

COO Report

TO: LMCH PSH Committee

FROM: Sara De Candido, Chief Operating Officer

SUBJECT: COO Update

DATE: August 5, 2025

PURPOSE:

The purpose of this report is to provide updates to the People, Services and Housing Committee on strategic initiatives, and to receive direction on matters that need Board/Committee Direction.

RECOMMENDATION:

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

UPDATES:

Key Organizational Activities

PAWS Canada Partnership – Parvovirus Vaccine Clinic

In collaboration with PAWS Canada, LMCH hosted a parvovirus vaccination and registration clinic on-site at 345/349 Wharncliffe Road. While the event drew some media attention, overall public sentiment has remained lively yet, neutral. Notably, no dogs tested positive for parvovirus. A follow-up booster clinic is scheduled for August 6, 2025. This initiative has strengthened LMCH's working relationships with municipal and provincial animal welfare authorities and LMCH will continue to support tenants to access information and resources available to them.

Newbury Tenant Situation and Inspection Response

Following the Board's notification on July 17 regarding an escalating tenant situation in Newbury, LMCH accelerated the schedule for annual and common area inspections. These actions were taken to both de-escalate the situation and to demonstrate organizational accountability regarding tenant concerns and health and safety obligations. While the tenant matter remains active, LMCH is confident that appropriate steps have been taken to support site stability and mitigate risk.

Annual Unit Inspections – Progress and Improvements

LMCH's annual unit inspections are proceeding as scheduled, with full portfolio completion anticipated by year-end. Weekly inspections involve LMCH staff, the local fire department, the Electrical Safety Authority, our Fire Life Safety contractor, and pest control partners. The newly implemented digital inspection tool has significantly enhanced our ability to capture images, log conditions, issue real-time work orders, and store data. This tool will support more proactive maintenance strategies, cost recoveries, and overall portfolio performance monitoring.

Tenant Arrears – Family Sites Focus

Arrears trend upward across the portfolio, with primary focus at family sites. LMCH is actively working with the City's Life Stabilization team to assess tenant eligibility for arrears relief through available municipal supports. This targeted review is underway and expected to conclude in fall 2025.

Community Engagement Events

LMCH is pleased to announce two upcoming community events aimed at youth engagement and neighbourhood development. The London Nationals Hockey Club will participate in the Southdale grand opening and carnival, supporting programming and activities. Additionally, London's very own NBA player, Shaedon Sharpe, will return to host a back-to-school basketball event at Limberlost on August 14th. These events are important community-building opportunities for LMCH tenants and partners.

Organizational Review – Implementation Update

As part of LMCH's operational transformation, the first phase of leadership recruitment is well underway. Interviews are currently being conducted for three Senior Manager roles in Tenant Experience, Property Services, and Community Safety & Wellbeing. Manager-level recruitment will follow in the fall. These roles are critical to building an aligned, accountable structure that better supports tenant success and property performance.

Reimagine Southdale-Tenant Operations

Planning continues for Southdale's regeneration and occupancy. Key developments include:

- Ongoing collaboration with the city to identify suitable tenants for rent-up.
- Postponement of the original ribbon-cutting and carnival due to construction delays. Revised dates are under consideration, aligned with a realistic building turnover timeline.

Addressing Racism, Harassment, and Oppression

LMCH continues to face incidents of racism, harassment, and discrimination impacting both tenants and staff. Recent events include graffiti and allegations of serious staff-directed aggression. In response, LMCH has issued internal communications reinforcing zero-tolerance expectations and reporting protocols. "RESPECT" signage will be installed across LMCH communities to foster an environment of dignity and accountability for all.

PREPARED BY:
Sara De Candido Chief Operating Officer

Update from Senior Manager, Property Services

TO: LMCH People, Services & Housing Committee

FROM: Christine Poirier, Senior Manager, Property Services

SUBJECT: Update from Senior Manager, Property Services

DATE: August 5, 2025

PURPOSE:

The purpose of the report is to provide updates to the People Service and Housing Committee on the status of key initiatives previously approved, introduce items that may come before the Committee in future meetings, and provide updates on meetings, events, or activities that may be of interest to the Committee.

RECOMMENDATIONS:

That the Update from the Senior Manager, Property Services report **BE RECEIVED** for information.

Vacancy Update

The vacancy rate increased in Q2 from 1.6% to 3.5% due to an influx of completed CMHC units. When the units have been completed through the CMHC Accessibility Program, they are turned over to the Property Services team for completion of minor maintenance and the final lock change. The average number of days to turn a unit decreased in Q2 from 86 days to 68 days. The average number of days units were sitting in active restoration at the end of Q2 was 46 days.

The property services team will be meeting with current vendors throughout Q3 of 2025 to create a unit restoration vendor list that will be exclusive to unit turns. This will assist with reducing the number of days it takes to turn units. During this process, LMCH will create a standardized price list with the vendors to provide consistent unit turn pricing for budget tracking and better cost projections.

Service Request Standard

In Q2 2025 LMCH completed 93% of the emergent work orders, 90% of the urgent work orders, and 83% of the non-emergent work orders. These work order percentages are inclusive of new work orders entered at the end of the quarter. With the improved service standard timeline, priority is given to the emergent and urgent work orders. 15%

of the total number of work orders were from the after hour call centre which is consistent with Q1.

Annual Unit Inspections

Annual unit inspections commenced in early April and will conclude in late October of 2025. Participants at these inspections include members from the London Fire Department (LFD), Electrical Safety Authority (ESA), Pinchin, Fire & Life Safety (FLS) Vendor, Property Services, and Tenant Services team members.

The Property Services team utilized the Payquad mobile app to complete the inspections, which resulted in a more efficient process with visible results. At the end of July, the following information had been identified:

- 1637 units inspected within 25 properties
- .07% No access
 - 12 units have been rescheduled for a later date
- 6% Pest activity
 - 97 units identified with unreported pest presence
- 4% Clutter (70 units)
 - 41 units with major clutter
 - 29 units minor clutter
- 4% Cleanliness (72 units)
 - 58 units classified as poor
 - 14 units classified as fair
- 231 submitted maintenance requests

The Property Services and Tenant Services teams are working with tenants to reduce clutter, improve cleanliness, address unreported pest infestations, and complete all maintenance requests.

Integrated Pest Management Update

In Q2, LMCH and Orkin completed tenant pest control information sessions at the Kent St, Baseline Rd, McNay St, and Walnut St. sites. These four (4) sessions included a PowerPoint presentation that explained pest treatment cycles, how to prep units for treatment, what to do after treatment, and how to prevent pest infestations. A total of ninety-three (93) tenants attended these sessions. More information sessions will be planned with the new Pest Control Service Providers over the upcoming months.

In Q2 2025, the number of tenant refusals and units not prepped have decreased to below 1%. Units in the escalation process have increased to 12% due to tenant requests for unit prep assistance. These requests will be processed as LMCH continues to create the unit prep program with the new Pest Control Service Providers. The total number of units cleared increased to 61% and the total number of units being treated is at 28%.

However, 15% of the total number of units being treated are units being inspected and/or treated as preventative measures.

Throughout the month of August the new Pest Control service providers will meet with the pest management and property services teams to initiate services within the properties.

Payquad Update

LMCH is working with Payquad and Yardi for the final customizations of the maintenance request module. The tenant launch is planned for the first week in September. The LMCH Communications team, client services team, along with the property services team will be providing information flyers to the tenants in August. Payquad will be available for any and all tenant registration needs and assistance with navigating the portal.

The Payquad maintenance request module is a web-based portal for tenants to submit, track and communicate directly to the LMCH client services team for all maintenance requests. The tenants can log in 24/7 to submit all non-emergency requests for the LMCH team to address within regular business hours.

Once the module has been launched to the tenants, the client services team will work closely with the tenants throughout the maintenance request submissions process for accuracy and dispatch for timely completion by the property services team.

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
CHRISTINE POIRIER SENIOR MANAGER, PROPERTY SERVICES	SARA DE CANDIDO CHIEF OPERATIONS OFFICER

Q2 Community Development Update

TO: People, Services & Housing Committee

FROM: Lisa Luther- Community Engagement Manager

SUBJECT: Community Development Update

DATE: August 11, 2025

PURPOSE:

The purpose of this report is to provide an update to the People Services and Housing Committee on key Community Development events and initiatives that may be of interest to the Committee.

RECOMMENDATION:

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

UPDATES:

Guided by the principles of the LMCH Community Development Strategy, the Community Development (CD) team continues to lead intentional, tenant-focused programming that promotes community leadership, inclusion, and wellbeing.

In Q2 (April to June 2025), the CD team engaged tenants in community initiatives and events that resulted in over 1300+ connections. These initiatives focused on strengthening food security, reducing social isolation, celebrating identity, building skills, and encouraging tenant leadership.

Below is a snapshot of the key projects and highlights from Q2:

Dundas Community Needs Assessment

In June, LMCH completed a comprehensive and enhanced Community Needs Assessment (CNA) at Dundas, one of LMCH's highest-acuity communities. Recognizing the unique social, structural, and health-related challenges at this site, LMCH expanded the traditional CNA model to include collaboration across five internal service areas: Tenant Services, Property Services, Community Safety, Pest Management, and Community Development.

More than 180 surveys were collected, including feedback from 71 unique tenants. Findings were compiled and shared with internal teams to inform service improvements. Next steps will be shared with tenants from each service area at the August Tenant Talk. This updated CNA model will serve as a framework for future assessments in high-needs communities.

Seniors' Month Celebrations

In June, all six senior-designated sites hosted events celebrating Ontario's Seniors' Month. Over 65 tenants participated in a High Tea gathering or Legacy Book creation, emphasizing connection, storytelling, and peer support. Events were well-received and demonstrated the value of tenant-led choices in shaping programming.

Community Garden & Greening Initiatives

A number of garden-themed projects were held in Q2 to promote food security, beautification, and skill-building:

- **Bella & Dundas:** Tenants planted flowers in shared garden beds and balcony pots through CD Grants and PATCH-supported workshops.
- **Hale, Simcoe, Wharndcliffe:** Gardening workshops were hosted in partnership with LIHC and PATCH.
- **Pop-Up Produce Market:** Launched at Huron with Harvest Bucks funding. Four additional markets will continue over the summer in additional LMCH communities.
- **Beautiful Balconies Initiative:** Supported tenants to create inviting, plant-filled balcony spaces.

Community Building & Celebrations

Community-led and collaborative events were central to tenant engagement in Q2:

- **Picnic Paloozas at Bella and Simcoe** fostered social connections while linking tenants with LMCH teams and resources.
- **Berkshire Gardening Group and Social Circles** continued meeting regularly, maintaining gardens and building leadership capacity.
- **Tenant-led Food Initiatives** such as Hale Food Bank and Walnut Food Distribution reached 75–100 tenants weekly.

- **St. Vincent de Paul Events:** Seasonal BBQs, Beach Parties, and a Strawberry Social brought over 130 tenants and volunteers together across sites.

Health, Wellness, and Learning Opportunities

In partnership with LIHC, CreativeAge, LEADS, Anova, and others, tenants accessed diverse workshops, clinics, and info sessions:

- **Diabetes Care Sessions at Hale** included gardening, cooking, and foot care.
- **Nutrition and Food Education Sessions** took place at Commissioners and Wharncliffe.
- **Creative Art Workshops** offered seniors space to build skills and connect socially.
- **Employment Readiness Presentations** delivered in partnership with LEADS.
- **Anova's Lunch & Learns** raised awareness about intimate partner violence and support resources.

Summary and Outlook

In Q2, the Community Development team continued to expand its reach and impact through intentional partnerships, inclusive programming, and an emphasis on tenant leadership. From supporting food access and gardening projects to piloting new approaches to needs assessments, CD initiatives continue to reflect LMCH's commitment to building strong, resilient, and empowered communities.

APPENDIX A: Q2 Infographic

APPENDIX B: Dundas Community Needs Assessment Summary

PREPARED and SUBMITTED BY:	REVIEWED BY:
Lisa Luther Community Engagement Manager	Olesya Gren, Director, Tenant Services



April–June 2025

CD TEAM LED EVENTS & INITIATIVES



Bags of fresh produce
and essential groceries
distributed

945

1

New Social Circle
Established in a
LMCH Community



Tenants
participated in CD
Initiatives

166

150

Participants
in
Clean &
Green
Events



Seniors participated
in Senior’s Month
Celebrations

65

181

Responses to a
Community Needs
Assessment





April-June 2025

COMMUNITY PARTNER IMPACT

2658

Health & wellness
supports offered to
Senior communities



Tenants attended
Gardening and Food
Security Workshops

51

125

Participants in Art
Workshops



Participants in
Employment Workshops

13



Attendees at Community
BBQ's and Socials

130



Participants in Health &
Wellness Info Sessions

40

2

New Partnerships



Participants in
Community Safety
Meetings

17



April–June 2025

TENANT LED EVENTS

1

New tenant led
food bank
established



Coffee/Tea
Group Events

56

24

Community
Meals &
Celebrations



108

Bingo
Events



4

Community
Development
Grants Approved



Social
Opportunities

97

- Potlucks
- Tech Support
- Crafts
- Cards
- Games
- Pool
- Music





Tenant Services Team

Dundas Community Needs Assessment

Awareness and Contact Methods

89% know how to contact
Tenant Services

Contact preference

- 70% in person on site
- 52% phone call
- 26% email

Knowledge & Use of CRW Services

69% know who the CRW is
73% know what they can get help with
23% would use daily or weekly

If CRW was on site daily:

- 65% use access in emergencies
- 34% daily or weekly

Most tenants feel comfortable asking for help, but would like to see:

- More office hours
- Better promotion of CRW services

RECOMMENDATIONS FROM TENANT FEEDBACK



"Meet your CRW" information sheet: name, contact, office hours, available support



Continue CRW participation in building events



Review current office hours & consider alternative schedule

28
Responses



16 In Person Surveys



5 Paper Surveys



7 Digital Surveys



Support Services & Community Development

Dundas Community Needs Assessment

Awareness and Frequency of CMHA Services

64% are unsure of supports offered or have trouble getting in touch with staff

64% never use, or rarely use their services

Community Connection

61% felt somewhat or very connected to their community

39% felt no connection or prioritized their privacy

Desired On-Site Services

48% Daily living supports

48% Social connection & activities

48% Emotional well-being support

Program/Activity Interests

57% Health & Wellness

50% Social Events

46% Arts and Creative activities

Curiosity about tenant-led events

RECOMMENDATIONS FROM TENANT FEEDBACK



Improve awareness of CMHA Services:

- Share feedback with CMHA and encourage clearer promotion of services
- Co-host a "Meet CMHA" event



Facilitate social connections through community meals, game nights, and themed events



Offer life skills and wellness programming



Pilot a Tenant Community Connectors group to help lead and support events

30

Responses



6 In Person Surveys



20 Paper Surveys



4 Digital Surveys



Community Safety Unit

Dundas Community Needs Assessment

Awareness and Comfort of Contacts

87% feel comfortable contacting CSU or after-hours security

54% know how to contact CSU during working hours

21% know how to make an anonymous report

54 % know how to contact after-hours security

Perception of Safety and Experience with CSU

Daytime: 63% feel safe, 32% feel uncertain or unsafe

56% have never reached out to CSU

Nighttime: 33% feel safe; 31% feel unsafe

Of those who did:

- 23% had positive response
- 20% didn't feel comfortable or felt the issues weren't resolved

Tenant Safety Concerns

82% drug use/ substance use in common areas

54% noise disturbances

54% harassment or violence

46% break-ins and theft

RECOMMENDATIONS FROM TENANT FEEDBACK



"Meet your CSU" information sheet: name, contact, office hours, available support



Create a visual info sheet for "When to call CSU vs Police vs other Community Agencies"



Host regular safety info sessions or Q&As on rotating topics; involve community agencies as needed



Promote the anonymous reporting process

39

Responses



17 In Person Surveys



20 Paper Surveys



2 Digital Surveys



Pest Management

Dundas Community Needs Assessment

Pest Prevalence

76% bed bugs
68% cockroaches

53% mice
5% report not pest issues

Knowledge, Experience and Barriers

90% know how to report pests
63% always report

29% are satisfied with treatment
24% never received treatment

Barriers to reporting:

17% Shame/Judgement 10% doubt it will help 7% Fear evictuib

Treatment Communication and Prep Support

Communicating Prep:

- 68% Written Guides
- 68% Step by Step Instructions
- 34% Visuals- pictures, videos

Barriers to Prep:

- 20% Prep too hard
- 10% Not enough notice

RECOMMENDATIONS FROM TENANT FEEDBACK

- ✓ Provide clear, multi-format prep instructions with a checklist and simple steps
- ✓ Arrange a tenant group to review prep materials and offer feedback
- ✓ Offer and promote onsite days where tenants can report issues to staff or receive an update on their service
- ✓ Supply CRW with sticky traps for people who report pest as an interim measure while waiting for service

41
Responses



15 In Person Surveys



23 Paper Surveys



3 Digital Surveys



Property Services

Dundas Community Needs Assessment

Awareness & Comfort

67% know how to contact
Property Services

93% are comfortable asking for help

91% know how to report a
maintenance issue during office hours

76% know how to report an after-
hours maintenance issue

Preferred Communication Methods

67% LMCH onsite office

65% Phone

34% Email

Barriers to Getting Help

54% had a negative past
experience

30% don't know what services are
available

28% have trouble getting in touch
with staff

12% don't trust the process

Frequency and Satisfaction of Maintenance Requests

70% had maintenance issues
in the past year

72% were satisfied or very
satisfied with the outcome

RECOMMENDATIONS FROM TENANT FEEDBACK



"Meet your Property Services Team" information sheet: name, contact, office hours, available support



Offer and promote onsite days where tenants can report issues to staff or receive an update on their service



Explore ways to follow up with tenants after a repair is complete and for tenants to provide feedback

43

Responses



16 In Person Surveys



21 Paper Surveys



6 Digital Surveys

Q2 Communications Update

TO: LMCH People, Service, and Housing Committee

FROM: Matt Senechal, Communications Manager

SUBJECT: Communications Update

DATE: August 5, 2025

PURPOSE:

The purpose of this report is to inform the LMCH People, Services, and Housing Committee on communications updates.

