

**Board Members:**

Phil Squire- Chair

Mayor Grantham-  
Vice Chair

Gary Bezaire

Shawn Lewis

Hadleigh McAlister

Cara Awcock

Kathleen Savoy

Gregory Thompson

**LMCH Leadership**

Paul Chisholm, CEO

Sara De Candido, COO

John Krill,  
Director, Asset  
Renewal

Dirk Volschenk,  
Manager of Human  
Resources

**PUBLIC AGENDA**

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

**Board of Directors Meeting**

**Meeting Room  
1299 Oxford St. E  
London, Ontario, N6E 0C1**

**Thursday, February 19, 2026**

**5:30 PM – 8:00 PM**



<p>i) PSH Committee Reports for Information</p> <ul style="list-style-type: none"> <li>I. COO Update</li> <li>II. Senior Manager of Property Services</li> <li>III. Q4 Communications Update</li> <li>IV. Senior Manager Tenant Experience</li> <li>V. Human Resources Manager Update Q4</li> <li>VI. Senior Manager of Community Safety and Wellbeing Report</li> </ul>	<p>Mayor Grantham</p>	
<p>10) Presentations: None</p>		
<p>11) In-Camera: To provide an opportunity for the board to discuss particularly sensitive matters within the jurisdiction of the board (such as litigation, labour relations, or management performance)</p>	<p>P. Chisholm</p>	
<p>12) New Business/ Enquiries: None</p>	<p>P. Squire</p>	
<p>13) Meeting Adjournment</p>	<p>P. Squire</p>	<p>8:00pm</p>

## Recognition of Indigenous Peoples and Lands Statement

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

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

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



## BOARD OF DIRECTORS PUBLIC MEETING MINUTES

November 20, 2025, at 5:30 p.m.  
London & Middlesex Community Housing  
Boardroom, 955 Southdale Rd. W, London, Ontario, Canada

### Board Members in Attendance:

Phil Squire, Board Chair

Hadleigh McAlister

Shawn Lewis

Mayor Grantham, Vice Chair

Kathleen Savoy

Gregory Thompson

Cara Awcock

### Regrets

Gary Bezaire

Sara Piñeros Castaño

*\* Virtual Attendance via Zoom*

### Senior Leadership in Attendance:

Paul Chisholm, CEO

Sara De Candid, COO

John Krill, Director of Asset Renewal

Christine Poirier, Senior Manager of  
Property Services

Dirk Volschenk, Manager Human  
Resources

Olysea Gryn, Senior Manager of Tenant  
Experience

Margaret Forbes, Senior Manager of  
Community Safety and Wellbeing

1. Call to Order	Board Chair called the meeting to order at 5:34p.m.
2. Recognition of Indigenous Peoples and Lands	Board Chair provided the recognition address at 5:34 p.m.  <i>We would like to begin by acknowledging the treaty territory of the Anishnaabeg, which is defined within the pre-confederation treaty know as the London Township Treaty of 1796. Throughout time, this region has also become the current home to the Haudenosaunee and Lenni-Lenape Nations.</i>

<p><b>3. Completion and Acceptance of the Agenda</b></p>	<p>AMENDMENT to the Agenda, PSH Report for Information will be reviewed after the CEO update</p> <p>MOTION to AMEND the, MOVED by C. Awcock, seconded by G. Thompson, <b>PASSED</b> at 5:36 pm.</p> <p>Regarding the completion and acceptance of the agenda, <b>MOVED</b> by C. Awcock, seconded by G. Thompson, <b>PASSED</b> at 5:39 pm.</p>
<p><b>4. Disclosures of Interest</b></p>	<p>Mayor Grantham called for conflict-of-interest declarations with respect to the agenda. 5:39 p.m.</p>
<p><b>5. Approval of Board Meeting Minutes</b></p>	<p>Regarding the Board Meeting Minutes of August 21, 2025 <b>MOVED</b> by C. Awcock, seconded by G. Thompson, that the Minutes <b>BE ACCEPTED</b> and <b>APPROVED</b>, item <b>CARRIED</b> at 5:39 p.m.</p>
<p><b>6. Communications</b></p>	<p>IN CAMERA COMMUNICATION</p> <p><b>MOTION to MOVE In Camera, MOVED</b> by K. Savoy, seconded by G. Thompson. <b>PASSED</b>, Board Moved In Camera 5:36 pm.</p> <p><b>MOTION to go into Public session, MOVED</b> by C. Awcock, seconded by H. McAlister, ALL in Favor <b>PASSED</b> at 5:55 pm</p>
<p><b>7. Delegations</b></p>	<p>None</p>
<p><b>8. Consent Items</b></p>	<p>None</p>
<p><b>9. Reports and Business</b></p> <p>a) CEO Update-Presentation</p>	<p>G. Bezaire left at 5:56PM.</p> <p>CEO Presentation given by P. Chisholm</p> <ul style="list-style-type: none"> <li>• National Housing Week tenants nominated their neighbours as community leaders.</li> <li>• Year End wrap up – Capital Projects have increased significantly over the past 5 years to address capital repair backlog including the development of the AMP. COO and Custodian team joined the organization in 2025 as well</li> <li>• IPM has been built out and is trending in the right direction 18% infestation, this is the lowest rate since tracking began.</li> </ul>

<p>b) Finance Reports for Information:</p>	<p>Report overview given by Committee Chair, G. Thompson  <b>MOTION to RECEIVE</b> the Reports for Information, <b>MOVED</b> by K. Savoy, seconded by C. Awcock <b>ALL in Favour, PASSED</b> at 6:25PM</p> <ul style="list-style-type: none"> <li>• Insurance approval was completed</li> <li>• We are running a surplus for Q3, forecasting a small surplus to the end of 2025</li> <li>• Reimagine Phase 1 this will be the last report, this will be 2 million under budget</li> <li>• Phase 2 update, completion will be June 2027, waiting on full permit working on shell permit, full budget is 29million</li> </ul>
<p>PSH Reports for Info</p>	<p>PSH Reports for Information, overview given by Mayor Grantham.  <b>MOTION to RECEIVE</b> the Reports For Information, <b>MOVED</b> by P. Squire, seconded by K. Savoy, <b>PASSED</b> 6:17 pm.</p>
<p>c) Staff Report  2025- 34 Carbon Monoxide Installation Requirements: Ontario Regulation 87/25</p>	<p><b>MOTION to APPROVE</b> the Report, <b>MOVED</b> by S. Lewis, seconded by C. Awcock, <b>PASSED</b> 6:27 PM</p> <ul style="list-style-type: none"> <li>• ENBRIDGE is giving out free CM detectors to low-income households; this will be reviewed further.</li> </ul>
<p>d) Staff Report  2025- 35 Capital Projects Q3 Update</p>	<p>Report overview given by J. Krill</p> <p>Budget was prepared based on what expenditure would move the FCI score significantly, balancing that against the number of workorders, to determine projects to move forward. This resulted in 77 projects being selected.</p> <p><b>MOTION to APPROVE</b> the Report and Recommendations, <b>MOVED</b> by G. Thompson, seconded by H. McAlister, <b>PASSED</b> 6:30 pm</p>



