-60 Galvannealed sheet, solid welded.

TOT'S CHOICE WALL ENCLOSURE



Specifications:

The Wall Enclosure consists of a welded assembly consisting of a top and bottom rail comprised of 1" pipe and uprights constructed of 3/4 x 1" oval tube, solid welded. The mounting brackets are 11ga A-60 Galvannealed sheet steel, welded to the wall enclosure. The enclosure rungs, uprights, and mounting bracket have a Mira-Cote finish. The Fasteners shall be corrosion resistant, stainless steel, vandal resistant hardware.



2 WAY ANIMAL HOP



Specifications:

2 Way Animal Hop has a box assembly hub with sides of 7 ga. sheet steel, a 7/16" x 18" x 18" base plate, and a 3/4" x 1-1/4" steel pin. The enclosure shall consist of angled plate, constructed of 1/4" steel plate, a top brace constructed of 1/4" x 1-1/2" flat, and a 1-5/8" steel pin. The top cap shall be constructed of 11 ga. sheet and 1/4" x 1-1/2" flat. The rider body shall consist of a Rockite figure or mold positive supported by a body frame. Wall thickness of molded components shall be 3/16" to 1/4". The body frame shall be constructed of 1-1/2" tube, handholds of 1" O.D. 14 ga. tube, a cross brace of 1-1/2" x 1-1/2" x 3/16" angle, and a mounting plate base constructed of 7 ga. sheet. The frame assembly shall be solid welded. Each arm shall consist of an arm channel and an animal channel, both constructed of 4" x 2" x 3/16" rectangular tube, a gusset constructed of 1/4" x 2" flat, angled plate constructed of 1/4" steel plate, a top brace constructed of 1/4" x 1-1/2" flat, and a 3/4" x 1-1/4" steel pin and a 1-5/8" steel pin. Each arm assembly shall be solid welded. Each footrest shall consist of a formed 1" tube footrest bar (with 1" stainless steel plugs Closing ends), with two tie bars of 1/4" flat solid welded. Fasteners shall be corrosion resistant, stainless steel, vandal resistant hardware. The box assembly, arms and enclosures shall have a Perma-Guard finish. The footrests shall be finished in Mira-Cote. The animal figures shall have color molded in and shall be finished in a base coat with colorful trim.

PlaySoft Superior Recycled Rubber Colours



Colours as shown are for guidance only. Final selection should be made from the sample dishes.



URE-TECH SURFACES

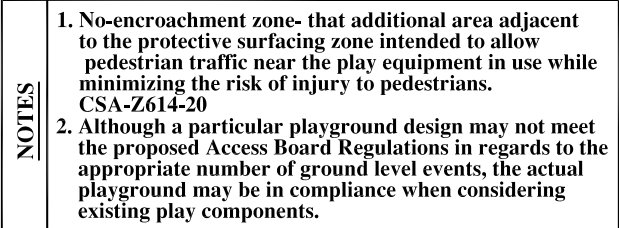
tel: 905-623-0600 • fax: 905-248-3180

www.ure-techsurfaces.com • info@ure-techsurfaces.com

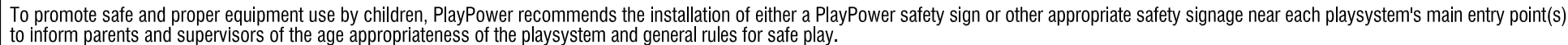
January 28, 2020
rev.1

AREA: 166.20 SQ.M.
PERIMETER: 52.121M
The information provided is for
estimation purposes only.

Play Area Capacity: 55-65



ANNEX H REQUIREMENTS FOR NUMBER OF PLAY COMPONENTS SHOWN TO NUMBER REQUIRED			
AGE 18mo-12	ELEVATED PLAY ACTIVITIES - TOTAL	<u>8</u>	
	ELEVATED PLAY ACTIVITIES ACCESSIBLE BY TRANSFER	<u>7</u>	REQ'D <u>4</u>
	ELEVATED PLAY ACTIVITIES ACCESSIBLE BY RAMP	<u>0</u>	REQ'D <u>0</u>
	GROUND LEVEL ACTIVITY TYPE	<u>3</u>	REQ'D <u>3</u>
	GROUND LEVEL ACTIVITY QUANTITY	<u>4</u>	REQ'D <u>3</u>

159



CAN250111A - View 1

**RFP202555 London & Middlesex Community Housing
Playground Pond Mills**







CAN250111A - View 4

**RFP202555 London & Middlesex Community Housing
Playground Pond Mills**

This list is provided as a design aid only.