RECOMMENDATION:

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

BACKGROUND:

LMCH is committed to providing quality, accessible, affordable, and sustainable housing to the most vulnerable residents in our community. Our Communication Team's work is crucial in supporting the organization's effective communication with key stakeholders and in highlighting the outstanding work being done by LMCH staff to tenants and the broader public.

Q2 Review:

Tenant Handbook

The updated Tenant Handbook was officially released to tenants in April 2025, with copies distributed through May and June. A small print run was used to provide copies to Community Relations Workers, new tenant households, and stakeholders for feedback.

Positive reception included:

- Tenants at Tenant Talk events (Walnut and McNay) expressed excitement upon receiving their handbooks.
- Staff also voiced appreciation for the updated and user-friendly format.

To improve accessibility, a new "Tenant Resources" section was added to the LMCH website, which includes a downloadable PDF version of the handbook.

Content Creation

Reimagine Southdale Video (Journalistic-style)

A new project update video was created using a documentary approach. The video features a walk-through of the building and interviews with the project manager, providing context on the construction progress. Although produced in Q2, the video was released in Q3.

Animated Explainer Series

The first animated explainer video was created, which, when released, will introduce tenants to the concept of Capital Investment. As mentioned in the Q1 update, this series aims to simplify complex policies and programs in an accessible and engaging manner. The Communications and Capital teams are developing supporting website content. Two additional videos are planned for release later in 2025.

Internal Staff Engagement Videos

A new video series was launched to boost morale by adding positivity and humour to the workday. Staff feedback has been overwhelmingly positive, with requests for more videos to maintain the momentum.

Media Relations

Media relations efforts in Q2 included:

- One proactive story: the public announcement of LMCH's new Chief Operating Officer.
- Nine reactive media requests were fulfilled.

These efforts continue to reinforce LMCH's commitment to transparency and responsiveness, ensuring that media coverage accurately reflects both the challenges and progress.

Q2 2025 Media Mentions:

In Q2 2025, LMCH was mentioned in 13 media stories across leading outlets, including CBC London, CTV London, and the London Free Press. This quarter saw a high level of media coverage, mainly driven by investigative reports and follow-ups related to LMCH's capital requirements and operational concerns.

- Positive: 1 (8%)
- Neutral: 10 (77%)
- Negative: 2 (15%)

Neutral coverage dominated Q2, reflecting a rise in analytical or factual reporting rather than editorial or emotionally driven narratives. However, the presence of two negative stories indicates ongoing reputational risk.

The volume and intensity of earned media in Q2 indicate a higher-than-average level of media scrutiny, connected to political discussions about public housing and LMCH's ongoing capital needs.

PREPARED and SUBMITTED BY:
Matt Senechal, Communications Manager

Quarter	Month	Date	Outlet	Type	LMCH Initiative	Title	Reporter	Sentiment	Link	Property	Notes
Q2	April	April 11, 2025	CTV London	Earned Media	Board of Directors	Closed door meeting between councillors and LMCH cancelled after transparency concerns	Daryl Newcombe	Negative	https://www.ctvnews.ca/london/article/closed-door-meeting-between-councillors-and-lmch-cancelled-after-transparency-concerns/	LMCH Organization	Coverage of Q&A meeting for City Councillors.
Q2	April	April 24, 2025	CTV London	Related to City of London	Operations	Councillors discuss efforts to fix this troubled public housing building	Daryl Newcombe	Neutral	https://www.ctvnews.ca/london/article/councillors-discuss-efforts-to-fix-this-troubled-public-housing-building/	122 Base Line	Coverage of 122 Baseline update after audit report.
Q2	May	May 27, 2025	CBC London	Earned Media	Asset Renewal	Almost 70% of London's public housing is in disrepair, and the price tag to fix it is \$110M	Alessio Donnini	Neutral	https://www.cbc.ca/news/canada/london/almost-70-of-london-s-public-housing-is-in-disrepair-and-the-price-tag-to-fix-it-is-110m-1.7543852	LMCH Organization	Coverage of the AMP.
Q2	May	May 28, 2025	London Free Press	Earned Media	Asset Renewal	Why is nearly 70% of London's public housing in 'poor' condition?	Jack Moulton	Neutral	https://lfpres.com/news/local-news/why-is-nearly-70-of-londons-public-housing-in-poor-condition	LMCH Organization	Coverage of the AMP.
Q2	May	May 28, 2025	CTV London	Earned Media	Asset Renewal	No Quick Fix: \$110M gap to bring LMCH public housing up to 'good' condition	Daryl Newcombe	Neutral	https://www.ctvnews.ca/london/article/no-quick-fix-110m-gap-to-bring-lmch-public-housing-up-to-good-condition/	LMCH Organization	Coverage of the AMP.
Q2	May	May 29, 2025	CTV London	Earned Media	Asset Renewal	LMCH units in highest demand in Middlesex County	Daryl Newcombe	Neutral	https://www.ctvnews.ca/london/video/2025/05/29/lmch-units-in-highest-demand-in-middlesex-county/	LMCH Organization	Coverage of the AMP.
Q2	May	May 29, 2025	CTV London	Earned Media	Asset Renewal	Most of the public housing in 'very poor' condition isn't in London— It's in Middlesex County	Daryl Newcombe	Neutral	https://www.ctvnews.ca/london/article/most-of-the-public-housing-in-very-poor-condition-isnt-in-london-its-in-middlesex-county/	LMCH Organization	Coverage of the AMP. Same story as above, repackaged.
Q2	May	May 30, 2025	London Free Press	Earned Media	Asset Renewal	The \$110M problem: How did London's social housing stock get this bad?	Jack Moulton	Neutral	https://lfpres.com/news/local-news/the-110m-problem-how-did-londons-social-housing-stock-get-this-bad	LMCH Organization	Coverage of the AMP.
Q2	June	June 16, 2025	London Free Press	Earned Media	Operations	Q+A: London's new public housing chief operator has tenant-first plan	Jonathan Juha	Positive	https://lfpres.com/news/local-news/qa-new-chief-operator-at-lmch-brings-tenant-first-approach	LMCH Organization	Coverage of the new COO.
Q2	June	June 24, 2025	London Free Press	Earned Media	Community Partner	Parvovirus spreads among dogs in a London housing complex, raising fears	Jonathan Juha	Neutral	https://lfpres.com/news/local-news/parvovirus-dogs-london-housing-complex	Wharnccliffe	Parvovirus Coverage.
Q2	June	June 24, 2025	CBC London	Earned Media	Community Partner	Parvovirus outbreak at housing complex left Londoner's dog 'knocking at death's door'	Matthew Trevithick	Neutral	https://www.cbc.ca/news/canada/london/parvovirus-outbreak-at-housing-complex-left-londoner-s-dog-knocking-at-death-s-door-1.7569747	Wharnccliffe	Parvovirus Coverage.
Q2	June	June 26, 2025	CTV London	Earned Media	Operations	City and agencies wrestled over tenant placements as public housing project became one of London's worst	Daryl Newcombe	Neutral	https://www.ctvnews.ca/london/article/city-and-agencies-wrestled-over-tenant-placements-as-public-housing-project-became-one-of-londons-worst/	122 Base Line	Continuation of coverage from April 24 story.
Q2	June	June 25, 2025	CTV London	Earned Media	Operations	'Worst nightmare': Parvovirus outbreak hits London community housing, local vets step in to help	Reta Ismail	Negative	https://www.ctvnews.ca/london/article/worst-nightmare-parvovirus-outbreak-hits-london-community-housing-local-vets-step-in-to-help/	Wharnccliffe	Parvovirus Coverage.

Community Safety Update – Q.2

TO: LMCH People, Services & Housing Committee

FROM: Tim Rudow, Community Safety Manager

SUBJECT: Community Safety Update – Q.2

DATE: August 6, 2025

PURPOSE:

The purpose of this report is to provide an update to the People Services and Housing Committee on key Community Safety operational outcomes for the first quarter of 2025. This report details significant progress and highlights in our top priority areas, specifically targeting the extension of service hours and enhancement of security measures which may be of interest to the Committee.

RECOMMENDATION:

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

BACKGROUND:

In Q2 2025, the Community Safety Unit (CSU) undertook several high-impact initiatives that strengthened tenant safety, improved operational performance, and enhanced collaboration across internal teams and external safety partners. The following summary outlines key accomplishments that reflect LMCH's ongoing commitment to professional, responsive, and tenant-focused community safety services:

Tenant Support Volume and Visibility

During the second quarter, CSU provided direct support in over 3,000 service responses and conducted more than 844 proactive patrols across LMCH communities. These supports included wellness checks, trespassing response, lockouts, fire-related concerns, and after-hours site assistance.

Increased visibility and consistent patrols at high-profile locations ensured rapid response, enhanced tenant confidence, and reinforced LMCH's commitment to maintaining safe and well-supported housing environments.

Implementation of a Tenant Safety Notification Protocol

In Q2, CSU finalized and began rolling out a Tenant Safety Notification Protocol (commonly referred to as a tenant flagging policy). This tool provides a respectful and structured method to identify units where staff may require additional precautions during visits.

Developed in collaboration with internal departments, this protocol helps ensure staff safety while maintaining a firm commitment to tenant dignity, privacy, and fairness. This balanced approach reflects LMCH's dual responsibilities to both protect staff and provide non-judgmental, equitable service to all tenants.

Modernization of Fire Watch Procedures

A complete review and enhancement of LMCH's Fire Watch Standard Operating Procedures (SOPs) was completed during Q2, covering both CSU staff and contracted third-party security providers.

Developed with input from front-line teams and with a healthy respect for LMCH's Collective Bargaining Agreement, this updated policy ensures continuity of service during fire panel impairments, meets all obligations set out by London Fire Services, and protects both tenant safety and property integrity.

Importantly, the new SOP ensures that LMCH's On Call Managers are fully informed and positioned to lead during fire watch activations, providing centralized oversight during these high-risk situations.

Fleet Consolidation and Operational Efficiency Gains

As of Q2, the Community Safety Unit operates exclusively from a fleet of LMCH-marked vehicles, eliminating the routine need for personal mileage reimbursement—except in emergencies. All fuel is now purchased through the City of London at a discounted municipal rate, allowing for better cost control and long-term financial sustainability.

This shift has significantly reduced operational downtime, improved deployment efficiency, and enhanced professional visibility across LMCH communities. Officers can now begin and end shifts directly in the field, increasing available patrol time and responsiveness.

Importantly, CSU's newest vehicle—already purchased and in service—is a hybrid model, which supports LMCH's environmental commitments by reducing fuel consumption, lowering carbon emissions, and decreasing operational costs. This reflects our continued focus on responsible and sustainable resource planning.

Recovered Items and Lost & Found Policy Implementation

A formal Recovered Items and Lost & Found Policy was implemented across CSU and contracted vendor operations, providing standardized guidance for the handling and return of tenant property.

This policy includes a tracking number system for more serious items such as found ID, cash, or medication, and ensures these are stored securely. More routine items can be turned in or claimed on-site during Community Resource Worker (CRW) hours, offering a convenient and tenant-friendly option for recovery.

The policy reflects LMCH's emphasis on transparency, respect for tenant belongings, and the professional handling of sensitive materials.

Expansion of CPTED-Led Safety Reviews

Three Crime Prevention Through Environmental Design (CPTED) assessments were completed in Q2. These were conducted at locations undergoing renovations or capital projects and were intended to ensure that safety and visibility were considered in parallel with construction and planning activities.

This work underscores LMCH's "We Care" approach—proactively embedding safety considerations into every phase of property improvement while promoting tenant and staff wellbeing.

Animal Awareness Training Initiative

Recognizing the frequency of interactions with domestic animals during field operations, LMCH is launching a comprehensive K9 Awareness Training program in Q3, with in-person training scheduled for CSU staff in September 2025.

This initiative emphasizes both staff safety and a compassionate approach to tenant-animal interactions. It covers dog behavior, de-escalation strategies, reading animal body language, and safety precautions for common scenarios.

While LMCH respects and supports the role that companion animals play in tenants' lives, this training ensures that interactions are handled safely and humanely—protecting tenants, staff, and animals alike.

The program will later expand to a virtual delivery format for all client-facing staff, promoting cross-organizational consistency in safety and empathy-driven service delivery.

Standardization of Incident Reporting Post-Vendor System Loss

Following the unexpected discontinuation of our vendor's reporting software, CSU led a successful transition to LMCH-standardized incident categories and terminology. This included the reclassification of report types and terminology to match CSU internal systems.

The result has been a significant improvement in data alignment, more efficient completion of Daily Security Briefs, and reduced administrative time. Staff can now more easily track trends, identify repeat concerns, and escalate critical incidents using consistent language across the organization.

This proactive pivot turned a potentially disruptive system change into an opportunity for integration and improvement.

Standing Order Compliance Audit – Contracted Security Vendors

In Q2, a full compliance audit of Standing Orders issued to all contracted security vendors was completed. This review ensured that each vendor-operated site is guided by up-to-date, site-specific directives that align with LMCH's expectations.

The audit confirmed that all original and revised orders were formally acknowledged by both vendor management and the individual guards assigned to each location. This verification step ensures that third-party staff understand and comply with the same procedural standards followed by LMCH's in-house Community Safety Unit.

This initiative reinforces our commitment to consistency, clarity, and professional alignment across all parties contributing to community safety at LMCH properties.

Community-Based Safety Collaborations

- Canadian Red Cross:
 - In Q2, CSU partnered with the Canadian Red Cross to provide training for responders based on progressively complex emergency scenarios. These exercises helped familiarize responders with LMCH's building layouts and emergency protocols, improving their preparedness for real-world deployments at LMCH or other housing sites.
- London & Middlesex Crime Stoppers:
 - Crime Stoppers led a series of Senior Safety & Fraud Awareness Seminars at every senior-designated LMCH site. These sessions educated tenants on the most common scams targeting seniors, such as identity theft, emergency scams, and phone-based fraud.

By equipping residents with the tools to recognize and avoid these tactics, we are not only helping prevent victimization, but also building confidence, awareness, and personal empowerment among one of our most vulnerable tenant populations.

These community partnerships serve as a cornerstone of our strategy to support tenant wellbeing through education, prevention, and connection.

LOOKING FORWARD TO Q2 OF 2025:

CSU has set ambitious goals to continue advancing our community safety initiatives:

1. Advancing Parking Solutions to Support Tenant Empowerment and Operational Efficiency

- Over the past year, the **LMCH Parking Committee** has undertaken a comprehensive review of parking management options, including both Yardi-based and independent software solutions.
- In Q3, we intend to **finalize this review process and initiate a pilot project** at one LMCH site to evaluate a selected parking software platform.

- This pilot will assess how digital tools can both **increase LMCH revenue** and **empower tenants to manage their own parking needs** with greater autonomy and convenience.
- The objective is to implement a scalable, user-friendly system that enhances fairness, supports enforcement, and ensures accessible parking solutions for residents and visitors alike.

2. Strengthening Police Collaboration and Enhancing Operational Clarity

- As part of our commitment to proactive community safety, CSU has **drafted a comprehensive SOP** to guide LMCH's collaboration with the **London Police Service and other law enforcement agencies**.
- This SOP outlines clear expectations for LMCH On Call Managers when working alongside police, including guidance on **when to request warrants or formal documentation** in support of investigative activities.
- The purpose of this SOP is to ensure LMCH can **fully support police in the execution of their lawful duties**, while maintaining our organization's responsibilities under the Residential Tenancies Act, privacy legislation, and our duty of care to tenants.
- We remain proud to partner with police agencies in the shared pursuit of community safety, and this framework will help **facilitate quicker, clearer, and more coordinated responses** during complex investigations.

CONCLUSION:

The second quarter of 2025 marked another period of meaningful progress for LMCH's Community Safety Unit. From the formal implementation of key policies—such as the Tenant Safety Notification Protocol and Lost & Found Procedures—to improvements in fleet management, fire watch response, and operational alignment with contracted vendors, each initiative was developed with tenant wellbeing, staff safety, and service accountability at the forefront.

Our increased visibility across communities, support for over 3,000 tenant service requests, and collaboration with respected partners such as the Canadian Red Cross and Crime Stoppers continue to reinforce LMCH's position as a safety-focused and tenant-first organization. These accomplishments reflect the dedication of staff, the strength of our community partnerships, and our ongoing commitment to learning, adaptation, and excellence.

As we look ahead to Q3, we remain focused on advancing critical initiatives that will further strengthen the safety and quality of life within our communities. Our work to implement a new parking management solution reflects our desire to empower tenants while enhancing operational integrity, and the introduction of a clear, pro-collaboration SOP for police engagement will provide essential clarity and structure for staff working alongside law enforcement partners.

With continued support from the People, Services and Housing Committee and the Board of Directors, CSU is well-positioned to build on these successes, respond to emerging challenges, and ensure that LMCH remains a safe, respectful, and resilient place for all who call it home.