<p>e) Staff Report 2025- 36 CMCH Q3 Update</p>	<p>Report overview given by Committee Chair</p> <p><b>MOTION to APPROVE</b> the Report and Recommendations, <b>MOVED</b> by G. Thompson, seconded by C. Awcock, <b>PASSED</b> at 6:31 PM</p>
<p>f) Staff Report 2025- 37 BC22 – 580 Dundas Site Office Renovations – Construction Contract Award</p>	<p>Report overview given by Committee Chair</p> <p><b>MOTION to APPROVE</b> the Report and Recommendations, <b>MOVED</b> by G. Thompson, seconded by C. Awcock , <b>PASSED</b> at 6:32PM</p>
<p>g) Staff Report 2025-38 46 Huron Site Exterior Lighting – Contractor Contract Award – Project 2023- 0035</p>	<p>Report overview given by Committee Chair</p> <p><b>MOTION to APPROVE</b> the Report and Recommendations, <b>MOVED</b> by G. Thompson, seconded by K. Savoy, <b>PASSED</b>, 6:33 pm</p>
<p>h) Staff Report 2025-39 Director of Asset Renewal Q3 update</p>	<p>Report overview given by Committee Chair</p> <p><b>MOTION to APPROVE</b> the Report and Recommendations, <b>MOVED</b> by G. Thompson, seconded by C. Awcock, <b>PASSED</b> 6:34 pm.</p> <p><b>Discussion:</b> IFC scoring and project selections received well.</p>

<p>i) Staff Report 2025- 40 Staff Expense Policy</p>	<p><b>MOTION to APPROVE</b> the Report and Recommendations, <b>MOVED</b> by G. Thompson, seconded by C. Awcock, <b>PASSED</b> 6:19 pm</p>
<p>j.)Staff Report 2025- 41 Accessibility Policy</p>	<p>Report overview given by COO</p> <ul style="list-style-type: none"> <li>• Review of Ontario Business Compliance and LMCH</li> <li>• Approval of policy will be the next step to finalize LMCH accessibility procedures.</li> </ul> <p><b>MOTION to APPROVE</b> the Report and Recommendations, <b>MOVED</b> by K. Savoy, seconded by C. Awcock, <b>PASSED</b> 6:21 pm</p>
<p>k.) Staff Report 2025-43 Board Policies for Renewal</p>	<p>Report overview given by P. Chisholm</p> <ul style="list-style-type: none"> <li>• Policies will now be reviewed every 4 or 5 years; policies can still be reviewed upon request</li> </ul> <p><b>MOTION to APPROVE</b> the Report and Recommendations, <b>MOVED</b> by K. Savoy, seconded by G. Thompson, <b>PASSED</b> 6:36 pm</p>
<p>11. IN CAMERA</p>	<p>None</p>
<p>12. New Business</p>	<p>None</p>
<p>13. MEETING ADJOURNMENT</p>	<p><b>MOTION to ADJOURN</b>, ALL in Favour <b>PASSED</b> at 6:37 pm</p>

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Phil Squire, Chair

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Paul Chisholm, CEO

CEO Report  
STAFF REPORT-2026-02

TO: LMCH Executive Committee

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: CEO Update

DATE: February 12, 2026

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**PURPOSE:**

The purpose of the report is to provide updates to the Executive Committee (EC) on strategic initiatives, the CEO work plan, and to receive direction on emerging matters that need Board/Committee Direction.

**RECOMMENDATION:**

It is recommended that the Executive Committee **RECEIVE** this report for Information.

**UPDATES:**

**Board Recruitment**

The LMCH Board of Directors currently has nine Director positions. Terms for two of these positions expire December 31, 2025, and they serve in these roles until the 2025 AGM scheduled for June 2026 (unless replaced by the shareholder before this date).

We will need the Chair to sign a letter recommending extension of the current Director(s) for another term and/or to request a recruitment to begin.

**Conference Planning**

The 2026 operating budget includes conference expenses for sector organizations. LMCH is reviewing the conferences below for 2026. No decision has been made on attendance at the conference, and this will be reviewed as part of the 2026 budget review.

- Canadian Housing and Renewal Association – April 2026 in St. John’s, Newfoundland
- International Housing Partnership – September 2026 in Montreal
- Ontario Non-Profit Housing Association - October 2026 in Toronto

Discussion:

The Board normally sends 2 members to the ONPHA Conference in October. Should LMCH set aside 2 spots for this year’s conferences? Does the Board need more details on the other conference to determine if there is a benefit in attending?

### CMHC Funding

LMCH staff are in conversation with our legal counsel, the City of London, and CMHC to confirm the requirements to secure the funding. At this point, all documents have been received by CMHC, and they are being reviewed by all parties.

The Loan is being secured against the Southdale Property, and there is no requirement for the City of London to sign as a Guarantor. This simplifies the approval process for the City of London, but LMCH still requires shareholder approval.

LMCH will need to bring this matter to the Board of Directors for approval, and then the City of London (SPPC) and the City Council. The City is drafting the report, and it is planned to go to SPPC on February 24, 2026. To support this decision timeline:

- LMCH will need to confirm the timeline of early March works for CMHC. The Shareholder approval will be received at the March 3 City Council Meeting
- LMCH will need to receive Board Approval, and it is **recommended that a Special Board Meeting be called for February 11, 2026, to meet City of London deadlines.**

### CEO Workplan

A copy of the Q4 update to the CEO Workplan is attached, highlighting key outcomes related to 2025 priorities. Are there questions or additional details the Committee would like to discuss?

Discussion:

What are the priorities of the Committee/Board that should be prioritized in 2026 by the CEO and the Senior Leadership Team?

ATTACHMENTS: APPENDIX A: CEO Q4 Workplan 2025

PREPARED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

CEO Workplan Q1 2025

Strategic Objective	2025 Objectives	Status as of Q4 2025 (Dec 31, 2025)
<p><b>Expand our Impact</b></p> <p>Identify Opportunities to increase the amount and type of housing offered to the community.</p>	<ul style="list-style-type: none"> <li>• Strengthen the relationship with the City of London and Middlesex County to create opportunities for redevelopment potential.</li> <li>• Create design concepts for the redevelopment of Inter-Faith Housing (London) property (728-792 Ladybrook Crescent) in collaboration with the City of London and aligned with the LMCH Master Regeneration Plan.</li> <li>• Identify source funding through all levels of move government to invest in existing and planned regeneration work.</li> <li>• Engage broadly in the LMCH Master Regeneration Planning process to bring a comprehensive plan to the Board of Directors for approval in Q3 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• Regeneration Planning Complete with final report being finalized for the Board. Engages with City of London, Middlesex County, Staff, tenants and Community agencies to inform the planning.</li> <li>• Regeneration Planning includes initiation work in 2025 to move ReImagine Southdale Phase 3 and Ladybrook redevelopment to shovel-ready status in early 2026.</li> <li>• CMHC funding application submitted and approved. Final review of loan documents will bring \$29 million in funding to LMCH, including \$15 million in a forgivable loan.</li> </ul>
<p><b>Create a Foundation for Success</b></p> <p>Aligning LMCH to the organization structure, systems, and teams to best support delivering on strategic priorities and service excellence for tenants.</p>	<ul style="list-style-type: none"> <li>• Implement Phase 1 of the LMCH Organizational review recommendations, including               <ul style="list-style-type: none"> <li>◦ Hire a COO and three Senior Managers in Operations</li> <li>◦ Transition to a functional management model for tenant services.</li> </ul> </li> <li>• Strengthen key accountability tools, including the lease, tenant handbook and tenant-facing policies.</li> <li>• Design an Intake and Support Program to strengthen the onboarding approach for new tenants.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Operating Officer stated in June 2025</li> <li>• Hiring three Senior Managers was completed in Q4 2025.</li> <li>• Transition of existing operating managers to new roles is complete and staff notified of changing reporting relationships.</li> <li>• New tenant handbook and lease rolled out.</li> <li>• Key policies being reviewed to support consistent service delivery</li> <li>• New Tenant Intake and Support Program implemented to connect with new tenants earlier in their tenancy, answer questions and identify potential support needs.</li> <li>• IT Manager hired to strengthen approach to leveraging technology and tools.</li> </ul>