Actual compliance to accessibility standards is dependent on design and final installation and is the sole responsibility of the Sales Representative.

Accessibility Chart

Drawing Name:	RFP202555 London & Middlesex Community Housing Playground Pond Mills
Project Number:	CAN250111A

Age Group: 2-12			
Elevated Play Activities Total:	8		
Elevated Play Activities Accessible By Transfer:	7	Req'd:	4
Elevated Play Activities Accessible By Ramp:	0	Req'd:	0
Ground Level Activity Type:	3	Req'd:	3
Ground Level Quantity:	4	Req'd:	3

Description	Elevation	Access	Type of Play	Qty
5' SIDE-BY-SIDE SLIDE W/CANOPY (3' DECK)	Elevated	Transfer	SLIDE	1
CHAM II DBL SLIDE 5'	Elevated	Transfer	SLIDE	2
HONEYCOMB CLIMBER W/ARCH ENCLOSURE (5' DECK)	Elevated	Transfer	CLIMBER	1
HORIZONTAL "S" LADDER (ONLY)	Elevated	None	UPPER_BODY_CLIMBER	1
INCLINE LOOP BRIDGE BETWEEN DECKS W/2' RISE	Elevated	Transfer	BALANCING_EQUIP	1
MUSEUM WASHER PANEL	Elevated	Transfer	MANIPULATIVE_EQUIP	1
TWISTED VINE CLIMBER (5' DECK)	Elevated	Transfer	CLIMBER	1
SOLAR EXPLORER INSERT	Ground	Ground	MANIPULATIVE_EQUIP	1
TELEVISION PANEL (BELOW DECK ONLY)	Ground	Ground	IMAGINATION_PANEL	1
THRUWAY PANEL (BELOW DECK)	Ground	Ground	IMAGINATION_PANEL	1
TWO-WAY ANIMAL HOP	Ground	Ground	SPRING_ROCKER	1



IPEMA CSA Z614:20 UPDATE NO. 1 CERTIFICATE OF COMPLIANCE

ISSUE DATE: May 28, 2025

Requested By: PlayPower LT Canada,

Project: Playground Pond Mills

In the interest of public playground safety, IPEMA provides a third-party certification service whereby TÜV SÜD America validates a manufacturer's certification of conformance to CSA Z614:20 Update No. 1 (excluding clauses 10 and 11) Children's Playspaces and Equipment.

The manufacturer listed below has received written validation from TÜV SÜD America that the product(s) listed conform with the requirements of CSA Z614:20 Update No. 1 (excluding clauses 10 and 11).

This certificate is invalid if any component or part is replaced, unless purchased from the original manufacturer and assembled in accordance with the original equipment manufacturer's instructions. Check with the manufacturer to determine the validity of the certification of the product(s) listed prior to using this certificate for proof of certification.