ATTACHMENTS:

APPENDIX A: Quarter 2 Incident Data

PREPARED and SUBMITTED BY:	REVIEWED BY:
Tim Rudow Community Safety Manager	Olesya Gryn Director, Tenant Services

Community Safety Unit – Q2 2025 Report

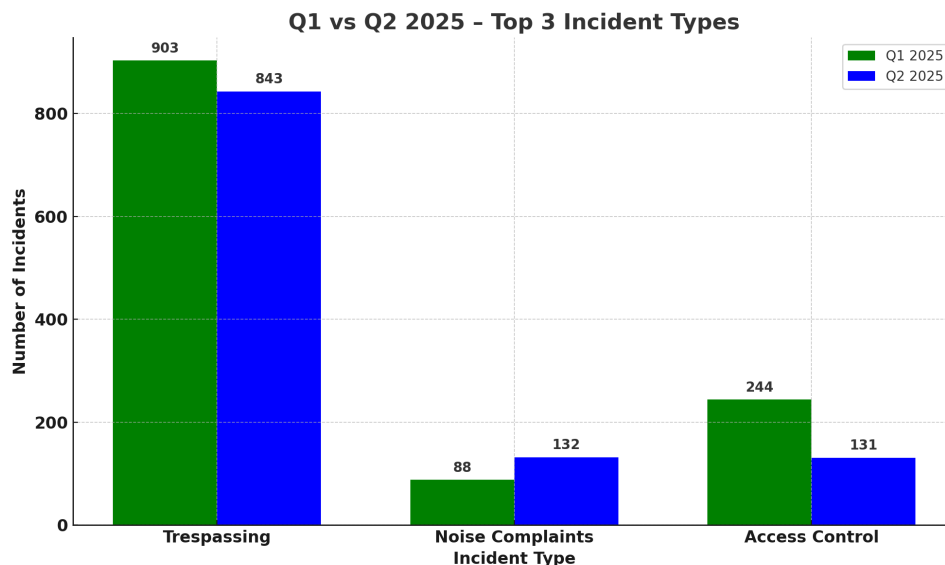
Basic Metrics

Total Incidents: The Community Safety Unit recorded a total of 3,245 incidents in the second quarter of 2025, reflecting a 2.95% increase from the 3,152 incidents in Q1. This translates to an average of 35.71 incidents per day, up from 35.02 in Q1. The increase is attributed to heightened tenant activity during warmer weather, expanded patrol hours, and improved documentation practices.

High Frequency Incidents:

The following are the top three highest-frequency incident types recorded by the Community Safety Unit in Q2 2025, with comparative figures from Q1 to support trend analysis and inform resource planning:

- **1st – Trespassing**
 - 843 incidents recorded in Q2
 - Represents a **6.65% decrease** from Q1's 903 incidents
 - Continues to rank as the most frequent incident type across all LMCH communities
- **2nd – Noise Complaints**
 - 132 incidents recorded in Q2
 - Marks a **50% increase** from Q1's 88 incidents
 - This rise is **indicative of increased tenant trust and engagement**, as residents are demonstrating greater comfort in reporting disturbances
- **3rd – Access Control**
 - 131 incidents recorded in Q2
 - Reflects a **46.31% reduction** from 244 incidents in Q1
 - The decline is likely linked to **warmer seasonal weather patterns**, which typically reduce door malfunctions and after-hours access issues



Moderate Frequency Incidents:

1st – Police Assist

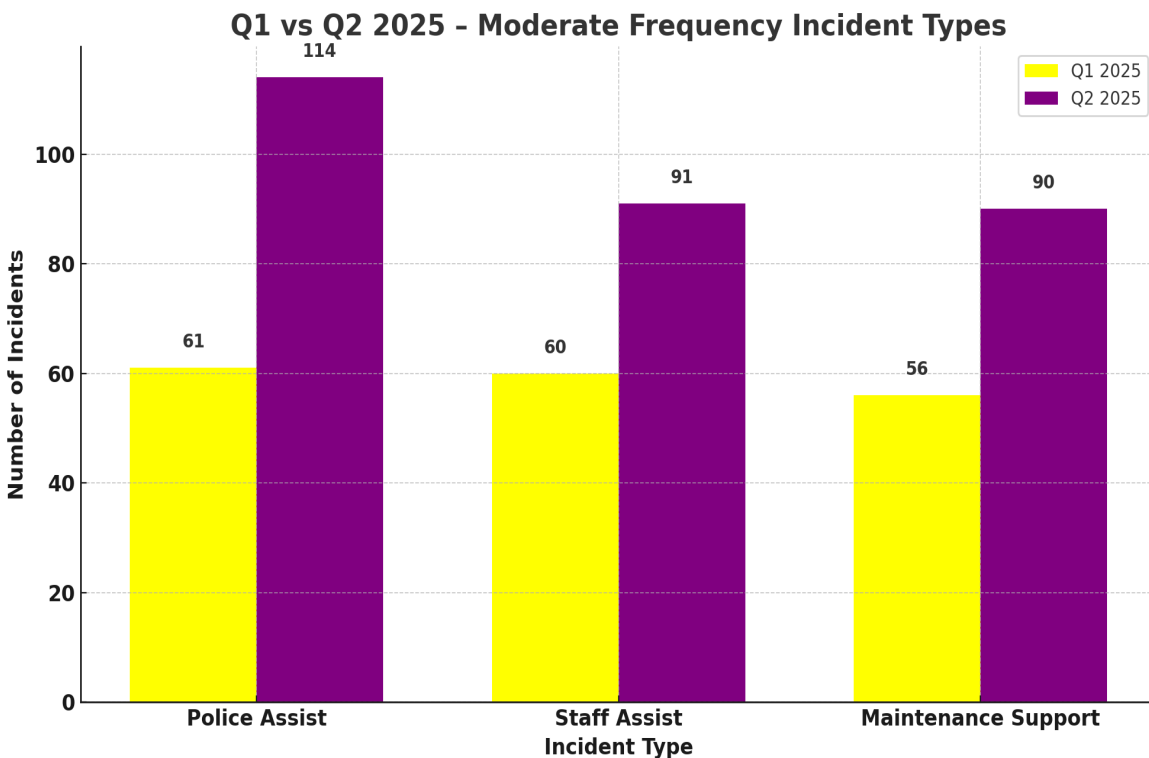
- 114 incidents recorded in Q2
- Represents an **86.88% increase** from **61 incidents in Q1**
- This sharp rise reflects CSU's continued emphasis on inter-agency collaboration and the increased need for coordinated responses to elevated safety concerns

2nd – Staff Assist

- 91 incidents recorded in Q2
- Marks a **51.7% increase** from **60 incidents in Q1**
- This growth suggests a greater reliance on CSU for onsite staff support in navigating complex or challenging tenant interactions

3rd – Maintenance Support

- 90 incidents recorded in Q2
- Reflects a **60.7% increase** from Q1 figures
- This trend may be attributed to improved integration between Community Safety and Property Services, leading to more joint responses for urgent maintenance-related matters such as leaks, break-ins, and safety concerns



Low Frequency Incidents:

1st- Tenant Complaints

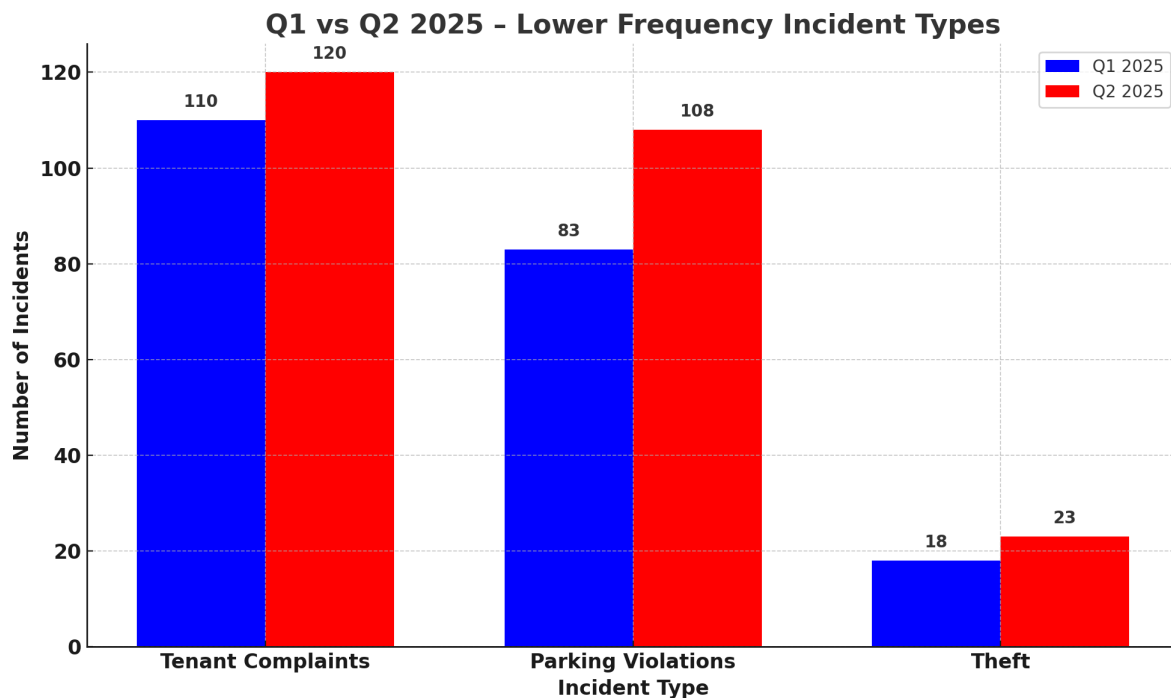
- Increased from 110 incidents in Q1 to 120 in Q2
- A modest **9% rise**, likely influenced by **increased face-to-face interactions** during routine patrols, which created **more opportunities for tenants to voice concerns** and for staff to document reports

2nd- Parking Violations

- Rose from 83 incidents in Q1 to 108 in Q2
- This **30.1% increase** points to ongoing compliance challenges and reinforces the need for **formalized parking management solutions** in higher-traffic areas

3rd- Theft

- Increased from 18 to 23 incidents, a **27.8% rise**
- While infrequent, these events are **typically minor in nature**, such as bicycle or unsecured property thefts, and highlight the value of **enhanced surveillance and visibility** in targeted locations

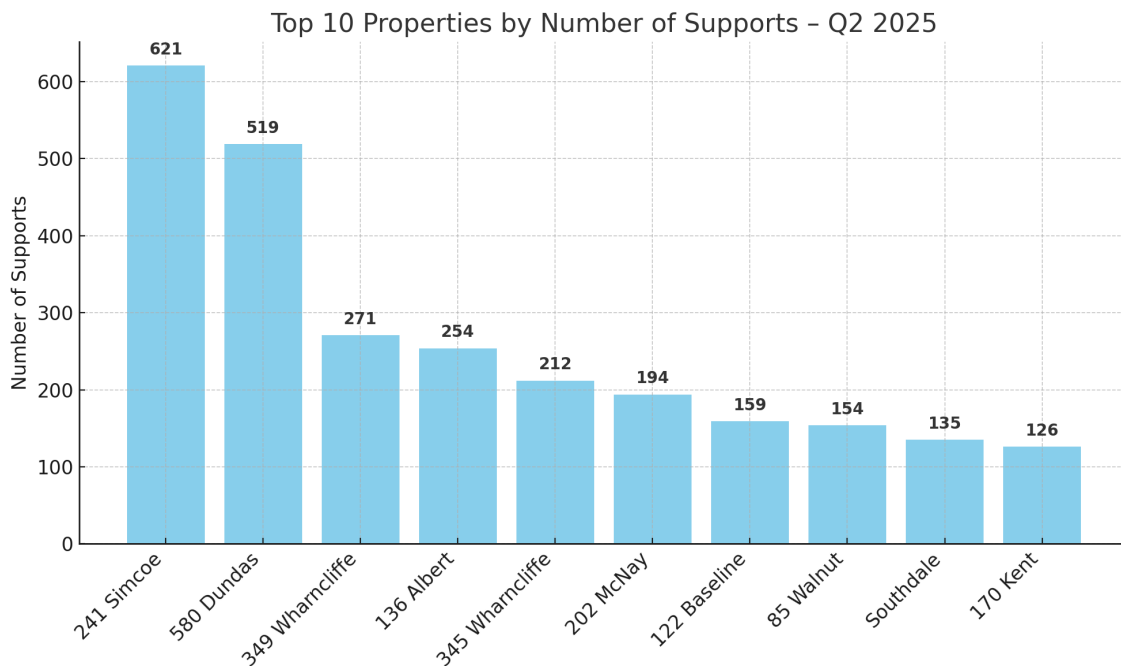


Location-Based Support Data – Q2 2025

The following section presents a breakdown of support activity by location for Q2 2025. Data analysis revealed that **support calls remain heavily concentrated in a limited number of high-need properties**. Notably, the **top 10 properties accounted for 2,645 supports**, representing **80.52% of all support activity** during the quarter.

This geographic concentration highlights the continued need for **targeted interventions and strategic resource deployment** at specific sites. Properties such as **241 Simcoe, 580 Dundas, and 349 Wharncliffe** consistently rank among the highest in support volume.

Importantly, this trend aligns with the locations where **static security resources are already deployed**, providing reassurance that existing staffing models are reflective of real-time operational demand. This data is continuously reviewed to ensure the **effective and appropriate allocation of Community Safety resources** across the portfolio.



Serious Occurrence Summary – Q2

During Q2 2025, **nine incidents** were classified as **Serious Occurrences**.

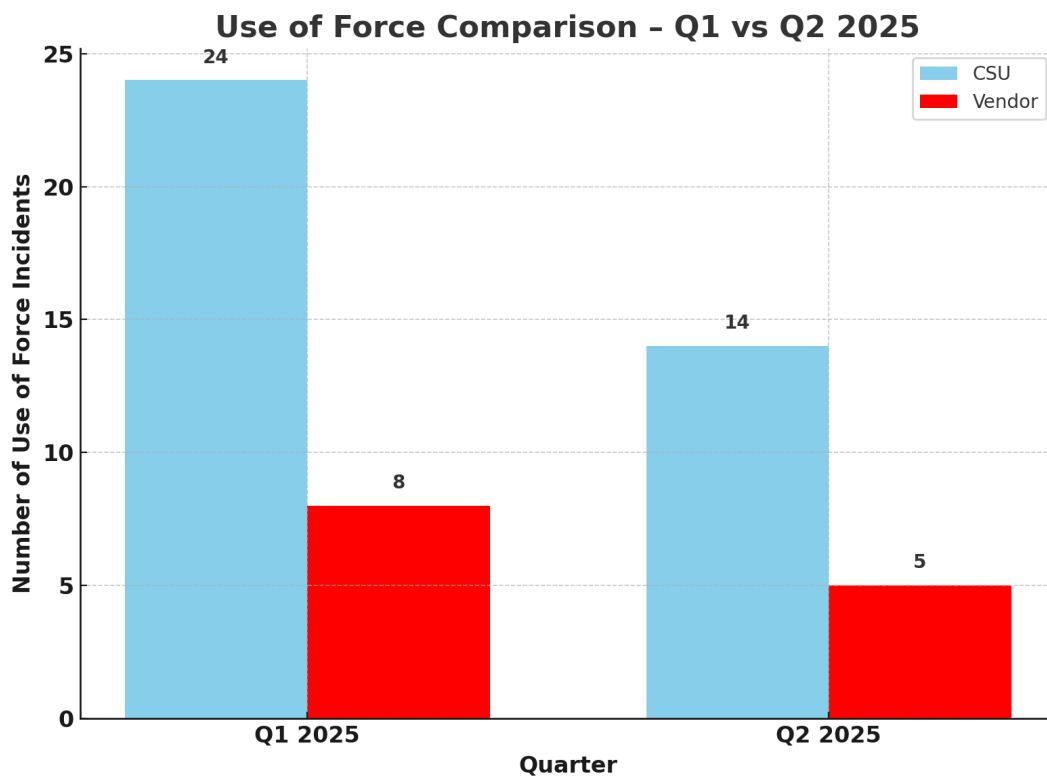
- **Fire** – 3 incidents (1 major, 2 minor)
- **Police Activity** – 1 incident
- **Assault** – 1 incident
- **Serious Assault** – 1 incident
- **Leak** – 1 incident
- **Dog Bite/Attack** – 1 incident

- **Leak:** A significant leak affected multiple residential units. Immediate response by LMCH Maintenance and contracted personnel prevented further damage. Temporary rerouting of systems was implemented, and follow-up inspections confirmed resident safety. The estimated property damage was minor.
- **Dog Bite/Attack:** While responding to a trespassing incident, a security officer was bitten by a dog. Arrests were made at the scene. The officer received medical treatment, including rabies prevention and stitches. The incident involved multiple individuals and required coordination with emergency services.
- **Police Activity:** Police executed a warrant at a residential unit with the assistance of tactical and canine teams. No residents were present at the time. The site was secured, and post-operation inspection by security confirmed that the property was safe.
- **Fire (3 Incidents: 1 Major, 2 Minor)**
 - Three separate fire incidents occurred during the quarter:
 - One minor fire originated on a balcony, and another at the rear of a building. Both were quickly contained with no injuries.
 - One major fire, deliberately set, resulted in significant damage to a residential unit. Emergency crews extinguished the blaze and secured the area.In all cases, tenant safety was prioritized, investigations were launched, and follow-up inspections were arranged.
- **Serious Assault:** A violent altercation involving multiple individuals was investigated by police. The Community Safety Unit provided CCTV footage to assist with the investigation. The victim received medical care, and the case remains under police investigation.
- **Assault:** Security reviewed footage of an assault involving a resident and an unidentified individual. The victim sustained injuries and was treated by paramedics. Police attended the scene, and additional wellness checks were conducted for nearby tenants.