Strategic Objective	2024 Objectives	Status as of Q4 2025 (Dec 31, 2025)
<p><b>Increase Profile</b></p> <p>Demonstrate the positive impact that LMCH is having in our community by highlighting service improvements /excellence, a positive work culture, and investment in communities.</p>	<ul style="list-style-type: none"> <li>• Increase positive LMCH sentiment in social media and media mentions</li> <li>• Demonstrate investment in asset management that support improved state of repair and investment in renewal of communities.</li> <li>• Demonstrate service improvement with positive impact for tenants.</li> <li>• Demonstrate positive changes in LMCH approach to managing tenancies, Community Safety, Maintenance, Pest Management, and support.</li> </ul>	<ul style="list-style-type: none"> <li>• Social Media content continues to demonstrate positive work in terms of community development, capital investment, and other success stories across LMCH.</li> <li>• Work continues to increase web content and promote stories demonstrating service improvement.</li> </ul>
<p><b>Financial Sustainability</b></p> <p>Create a financial plan that best supports sustainable operations and investment in initiatives that create long-term financial stability for the corporation.</p>	<ul style="list-style-type: none"> <li>• Identify opportunities for reductions in the LMCH base operating budget.</li> <li>• Strengthen revenue model by reducing arrears, improving the number of tenants in good standing, and developing a non-rental revenue plan</li> <li>• Continue the transition of LMCH away from a 100% RGI-funded organization</li> <li>• Access capital funding for regeneration through CMHC and other providers</li> </ul>	<ul style="list-style-type: none"> <li>• Site-based budget work ready for implementation in 2026 to better monitor operating expenses</li> <li>• Focus on reducing cost for corporate expenses in 2025 led to reduced costs for mobile phones, office phone, and planned reduction in operating costs for printing/copying moving into 2026.</li> <li>• Worked with City of London to secure \$5 million in COCHI funding over 3 years to support capital improvement.</li> <li>• Affordable Rental units introduced with the opening of Reimagine Southdale Phase 1</li> <li>• Paid parking program finalized and introduced in Q4 2025</li> </ul>

**2026 Insurance Program Renewals with the City of London  
STAFF REPORT- 2026-03**

**TO:** LMCH Board Directors

**FROM:** Paul Chisholm, Chief Executive Officer

**SUBJECT:** 2026 Insurance Program Renewals with the City of London

**DATE:** February 12, 2026

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**PURPOSE:**

The purpose of this report is to seek the LMCH Board Directors APPROVAL to pay the annual premium for coverage through the City of London Self Insurance Reserve Program (SIRF).

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

**RECOMMENDATION:**

That the LMCH Board Directors:

1. Approve payment to the City of London for the full cost of the Self Insurance Reserve Program for the coverage year 2026 which is currently estimated in the amount of \$260,000.
2. Approve payment to the City of London for the full cost of Vehicle Insurance Premiums of \$1,406.
3. Recommend to the Board of Directors that LMCH participate in the SIRF Program and approve the payment in full of the invoice received from the City of London for these programs.
4. Authorize LMCH staff to take the necessary steps to give effect to the above recommendations.

**BACKGROUND:**

LMCH works closely with the Risk Management Team at the City of London to receive support and advice to ensure LMCH has the appropriate level of insurance in place.

The Risk Management team provides the following critical services:

- Acts as an Agent for LMCH with the Housing Services Corporation to provide property, general liability, and other core insurance programs. This insurance coverage comes to the Board under separate cover in the fall each year.

- Acts as an Agent for LMCH to put vehicle insurance in place. This annual fee is included in the attached invoice from the City of London.
- Administers the SIRF for the City of London, including setting the annual contribution for LMCH and other participants.
- Ensures liability claims related to insurable events are assessed and managed in the interest of LMCH.
- Supports LMCH staff in claim administration, reimbursement of expenses, and other activities related to these programs.

The SIRF Program provides additional insurance coverage to LMCH for eligible claims.

- For large claims that would normally be covered by property or other liability programs, the SIRF Program reduces the deductible payable to the insurance provider to \$25,000 from approximately \$75,000, reducing the direct cost to LMCH by \$50,000.
- The SIRF Program also covers small claims not traditionally processed as part of the primary insurance program, as the claim amount is lower than the deductible. This would include vandalism, floods, and criminal acts where the damage is between \$5,000 and \$75,000.

The SIRF program reduces the cost of adverse events like fires, floods, and vandalism and allows LMCH to focus on addressing the damage related to the claim, regardless of the current financial position. The SIRF Program runs from January 1, 2026, to December 31, 2026. The Contribution for participants is calculated based on claims submitted to the City of London over prior years and is finalized in March of each year.

The premium is based on settlement history from property losses, and the trend is for lower annual claim expenses as outlined in **Appendix A**.

## FINANCIAL IMPACT

The contribution required from LMCH for 2026 is estimated at \$260,000. The value is based on loss history, open claim reserves, and exposure, which has been more stable in recent years.

These contributions are included in the LMCH annual operating budget and assist the organization in managing the financial uncertainty related to fires, floods, and other adverse insurable events.

## APPENDIX A: LMCH Property Claims 2020 – 2025

PREPARED and SUBMITTED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

**APPENDIX A**

**LMCH Property Claims 2020 –2025**

<b>Occurrence Date ↓</b>	<b>Net Paid</b>	<b>Gross Paid</b>	<b>Sum of Settlement Reserve Remaining</b>	<b>Sum of Number of Claims</b>
CY2026	\$ -	\$ -	\$ 45,000.00	3
CY2025	\$ 51,847.12	\$ 84,418.25	\$ 514,000.00	28
CY2024	\$ 227,176.81	\$ 490,529.14	\$ 127,129.39	28
CY2023	\$ 334,293.73	\$ 1,284,868.78	\$ 99,000.00	74
CY2022	\$ 315,527.71	\$ 661,840.73	\$ 24,000.00	64
CY2021	\$ 248,691.97	\$ 930,341.92	\$ 50,000.00	40
CY2020	\$ 256,204.24	\$ 659,022.01	\$ 35,250.00	54
<b>Total</b>	<b>\$ 1,433,741.58</b>	<b>\$ 4,111,020.83</b>	<b>\$ 894,379.39</b>	<b>291</b>

**Director Asset Renewal – Q4 2025 Report  
STAFF REPORT-2026-04**

**TO:** LMCH Board of Directors  
**FROM:** John Krill, Director Asset Renewal  
**SUBJECT:** Director Asset Renewal – Q4 2025 Report  
**DATE:** February 12, 2026

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**PURPOSE:**

The purpose of this report is to provide the LMCH Board of Directors with an update on high-profile issues and activities within the Asset Renewal Department, while also requesting approval for specific projects and budget actions.