MODEL #	COMMERCIAL NAME OF PRODUCT	PRODUCT LINE	MANUFACTURER
718-816-1	WIRE MESH ENCLOSURE	Tots' Choice	Miracle Recreation Equipment Company
718-816-48	WALL FOR LOWER DECK-48" DIFFERENCE	Tots' Choice	Miracle Recreation Equipment Company
718-816-36	WALL FOR LOWER DECK - 36" DIFFERENCE	Tots' Choice	Miracle Recreation Equipment Company
718-816-45	WALL ENCLOSURE FOR 511 WIDE SLIDE	Tots' Choice	Miracle Recreation Equipment Company
718-816B	WALL ENCLOSURE (BELOW DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-816	WALL ENCLOSURE	Tots' Choice	Miracle Recreation Equipment Company
718-816-42	WALL BETWEEN DECKS-42" DIFFERENCE	Tots' Choice	Miracle Recreation Equipment Company
718-816-30	WALL BETWEEN DECKS-30" DIFFERENCE	Tots' Choice	Miracle Recreation Equipment Company
718-502-9	SQUARE DECK (ATTACHES TO 4 POSTS) M THERM II	Tots' Choice	Miracle Recreation Equipment Company
718-549-42	POST ALUM 3 1/2" O.D. 106" (4' DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-549-32	POST ALUM 3 1/2" O.D. 106" (3' DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-549-4	POST 3 1/2" O.D. 106" (4' DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-549-3	POST 3 1/2" O.D. 106" (3' DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-574	Post 3 1/2" OD x 180"	Tots' Choice	Miracle Recreation Equipment Company
718-573	Post 3 1/2" OD x 162"	Tots' Choice	Miracle Recreation Equipment Company
718-552	Post 3 1/2" OD x 130"	Tots' Choice	Miracle Recreation Equipment Company
718-670-5	CHAMELEON II RIGHT SECTION	Tots' Choice	Miracle Recreation Equipment Company
718-670-M21	CHAMELEON II DOUBLE SLIDE-ENTRY/EXIT (5'-6'6" DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-986	BRIDGE LOOP INCLINE BETWEEN DECKS (2' RISE)	Tots' Choice	Miracle Recreation Equipment Company



IPEMA CSA Z614:20 UPDATE NO. 1 CERTIFICATE OF COMPLIANCE

ISSUE DATE: May 28, 2025

Requested By: PlayPower LT Canada,

Project: Playground Pond Mills

MODEL #	COMMERCIAL NAME OF PRODUCT	PRODUCT LINE	MANUFACTURER
718-620	BIG TIMBER POST TOPPER	Tots' Choice	Miracle Recreation Equipment Company
718-574-2	ALUM POST 3 1/2" O.D. X 180" FOR ROOF (5'6" TO 6' DECKS)	Tots' Choice	Miracle Recreation Equipment Company
718-573-2	ALUM POST 3 1/2" O.D. X 162" FOR ROOF (3'6" TO 5' DECKS)	Tots' Choice	Miracle Recreation Equipment Company
718-552-2	ALUM POST 3 1/2" O.D. X 130" (3' TO 5' DECK)	Tots' Choice	Miracle Recreation Equipment Company
718-551-2	ALUM POST 3 1/2" O.D. X 100" (2'6" DECKS OR LESS)	Tots' Choice	Miracle Recreation Equipment Company
718-959-9	ADA STAIR BETWEEN DECKS W/CLOSED HNDRL (2' RISE)	Tots' Choice	Miracle Recreation Equipment Company
718-816-24	24" BARRIER BETWEEN DECKS	Tots' Choice	Miracle Recreation Equipment Company
718-816-18	18" BARRIER BETWEEN DECKS	Tots' Choice	Miracle Recreation Equipment Company
718-816-12	12" BARRIER BETWEEN DECKS	Tots' Choice	Miracle Recreation Equipment Company
718-551	100" Post	Tots' Choice	Miracle Recreation Equipment Company
718-503-9	1/2 HEX FULL DECK (ATTACHES TO 4 POSTS) MTHERM II	Tots' Choice	Miracle Recreation Equipment Company

Project No.	Playgrounds	Author	Wendy Groves
		Revision	1



	ABC Playgrounds	Earthscape	Park N Play	Park N Water	PlayPower	FS Scott	
Playground Equipment	\$ 48,696.73	\$ 38,772.00	\$ 50,166.60	\$ 48,828.80	\$ 44,433.34	\$ 51,198.00	
Installation	\$ 17,992.20		\$ 15,524.93	\$ 22,562.50	\$ 28,355.00	\$ 28,590.00	
rubber Flooring	\$ 49,831.39	\$ 63,493.00	\$ 59,137.21	\$ 52,325.00	\$ 48,563.88	\$ 45,800.00	
2 Benches	\$ 2,497.18		\$ 4,184.46	\$ 3,981.25	\$ 1,541.70	\$ 1,502.00	
Freight	\$ 1,585.28				\$ 2,625.00		
Site Prep	\$ 9,176.47						
		\$ 18,792.00		\$ 1,250.00			
		\$ 990.00					
Sub Total	\$ 129,779.25	\$ 122,047.00	\$ 129,013.20	\$ 128,947.55	\$ 125,518.92	\$ 127,090.00	\$ -
HST	\$ 16,871.30	\$ 15,866.11	\$ 16,771.72	\$ 16,763.18	\$ 16,317.46	\$ 16,521.70	\$ -
Total	\$ 146,650.55		\$ 145,784.92	\$ 145,710.73	\$ 141,836.38	\$ 143,611.70	
	Removed due to equipment selection	Removed due to equipment selection					