Use of Force Summary – Q2

At LMCH, **Use of Force** is always considered a last resort, deployed only when necessary to prevent harm or ensure the safety of residents, staff, and others. Our approach emphasizes de-escalation, communication, and proportional response, in alignment with best practices and policy expectations.

- In Q2 2025, the **Community Safety Unit (CSU)** used force in **14 instances**, representing a **41.7% reduction** compared to **24 uses of force in Q1**. This decline may reflect the continued effectiveness of early intervention, de-escalation strategies, and improved engagement practices.
- Our **third-party security vendor** reported **5 uses of force in Q2**, down from **8 in Q1**, further contributing to the overall downward trend.
- Throughout the quarter, **all Use of Force reports remained accurate and compliant with Ministry reporting requirements**, ensuring transparency and accountability across all incidents.

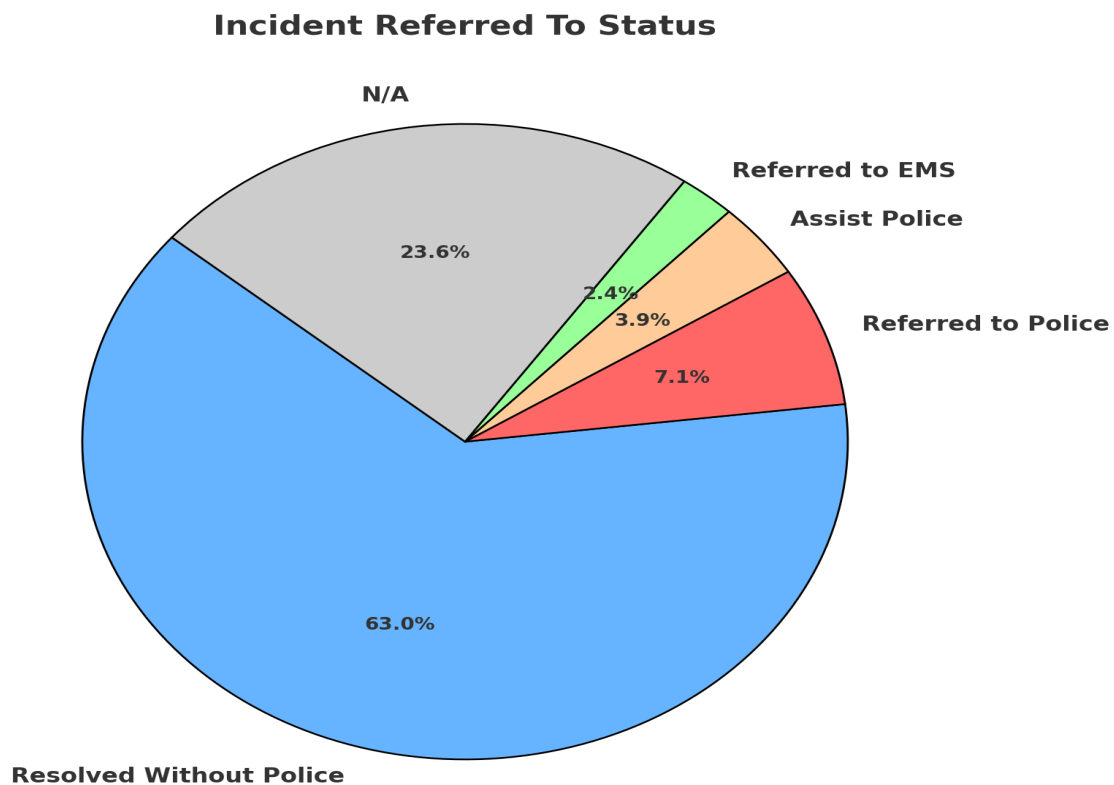


Incident Referred To Status – Q2 2025

The following chart illustrates how incidents were categorized based on the type of resolution or referral pathway during Q2 2025. A majority of incidents (**63%**) were **resolved without police involvement**, reflecting the effectiveness of de-escalation strategies and frontline staff intervention.

A smaller proportion were either **referred to police (7.1%)**, involved **police assistance on site (3.9%)**, or were **referred to EMS (2.4%)**. Notably, **23.6%** of incidents were marked as **not applicable (N/A)**, often representing routine supports or calls that required no formal referral.

This data supports ongoing efforts to monitor response types, inform training priorities, and was requested by the Board.



Community Safety Success Stories

Below are selected positive outcomes and success stories from both Q1 and Q2, highlighting the meaningful impact of the Community Safety Unit and its partners across LMCH communities. These incidents reflect strong collaboration, proactive intervention, and tenant-centered support that should be both shared and celebrated. While this initial collection spans two quarters, success stories will be compiled and reported on a quarterly basis moving forward to ensure continued recognition of frontline efforts and service excellence.

#1: Overdose Response: Life-Saving Intervention

During a critical call to a property, a CSU member demonstrated exceptional composure and quick action by administering naloxone to an individual experiencing a life-threatening overdose. Thanks to the prompt response, the individual regained consciousness and survived. This act marks a profoundly heroic moment that stands out as an inspiring example of the life-saving difference our team can make in the field.

#2: Critical Response & Successful Overdose Reversal

While responding to an emergency in a building's elevator lobby, CSU members encountered an unresponsive homeless individual. Recognizing the severity of the situation, multiple doses of naloxone were administered. Their decisive actions successfully revived the individual, who later received further care from EMS and was transported to the hospital. This event highlights the importance of readiness and compassion in the field and stands as a powerful reminder of the positive impact our team can have on the community.

#3: Heroic Life-Saving Effort

In an interior stairwell of a property, CSU members discovered a homeless individual unresponsive and without vital signs in a location without surveillance, where he would have otherwise gone unnoticed. Without hesitation, they administered naloxone and performed chest compressions until EMS arrived. Their combined efforts successfully revived the individual, demonstrating dedication, situational awareness, and life-saving instincts in the face of crisis.

#4: Compassionate Crisis Intervention

While on patrol outside a multi-storey residential building, a CSU member noticed a distressed tenant standing on the wrong side of a 5th-floor balcony railing. Acting with empathy, urgency, and presence of mind, the CSU member immediately engaged verbally, offering reassurance, emotional support, and genuine human connection. Through calm persistence, the individual was

convinced to step back to safety. The CSU member met with the tenant afterward, offered further support, and facilitated voluntary professional help, leading to the tenant's safe transportation to hospital. This sincere intervention exemplifies how compassion and connection can truly save lives.

#5: Death Threat Mitigation & Arrest

CSU members responded immediately to a call regarding a non-tenant male who had threatened a female tenant. Acting swiftly and decisively, they located and arrested the individual shortly after arrival. Their prompt response ensured the safety of residents and provided immediate relief to the threatened tenant. This incident underscores the team's commitment to tenant safety and their ability to de-escalate and resolve high-risk situations effectively.

#5: Domestic Conflict De-escalation

CSU members responded to a report of a domestic disturbance between a recently separated couple. Upon arrival, they helped calm a tense situation, assisted one party in collecting personal belongings, and maintained respectful communication with both individuals. They stayed composed and supportive throughout, later offering guidance toward mental health resources and helping to create a support plan. Their involvement not only resolved the immediate conflict but also provided meaningful emotional support in a difficult time.

#6: Resolved Crisis & Belongings Recovery

After a distraught non-tenant individual reported that her bag containing all her personal belongings was missing, CSU members immediately reviewed CCTV footage. Within the hour, they identified the individual responsible and safely recovered the belongings without conflict. Their diligence and calm communication not only resolved the incident but also turned a distressing experience into a celebrated example of teamwork, problem-solving, and community support.

#7: Building Access Violation by Subject with Known History

While completing a separate matter, Community Safety Specialists (CSSs) observed a male attempting to follow someone into a secured building without using proper access. When approached, the male stated he was visiting a family member and that the unit's buzzer was not working. CSSs advised that another method of contact would be required, at which point the male left the area without further issue. The individual was previously noted in law enforcement bulletins for multiple arrests involving harassment-style offences. CSSs remained on site until confirming the individual had left the property.

#8: Immediate Response to Hallway Assault – Footage Secured for Police

While monitoring CCTV, a CSS observed a male confronting a female in a hallway. The male appeared to wait for the female, then physically pushed and grabbed her. He was seen shouting in proximity and pinning her against a wall. CSSs responded immediately and ordered the male to release her. The male became verbally aggressive, denied wrongdoing, and refused to comply. The female stated she was fine and did not request police but remained beside the male throughout the interaction.

The pair exited the building, and CSSs monitored their movements while reporting the incident to local police. CCTV footage was reviewed, secured, and provided to attending officers. Police advised further action could not be taken unless they located the female.

#9: Graffiti with Hate Speech and Weapon Imagery Identified

During a routine property patrol, CSS staff identified concerning graffiti containing profane language, a racial slur, and a drawing of a weapon. An urgent work order was submitted to have the graffiti removed promptly.

#10: Firearm Incident – Tactical Vest and Holstered Weapon Recovered

CSSs, while reviewing live camera feeds, observed a male wearing a tactical-style vest with what appeared to be a holstered handgun. Upon confirming the presence of the weapon through playback, emergency services were contacted. A site-wide alert was issued advising staff to avoid the location until further notice.

CCTV was used to track the male through the building. He was later observed placing the vest behind a structural feature in the front vestibule. CSSs secured the vest and detained the male until responding officers arrived and took custody without incident. Relevant video footage was provided to police for their investigation.

Tenant Services Update

TO: LMCH People, Services, and Housing Committee

FROM: Olesya Gryn, Interim Director of Tenant Services

SUBJECT: Tenant Services Update

DATE: August 6, 2025

PURPOSE:

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

RECOMMENDATION

That the Tenant Services Report **BE RECEIVED** for information and forwarded to the Board of Directors as an information item.

UPDATES:

Social Housing Operational Advisory Committee (SHOAC)

The most recent SHOAC committee meeting took place on June 19, 2025. Currently, there are no Housing Division notices under review.

The Committee reviewed the SHOAC Terms of Reference and proposed amendments to include representation from the affordable housing sector. The group also talked about upcoming training opportunities for the sector, including a discussion of relevant topics and areas of focus.

Highly Supportive Housing Table

At the most recent meeting on May 27, 2025, updates were shared regarding communication with Council and system-level developments. The approach to reporting on the Whole of Community System Response to Council is evolving. Instead of quarterly reports, a new homelessness data dashboard is being developed in collaboration with the City team. This dashboard will feature a broader range of data—not limited to the Whole of Community response—and will provide a consistent, shared source of information accessible to staff, councillors, and the public. This shift ensures transparency and alignment across stakeholders.

The Strategy and Accountability Table (SAT) is reassessing its role and structure to strengthen its strategic direction, enhance accountability, advocate at the system level, build stronger relationships, and better celebrate successes. This work includes a broader review of the Whole of Community structure, with a focus on increasing flexibility. Instead of holding monthly meetings, working groups may be convened as needed to address specific outcomes.

The Highly Supportive Housing Table is currently on pause for the summer until there are more updates from the Strategy and Accountability strategy work.

Workforce Development Table

Carrie Bowen, the Housing Stability Case Coordinator, continues to represent LMCH at the Workforce Development Table. In early June, she attended The King's Community Support Centre's Grief and Loss Event. This half-day event focused on exploring, acknowledging, and validating the unique experiences of grief in the workplace. It emphasized navigating the challenges of loss by cherishing small moments of care, grounding, and pause. The program included somatic exercises and interactive discussions.

Attendees engaged in meaningful conversations about topics such as disenfranchised grief, anticipatory grief, ambiguous grief, vicarious trauma, resilience, and the impact of multiple losses. The event highlighted the various dimensions of grief that can arise when caring for and supporting others, especially in demanding work environments focused on vulnerable communities. Participants came together to create a supportive space for both grief and hope in the workplace.

London Connectivity Table and Middlesex Situation Table

Tenant Services Managers Breanna Dartch and Deven Richardson continue to represent LMCH at the London Connectivity Table and the Middlesex Situation Table, respectively. In May, LMCH brought forward two situations involving acutely elevated risk to these collaborative tables. As part of the coordinated response, community agencies participated in joint door knocks to offer support and services. Unfortunately, in both cases, the households declined the assistance offered.

Tenant Talks

LMCH staff have relaunched Tenant Talks for 2025 – an ongoing initiative designed to strengthen engagement with tenants across our communities. These sessions provide a valuable opportunity to share updates on key initiatives across all service areas, strengthen relationships between LMCH and tenants, offer a platform for tenants to express concerns, provide feedback, and suggest improvements, and gather input to inform future service delivery.

Tenant Talks are being held through December at several seniors and adult buildings. The first session took place on May 27, 2025, at the Walnut location, where staff from all service areas were present to provide updates and answer residents' questions. Topics included CRW services, capital improvements related to accessibility, and building cleanliness. The second session was held at McNay on June 24, 2025.

The next Tenant Talk is scheduled for Tuesday, August 26, 2025, at 580 Dundas. This session will focus on sharing the results of recent Community Needs Assessments and discussing next steps and future plans with tenants.

Tenant Placement – Reimagine Phase 1

The Tenant Placement Team is actively preparing for the upcoming lease-up of the new Reimagine Phase 1 building, in addition to managing their regular portfolio of vacant units and operating with limited staff resources. The building will offer 53 units – 22 rent-geared-to-income and 31 affordable units. To support this significant undertaking, a working group has been established, led by Tenant Services Manager Valentina Trglavcnik. The group will leverage additional support from the Tenant Services Coordinators and the Tenant Administration Assistant to help the Tenant Placement Team during this critical period. Their work includes both immediate efforts to fill the initial vacancies and long-term strategies for ongoing tenant turnover.

LMCH has initiated weekly collaborative meetings with the Coordinated Access and Housing Access Centre to support effective matching of households to available units. These meetings focus on aligning unit and building characteristics – such as unit size, accessibility, no smoking requirements, etc. with the needs of applicants on the waitlist. Particular attention is given to matching units based on accessibility features and ensuring alignment with any designated priority populations, including Indigenous households and households fleeing domestic violence, to support inclusive and appropriate tenant placement.

The team is also conducting a review of the internal waitlist, prioritizing overhoused households. By relocating these households into appropriately sized units within the new building, larger units can be freed up elsewhere in the LMCH's portfolio for incoming families, helping to optimize unit usage across the system. These proactive efforts are designed to ensure that tenant placement is not only timely and efficient but also aligned with long-term housing stability goals.

PREPARED BY:	REVIEWED BY:
Olesya Gryn Director of Tenant Services	Sara De Candido Chief Operating Officer

HDN #2025 – 274 Transfer Applications

TO: LMCH People, Services, and Housing Committee

FROM: Olesya Gryn, Interim Director of Tenant Services

SUBJECT: HDN #2025 – 274 Transfer Applications

DATE: August 6, 2025

PURPOSE:

To inform the LMCH People, Services, and Housing Committee of the receipt of a new Housing Division Notice received from the Service Manager for the City of London and identify issues, risks, and impacts associated with the new guideline.

RECOMMENDATION

That the Housing Division Notice (HDN) #2025 – 274 Report **BE RECEIVED** for information.

BACKGROUND:

The City of London, in its capacity as Service Manager, periodically issues Housing Division Notices (HDNs) to communicate mandatory policies and procedural guidelines that housing providers are required to follow. As a matter of best practice, these guidelines are provided to the Board of Directors for their review.

OVERVIEW:

The Service Manager has issued a formal directive that sets out a framework for the relocation of RGI households in cases where a unit, group of units, or an entire housing project is affected by major capital activities. The directive standardizes relocation expectations across all housing providers within the Service Manager's portfolio.

Housing providers are required to obtain Service Manager approval for any temporary or permanent tenant transfer related to the above conditions. A signed relocation agreement is required to accompany the transfer request, which should outline the rights and obligations of both the tenant and housing provider, as well as the tenant's preference for temporary or permanent relocation. The Service Manager may authorize transfers between housing providers on a case-by-case basis if exceptional situations arise.

COMMUNICATIONS IMPLICATIONS:

LMCH currently maintains a Tenant Relocation Policy that outlines processes and supports for temporarily or permanently moving tenants due to regeneration projects. However, the policy's scope is limited to units owned and operated by LMCH and does not consider the broader portfolio available through the Service Manager.

Despite this narrower scope, the LMCH's existing policy remains compliant with the new directive, as it aligns with the general principles of fair and equitable relocation, tenant communication, and preservation of RGI status.

Although the LMCH's current policy is already compliant, a review will be initiated to consider amending the policy to align more explicitly with the broader framework set out in the directive. This may include:

- Exploring formal mechanisms to refer and receive tenants from other housing providers during relocation.
- Establishing communication protocols with the Service Manager and other providers.
- Updating internal procedures and tenant communications to reflect expanded relocation options.

CONCLUSION:

The new HDN #274 from the Service Manager represents a proactive and tenant-centred approach to relocation during regeneration activities. While the LMCH's policy remains compliant, a review will be conducted to explore the possibility of incorporating the expanded relocation options outlined in the HDN. This adjustment will enhance the LMCH's ability to support tenants effectively during redevelopment and align with broader practices and expectations in the sector.