**RECOMMENDATION:**

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

1. **RECEIVE** this report for information.
2. **APPROVE** LMCH retaining CGS Architects as LMCH's representative and architectural firm for the advancement and development through to completion of Phase 3 Reimagine Southdale at a fee of 2.92% of construction costs for a 6-storey residential multi-unit building.
3. **APPROVE** LMCH issuing an Expression of Interest (EOI) to the development community for proposals to develop and build new housing stock at Inter-Faith Homes' Ladybrook site.
4. **RECOMMEND** approval of these recommendations to the Board of Directors.
5. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

**UPDATES:**

**Human Resources**

The Capital Team has carried two vacancies – 1 Project Field Services Coordinator (PFSC) and 1 Field Supervisor (FS) – throughout 2025 with the intention to fill one or both roles when the need arises. That need has arisen. A Project Manager verbally confirmed his intention to retire in July 2026, and a temporary FS role dedicated to the CMHC repair and renew program was vacated in the quarter. Additionally, with a potential increase in the number of regeneration projects occurring simultaneously, it is prudent to plan for future

increased capital activity. To that end, the following actions are planned:

- 1) Fill the vacated temporary FS role immediately
  - Identify candidates who can support the CMHC program to the end of 2027 when the program ends, and who can transition into a similar role in support of LMCH's regeneration plan (e.g. architectural or building technologist);
- 2) Fill the open FS role immediately
  - Identify candidates who can perform junior project manager duties while in the FS role,
  - Provide enough overlap time to support transition ahead of the July 2026 PM retirement, and to handover projects underway if performance is deemed satisfactory;
- 3) Fill the retiring PM role as required in Q2 or Q3 2026

### **Building Condition Assessments (BCA) and Asset Management Plan (AMP)**

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

In Q4 2025, a contract was awarded to Turner & Townsend (TT) to complete LMCH's BCA over the first three quarters of 2026. TT's team met with LMCH's capital team in mid-December to initiate the BCA process and assign individual team member responsibilities. To ensure accurate assessment of each building's Facility Condition Index (FCI) score, LMCH staff with expertise in specific areas will audit TT staff across 3 asset types: building envelope, HVAC/mechanical, and electrical. This will ensure that the completed BCA data loaded into LMCH's VFA database accurately reflects asset type renewal dates, current building condition, and capital needs for multi-year budget planning. As of the writing of this report, TT is actively engaged towards completing the LMCH BCA by the end of Q3 2026.

LMCH's Asset Management Plan (AMP) was approved by the City of London's Strategic Priorities and Policy Committee (SPPC) on May 27<sup>th</sup>, 2025. The AMP as presented, advocates for a Good state of asset condition, while acknowledging that this requires an annual capital investment in LMCH assets of up to \$23.6 million annually over the next 20 years.

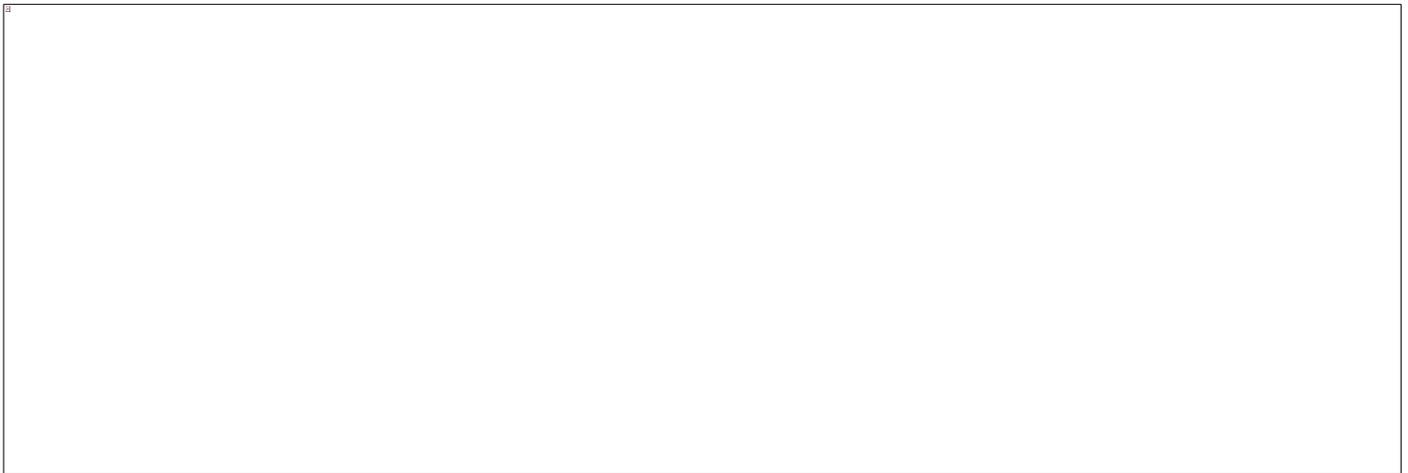
An annual update to the AMP is now underway and supported by City Asset Management Department staff. LMCH has aligned its AMP update schedule in 2026 with other City agency timelines, while also ensuring that the results of the 2026 BCA are reflected in the updated AMP. This is an important consideration, as the new BCA is expected to show marked improvement in LMCH asset conditions, which could result in a more accurate annual capital investment estimate.

### **Strategic Initiatives**

#### Regeneration Plan:

The work by Haerko Inc. (consultant retained to deliver LMCH’s Master Regeneration Plan (MRP)), LMCH, and the initiative’s Steering Committee was nearing completion in December 2025 and will be presented to the Board in February 2026 via the report “FAR-2025-11- Master Regeneration Plan”.

The MRP identifies and proposes several projects to initiate in the first 5 years of the plan, and additional projects for consideration over the subsequent 5 to 15-year period of the plan. The proposed project's timeline, taken from the MRP, is shown below.