**Boullee and Penny Lane Siding Replacement
STAFF REPORT – 2025-30**

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: Boullee and Penny Lane Siding Replacement

DATE : August 12, 2025

PURPOSE:

The purpose of this report is to seek approval for the allocation of CMHC program funds, the reallocation of capital budgeted project funds (displaced from capital projects receiving COCHI funding) and the reallocation of excess capital budgeted project funds (available from an over budgeted roofing project) to complete full siding replacement at 20 semidetached homes located on Penny Lane in Strathroy and the Boullee town home family site in London.

RECOMMENDATION:

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

1. **RECEIVE** this report for information.
2. **APPROVE** a budget allocation of \$719,689 within the CMHC program to project 2021-cmhc-14c Exterior Works at Boullee in support of building envelope repair and siding replacement at the Boullee townhouse family site.
3. **APPROVE** a new 2025 capital budget project, Penny Lane Siding 2025-0042 for \$250,000.
4. **APPROVE** a total budget reallocation of \$740,311 displaced by COCHI funding from 7 capital projects listed in *Reason for Recommendation #4* to Penny Lane Siding 2025-0042 (\$250,000) and to Family Sites Envelope Upgrades/Repair 2024-0010 (\$490,311).
5. **APPROVE** a budget reallocation of \$400,000 from Walnut Roof Replacement 2025-0018 to Family Sites Envelope Upgrades/Repair 2024-0010.
6. **AUTHORIZE** LMHC staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

Recent review by LMCH staff of the appearance and durability of siding at all family sites within the LMCH portfolio determined that the Penny Lane and Boullee sites required total siding replacement.

Penny Lane

The properties at Penny Lane in Strathroy were built in 1975. There are twenty (20) semi-detached units within this site, ten (10) buildings in total. The current metal siding is in poor condition, exhibiting fading, dents, and missing panels. The siding surfaces are faded with a chalky, dull finish, which contributes to poor curb appeal. It is estimated that up to \$250,000 is required to replace the siding at all ten buildings.

Boullee

The 136-unit family site at Boullee is divided up among 24 buildings. All buildings exhibit missing, loose, and/or damaged siding, fascia and soffit, as well as spalled brick. The siding on the buildings surrounding the playground and leading out to Boullee Street is in very poor condition, with large holes from what appears to be a pellet gun, giving access for birds to fly in and set up nests. Other buildings throughout the site exhibit similar damage, but to a lesser extent. A recent report by Edison Engineering on the condition of the building envelopes of all Boullee buildings concluded that full replacement of vinyl siding throughout the family site could cost up to \$1.8mill, with required masonry and foundation repairs estimated to cost an additional \$260,000.

Reason for Recommendation #2:

In previous FAR reporting pertaining to the CMHC program, a budget allocation of \$783k was approved and took effect in Q3 2024 for 2021-CMHC-14c Exterior Works at Boullee. This was for hard surface repair and replacement throughout the site and was completed at a cost of just under \$750k. Unspent and unallocated funds within the CMHC program are available for further allocation to 2021-cmhc-14c Exterior Works in support of siding replacement throughout the Boullee family site. An amount of \$719,689 is required to make up the shortfall in available funds for this initiative, as shown in the Financial Impact section.

Reason for Recommendation #3:

A recent quote from a reputable local siding contractor was received for \$235,040, including HST, to replace all siding at Penny Lane. Due to the significant financial cost and multiple buildings on site, and to mitigate project risk by issuing detailed specifications to receive additional quotes, an RFP would need to be generated via a consultant with expected fees of \$12,430. Therefore, a recommended amount of \$250,000 in a new 2025 capital project budget *2025-0042 Penny Lane Siding* requires approval to proceed with this initiative.