Attachments:

Appendix A: HDN #2025 – 274.

Appendix B: Tenant Relocation Policy.

PREPARED BY:	REVIEWED BY:
Olesya Gryn Director of Tenant Services	Sara De Candido Chief Operating Officer



Housing Services
355 Wellington Street,
Suite 248
London,
ON N6A
3N7

Housing Division Notice

Date: June 11, 2025

HDN # 2025-274

This applicable legislation/policy is to be implemented by the housing provider(s) under the following programs: Please note if your program is **not checked**, this Notice is **not applicable** to your project.

- √ Federal Non-Profit Housing Program
- √ Private Non-Profit Housing Program
- √ Co-operative Non-Profit Housing Program
- √ Municipal Non-Profit Housing Program (Pre-1986)
- √ Local Housing Corporation

Subject: Transfer Applications (Does not replace any existing HDN)

1. PURPOSE and SCOPE:

To provide a framework that governs the temporary or permanent relocation of rent-geared-to-income household(s) as a result of regeneration activities, conversion, sale, or substantial revitalization of a unit, group of units or an entire housing project within the Service Manager portfolio.

Definitions:

Regeneration: The process of redevelopment of land parcel(s) with broad objectives of attracting economic investment to encourage revitalization, improve living conditions and enhance community outcomes.

Relocation Agreement: A written contract between a household, through the leaseholder(s) and the housing provider, that outlines the rights and obligations of both parties during a temporary or permanent relocation process due to regeneration activities or substantial revitalization.

Internal Transfer Policy: a set of rules developed by the housing provider to facilitate the transfer of

an RGI tenant within the same housing provider building (s) that is within the Service Manager portfolio. RGI tenants who are not eligible for an internal transfer based on the housing provider's internal transfer policy may request to be placed on the centralized waitlist by completing an application for rent-geared-to-income housing.

Service Manager Portfolio: A housing provider who operates under the Housing Services Act and/or has an agreement with the Service Manager.

2. BACKGROUND AND COMPLIANCE STANDARD:

The Housing Services Act 2011 states that the Service Manager shall have a system to determine the priority of households waiting for rent-geared-to-income assistance.

3. LOCAL RULE:

In addition to other Housing Division Notices on waitlist placement rules, the Service Manager may approve a temporary or permanent transfer of an RGI tenant to a different unit within the same building or a different building within the Service Manager Portfolio due to regeneration, conversion, sale, or substantial revitalization. A request for a transfer for this purpose should be made to the Service Manager for approval.

A signed relocation agreement outlining the rights and obligations of the tenant and the landlord including the tenant's preference for either a temporary or permanent relocation should be retained and submitted to the Service Manager as part of the request for a transfer. All requests for transfers described in this notice should be sent to hac@london.ca.

Where extenuating circumstances occur, the Service Manager reserves the right to evaluate and approve a transfer between housing providers.

Where a housing provider does not require a tenant to re-locate or move out from their unit for the reasons provided in the scope of this Notice, and the tenant is moving within the housing provider portfolio, the Internal Transfer Policy applies.

The Service Manager's approval to relocate a tenant within the Service Manager portfolio should not be interpreted as permission to circumvent any requirements under the Residential Tenancies Act.

4. AUTHORIZATION:

*Original signed by
Matt Feldberg
Director, Municipal Housing and Industrial Development*



RELATED DOCUMENTATION

Legislation	1. Residential Tenancies Act 2. Housing Services Act
Forms	
Policies	1. Internal Review Process 2. Internal Transfer Policy 3. Affordable Housing Rates Policy 4. Tenant Complaint Procedure
Other Resources	1. LMCH Strategic Plan 2017-2020 2. City of London Strategic Plan

1.0 POLICY SUMMARY

This policy establishes the framework to govern the temporary or permanent relocation of London & Middlesex Community Housing (LMCH) household(s) as a result of regeneration activities, conversion, sale, or substantial revitalization of a unit, group of units or an entire LMCH designated community. This policy will also detail efforts to mitigate any undue financial hardship caused due to relocation activities.

2.0 POLICY STATEMENT

LMCH is committed to its mission and vision of establishing safe, healthy, vibrant, connected, and supportive communities that meet the needs of all tenants. LMCH understands the adversities and hardships that may result from Regeneration activities; therefore, LMCH is committed to work alongside and engage with those directly impacted by Regeneration and the larger community as a whole.

3.0 DEFINITIONS

Regeneration: The process of redevelopment of land parcel(s) with broad objectives of attracting economic investment to encourage revitalization, employment, and improved living environments. In the LMCH context, regeneration holds other specific goals, including improving existing neighborhoods to make them more supportive and inclusive communities that are also socially and financially sustainable and healthy in the long-term.

Relocation Agreement: A written contract between a household, through the leaseholder(s), and LMCH, that outlines the rights and obligations of both parties during a temporary relocation process due to regeneration activities or substantial revitalization.

Tenancy in Good Standing: A tenancy where the tenant/household is and has been in compliance with all the terms and conditions of the lease throughout the term of the lease, and there is no current legal action against the tenancy at the Landlord and Tenant Board.

4.0 PURPOSE

To minimize the adverse effects of relocation on residents facing temporary or permanent displacement from LMCH properties. The goal is for LMCH residents to continue their life in a new or temporary unit with as little disruption as possible.

5.0 SCOPE

This policy applies to tenants of LMCH who are required to relocate from their housing units due to renovation, revitalization, redevelopment, rehabilitation, or the sale of an LMCH property.

Except as stated otherwise, this policy applies to all forms of tenancy, including market rent, rent-geared-to-income (RGI), and affordable rental and rent supplement units.

Where LMCH does not require a household to move out of their unit for the reasons provided above, and where an RGI household wants to move from one LMCH unit to another LMCH unit, the Internal Transfer Policy will apply.

6.0 POLICY DETAILS

6.1 Communications

LMCH will engage, keep informed and work with tenants when possible, to prepare and complete regeneration activities to their community and individual units. LMCH will help navigate and support tenants in moving, when applicable if their unit is directly affected.

6.2 Notice

LMCH staff will inform the community as a whole at least eight (8) months in advance of regeneration construction activities. LMCH will also provide notices to each household prior to public information and engagement sessions where tenants will be invited to provide feedback.

Subsequent to that, an N13 Notice to End your Tenancy Because the Landlord Wants to Demolish the Rental Unit, Repair it or Convert it to Another Use will be issued to households directly impacted by regeneration activities. The notice will include a deadline for moving out of the unit.

6.3 Selecting a unit

Tenants may choose to move to any available LMCH unit that matches their household's eligibility. Prior to and during the move, tenants must update changes in household composition.

LMCH will meet one-on-one with each household impacted to discuss the household's needs, review their preferences, and provide options for potential unit selection. If LMCH or partner alternative units are available, they will be provided as well.

LMCH will work diligently to help households find a new unit that meets the needs of the family, working to find the balance of eligibility criteria and preference to ensure they maintain RGI subsidy.

LMCH cannot guarantee that a household's desired unit or location will be available.

All tenants impacted will be provided with a unit selection package that includes information such as locations, pictures or floor plans when available, amenities, and clearly articulate any new costs, if there are any.

6.4 Offer acceptance

After a resident has selected a unit, LMCH will issue an offer. Once an offer is accepted, the household will sign a new lease for their selected unit and an N11 Agreement to Terminate the Tenancy for their existing unit, if applicable.

6.5 Moving Assistance

After an offer has been accepted, LMCH will confirm the date by which the household must vacate their current unit. Moving assistance will be provided to all households who are required to leave their unit due to regeneration construction and relocate to an alternate unit within LMCH properties as per the Tenant Relocation Procedure.

6.6 Moving to a Non-LMCH Unit

Some residents who are required to relocate due to regeneration may choose to do so permanently, moving to a non-LMCH unit. These tenants will be eligible for compensation as stated in N13 Notice to End your Tenancy Because the Landlord Wants to Demolish the Rental Unit, Repair it or Convert it to Another Use. The household will still be required to vacate the unit by the deadline on their official notice (see section 6.2 "Notice").

If a household receiving RGI assistance chooses to move to a non-LMCH unit and stops being an LMCH tenant, they will lose their RGI subsidy and their right to return.

6.7 Right to Return

If a household is being relocated and there is an opportunity to return to the same community following regeneration, LMCH will provide relocated households with the right to return to the community from which they were relocated.

The right to return will be assured by a Relocation Agreement that is signed by LMCH and the household when moving to an alternate unit within LMCH properties.

Only households with a signed Relocation Agreement will be eligible for the right to return, subject to the terms set out in their Relocation Agreement, and provided they continue to meet the requirements of a tenancy in good standing.

7.0 CONCERNS

If a household that is involved in relocation has a concern about decisions made by LMCH staff, they will be addressed with a formal process that will ensure due process and transparency and addressed, as per the Tenant Complaint Procedure, starting with staff responsible for relocation.

Residents can also seek assistance from a customer service officer at the Landlord Tenant Board by calling 1-888-332-3234. LMCH will work to connect residents to services in the community where applicable.



8.0 DOCUMENT CONTROL

Date Drafted	June 17 th , 2020
Date Approved	September 17 th , 2020
Date Revised	
To be reviewed	
Inquiries to Policy Owner	

Q2 Human Resources Manager Update

TO: LMCH People Services and Housing Committee

FROM: Dirk Volschenk, Manager of Human Resources

SUBJECT: Human Resources Manager Update – Q2 2025

DATE: August 6, 2025

PURPOSE:

To provide the People, Service and Housing Committee an overview of the key activities in Human Resources for Q2 of 2025 and to provide information for the matters identified as priorities for Human Resources in 2025.

RECOMMENDATION:

That the People, Service and Housing Committee receives this report for information and be provided an opportunity to provide feedback on the development of KPI's for the Human Resources Department.

BACKGROUND:

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

Staffing Complement

As per the KPI Quarterly Report provided, LMCH has seen an increase in its targeted range for staffing complement during the second quarter of 2025. Our staffing levels were 100% of the budgeted complement at the end of the quarter. This is a positive sign in terms of maintaining a healthy workforce, and was able to be achieved through effective recruitment turnaround times despite having seven departures during the period.

Departures included six resignations, of which one employee was moving outside of London, one employee resigning for personal reasons, and four employees leaving for better career advancement. It remains the major reported reason for LMCH employees' resignation, being career advancement, and being able to accept positions at a higher compensation than we are able to offer.

Through the provision of Business Case 22 Funding, LMCH is actively moving forward with the insourcing of select property management services. Human Resources is currently supporting the legal review of this process and has initiated recruitment for a functional Manager to oversee the program. The targeted start date for this position is in Q3.

To support the implementation of the new organizational restructuring, we were able to successfully recruit a Chief Operating Officer, who joined LMCH in June. We have also supported the initiation of the second phase of the restructuring through the creation of two new Job Descriptions for the newly created Senior Manager, Community Safety and Wellbeing, and Senior Manager, Tenant Experience. These two newly created positions, along with the current Senior Manager, Property Services, are currently being recruited for a targeted starting date in these positions for Q3.

Finally, during Q2, LMCH received approval for three (3) Canada Summer Jobs program positions and was able to recruit in Finance and Property Services. The students were with LMCH for two months and ended their placements at the end of July. They added great value to both LMCH Tenants and Staff and were provided insights into the opportunities and rewards of working within LMCH and the Social Housing sector.

Recruitment

As per the KPI Quarterly Report provided, LMCH has improved our targeted time to fill vacancies recruitment to 50.74 days from 84.25 days in the previous quarter.

During this period, LMCH initiated a total of 14 new competitions, which is much higher than we normally experience. Some of that increased activity is attributed to the number of resignations, but a positive nuance in that number is an increase in positions being filled internally first, either through an existing staff Member looking for other opportunities or temporary staff seeking to join LMCH on a permanent basis.

We are also pleased to continue receiving referrals for vacancies from existing staff Members, which helps keep recruitment times short and a reduction in recruitments in lengthier recruitment cycles and absences.

Employee Attendance and Absences

As part of the Strategic Plan for maintaining a healthy organization, LMCH believes it's important to maintain an understanding of the attendance and absences of our employees. To support and inform decision making we have introduced metrics to measure person days lost to sick leave and other measurable causes. We have set our

benchmark against two metrics, one being the accrual rate for sick leave for our employee group and one against the National Average for Public Sector Employees.

The reason for measuring against our accrual rate for sick leave is that we should target a healthy work environment where employees are not requiring more sick leave than they are entitled to, which allows them to build up sick leave banks to guard against any unexpected long-term illness or injury. We determined this to be our internal measure for success.

We also would like to understand how our workplace measures against the averages in other similar organizations, and decided to use the benchmark as measured against Statistics Canada's annual average for Public Sector Employees in Ontario (13.4 days per annum or 1.11 days per month).

As demonstrated in the KPI Quarterly report, we were meeting the provincial average for Employee Sick leave usage in Q1 and improved to below our targeted date in Q2, which is a positive organizational trend.

We are also tracking individual cases where employees have exhausted their sick leave entitlements and are required to go into unpaid leave during periods of illness. The decision was made to track these individual figures to be able to identify where employees are on a consistent basis utilizing more sick leave than they can accrue, thereby leading to unpaid leaves. Reviewing these figures, there is a negative trend where employees are both utilizing more unpaid leave and more employees are utilizing unpaid leave.

LMCH will need to review this and implement individual plans for those employees to determine what can be done to improve attendance at work.

Update on Occupational Health and Safety Program and Initiatives.

LMCH is continuing the important work to ensure a safe working environment for its employees and continues to work towards a system of continuous improvement and review of its Health and Safety Program in response to the unique challenges that LMCH faces.

LMCH has continued in its commitment to providing all employees Non-Violent Crisis Intervention training and Verbal De-escalation training, and we have successfully completed training for 52 employees, which represents over 50% of all employees trained in these important skills and initiatives. Although there has been a break over the summer, we will continue training employees in the fall with the goal of providing training to all employees by the end of the year.

LMCH has continued its search for a viable program to provide structure to employee debriefings after experiencing a critical incident. As per the Q1 update, LMCH has considered the Peer Support Program through Wounded Warriors but determined that the Program isn't suitable for LMCH. After reviewing other options, LMCH is currently considering providing LMCH staff training in Group Critical Incident Debriefing through the Crisis and Trauma Resource Institute (CTRI). The intention is to implement a formal structure to provide Critical Incident Group Debriefing to strengthen our trauma-informed response capabilities. The proposal is being presented to Leadership.

LMCH has also invested in the continuing support of Employee Mental Health and provided training in Mental Health First Aide through the Mental Health Commission of Canada to 25 employees. A second session will be scheduled in Q3.

These training initiatives are intended to provide tools and resources to Employees to effectively manage their health and wellbeing while performing work in LMCH communities.

To support the transition from a general approach to Health and Safety within LMCH to a more focused program, we have started gathering and aggregating information around Health and Safety Occurrence Reporting to help inform decision making in our programs and Initiatives. Through a better understanding of what incidents our employees are reporting and where they are experiencing it the most, we can develop specific strategies for our most acute properties and experience categories to better mitigate and manage these risks to our employees.

Final Update to Changing Outsourced Payroll Provider

LMCH has been working with the ADP Transition Team over the last six months, and we are working towards greater control and automation over our payroll processes. At present, the final work is being performed around cleaning up earnings codes and payroll categories to ensure that the payroll process is more automated and better understood.

Although some work is continuing in Q3, the transition project has been completed in its major components and will be removed from future reporting to the Committee.

Scheduled Training

LMCH will continue scheduling on-Violent Crisis Intervention training and Verbal De-escalation training as reported above. Additionally, we are targeting a group of employees to be enrolled and participate in the Critical Incident Debriefing through the

Crisis and Trauma Resource Institute (CTRI). We will also be scheduling a second session in Mental Health First Aid.

In addition to the training identified above for the Health Organization strategic initiative, LMCH is making investments in professional development for its employees in leadership, communication, finance, capital and construction, and human resources. The purpose of providing professional development opportunities is to increase skills and knowledge in functional areas, but also to serve as a retention strategy for employees through investment and work-back provisions.

PREPARED and RECOMMENDED BY:
Dirk Volschenk MANAGER OF HUMAN RESOURCES

Director and Officer Liability – Bill 10

TO: LMCH People, Service & Housing Committee

FROM: Sara De Candido, COO

SUBJECT: Director and Officer Liability – Implications of Bill 10: Protect Ontario Through Safer Streets and Stronger Communities Act, 2025

DATE: August 6, 2025

PURPOSE:

To update the People, Service, & Housing Committee of the recent passing of Bill 10, Protect Ontario Through Safer Streets and Stronger Communities Act, 2025, and to assess its implications on LMCH's indemnification obligations for Directors and Officers under our current liability coverage with HSC Insurance.

RECOMMENDATIONS:

To receive the report for information.

OVERVIEW:

On June 5, 2025, Bill 10 received Royal Assent and is now law in Ontario. Among its provisions, Schedule 8 enacts the Measure Respecting Premises with Illegal Drug Activity Act. The legislation is designed to combat illegal drug activity by holding landlords accountable when such activity occurs on their properties.

While intended to strengthen community safety, the Act has significant implications for landlords (residential and commercial), including non-profit housing providers. It introduces new enforcement tools such as administrative penalties, cost recovery measures, and enhanced police authority, including the ability to close properties and seize assets linked to illegal drug activity.