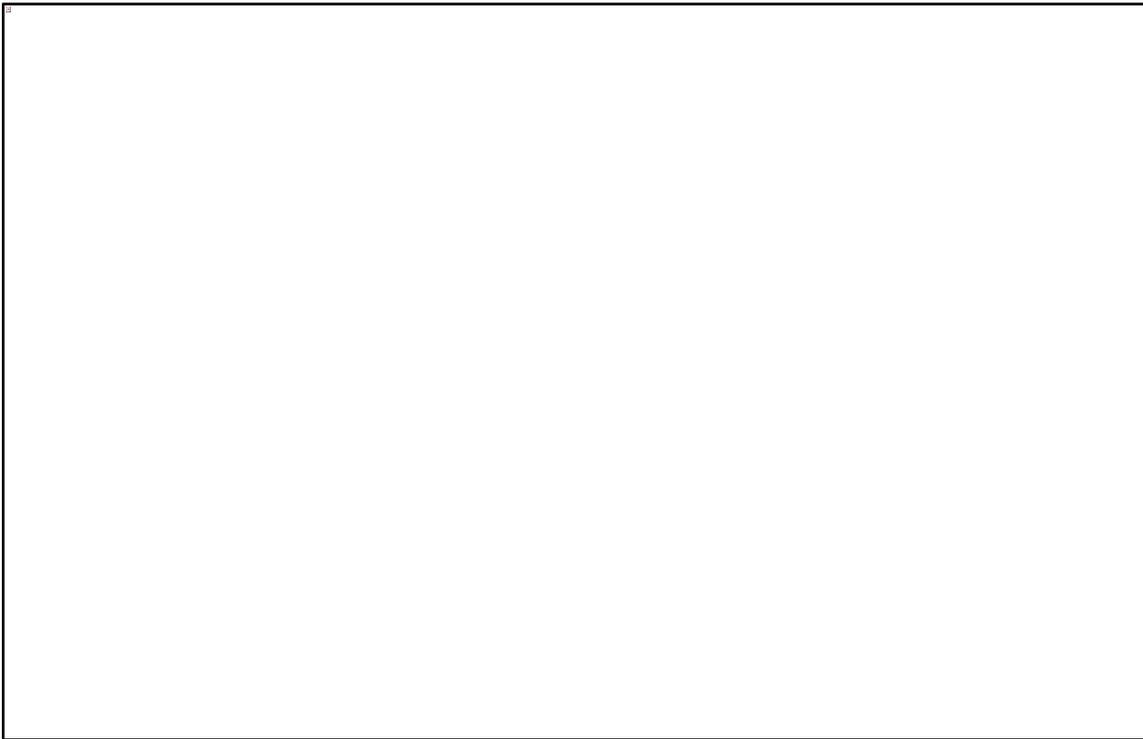


An important aspect of the Regeneration Plan is to get projects shovel-ready quickly to meet housing needs and to secure additional funding from sources not currently supporting existing LMCH building construction. For example, to expeditiously increase housing supply, Build Canada Homes (BCH) is a new federal agency that supports the construction of affordable housing at scale. BCH leverages public lands, offers flexible financial incentives, attracts private capital, facilitates large portfolio projects, and supports modern manufacturers to add significantly to housing stock. To take advantage of the funding offered by BCH, projects need to be shovel-ready. Shovel-ready refers to construction or development projects, often in the public sector, that have completed all necessary planning, environmental studies, zoning, and engineering, allowing work to

begin immediately once funding is secured. It indicates that bureaucratic and site-preparation hurdles have been cleared. Two projects identified in the MRP are best positioned to be shovel-ready: Phase 3 Reimagine Southdale and Ladybrook. Both of these projects require LMCH Board approval to move them forward as quickly as possible.

### Phase 3 Reimagine Southdale

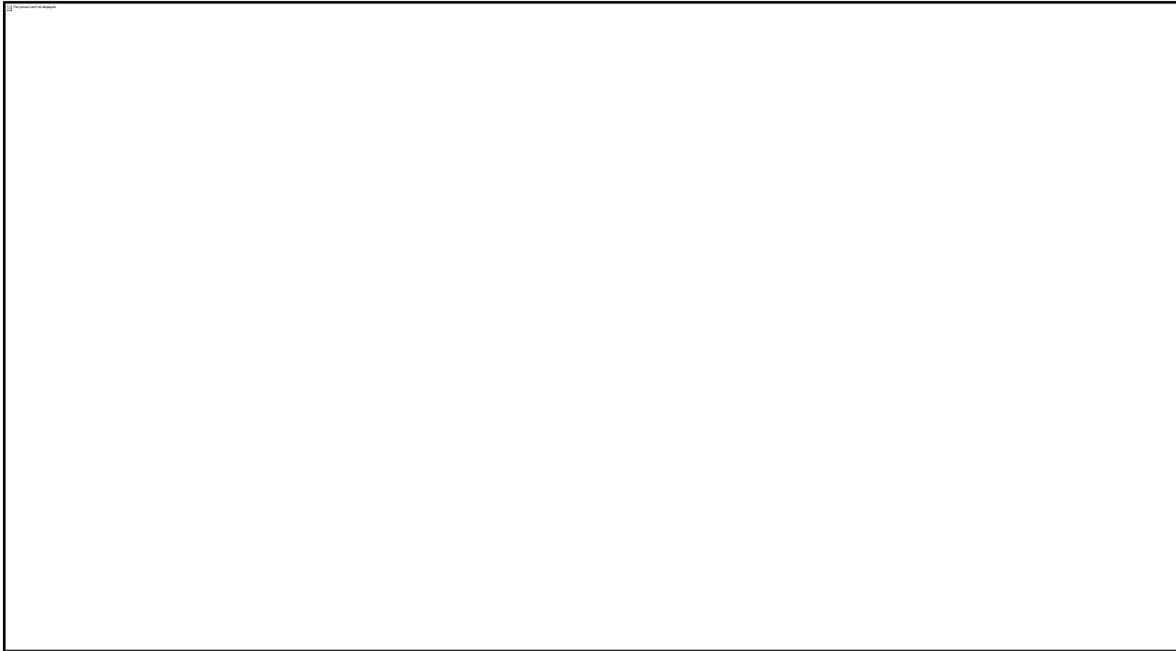
LMCH has demonstrated that the Design Bid Build (DBB) construction procurement process and working with CGS Architects as LMCH's representative is a cost-effective way of bringing new builds to market quickly. The illustration below shows the DBB approach adopted for Phase 1 Reimagine Southdale to have delivered 53 new housing units in a 6-storey building (occupancy received in September 2025) at a cost to build 10% below target.



Indeed, Phase 1 Reimagine Southdale was completed at \$2m below budget. Having adopted the same DBB construction procurement process with CGS as LMCH's representative for Phase 2 Reimagine Southdale (construction began mid-2025), LMCH is projecting to complete construction of the second 53-unit 6-storey building at \$3.1m below budget.

Phase 3 Reimagine Southdale is another 6-storey building but with a proposed increase in unit count to 74 units made possible by changing the mix to include more 2 bedroom units, and less 3 and 4 bedroom units. The table below shows CGS's fees for both Phase 1

and Phase 2 Reimagine Southdale, and their proposed fee for Phase 3. The proposed Phase 3 fee of 2.92% – identical to the fee for Phase 2 – is reasonable given that Phase 3 will involve significant design changes to the existing Phase 2 building floor plates due to unit mix change, and due to new CMHC barrier-free unit design requirements (e.g., increased wheelchair turning radius).



Securing CGS now as LMCH’s representative to bring the Phase 3 building design through the Site Plan Approval (SPA) process to obtain a building permit is the quickest way to have Phase 3 Reimagine Southdale shovel-ready, making it a more likely candidate to secure BCH funding. It is therefore recommended to allow LMCH to retain CGS Architects as LMCH’s representative and architectural firm for the advancement and development through to completion of Phase 3 Reimagine Southdale at a fee of 2.92% of construction costs for a 6-storey residential multi-unit building.

### **Ladybrook**

The Ladybrook site is an existing 64-unit housing complex of 4 separate 2-storey buildings consisting of a mix of RGI and affordable multi-bedroom units. It is located at 751 Ladybrook Crescent in the City of London on an expansive property and is a separate entity from LMCH known as Inter-Faith Homes (London) Corporation. LMCH operates Ladybrook under the auspices of the City of London.