Reason for Recommendation #4:

Early in 2025, COCHI funding was made available to LMCH for various projects and sites throughout the LMCH portfolio. As these projects encompassed approved capital budgets and are to be completed by the end of 2025, funds are available for reallocation to other capital projects. The displaced capital projects and resultant funds made available via COCHI funding are outlined in the table below.

Project #	Project Title	Original Budget Allocation	Expected Spending	Money Held for Contingency	Expected COCHI Reimbursement	Money Available for Reallocation
2022-0011	Asphalt Restoration - Ellen, Head, York	\$ 223,000	\$ 308,995		\$ 225,000	\$ 139,005
2023-0029	Bella Windows	\$ 87,139	\$ 87,139		\$ 87,139	\$ 87,139
2025-0012	Bella Roof	\$ 150,000	\$ 150,000		\$ 150,000	\$ 150,000
2025-0013	Head Roof	\$ 150,000	\$ 150,000		\$ 150,000	\$ 150,000
2025-0020	Bella Windows	\$ 250,000	\$ 241,344	\$ 50,000	\$ 100,406	\$ 59,062
2025-0024	Bella Paving	\$ 100,000	\$ 100,000		\$ 100,000	\$ 100,000
2025-0021	Head Windows	\$ 150,000	\$ 194,895	\$ 50,000	\$ 150,000	\$ 55,105
						\$ 740,311

It is recommended that the total available capital funds of \$740,311 be reallocated from the projects identified in the table above as follows:

- \$250,000 to Penny Lane Siding 2025-0042, and
- \$490,311 to Family Sites Envelope Upgrades/Repair.

Reason for Recommendation #5:

The Walnut Roof Replacement project 2025-0018 was budgeted at \$600,000 and approved in the 2025 capital budget to effect full roof replacement of both the upper and lower roofs. Upon review and thorough investigation of the entire roof system at Walnut, it was determined that the lower roof requires full replacement, while the upper roof is in good condition with no visible signs of leakage or damage. The cost to replace the lower roof is \$200,000. Therefore, it is recommended that the remaining \$400,000 in excess capital funds be reallocated to 2024-0010 Family Sites Envelope Upgrades/Repair.

TENANT IMPACT

Notices will be given to all tenants in both family sites regarding construction schedules, safety requirements, and disposal of construction waste protocols. All sites under construction will be monitored to ensure adherence to the requirements and protocols (e.g. contractors to make the site safe at the end of the workday, and to ensure construction waste is disposed of properly and out of reach of children on site).

Upon completion, tenants will enjoy a more appealing exterior on their individual units and throughout the entire family site in their respective developments.

FINANCIAL IMPACT

The financial requirements of this initiative are summarized as follows:

Projects' Needs	\$'s	Available Funds	\$'s
Penny Lane:		Penny Lane:	
- siding replacement (new project budget 2025-0042)	250,000	- COCHI displaced capital	250,000
Boullee:		Boullee:	
- siding replacement	1,800,000	- 2025-0009 spalling brick and gable repair (existing project budget)	400,000
- masonry repairs	110,000	- 2024-0010 family site envelope upgrades (existing project budget)	150,000
- foundation repairs	150,000	- Walnut roof replacement excess	400,000
- other envelope repairs	100,000	- COCHI displaced capital	490,311
- total Boullee	2,160,000	- 2021-cmhc-14c exterior works at Boullee (existing project budget)	719,689
Total Projects	2,410,000	Total Available	2,410,000

PREPARED and SUBMITTED BY:	STAFF CONTACTS:
John Krill Director Asset Renewal	Bill Leslie Construction and Project Manager
	Terry Maslen Construction and Project Manager

Pest Control Services (2025-2027) – Contract Award

STAFF REPORT 2025-31

TO: LMCH Board of Directors

FROM: Sara De Candido, Chief Operating Officer

SUBJECT: Pest Control Services (2025-2027) – Contract Award Recommendation

DATE : August 12, 2025

PURPOSE:

To seek Board of Directors approval to award Pest Control Services contracts to two vendors, in accordance with LMCH's Purchasing Policies and Guidelines.