KEY PROHIBITIONS:

- 1) Permitting Criminal Use of Premises:
Landlords must not knowingly allow their premises to be used for prescribed criminal activities (e.g., drug production or trafficking). A statutory defence exists if landlords can prove they took "reasonable measures" to prevent such activity. The legislation provides no detail as to what may be considered "reasonable measures" to stop activity.

2) Possession of Proceeds:

It is also prohibited to knowingly possess the proceeds of any offence under the Act.

These provisions expand landlord responsibilities significantly, requiring possible proactive monitoring and enforcement measures to avoid liability.

ENFORCEMENT POWERS GRANTED UNDER THE ACT:

- Removal of individuals from premises
- Closure of commercial properties
- Seizure of items linked to criminal activity
- Restriction of access to certain premises
- Arrest without warrant under specific conditions
- Penalties for obstructing law enforcement

INDIVIDUAL and CORPORATE LIABILITY:

Type of Offence	Offender	Who it Affects	First Conviction	Subsequent Conviction
Contravention of Subsection 2 (1): No person shall knowingly permit a premises of which the person is a landlord to be used in relation to a prescribed offence.	Individual	CEO COO Directors Board of Directors	Fine: \$10,000–\$250,000 or imprisonment ≤ 2 years less a day, or both	Fine: \$5,000–\$100,000 per day the offence continues, or imprisonment ≤ 2 years less a day, or both
	Corporation	LMCH	Fine: \$25,000–\$1,000,000	Fine: \$10,000–\$500,000 per day the offence continues
Contravention of Section 3, Sub., 6(2), 7(4), 10, or 11(2): No person shall knowingly possess the proceeds of an offence under this Act.	Individual	CEO COO Directors Board of Directors	Fine: up to \$100,000 or imprisonment ≤ 1 year, or both	N/A
	Corporation	LMCH	Fine: up to \$250,000	N/A

IMPACTS ON NON-PROFIT and SUPPORTIVE HOUSING PROVIDERS:

Applying the same personal liability to directors of both for-profit and non-profit corporations creates an unfair imbalance. Non-profit directors, who serve as volunteers, face the same legal risks without any financial benefit. This is especially concerning for

supportive housing providers working with vulnerable populations, where the risks are inherently higher due to issues like addiction. Imposing personal liability could deter volunteers and discourage harm reduction and housing-first strategies that are essential to serving these communities.

Some municipalities have encountered difficulties evicting tenants who pose a risk to the health and safety of others, due to delays at the Landlord and Tenant Board (LTB) and the perception of community and supportive housing as a last resort.

NEXT STEPS:

- 1) Insurance Review:
Engage with HSC Marsh to identify the impact on current directors and officers regarding indemnification and liability coverage before our next insurance renewal in the fall of 2025.
- 2) Advocacy and Consultation:
Consider working with sector partners (e.g., ONPHA, CHF Canada) to get our voice at the table and advocate for amendments or exemptions in the legislation, depending on the regulations and how they are interpreted and applied.
- 3) Policy Review:
Review and update LMCH's internal policies regarding tenant monitoring, incident reporting, and crisis response to ensure compliance with the new legal standards.
- 4) Implications with LTB:
There is a risk that the LTB may interpret and apply standards that align with the broader spirit of the legislation, even if those standards fall outside its formal scope. Additionally, we should assess how obligations under the Ontario Human Rights Code intersect with Bill 10, particularly regarding tenant accommodations that may extend beyond the traditional landlord role.

ATTACHMENTS:

Appendix A: Bill 10, Protect Ontario Through Safer Streets and Stronger Communities Act, 2025

PREPARED BY:	RECOMMENDED BY:
RYAN WINTER BUSINESS PLANNER	SARA DE CANDIDO COO

Reimagine Southdale – Q2 2025 Report

TO: LMCH People, Service & Housing Committee

FROM: Sara De Candido

SUBJECT: Reimagine Southdale Phase 1 – Q2 2025 Report

DATE: August 5, 2025

PURPOSE:

This report is to provide an update to the LMCH People Service and Housing Committee on the Reimagine Southdale project, Phase 1.

RECOMMENDATION:

It is recommended that the LMCH People Service and Housing 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 \$1.19 million 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)

**Communication Policy Updates
STAFF REPORT-2025- 32**

TO: LMCH Board of Directors

FROM: Matt Senechal, Communications Manager

SUBJECT: Communications Policy Updates Update

DATE: August 12, 2025

PURPOSE:

The purpose of this report is to receive approval for the revised LMCH Communications Policy and Social Media Policy.

RECOMMENDATION:

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

1. **APPROVE** the attached Communication Policy.
2. **APPROVE** the attached Social Media Policy..
3. **AUTHORIZE** LMCH staff to implement the policies and take necessary steps to support operational rollout.

BACKGROUND:

The previous LMCH Communications and Social Media Policies were last updated in 2021. Since that time, LMCH has undergone significant organizational change, added new leadership, and expanded its digital and tenant engagement activities. The Communications team has also assumed a more strategic role in coordinating media relations, ensuring brand consistency, and developing policy messaging.

The updated policies reflect:

- Alignment with legislative requirements (MFIPPA, AODA, CASL)
- Increased clarity on roles and responsibilities
- Improved internal accountability structures
- A split between high-level policy and operational procedures
- Updates related to online safety, cyberbullying, and tenant engagement

REASON FOR RECOMMENDATION OF THE COMMUNICATIONS POLICY

The Communications Policy defines the principles and expectations for how LMCH communicates externally and internally. It provides guidance on:

- Roles and responsibilities
- Media and Public Engagement (Board involvement as needed)
- Accessibility of content
- Appropriate use of LMCH brand identity
- Non-partisan commitment

The policy was previously a single document covering both strategic and procedural guidance. It has now been revised into a high-level policy. A procedure will be developed for operational use that outlines when and how members of the Board engage with the media and the community on behalf of LMCH.

REASON FOR RECOMMENDATION OF THE SOCIAL MEDIA POLICY

The Social Media Policy governs the appropriate use of LMCH social media accounts and employee behaviour online. The updated policy now includes:

- Mandatory use of Multi-Factor Authentication (MFA)
- Clearer distinction between personal and professional social media use
- Managing inappropriate content and cyberbullying
- Emphasis on tenant privacy and respectful engagement

A separate Social Media Procedure will be created to provide operational guidance and training support.

TENANT AND STAFF IMPACT

The updated policies aim to increase clarity, transparency, and professionalism in how LMCH engages with the public and supports tenants through digital platforms. They also set clear boundaries and protections for staff using LMCH social media accounts.

While no negative tenant impacts are anticipated, both policies reinforce LMCH's values around respectful engagement, privacy, and access to information.

ATTACHMENTS:

- Appendix A: LMCH Communications Policy-2021
- Appendix B: LMCH Communications Policy - 2025
- Appendix C: LMCH Social Media Policy 2021
- Appendix D: LMCH Social Media Policy - 2025

PREPARED and SUBMITTED BY:
Matt Senechal, Communications Manager

RELATED DOCUMENTATION

Legislation	Canadian Charter of Rights and Freedoms, Copyright Act, Criminal Code of Canada, Accessibility For Ontarians With Disabilities Act (2005), Ontario Regulation 191/11(Including Part II Communications Standards), Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.0, Canadian Anti-Spam Law (CASL), Public Libraries Act
Collective Agreement	
Forms	
Policies	LMCH Social Media Policy, City of London Accessible Customer Service Policy, Tenant Code of Conduct, Employee Code of Conduct
Other Resources	2018 Branding Guidelines, Guideline for Communication Regarding Personnel Matters, City of London Accessible Customer Service Policy

POLICY STATEMENT

London & Middlesex Community Housing (LMCH) values the role that communications play in:

- Engaging and consulting with the community and members of the public;
- Sharing information about LMCH;
- Celebrating our value to the community; and
- Providing transparency about how LMCH operates.

It is the policy of LMCH to:

- Communicate respectfully and positively, reflecting LMCH's values and mission;
- Support intellectual freedom while protecting privacy rights;
- Ensure that communication materials represent the diverse nature of the community fairly and inclusively;
- Make sure that communications reflect the value of accessibility and comply with accessibility legislation and standards;
- Provide information in different formats so that a variety of a person's needs can be met for LMCH services;
- Use different ways and tools to communicate, including but not limited to social media, email, etc.;
- Communicate possible danger, hazard or threat to public health and safety as needed;
- Ensure that the LMCH Board and all LMCH Employees work together to achieve clear and effective communications with the public; and
- Manage communications effectively, efficiently, and in a financially responsible manner.

SCOPE

This policy pertains to external communications about or on behalf of LMCH, as well as communications by LMCH Board Members or Employees. It encompasses all forms of communication, including online platforms (e.g., social media).

LMCH guidelines, including the Guideline for Communication Regarding Personnel Matters and the Social Media Policy, support this policy.

DEFINITIONS

Communications: The interaction between two or more people or groups where information and other content is provided, sent, or received.

Communications Channel: A transmission medium, such as print or electronic media, through which information and other content are sent or received.

Communications Platform: A tool that supports communication, which includes back-and-forth communication, such as conversations, and one-way or broadcast communication.

Confidential: Access is permitted only by those who have been authorized.

Employee: Means a person who is employed by LMCH and includes all Employees, including contract staff.

Non-partisan: Defined as not favouring or promoting any political party, platform, or candidate.

Personal Information: Information that can be used to identify an individual.

Record: Refers to recorded information in any format. These formats can include documents, business records, financial statements, personnel files, minutes, accounts, letters, emails, and other forms of correspondence, as well as memoranda, photographs, and films.

Transparency: A situation in which business and financial activities are done openly without secrets so that people can trust that they are fair and honest.

PURPOSE

Effective communication is critical to the fulfillment of the mandate set out by London and Middlesex Community Housing (LMCH) through its mission to provide and maintain homes in a safe and supportive environment that meets the needs of the people served in its communities.

LMCH is not subject to the City of London's Communication policies; however, LMCH acknowledges that the two entities are closely tied legally, as the city is the sole shareholder of the organization.

The purpose of this policy is to ensure that LMCH's external communications are accessible, engaging, and professional. It also aims to ensure that LMCH's external communications are well managed.

This communication policy supports LMCH's communications so that:

- LMCH's communications are consistent with the mission, vision, and core values of the organization;
- LMCH provides useful, accurate, and understandable information;
- Communication strategies and requirements are an essential part of LMCH's community consultation and collaboration;
- LMCH Board Members and Employees understand how to meet the legislative requirements that govern communications and content, including the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), and other legislation and related LMCH policies; and
- LMCH Board Members and Employees understand what is expected of them when using LMCH communications channels.

APPLICATION

This policy applies to the Board of Directors, all employees, interns, students, and volunteers. Primary accountability for this policy rests with the Communications Manager, the Chief Executive Officer (CEO), and the Board Chair. The responsibility for implementing this policy and ensuring LMCH's communications comply with it rests with the Communications Specialist and the CEO.

Corporate Identity

LMCH will maintain a clear and consistent corporate identity to help the public recognize and understand LMCH policies.

ROLES AND RESPONSIBILITIES

Communications is a shared role that requires the cooperation of many internal stakeholders whose communications-related responsibilities are as follows:

- The Board of Directors, in its governance role, is responsible for LMCH's strategic policies and planning frameworks. The Board also approves:
- LMCH's Corporate Plans and Annual Reports; and
- LMCH's Corporate Policies.

LMCH's Chief Executive Officer (CEO) is accountable to the Board of Directors and ensures the establishment of LMCH's policies. The CEO oversees the work of the Senior Leadership Team (SLT) and provides leadership in establishing LMCH's overall communications themes; most importantly, in designating the Communications Manager to coordinate the implementation of this Communications Policy.

The Board Chair and the CEO will ensure that communications are fully integrated into the planning, management, and evaluation of policies, programs, services, and initiatives.

Reporting to the CEO, the Communications Manager is responsible for overseeing communications and implementing LMCH's Communication Policy. The Communications Manager defines communications objectives and priorities and ensures the appropriate distribution of resources to all programs and functions related to communications planning and management.

The Communications Manager works closely with all departments and, where applicable, the Board of Directors to ensure effective communication. In this role, the Communications Manager will:

- Direct the deployment of all external communications, marketing, and public relations that support all programs and services;
- Provide oversight to ensure consistent compliance with LMCH's Communications Policy across all of LMCH's programs and services;
- Work with other teams to align their communications priorities, objectives and requirements for programs, partnerships and service delivery;
- Ensure liaison and co-operation with the City of London when appropriate;
- Ensure a proper balance of professional resources among the principal elements of communications, media relations, public relations, advertising, sponsorship and shareholder relations;
- Review and approve all communications strategies; and
- Assess all new initiatives within the public domain and ensure that communications are fully considered in each new plan or policy.

The Senior Leadership Team (SLT) is responsible and accountable for their projects and programs and will actively participate in planning and executing the Communications Policy by:

- Identifying target audiences, assessing their concerns and information or service needs;
- Ensuring that communications requirements are fully integrated with and supported by their activity planning and implementation;
- Working collaboratively with the communications team to serve the public, their audience, and the media (as needed by the Communications Manager);
- Reporting on issues or potential issues and opportunities within their areas of expertise, and working with senior management to prepare communications messages; and

- Briefing staff on corporate plans, initiatives, and priorities, and reporting on internal communications gaps to the Communications Manager and (when applicable) the CEO.

SLT members will ensure that issues relating to LMCH that could be publicized in the media, social media, or otherwise are communicated to the Communications Manager and, when applicable, to the CEO.

Should questions or uncertainty arise, SLT members will seek guidance from the Communications Manager to ensure that the communications elements of their work are aligned with the requirements outlined in this policy and with the key messages outlined in the LMCH's Strategic Plan and LMCH's overall communications approach.

LMCH employees are responsible for bringing any communications, messages, or media requests to the attention of the Communications Manager (and when applicable, the CEO).

POLICY IMPLEMENTATION

The implementation guidelines set out in this policy apply to the full range of internal and external communications issues by LMCH regardless of the communications medium or form (i.e. television, radio, social media, printed materials).

Through the efforts of LMCH, the organization's visibility and profile are expanded to deal with external communications, public relations, and marketing activities as effectively and efficiently as possible.

Branding

The quality of services and experience determines LMCH's brand, which it brings to its audiences. LMCH's logo and visual identity are key elements of its brand.

The application of LMCH's visual branding and identity is detailed in the 2018 LMCH Brand Guidelines, which is available internally on the Commons Drive and through the Communications Manager.

LMCH's logo and/or visual identity must be applied to all communication products, including marketing, printed materials, audiovisual and digital materials (i.e. website, social media).

Digital Platforms

LMCH's Care Inbox is the primary platform through which the organization communicates with tenants and (to an extent) the public. The Care Inbox is intended for tenant requests regarding rent, maintenance issues, social concerns, and addressing other operational matters.

The LMCH website is the primary platform through which LMCH advertises and provides information about its role within the London and Middlesex community. It contains press releases, updates on projects, tenders, job opportunities, and news about LMCH, the Board of Directors, and its community partners. The website is updated accordingly to reflect LMCH's ongoing dedication to promoting the benefits of RGI housing within the community.

LMCH's digital communications activities will extend to e-mail and social media channels. LMCH will engage in its outreach and will communicate its programs via social media channels and mobile technologies. As part of its digital strategy, LMCH will monitor rapidly evolving technologies and identify opportunities and priorities in this area. For more information on social media tools and policy, please refer to the LMCH Social Media Policy.

Advertising

LMCH will promote its programs, services, and initiatives through various communications channels and publications.

LMCH may, at its discretion, publish advertisements in print publications from a public sector, non-profit, private-sector, or non-government source. LMCH will not sell or provide advertising space or time on the LMCH website or social media to any person, other organization, or entity outside of the organization.

LMCH will avoid the appearance of providing marketing support or an unfair competitive advantage to any person, organization, or entity outside of the organization.

Copyright

The use of images in print and digital communications products and their distribution to target audiences will comply with the Copyright Act. LMCH will ensure that the ownership rights associated with all external images (meaning not produced by LMCH) that are subject to copyright are fully respected in all of the organization's communications channels and products.

All intellectual content created by LMCH, the Board of Directors and Employees acting on behalf of LMCH is owned by LMCH and is the copyright holder. This includes information about LMCH and its services, programs, and initiatives. It provides content in all formats and content posted on LMCH's website and social media channels.

LMCH content may be reproduced by others with appropriate acknowledgment and used following Canadian copyright law. For more copyright information, please see the Communications Manager, the Copyright Act, or the LMCH Social Media Policy.

Media Relations

LMCH will operate and respond effectively in a 24-hour media environment. LMCH will engage the media using a variety of communication tools, including social media, news conferences, background briefings, technical briefings, and news releases.

LMCH will respond to media inquiries or requests for interviews. Media inquiries will be answered promptly, whenever possible, to meet publication deadlines. Employees will not speak to the media and will instead direct all inquiries to the Communications Manager. Only the Communications Manager or their designate will speak to the media about services and initiatives they are familiar with and for which they are responsible. Such communication will be conducted in collaboration with the CEO and/or other assisting members of the SLT and/or the Board Chair.

Official Spokespersons

LMCH's Communications Team is responsible for overseeing communications, protocols, channels, and tools.

The CEO, or designate, Communications Manager, and, as required, the Chair of the LMCH Board, or their designate, will act as the spokesperson when statements on behalf of London & Middlesex Community Housing are needed. This could include communicating Board decisions or corporate information about LMCH. These spokespersons may assign other representatives to speak on specific topics as appropriate.