The redevelopment of Ladybrook has been identified as a key priority within the MRP and is one of the 2 proposed projects that LMCH is advocating to make shovel-ready. The buildings on the site were built in the early 1970s and have reached obsolescence due to age and escalating capital repair needs. The 4.65-acre site represents an underutilized

parcel that can be intensified to meet the City of London’s urgent affordable housing demand. The site is strategically located with frontage on Viscount Road (primary access) and Ladybrook Crescent (secondary access), and is well served by local amenities, including bus stops within 0.5 km, schools within 0.8 km, and recreational facilities within 1 km. The proposed redevelopment will deliver a 211-unit mixed-income community allocated across seven buildings, ranging from two 6-storey multi-unit residential buildings (MURBs), 2 seven unit 2-storey street townhouses, and 3 back-to-back stacked townhouses. This mix diversifies housing forms, creates sensitive transitions to the surrounding neighborhood, and responds to demand for both family and accessible housing.

It is evident that a site such as Ladybrook has all the attributes for regeneration consistent with the goals of LMCH’s MRP and moreover can deliver – once regenerated – more than 3 times the unit count of all 3 phases of Reimagine Southdale. It is an ideal candidate to fast-track through the development process yet represents a significant build cost at \$103.4m. Because of this – and despite LMCH having demonstrated the ability to deliver cost effective construction through the DBB procurement process – it is prudent to examine additional methods of construction through alternative procurement processes that could result in unlocking additional available funding sources.

Issuing an Expression Of Interest (EOI) is one way to canvas the development community to assess and evaluate alternative build and funding methodologies such as: Construction Management, Design Build, Integrated Project Delivery and Public Private Partnerships. It is therefore recommended to allow LMCH to issue an EOI to the development community for proposals to develop and build new housing stock at Inter-Faith Homes’ Ladybrook site.

Note that discussions are currently underway by appropriate stakeholders to take the Ladybrook site into the LMCH portfolio or to continue to operate as is under LMCH management. The decision to issue an EOI for redevelopment of the site is not, however, relevant to these discussions.

Green Plan:

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

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

As LMCH is an ABC of the City, our intention is to be fully engaged in the process of delivering our own Climate Action Plan by the deadline dates noted. Metrics and further details from the City (specifically the Climate Change Planning, Environment & Waste Management & Infrastructure Department) are expected to be provided to LMCH in the form of a draft guidance document at some point. In the meantime, LMCH continues to be committed to green initiatives and will continue to engage in projects to promote and deliver on GHG reductions and energy savings.

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

CMHC – Q4 2025 Report  
STAFF REPORT- 2026-05

TO: LMCH Board of Directors

FROM: John Krill, Director Asset Renewal

SUBJECT: CMHC – Q4 2025 Report

DATE: February 12, 2026

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**PURPOSE:**

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

**RECOMMENDATION:**

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

1. **RECEIVE** this report for information.
2. **APPROVE** a net reallocation of \$3,363,513 from projects to contingency as detailed in Appendix A.
3. **APPROVE** a revised total budget of \$36,483,632 reflecting actual and projected spend across projects as detailed in Appendix A.
4. **RECOMMEND** approval of these recommendations to the Board of Directors.
5. **AUTHORIZE** LMHC staff to take the necessary steps to give effect to the above recommendations.

**BACKGROUND TO RECOMMENDATIONS:**

In Q1 2024 a budget for the CMHC repair and renew program was set and approved for implementation over the remaining 4 years (to end of 2027) of the program. Since that time, projects have been completed, others ongoing and still others in the planning stages and yet to begin. Among some of those projects completed are unit modifications at Dundas, Simcoe and Wharncliffe. Ongoing projects include rental water heater replacements, air source heat pump installations and the remaining unit modifications to name a few. Additional projects have also been identified such as boiler upgrades at Kent and McNay and rebuilding of the Dundas carriage house to make energy efficient.

The complete list of projects by site and their statuses are detailed in Appendix A, which is the output of a budget reconciliation exercise for the CMHC repair and renew program. The tables below summarize the detail found in Appendix A and present a request to reallocate program funds and a revised program budget both of which are explained in more detail in the following section.

Site	New Budget at Jan 2026	Contingency reallocation ("+" into, "-" out of)
Baseline	\$4,580,014	-\$3,915
Dundas	\$1,476,461	-\$301,486
Kent	\$3,907,495	-\$141,601
McNay	\$4,726,981	\$253,954
Simcoe	\$1,779,803	\$488,012
Walnut	\$3,855,361	\$456,854
345 Wharncliffe	\$1,189,415	\$565,313
349 Wharncliffe	\$1,542,453	-\$148,553
Allan Rush	\$2,817,548	\$465,259
Boulee	\$2,296,969	\$389,720
Huron	\$1,445,614	\$414,261
Marconi	\$745,334	\$479,266
Pond Mills	\$1,756,670	\$446,430
<b>Total</b>	<b>\$32,120,119</b>	<b>\$3,363,513</b>

CMHC Program Budget site and particulars as at Jan/26	Original Budget	Rerecast Budget at Reconciliation	2026 Projected Cost	2027 Projected Cost	Total Costs 2023 - 2027
<b>Highrise Totals</b>	\$24,226,561	\$23,057,983	\$6,911,498	\$2,911,564	\$20,526,806
<b>Family Site Totals</b>	\$10,293,644	\$9,062,135	\$1,701,539	\$127,875	\$7,994,568
<b>Soft Cost Totals</b>	\$3,000,000	\$1,000,000	\$500,000	\$500,000	\$1,000,000
<b>Contingency Buffer</b>	\$2,615,885	\$3,363,513	\$1,681,756	\$1,681,756	\$3,363,513
<b>Total</b>	<b>\$40,136,090</b>	<b>\$36,483,632</b>	<b>\$10,794,794</b>	<b>\$5,221,195</b>	<b>\$32,884,886</b>

## REASON FOR RECOMMENDATION #2:

A total of \$3,363,513 is available to put into contingency. This is a net total comprised mostly of completed jobs that came in below budget or are forecasted to come in below budget – unit modifications in high-rise buildings, furnace and water heater replacements at family sites. The net total is also reflective of new budget items

identified in Appendix A and their proposed budget amounts to be taken out of contingency.

### **REASON FOR RECOMMENDATION #3:**

The total new budget amount proposed is \$36,483,632 and is comprised of \$32,120,119 in site projects, \$1m in soft costs (e.g. permitting, consultant costs for design services or to verify program targets met, etc) and the aforementioned \$3,363,513 in contingency costs.

New projects and their associated expenditure identified in Appendix A are predominantly intended to ensure that LMCH meets its energy efficiency targets set out in the CMCH program. The contingency amount of \$3,363,513 and the additional buffer of \$3,652,458 (\$40,136,090 CMHC program allotment LESS the reforecast budget at reconciliation of \$36,483,632) means LMCH has more than enough room (\$7m) in the remaining life of the program to identify new projects for approval should the need arise. Also, a total buffer of \$7m to the end of the program increases the likelihood of completing the program at \$3m below \$40.1m, reducing the burden on the City of London at program end as the city is the sole underwriter for amounts borrowed within the program above \$37m.

### **BACKGROUND:**

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

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

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

While the CMHC program sets out the upper limits of funding available as up to \$40,136,090, CMHC also sets out a requirement for a total capital spend by LMCH of \$68,583,866 which CMHC refers to as the Repair Program Budget. As a result, LMCH must spend an additional \$28,447,776 in capital repairs on its portfolio – over the 7 year

life of the CMHC program – to meet this requirement. With 2 years remaining in the program, LMCH is currently at no risk of not meeting the required additional \$28.4m capital expenditure.