RECOMMENDATION:

That the Board of Directors APPROVE the following recommendations:

1. **APPROVE** the award of contract for Pest Control Services (RFP 2025 – 003) to two service providers as set out in this report for a two-year term with up to two optional 1-year extensions.
2. **Approve** entering into a service agreement with **Global Pest Solutions (GPS)**.
3. **Approve** entering into a service agreement with **Pest Control Plus Inc. (PCP)**.
4. **Authorize** LMCH staff to execute all necessary actions to implement the above agreements.

BACKGROUND:

As a landlord, LMCH has a responsibility to develop a pest management program that includes proactive inspections, treatment of common areas, as well as a complaint-based inspection and treatment program. Integrated Pest Management Programs provide a framework to respond to pest complaints in a coordinated manner with the objective of reducing the frequency and severity of pest infestations for tenants, within units, and in LMCH buildings.

Pest control continues to be a challenge for residential property management and, as noted in regular reports to the Board of Directors, this has been a historically complex operational challenge for LMCH. In the last quarter, the overall infestation rate was 24% and remains above the annual target of 15%.

LMCH has made significant improvements in the development and implementation of an Integrated Pest Management Program, addressing systemic challenges in timely service

delivery, significant tenant refusals, lack of preparation of units requiring treatment, and lack of tenant engagement/communication related to pest control services. LMCH has an Integrated Pest Management Program in place and will be releasing an improved guide for pest control for tenants in the coming weeks.

The revised Pest Control Program targets an 80% reduction in pest prevalence across all LMCH properties through a dual-vendor strategy designed to:

- Increase vendor accountability via regular performance reporting and review.
- Improve service flexibility by aligning vendor strengths to specific site needs.
- Enhance tenant education, preparation, and cooperation in the treatment process.

Following a competitive procurement process, the LMCH Evaluation Committee selected two qualified proponents to support this initiative.

TENANT IMPACT:

The proposed service model delivers improved service quality, consistency, and educational resources:

- Tenant Preparation Support:
 - PCP to provide pest prep videos accessible via QR codes.
 - Consistent prep instructions to be standardized across both vendors.
 - Prep services priced using a uniform three-tier clutter scale.
- Flexible Treatment Approach:
 - Customizable treatment cycles with shared treatment histories to avoid over- or under-treatment.
 - Product adjustments tailored to infestation severity for optimal clearance rates.
- Ongoing Education & Reporting:
 - Group or one-on-one tenant education sessions.
 - Customizable and monitored reporting systems to ensure timely resolution.

IMPLEMENTATION PLAN:

The dual vendor approach, supported by interview responses and dialogue through the RFP process, signals a commitment from PCP and GPS for ongoing quality improvement and alignment LMCH performance targets.

- PCP is operationally ready to service 60% of the portfolio immediately.
- GPS will achieve full-service readiness within 30 days.
- Service Allocation:
 - PCP: Adult and Family sites (structured approach).
 - GPS: Senior and County sites (adaptable approach).
- Assignments remain flexible to align with evolving tenant needs while maintaining consistency and quality.

FINANCIAL IMPACT:

LMCH pest control costs have increased significantly since 2019. This reflects increased treatment cycle lengths, increased costs for tenant prep support, and adjustments to product/treatment approach that have a higher cost per treatment. Through this contract award, LMCH has negotiated standardized pricing that delivers a 16% cost reduction versus prior treatment rates and represents a potential savings from the provisional budget forecasted in August 2025.

LEGAL IMPACT / RISK MANAGEMENT:

Pest Control Services Providers are licensed and regulated by the Province of Ontario. A requirement of the contract award is that the service provider maintain all required licenses through the term of the contract. LMCH will work with the vendor to ensure all required licenses, WSIB coverage certificates, and similar compliance documents are maintained in the file.

CONCLUSION:

The award of Pest Control Services contracts to Global Pest Solutions and Pest Control Plus Inc. is recommended based on competitive procurement results, cost savings, and service quality enhancements.

The negotiated pricing model ensures cost containment and standardization for the full contract term.

ATTACHMENT: APPENDIX A IN CAMERA RFP Scoring Matrix

PREPARED and SUBMITTED BY:	STAFF CONTACT
SARA DE CANDIDO Chief Operating Officer	SHERRY TUNKS, PROCUREMENT MANAGER