Employees will communicate openly and regularly with the public about policies, programs, services, and initiatives with which they are familiar and for which they are responsible. Employees will not speak on behalf of LMCH and/or the Board about corporate matters unless they have been designated to do so by the CEO or the Communications Manager.

Corporate matters encompass governance, emergency management, projects, legal, financial, and personnel matters. Employees will inform the CEO or the Communications Manager if they are asked by the media for information about corporate matters or to comment on corporate matters.

Please note that only the designated spokespersons are authorized to speak on behalf of LMCH to the media.

Crisis and Emergency Communications

In the event of a crisis or emergency involving LMCH, the organization will communicate through the spokesperson during and after the incident. This communications policy aims to prevent injury or loss of life, limit damage to LMCH assets and property, maintain public services, facilitate the recovery process, and restore or maintain public confidence in the organization.

Risk Management

Communication, whether in person, in print, or online, will be clear, consistent, and positive. LMCH's corporate values, image, assets, and interests shall be protected and used to maximum effect.

Online and social media channels are dynamic and interactive. They have both opportunities and risks. Online messages have the potential to harm the image and brand of LMCH. To ensure positive and proactive

communication and prevent incidents or problems that may arise when using LMCH's online channels, platforms, or equipment, this policy, along with the Social Media Policy and its associated policies, governs communications by members of the public. LMCH will also have in place guidelines and training for Board Members and Employees.

LMCH does not accept responsibility for any content that appears on its online and social media channels, unless the LMCH Board or its employees created the content.

Service Standards for Communication

Whenever LMCH employees communicate with one another, tenants, external partners or contractors, the media, or members of the public, inquiries should be responded to within five (5) business days. If employees are passing on an individual's inquiry to another employee or department, they should still reply to let them know that the proper authority will be in touch with them shortly to assist them. This ensures that all inquiries are handled efficiently and promptly, letting people know that their concerns are being addressed and their voices are being heard.

All external communications regarding media requests should be grammatically correct, with no spelling errors, and have the approval of the Communications Manager (and, when applicable, the CEO and the Board Chair) before being distributed.

ACCESSIBILITY

LMCH works to provide "universal access" to services for all people to the greatest extent possible. Where possible, LMCH will provide access without the need for adaptation or specialized design to integrate services for persons with disabilities.

Following LMCH's values and its Accessibility Policy, LMCH will:

- Communicate in ways that are accessible to persons with disabilities;
- Comply with the requirements of the Accessibility for Ontarians with Disabilities Act (AODA) and regulations; and
- Be consistent with the City of London Accessible Customer Service Policy and continue to regularly update employees on best practices to ensure communication is clear and accessible.
- LMCH will:
 - Provide accessible formats and communications support as quickly as possible when a person with a disability requests them;
 - Ensure that feedback processes, such as the LMCH Board delegations and public participation, are accessible. Communications support and accessible formats will be arranged upon request;
 - Ensure that the website and web content are accessible according to World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.0 per AODA web content accessibility requirements; and
 - Provide emergency procedures, plans, or public safety information in an accessible format or with appropriate communication supports, as soon as possible, upon request.

Persons who have indicated to LMCH that they require communications tailored to their accessibility needs will be documented, and a list will be stored electronically. This will be done so that staff can ensure all future communication is delivered to the person(s) in their preferred method, without needing to submit a request for accessible communications on a constant basis.

Access to and communication of information held by LMCH is governed by legislation and the LMCH Access to Information and Protection of Privacy Policy. Information about the organization will be made public through an internal LMCH process.

LMCH will protect the privacy of all individuals' personal information in its custody or control and will comply with the access and privacy provisions of the MFIPPA and other applicable legislation.

Spokespersons, as described above, will respect the privacy rights of all individuals at all times.

INAPPROPRIATE CONTENT

Inappropriate content, as determined by LMCH, will not be communicated or shared using LMCH's communications channels, platforms, or equipment.

Examples of inappropriate content include information that identifies individuals without their permission, copyrighted material, negative comments about LMCH or its Board Members, Employees, or Vendors, hate propaganda, discriminatory or profane language, and harassing language and behaviour. For more information on inappropriate content, please see the Social Media Policy.

NON-PARTISAN CONTENT

One of LMCH's core values is equity. We strive to be non-partisan in our services, spaces, and communications. To accomplish this, LMCH will be non-partisan in its communications and will not:

- Support, endorse, or advocate the viewpoints or beliefs of any candidate, political party, organization or group;
- Allow the posting or distribution of election or campaign material in or around LMCH facilities or on the website; or
- Participate in, or lend support to, partisan events organized for political party purposes.

Opportunities for photo-ops and positive news stories (i.e. additional funding to the organization or a program) with politicians or other groups are exempt from this section. These kinds of interactions and communications are acceptable to continue as long as they don't involve promoting a particular political candidate or party.

COMMUNICATIONS REGARDING PERSONAL MATTERS

The LMCH Board or individual Board Members may receive communications that contain information about LMCH Employees. This information may meet the definition of personal information. LMCH has a Guideline for Communication Regarding Personnel Matters in place to be followed in such cases.

Employees and Vendors who receive communications containing information about LMCH Employees that would meet the definition of personal information will refer the communications to the CEO and/or the Executive Assistant.

COMMUNICATIONS MANAGEMENT

Gathering and providing information of importance to the public and other stakeholders requires professional tools and resources, as well as effective and accountable management. The CEO and the Communications Manager are responsible for communications management.

Internal and external communication requirements will be identified and met during the planning, management, or review of policies, programs, services, or initiatives.

TECHNOLOGICAL INNOVATION AND NEW MEDIA

LMCH will implement strategies to ensure that technology and new media advance the organization's ability to connect with the public, tenants, and other stakeholders in efficient and practical ways. The Communications Manager and the Information Technology Manager shall be accountable for integrating communications with

technology, new media, and systems that support operations.

PARTNERSHIPS AND COLLABORATIVE ARRANGEMENTS

Communication requirements will be considered when planning, negotiating, or implementing a partnership or other collaborative arrangement. Joint activities or initiatives will be communicated in a manner that is fair and equitable to all parties.

Agreements governing collaborative arrangements will establish the communication roles and responsibilities of the parties involved.

ENVIRONMENTAL STEWARDSHIP

LMCH will be environmentally responsible by conserving energy and utilizing resources efficiently to manage and deliver communications, and market LMCH services and/or initiatives, where possible and feasible.

ACCOUNTABILITY

The CEO is responsible for ensuring that communication priorities and requirements are met. LMCH is compliant with legislation governing communications and works to ensure that corporate communications are fully integrated into business planning.

LMCH's Communications Manager is accountable to the CEO for managing the communications function, meeting all communications priorities and requirements, and adhering to policy directives and guidelines.

DOCUMENT CONTROL

Date Created	November 19, 2020
Date Revised	July 30, 2025
Date Approved	
To Be Reviewed	Every Five Years
Inquiries to Policy Owner	Communications Manager

Effective communication is essential to delivering LMCH's mission of providing and maintaining homes in a safe and supportive environment. This policy sets the framework for how LMCH communicates externally and internally, ensuring alignment with its values, legislative responsibilities, and commitment to accessibility and inclusion.

RELATED DOCUMENTATION

Legislation	Canadian Charter of Rights and Freedoms, Copyright Act, Criminal Code of Canada, Accessibility For Ontarians With Disabilities Act (2005), Ontario Regulation 191/11(Including Part II Communications Standards), Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.1 AA, Canadian Anti-Spam Law (CASL), Public Libraries Act
Collective Agreement	
Forms	
Policies	LMCH Social Media Policy, City of London Accessible Customer Service Policy, Tenant Code of Conduct, Employee Code of Conduct
Other Resources	2018 Branding Guidelines, Guideline for Communication Regarding Personnel Matters, City of London Accessible Customer Service Policy

1. PURPOSE

To ensure that all LMCH communications are clear, accessible, respectful, non-partisan, and aligned with the organization's mission, vision, and values.

2. SCOPE

This policy applies to all LMCH Board members, employees, volunteers, students, and contractors engaged in external or public-facing communication on behalf of LMCH.

3. POLICY STATEMENT

LMCH is committed to open, accessible, inclusive, and professional communication practices. All communications must:

- Reflect LMCH's values and promote public trust
- Be accurate, respectful, and non-discriminatory
- Comply with applicable laws and regulations
- Be accessible and available in alternate formats upon request

4. ROLES AND RESPONSIBILITIES

- The Board of Directors sets strategic direction and approves corporate communication policies
- The CEO oversees implementation and alignment across LMCH
- The Communications Manager leads the execution and management of communications
- All staff are responsible for ensuring that communication activities comply with this policy and for referring inquiries as appropriate

5. ACCESSIBILITY AND INCLUSION

LMCH will ensure that all communications are accessible and will accommodate persons with disabilities in compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.1 AA.

6. MEDIA AND PUBLIC ENGAGEMENT

Only authorized spokespersons are permitted to speak publicly on behalf of LMCH. Employees must refer all media inquiries to the Communications Manager.

7. NON-PARTISAN COMMITMENT

LMCH communications must remain neutral and avoid promoting any political candidate, party, or ideology.

8. DOCUMENT CONTROL

This policy will be reviewed every five years or as required by legislative or organizational changes.

Date Created	November 19, 2020
Date Revised	July 30, 2025
Date Approved	
Inquiries to Policy Owner	Communications Manager



RELATED DOCUMENTATION

Legislation	<ul style="list-style-type: none">• Canadian Charter of Rights and Freedoms• Copyright Act and Regulations• Accessibility For Ontarians With Disabilities Act (2005)• Ontario Regulation 191/11 (Including Part II Communications Standards)• Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)• Canadian Anti-Spam Law (CASL)• Public Libraries Act, R.S.O. 1990 Board-CEO Linkage Policy (G-02)
Collective Agreement	Article 3, Article 4
Forms	Video and Photo Permission Forms
Policies	Employee Code of Conduct, Tenant Code of Conduct
Other Resources	2018 LMCH Branding Guidelines

1.0 POLICY STATEMENT

The Social Media Policy guides the approval and use of social media for official London and Middlesex Community Housing purposes to ensure such use is consistent with the corporation's mission, vision, and values while upholding all relevant policies, legislation, and the protection of privacy.

2.0 SCOPE

This policy applies to all employees and all consultants or independent contractors acting on behalf of London and Middlesex Community Housing who are posting content to or sharing information on social media channels, including but not limited to social networks (including Twitter, Facebook, LinkedIn, etc.), blogs, and online communities.

This policy is not intended to limit the ability of London and Middlesex Community Housing employees who, in their private capacity, use social media. However, as social media is a public activity, this policy also outlines considerations for employees using social media for personal purposes.

3.0 DEFINITIONS

- **Content owner:** The employee assigned the responsibility of maintaining, monitoring, and moderating on official social media channels
- **Official purposes:** Sanctioned social media communications hosted in LMCH's name, including on behalf of any LMCH program, in support of a business objective or strategic priority of the



corporation, where the communication has been approved in writing as part of a formal communications planning process.

- **Private information:** Any information regarding an identifiable individual, which may include, but not limited to, the individual's background, race, ethnicity, nationality, age, religion, political views, home address, tenant file, criminal record, social status, education or medical history.
- **Social Media:** Online technologies and practices that people use to share opinions, insights, experiences, and perspectives. Social media can take many different forms, including social networking sites (e.g., Facebook, LinkedIn), microblogging (e.g., Twitter), and online forums including comment sections on websites.

4.0 VALUES

London and Middlesex Community Housing recognizes that social media channels are important for serving our tenants, engaging partners in building strong communities, and for telling the story of how our work benefits tenants and the city.

All corporate London and Middlesex Community Housing social media use must adhere to practices consistent with the corporation's mission, vision, and values.

5.0 STANDARDS

London and Middlesex Community Housing considers online and social media channels to be comparable to other communications and service delivery channels.

6.0 RULES AND REGULATIONS

London and Middlesex Community Housing (LMCH) does not monitor its social media channels 24/7 and discloses this information on all LMCH social media account profiles.

Content, comments, or links containing any of the following will not be acknowledged (or, in some cases, permitted) on any LMCH social media channels:

- Disrespectful comments
- Comments not directly related to a specific post or article
- Promotion of business services, products, or events
- Promotion of political candidates
- Promotion of illegal activity
- Information that may compromise the safety or security of the public or public systems
- Content that violates a legal ownership interest of any other party

Following the Occupational Health and Safety Act, and in protecting LMCH employees from harm and harassment in the workplace, LMCH does not condone the following on social media:



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- Abusive, profane, derogatory, or offensive comments
 - Slandorous or defamatory remarks, obscene language, or sexual content
 - Information that may compromise the safety or security of LMCH employees
 - Content that promotes, fosters, or perpetuates discrimination based on race, creed, colour, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability, or sexual orientation

Should comments that meet any of the four criteria above be directed at any LMCH-managed social media channel, the following steps will be taken:

1. Step 1: LMCH will request removal (or remove directly if possible) the offensive comment/post, advising the offender that they will be blocked if the offensive content is not removed.
2. Step 2: If LMCH's request does not result in the removal of the offensive content, LMCH will block the offending user.

Note: LMCH may seek the assistance of the relevant social networking service in flagging and/or blocking offensive comments and users.

London and Middlesex Community Housing reserves the right to block/ban specific users from social media whose activities do not comply with the Social Media Policy. For more information, please contact communications@lmch.ca.

7.0 RESPONSIBILITY

The posting of content and engagement on behalf of LMCH will be the responsibility of LMCH's Communications Specialist. All other employees must have permission before posting to ensure that, as with all communications activities, communications through social media channels are accurate, consistent, and professional.

When representing LMCH on social media, employees are expected to communicate respectfully and professionally while following all LMCH policies. Employees are not permitted to discuss personal or confidential information on social media sites, whether through public posts or private messages. Non-compliance by LMCH employees may result in discipline up to and including termination.

8.0 POLICY DETAILS

8.1 APPROVAL PROCESS

Employees must obtain written approval to use social media for all LMCH business purposes. This includes using social media to engage in online interactions and managing a channel to support a London and Community Housing program or initiative.



The Communications Specialist is responsible for any content posted to LMCH social media channels. All staff may draft posts to send to the communication specialist for approval before posting.

The Communication Specialist has the authority to oversee the delegation of the social media accounts to authorize or unauthorize individuals' control to post content on any account. The Communications Specialist may assign LMCH social media accounts and apply any restrictions on:

- Following other accounts
- Liking other posts/content
- Posting
- Monitoring or responding to comments
- Visual content including posters, notices, videos, or photos
- Any other activity necessary to preserve the interests of LMCH

8.2 RESPONSIBLE USE OF SOCIAL MEDIA FOR BUSINESS PURPOSES

When using social media for business purposes, employees should conduct themselves professionally and uphold LMCH's mission, vision, and values. Before posting, all posts must be grammatically correct, clear, and concise. In addition to the guidelines outlined in the Social Media procedure, content owners must adhere to the following:

- Social media activities and interactions must uphold the mission, vision, and values of the corporation.
- While conducting LMCH business, employees should only use approved social media accounts set up specifically for official purposes.
- Content owners must make every reasonable effort to respond to concerns or questions directed to social media account(s) for which they are responsible.
- Because records on external social media platforms are not within the control of LMCH, content owners must refrain from any posts that disclose LMCH tenants, employees, or stakeholders' personal information, including but not limited to address, phone number, account number, and reference numbers.
- When posting content in collaboration with another organization (i.e. nonprofit, organization, business, community partner, etc.), LMCH must ensure receipt of approval to cite or reference the organization.
- Whenever possible, LMCH must give credit to other funders/community partners where applicable to their content (see **section 8.4**).
- When posting photographs or videos of employees, tenants, volunteers, board members, members of the public, or community partners on LMCH accounts, employees **must ensure they have given expressed consent** in writing for use of their image online (see **Appendix B**).
- Monitoring comment sections to ensure any ongoing discussions are civil and respectful. Any derogatory or offensive comments will be filtered and deleted.
- Exercising caution and common sense about posting on behalf of LMCH social media channels.



8.3 RESPONDING TO COMMENTS ONLINE

When monitoring social media channels, employees may respond to comments, tweets, or posts on LMCH social media accounts. Favouriting tweets, posts, or comments are allowed and encouraged whenever it involves positive messages and interactions concerning LMCH, affordable and rent-geared-to-income housing, the City of London, and its affiliated organizations (i.e. London Health Unit, London Economic Development Corporation) or other not-for-profits around the city. Employees can also respond to comments asking questions or about resources and may direct inquiries to the proper channels offline. This includes tenant questions, media requests, and new community partnership inquiries.

Any negative comments that reflect on LMCH must be monitored closely. If the post is coming from a reputable, legitimate source, LMCH may respond by acknowledging the situation, and asking the account owner to send them a DM, where the situation can be sorted out privately and (preferably) offline. Responding to LMCH complaints, concerns, or issues must be handled as quickly and effectively as possible.

If the post is coming from a source that is inconsistent or has a history with LMCH for inaccurate, false, or derogatory comments, **do not respond to the individual online**. Instead, refer to **sections 1.0 and 9.3** for more information on handling negative, slanderous, derogatory, or offensive comments from accounts.