### **Q3=4-25 PROJECTS UPDATE:**

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

#### **Energy**

1.) Energy Management System: The previously approved project for Air Source Heat Pump (ASHP) installations at all CMHC high rise buildings is still in the design development stage. Pratus Group in partnership with Quasar Consulting currently preparing tender documents for a Q1-2026 request for proposal with an anticipated construction start of Q2-2026.

Bathroom fixture replacements originally scheduled for 2025/2026 are on hold pending further review as the work required to complete may not have a significant impact to energy targets. Budget reallocations and the required resourcing for energy savings projects are of greater value redirected toward the existing ASHP project.

In 2026, rental hot water tanks will be replaced across all CMHC designated family sites (Boullee, Huron, Marconi, Allan Rush, and Pond Mills), Limberlost and Southdale, and scattered homes across London and Middlesex. Tender and award to LG was finalized in Q4 2025 with a start date of mid-January 2026. LG provided a 10 year parts and labour warranty on the hot water tanks and a commitment to complete over 70 hot water tank installs per day. As of the writing of this report, LG is maintaining their commitment. In addition to replacing the tanks, while on site, LG is changing furnace filters and marking off “out of bounds storage area” around townhome furnace and water heaters. This additional work will ensure: 1) furnace warranty is maintained, and 2) fire insurance risk is mitigated.

#### **Accessibility**

1.) Kitchen Retrofits: Community kitchen modifications at seniors buildings have been completed at McNay, Kent, Walnut and Baseline. The work included new cabinetry, appliances, and upgrades to meet accessible guidelines as well as separate hand-wash sinks to meet health and safety regulations. The kitchen enhancements have been well-received by the tenants who have appreciated the enhancements that meet the requirements under the accessibility modifications program.

2.) In Suite Barrier Free Modifications: The efficiencies built into the unit modifications program, coupled with an increase in highly vetted and reliable subcontractors, had a significant impact on the amount and pace of units modified up to mid-year last year but dropped off in the last half of the year as shown in the table below. To combat the slowdown, in partnership with Tenant Services a temporary Tenant Placement Coordinator position will be filled in January 2026 to assist with the promotion of accessible units, encouraging tenants who require modified accommodations to transfer internally. This will allow more residents to age in place within their communities while increasing the stock of vacant units to retrofit.

Units Completed Each Quarter														
2024	Q1	Q2	Q3	Q4	2025	Q1	Q2	Q3	Q4	2026	Q1	Q2	Q3	Q4
Total	2	1	20	43	Total	67	64	34	20	Total	0	0	0	0
Avg/Month	0.7	0.3	6.7	14.3	Avg/Month	22.3	21.3	11.3	6.7	Avg/Month	0.0	0.0	0.0	0.0

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

- Seniors Buildings → McNay, Kent, Walnut, and Baseline: inventory to retrofit units slowed in the last quarter of 2025, with only a total of 18 units becoming available in Q4 2025; while 20 units were completed within the quarter.
- Adult Buildings → All adult buildings, Simcoe, Dundas, 345 and 349 Wharncliffe have met their CMHC targets for unit modifications.

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

Property	Q4/25 Average Elapsed Time to Anticipated Completion Date in weeks	Q4/25 Average Elapsed Time to Actual Completion Date in weeks	Total Units Taken Q4/25	Total Units Completed Q4/25	Total Units in Construction Q4/25
30 Baseline	7 (8)	N/A (7)	3 (6)	5 (9)	4 (6)
Dundas	N/A	N/A	N/A	N/A	N/A
Kent	4 (2)	8 (6)	2 (2)	3 (3)	0 (1)
McNay	7 (5)	7 (7)	8 (7)	8 (5)	6 (7)
Simcoe	N/A (8)	N/A	0 (0)	2 (0)	0 (2)
Walnut	4 (1)	9 (2)	5 (5)	1 (7)	3 (1)
345 Wharnccliffe	N/A (4)	11 (9)	0 (2)	1 (5)	0 (1)
349 Wharnccliffe	N/A	N/A (6)	0 (3)	0 (5)	0 (0)

*Note: previous to-date performance shown in brackets*

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

CMHC Overview									
Property	241 Simcoe	30 Base Line	202 McNay	85 Walnut	170 Kent	345 & 349 Wharnccliffe	580 Dundas	Total	Row #
Total Unit Modifications Committed to the CMHC Program	35	82	88	75	65	51	20	416	1
Confirmed Completed in 2023	0	2	1	6	0	6	0	15	2
Confirmed Completed in 2024	0	4	11	13	0	18	19	65	3
Confirmed Completed in 2025	35	32	26	26	22	0	1	142	4
Target for 2026	0	44	50	30	43	0	0	167	5
<b>Total Completed to Date</b>	<b>35</b>	<b>38</b>	<b>38</b>	<b>45</b>	<b>22</b>	<b>51</b>	<b>20</b>	<b>249</b>	<b>6 = 2+3+4</b>
Current # of Units in Progress	0	6	9	7	2	0	0	24	7
Total Units Remaining to Meet CMHC Commitment	0	38	41	23	41	0	0	143	8 = 1-(6+7)
		3.8	4.1	2.3	4.1				

3.) General Planned Upcoming Projects: Five accessibility projects are planned for (or are to be completed) in 2026. Completion of accessible picnic tables and bench installations throughout all CMHC-designated high-rise properties. Picnic bench installs were completed at Kent, Walnut, and McNay and new benches at Base line. Further review to occur at adult buildings to ensure practicality of installs. With the exception of Simcoe and Walnut which will be completed in February 2026, all laundry room retrofits have been completed which included new accessible faucets and sinks, lighting and counters.

AODA signage will be installed in a phased approach. Preparing and repainting doors and frames commenced in Q4 of 2025 with three buildings being completed and the remaining scheduled for Q1 2026. In early Q1 2026, all doors will be completed with new unit signs installed. Stairwell exit signs and public space signage will follow with

directional signage completed by end of Q1 2026. A garbage chute accessibility audit will also occur at all sites and is planned for 2026.

### Site Improvements

All high-rises and family sites have had either partial or full parking lot pavement, curb or sidewalk replacement projects completed. The Simcoe phase 2 paving project was completed in Q4 2025 below budget. In design development for mid-year actioning is the installation of a sidewalk – from building to roadway – at Dundas, and the Wharncliffe phase 2 paving project.

Installation of a new playground at Pond Mills as approved by the Board, is in the design phase following a mandatory third-party 3D review. This review identified concerns with a climbing wall that was too close to a slide. The design was rectified; however this rework delayed installation, which will now be completed in Q2/26 – also in part due to significant lead time to procure materials. Once complete, all 5 family sites within the CMHC program will have a playground with accessible components that meets various age group standards.

### TENANT IMPACT:

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

### FINANCIAL IMPACT:

LMCH continues to complete monthly drawdown submissions to CMHC, with a funding response within 10 working days of receipt.