8.4 IMAGE COPYRIGHT, CREDITING SOURCES AND REPOSTING

When reposting content or visuals from another page or external source, employees are obligated to give credit to the original content creator. Employees must state on any post with content not created by LMCH staff who the original content owner is and give credit. Employees must adhere to the following:

- Adding the words “credit:” and stating the original creator’s name, and social media handle or link to the website if applicable (i.e. “Credit: City of London”, “photo repost: CMHA”, “repost: @CBCLondon”). Credit can be given to an individual (i.e. photographer), company, organization, not-for-profit, or municipality.
- Credit to the original creator must be clearly stated on any LMCH social media post. If there is no indication of who the content owner is, employees may not post the content.
- The sole exception to listing credit on any posted content is in the circumstances that LMCH is the content creator, the content is from a copyright-free source or are stock images (i.e. Unsplash, etc.).

8.5 PERSONAL USE OF SOCIAL MEDIA

On personal social media handles, any employee is forbidden from discussing or posting private information including the following:

- Disclosing LMCH tenants, employees, or other stakeholders’ private information, including but not limited to address, phone number, account number, and reference numbers.
- Information that may compromise the safety or security of LMCH employees and tenants.



- Any content that promotes, fosters, or perpetuates discrimination based on race creed, colour, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability, or sexual orientation.
- Any racist, lewd, crude, inappropriate, or derogatory content that may be deemed offensive.
- Any potentially sensitive or confidential information about LMCH that is not to be made public knowledge.

No employee may create or modify their personal social media account to reference LMCH or use LMCH branding materials in the name, handle, profile, or other elements of their personal account. LinkedIn accounts are the sole exception; however, they are still governed within the Employee and Volunteer Code of Conduct and Conflict of Interest Policy.

Unless designated, employees are not spokespersons for LMCH and should not act as such online. To distinguish, employees should add disclaimers in their profiles (i.e. Twitter handles) that specify that expressed opinions are their own and do not reflect on LMCH. For example, employees may state on their social media that opinions on their profiles are their own and do not reflect those of others.

9.0 SECURITY RISKS

9.1 PASSWORD PROTECTION

The Communications Specialist is responsible for creating and maintaining password security for LMCH social media. Passwords for LMCH's social media must be unique: including at least one capital letter, one number and one special character to ensure security. They should be updated accordingly at least once a year.

The Communications Specialist is responsible for ensuring that all passwords to LMCH social media accounts are recorded and protected. In the event of a password change, the Communications Specialist will update any passwords and maintain the password records as needed.

9.2 PHISHING, SPAMS, SCAMS, AND OTHER THREATS

There may be situations where individuals will attempt to scam, spam, or other activities that may attempt to threaten LMCH social media or their followers. Phishing scams may appear as:

- fake comments or direct messages (DMs)
- customer service accounts
- online discounts
- quizzes that ask for personal information
- fake trending videos.



Comments or content will be deleted and flagged for spam. To combat these forms of phishing, scamming and spam, comment sections may be monitored to delete any suspicious comments. This includes private messages accompanied with dodgy links. Any suspicious follow requests will be deleted, and authorized employees are obligated to inform the Communications Specialist about any concerning activity they notice online. In the appropriate circumstances, LMCH may reach out to the social media network for assistance.

9.3 CYBERBULLYING AND ABUSE

Cyberbullying and abuse are a very real threat on the Internet. LMCH does not tolerate any bullying, harassment, or online abuse of any kind. When applicable, LMCH may filter comments to prevent abusive, offensive, or profane language from being published online.

If someone is cyberbullying, using profane language, threats, or abuse on any of LMCH's social media, the Communications Specialist or authorized employee must proceed with the following steps:

- Screenshot all the comments, posts, or interactions to keep for LMCH records
- Request the user to stop the bullying or abusive behaviour and advise them to delete their content. If they refuse, ignore, or continue, LMCH will delete the offensive content on social media
- Block and flag the account to the social media network (when applicable)
- Report the incident to HR immediately (and legal when applicable)

In the event the cyberbullying, threats, abuse, or harassment is coming from a tenant at one of LMCH's building sites, the Community Relations Worker (CRW) at the tenant's site and their Tenant Services Manager will be contacted to alert them to the tenant's actions. Tenants will be given one verbal warning. If the bullying, harassment, or abuse continues, that tenant will be blocked from all LMCH social media.

This includes situations where tenants may additionally call out (whether true or false allegations), harass, or dox when providing names or alluding to:

- LMCH staff
- Other tenants and visitors
- Community partners
- Members of the public

When applicable, the Director of Tenant Services, the CEO, the Senior Leadership Team, and the Board of Directors will also be notified of the situation. Police, wellness, and legal services may get involved depending on the severity of the matter. For more information, please refer to the Tenant Code of Conduct and the Employee Code of Conduct.

9.4 SECURITY BREACH



In the event of a security breach where LMCH has its social media channels compromised, the Communications Specialist must flag the account to the social media network as soon as possible to alert them to the breach. The Communications Specialist must then change the passwords to all social media accounts, and notify the CEO, the Manager, Information Technologies (when applicable), and Manager, Executive Administration of the breach.

If any sensitive information has been released, the Communications Specialist will screenshot the post for LMCH records and delete it. Next, they will discuss the next steps with the CEO, the Manager Information Technologies (when applicable), and the Manager, Executive Administration. An internal email to staff and the Board of Directors will follow to explain the situation. A press release will follow shortly afterward to explain the situation, action, and next steps to the public.

In the event a security breach discloses personal tenant or staff information, the post will be screenshot for LMCH records and deleted. A meeting will be held with the Board of Directors, legal services, IT, police (if necessary), and the Senior Leadership Team to determine the best way to address the breach depending on the severity of the situation.

An internal email will be sent out within a day of the breach to notify LMCH staff and the Board of Directors. Within two days, an email to tenants and a press release should be sent out about the situation, action, and next steps.

A reevaluation of social media security measures and this policy will follow and be updated if necessary after the security breach has been resolved.

10.0 RECORDS

All records created under this policy must be retained for a minimum of seven years.

11.0 REVIEW DATE

This policy must be reviewed no later than two years after the date of approval, and every three years thereafter to ensure this policy is up to date.

Date Drafted	July 23, 2020
Date Approved	July 29, 2020
Date Revised	N/A
To be reviewed	July 2022
Inquiries to Policy Owner	Communications Specialist

12.0 APPENDIX A- SOCIAL MEDIA BRANDING & GUIDELINES

For a complete guide to LMCH Branding, please refer to **the 2018 LMCH Branding Guidelines Document**. This appendix is to be used as a quick reference for posting LMCH created content on social media to ensure that branding is followed consistently in our messaging.

i. LOGO VARIANTS

I LOGO VARIANTS

A critical key to the success of the London & Middlesex Housing Brand is correct and consistent use of its brand identity. This identity is the extension of the LMCH brand used in all communications.

Variations of the logo may be used when the full horizontal logo can not be applied because of format restrictions or legibility reasons.

The stacked logo with descriptor is ideal for vertical applications on materials that will be used for external purposes.



11. LOGO ON A CLEAR SPACE OR BACKGROUND

CLEAR SPACE AND BACKGROUND

The logo must be placed within a Specific Isolation area. This will give the logo presence when used in combination with other identities or graphic elements.

The clear space is defined differently depending on the logo.



111. PROPER USE OF LMCH LOGO (Please refer to the 2018 LMCH Branding Guidelines for improper use of the logo)

PROPER USE

The LMCH logo may only be shown in the brand colors. The logo must always be legible and shall maintain the integrity of its form. When placing the logo on an image, always use the white version. For images with a light background, use one of the approved grey colours in the Colour Guidelines provided. This will ensure the legibility of the outlined logo.



Logo on a solid white background



Logo on profile blue background

The Logo in Black

The logo should only be used in black where colour is not permitted. The logo in black can be used on stainless steel or signs and other ephemera, exceptional print circumstances (newspapers, black and white digital reproduction, photocopies, etc.)



Logo on profile sky blue background



Logo on solid black background



Logo on a dark blue image



Stand Alone Usage

1v. BRANDING COLOURS AND COLOUR PALLETE

COLOUR PALLETTE

PRIMARY COLOURS



C:96 M:70 Y:36 .21
R:21 G:74 B:108
HEX# 154A6C



C:78 M:18 Y:21 K:0
R:4 G:160 B:188
HEX 04A0BC

GREY TONES



C:65 M:59 Y:57 K:38
R:78 G:76 B:75
EX# 4E4C4B

C:7 M:5 Y:6 .0
R:233 G:233 B:233
HEX#E9E9E9

ACCENT COLOUR



C:0 M:56 Y:98 .0
R:245 G:136 B:34
HEX F58822

v. FONTS

AVENIR

AaBbCcDdEeFfGgHh

IiJjKkLlMmNnOoPpQq

RrSsTtUuVvWwXxYyZz

0123456789

AVENIR is a sans-serif typeface, which means it is a font without curls. It is important to use this font as it adheres to AODA compliance and provides clear and concise messaging.

The AVENIR family is made up of designs with gradual weight changes in order to satisfy the needs of specific text applications. While the book and light weights have similar stroke widths, the book weight is well suited for body text, whereas the light was designed for captions and subhead text.



13.0 APPENDIX B: PERMISSION FORM FOR USE OF IMAGE ON SOCIAL MEDIA FOR LMCH STAFF, TENANTS, VOLUNTEERS, MEMBERS OF THE PUBLIC, COMMUNITY PARTNERS ETC.



Photo and Video Permission Form

This is a photo / video release form.

London & Middlesex Community Housing (LMCH) often takes photographs and / or video of its events and uses the photos and/or videos in newsletters, on social media, other printed materials or on its website.

I, _____
(print name) understand that when I sign this form I am giving my permission for LMCH to take and use pictures of me and/or my child(ren).

I understand that these photos could be published in LMCH printed material, on our website and/or social media platforms.

I give permission to these family members to have their pictures taken:

☐ Myself

☐ My Child(ren). Their names are:

Name: _____

Signature : _____

Witness: _____ Position: _____

Witness Signature: _____

Witness signed _____

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This policy outlines London & Middlesex Community Housing's (LMCH) expectations for the responsible use of social media to support LMCH's mission, values, and communication priorities.

RELATED DOCUMENTATION

Legislation	Canadian Charter of Rights and Freedoms Copyright Act and Regulations Accessibility For Ontarians With Disabilities Act (2005) Ontario Regulation 191/11(Including Part II Communications Standards) Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) Canadian Anti-Spam Law (CASL) Public Libraries Act, R.S.O. 1990 Board-CEO Linkage Policy (G-02)
Collective Agreement	Article 3, Article 4
Forms	
Policies	Tenant Code of Conduct, Employee Code of Conduct
Other Resources	

1. PURPOSE

To ensure that LMCH's use of social media is consistent, respectful, inclusive, and compliant with all applicable laws and internal policies.

2. SCOPE

This policy applies to all employees, board members, contractors, and volunteers who use social media on behalf of LMCH or in a manner that could reflect on LMCH.

3. GUIDING PRINCIPLES

- Promote transparency, accountability, and engagement
- Ensure respectful, inclusive communication aligned with LMCH values
- Uphold privacy and legal obligations
- Maintain a non-partisan stance in all official content

4. OFFICIAL USE OF SOCIAL MEDIA

Only authorized individuals are permitted to post on LMCH's social media accounts. All content must be reviewed by the Communications Manager or designate before publication. All posts must align with LMCH's mission, tone, and branding.

5. PERSONAL USE OF SOCIAL MEDIA

Employees are encouraged to use discretion when referencing LMCH in personal social media use. Staff members may not use LMCH branding, logos, or represent themselves as spokespersons without authorization. Any opinions expressed must clearly be identified as personal.

6. INAPPROPRIATE CONTENT

Content that is discriminatory, offensive, harassing, promotes illegal activity, or violates privacy rights is strictly prohibited. Violations may result in disciplinary action.

7. SECURITY AND PRIVACY

Passwords must be managed securely. Multi-Factor Authentication (MFA) is required on all official accounts. Personal information must never be shared without consent.

8. RECORD KEEPING

Social media interactions are public records. Screenshots or archiving tools will be used to maintain records in accordance with LMCH's retention policies.

9. BREACH AND COMPLIANCE

Non-compliance will be investigated and may result in disciplinary action up to and including termination. Legal or HR consultation may be required in severe cases.

10. DOCUMENT CONTROL

This policy will be reviewed every five years or as required by legislative or organizational changes.

Date Created	July 23, 2020
Date Revised	July 31, 2025
Date Approved	
Inquiries to Policy Owner	Communications Manager

**2026 Market Rent Increases
STAFF REPORT- 2025-33**

TO: LMCH Board of Directors

FROM: Olesya Gryn, Interim Director of Tenant Services

SUBJECT: 2026 Market Rent Increases

DATE: August 12, 2025

PURPOSE:

To receive approval from the People, Services, and Housing Committee and Board of Directors to increase tenant rents as set out in the Province of Ontario's guidelines for 2026 rent increases.

RECOMMENDATION:

That the LMCH People, Services, and Housing Committee **APPROVE** the following recommendations:

1. **APPROVE** the proposed increase of 2.1 percent in market rents for 2026.
2. **Authorize** LMCH staff to take the necessary steps to give effect to the above recommendation.

BACKGROUND:

Under the Housing Services Act, O. Reg. 316/19, Section 2, paragraph (2)(b), the maximum monthly rent payable by a household is based on the rent that a household not receiving rent-geared-to-income (RGI) assistance would pay for the unit, referred to as "Market Rent."

LMCH has a market/maximum rent that can be charged to tenants, with the size of the unit and utilities being taken into consideration. Market rent amounts were last increased effective January 1, 2025.

The proposed increase for 2026 follows the province's rent increase guideline of 2.1%, which will take effect for all tenants in accordance with each household's Annual Lease Renewals in 2026.

REASONS FOR RECOMMENDATION

The provincial annual rent increase guideline reflects cost-of-living increases and inflation trends. Following it ensures our rental rates remain consistent with broader market practices and government standards.

Operational costs—such as utilities, maintenance, insurance, and property management—have steadily increased. A guideline-aligned rent increase helps offset these rising expenses and ensures financial sustainability without imposing undue burden on tenants. Modest, predictable rent increases enable reinvestment into the property, supporting necessary repairs, upgrades, and compliance with health and safety standards, thereby maintaining the quality of housing offered.

The proposed increase remains within the maximum allowable limit for residential tenants without approval from the Landlord and Tenant Board, ensuring compliance and protecting the organization from disputes or regulatory issues.

TENANT IMPACT

Approval of this recommendation bears no costs to the LMCH of residents around the implementation. Impact on the tenants is limited to those currently paying market rent. This approach balances fiscal responsibility with fairness and tenant protection and organizationally continues to align our business practice with the direction of the Service Manager.

Attachments:

APPENDIX A: LMCH Maximum Rents Chart outlining the increase progression year over year from 2023 – 2026.

PREPARED BY:	REVIEWED BY:
Olesya Gryn, Interim Director of Tenant Services	Sara De Candido Chief Operating Officer

APPENDIX A
**Market Rates
for Tenancies
before January 1, 2025**
**Market Rates
for New Tenancies
as of January 1, 2025**

LONDON PROPERTIES	Bdrms	2023	2024	2025	2026
Allan Rush Gardens	3	925	948	972	992.41
	4	991	1016	1041	1062.86
Huron Street	2	893	915	938	957.70
	3	965	989	1014	1035.29
Southdale Road, Pond Mills	2	893	915	938	957.70
	3	965	989	1014	1035.29
	4	1030	1056	1082	1104.72
Limberlost Road	2	893	915	938	957.70
	3	965	989	1014	1035.29
	4	1030	1056	1082	1104.72
	5	1071	1098	1125	1148.63
Marconi (townhouses) and Boullee Street	3	977	1001	1026	1047.55
	4	1043	1069	1096	1119.02
	5	1096	1123	1151	1175.17
Marconi (semis)	3	991	1016	1041	1062.86
	4	1071	1098	1124	1147.60
	5	1098	1125	1153	1177.21
All hi-rises	Bach	615	630	646	659.57
	1	753	772	791	807.61
	2	905	928	951	970.97
All scattered except 205 Cairn St.	3	1056	1082	1109	1132.29
205 Cairn St.	3	991	1016	1041	1062.86

2025	2026
1350	1378.35
1550	1582.55
1150	1174.15
1350	1378.35
1150	1174.15
1350	1378.35
1550	1582.55
1150	1174.15
1350	1378.35
1550	1582.55
1550	1582.55
1350	1378.35
1550	1582.55
1550	1582.55
778	794.34
950	969.95
1150	1174.15
1350	1378.35
1350	1378.35

COUNTY PROPERTIES	Bdrms	2023	2024	2025	2026
49 Bella St. Strathroy	1	673	690	707	721.85
	2	806	826	847	864.79
125 Head St. Strathroy	1	673	690	707	721.85
Penny Lane - Strathroy	2	972	996	1021	1042.44
	3	991	1016	1041	1062.86
	4	1013	1038	1064	1086.34
	5	1030	1056	1082	1104.72
7 & 9 Tucker St. Newbury	3	991	1016	1041	1062.86
28 & 30 York St. Newbury	3	991	1016	1041	1062.86
23 & 25 Broadway St. Newbury	3	991	1016	1041	1062.86
10 York St. Newbury	1	673	690	707	721.85
249 Ellen St. Parkhill	1	673	690	707	721.85
157 Simpson St. Glencoe	1	673	690	707	721.85
2061 Dorchester Rd. Dorchester	1	673	690	707	721.85

2025	2026
950	969.95
1150	1174.15
950	969.95
1150	1174.15
1350	1378.35
1550	1582.55
1550	1582.55
1350	1378.35
1350	1378.35
1350	1378.35
950	969.95
950	969.95
950	969.95
950	969.95