#### CMHC Draw Down Status at the end of Q4-25:

<b>Draws 1 – 30 Received</b>	Repayable 61%	\$12,973,891
	Forgivable 39%	\$8,294,782
<b>Draw 31 CMHC processing</b>	Repayable 61%	\$ 182,377
	Forgivable 39%	\$ 116,601
<b>Total</b>		<b>\$21, 567,651</b>

**LEGAL IMPACT / RISK MANAGEMENT:**

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

**ATTACHMENTS:**

Appendix A – CMHC Program Budget January 2026

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

# Appendix A – CMHC Program Budget January 2026

## CMHC Repair and Renew Program Schedule & Status at January 2026

Green highlighted projects represent the energy program projects.

Property	Project	Project Number	Project Status	Est. Construction	Original Budget	Invoiced to Date	NEW BUDGET at Jan 2026	2026 Projected Cost	2027 Projected Cost	Total Costs 2023 - 2027	To move \$\$ to Contingency (+ ve into & - ve out of contingency)
							Requires Board Approval				Requires Board Approval
							Reforecast Budget at Reconciliation				Reallocate Original Budget overage
Base Line	<b>Unit Modification</b>	2021-CMHC-02c	Construction	2023-2027	\$4,045,950	\$1,566,463	\$3,664,000	\$1,195,000	\$902,537	\$3,664,000	\$381,950
	<i>Fridge exchange program - 134 replaced</i>		Complete	2024				\$0		\$0	\$0
	<b>Common Area Renovations</b>	2021-cmhc-11b		2023-2026	\$301,400	\$163,223	\$301,400	\$0		\$163,223	\$0
	<i>Exterior accessibility</i>		Complete	2023				\$0	\$0	\$0	\$0
	<i>Fobs and accessibility</i>		Complete	2023				\$0	\$0	\$0	\$0
	<i>New doors* front entry and side parking</i>		Complete	2024				\$0	\$0	\$0	\$0
	<i>Kitchen Retrofit</i>		Complete	2025				\$0	\$0	\$0	\$0
	<i>Laundry Retrofit</i>		Complete	2025				\$0	\$0	\$0	\$0
	<i>*Sensor switches at common areas</i>		Complete	2024				\$0	\$0	\$0	\$0
	<i>Garbage Chute Retrofit</i>		Planning	Q3 2026			\$15,000	\$15,000	\$0	\$15,000	-\$15,000
	<b>Fixture replacements</b>	2025-cmhc-8b	Planning	2027	\$59,299	\$0	\$109,299	\$0	\$109,299	\$109,299	-\$50,000
	<b>Energy: EMS Thermostats</b>	2021-CMHC-05e	Complete	2022	\$169,450	\$172,443	\$172,443	\$0	\$0	\$172,443	-\$2,993
	<b>Air Source Heat Pump</b>	2025-cmhc-02d	Planning	Q2/26		\$0	\$225,000	\$175,000	\$50,000	\$225,000	-\$225,000
<b>Signage</b>	2025-cmhc-01d	Construction	Q1 2026			\$92,872	\$67,872	\$25,000	\$92,872	-\$92,872	
Dundas	<b>Unit Modification</b>		Complete	2024	\$843,600.00	\$682,414	\$687,414	\$0	\$5,000	\$687,414	\$156,186
	<b>Common Area Renovations</b>	2021-cmhc-11d		2023 - 2026	\$302,500	\$191,647	\$362,500	\$0	\$170,853	\$362,500	-\$60,000
	<i>Exterior accessibility</i>		Complete	2023				\$0	\$0	\$0	\$0
	<i>Entry door</i>		Complete	2023				\$0	\$0	\$0	\$0
	<i>Fire doors</i>		Complete	2024				\$0	\$0	\$0	\$0
	<i>Laundry</i>		Complete	2025				\$0	\$0	\$0	\$0
	<i>Garbage Chute Retrofit</i>		Planning	Q3 2026			\$15,000	\$15,000	\$0	\$15,000	-\$15,000
	<i>Sidewalk</i>		Planning	Q3 2026			\$60,000	\$60,000	\$0	\$60,000	-\$60,000
	<b>Signage</b>	2025-cmhc-01h	Construction	Q1 2026			\$47,672	\$49,342	\$0	\$49,342	-\$47,672
	<b>Energy: EMSThermostats</b>	2021-CMHC-05h	Complete					\$0	\$0	\$0	\$0
	<b>Unit Valve replacement</b>		Complete	03 2025				\$0	\$0	\$0	\$0
	<b>VFD • 2 vfd installation at supply and exhaust.</b>	2021-CMHC-07	Complete	2022/2023				\$0	\$0	\$0	\$0
	<b>Fridge exchange program - 149 replaced</b>		Complete	2024				\$0	\$0	\$0	\$0
	<b>Sensor switches at common areas</b>		Complete	2024				\$0	\$0	\$0	\$0
	<b>Fixture replacements</b>	2021-CMHC-08	Planning	2027	\$28,875	\$0	\$28,875	\$0	\$28,875	\$28,875	\$0
	<b>Carraige House energy efficiency upgrade (envelope and heating)</b>		Planning				\$100,000	\$0	\$100,000	\$100,000	-\$100,000
	<b>Air Source Heat Pump</b>	2025-cmhc-02h	Design	Q3 2026			\$175,000	\$175,000	\$0	\$175,000	-\$175,000
Kent	<b>Unit Modification</b>	2021-CMHC-02f	Construction	2024 - 2027	\$3,246,750	\$910,081	\$2,945,000	\$1,190,000	\$825,000	\$2,925,081	\$301,750
	<i>Fridge exchange program - 162 replaced</i>		Complete	2024				\$0		\$0	\$0
	<b>Common Area Renovations</b>	2021-cmhc-11f			\$302,500	\$303,760	\$303,760	\$40,000		\$343,760	-\$1,260
	<i>Exterior accessibility</i>		Complete	2023				\$0	\$0	\$0	\$0
	<i>Entry door</i>		Complete	2023				\$0	\$0	\$0	\$0
	<i>Fobs and accessibility</i>		Complete	2023				\$0	\$0	\$0	\$0
	<i>Kitchens</i>		Complete	2025				\$0	\$0	\$0	\$0
	<i>Wash room at Laundry</i>		Complete	2025				\$0	\$0	\$0	\$0
	<i>Laundry</i>		Complete	2024/2025				\$0	\$0	\$0	\$0
	<i>Furnishings</i>		Complete	2024/2025				\$0	\$0	\$0	\$0
	<b>Signage</b>	2025-cmhc-01g	Construction	Q1 2026			\$59,994	\$40,000		\$40,000	-\$59,994
	<b>Energy: EMS Thermostats</b>	2021-CMHC-05g	Complete	2023	\$162,704			\$0		\$0	\$162,704
	<b>VFDs • installed with programmable clock</b>	2021-CMHC-07	Complete	2022/2023	\$3,000			\$0		\$0	\$3,000
	<b>Fridge exchange program - 162replaced</b>		Complete	2024				\$0		\$0	\$0
	<b>Misc. switches converted to sensor switches at</b>		Complete	2024	\$2,200			\$0		\$0	\$2,200
	<b>Fixture Replacement</b>		Planning	2027	\$48,741			\$48,741		\$0	\$0
	<b>Air Source Heat Pump</b>	2025-cmhc-02g	Design	Q3 2026			\$175,000	\$0		\$0	-\$175,000
<b>Boiler</b>		Planning	Q3 2026			\$375,000	\$375,000		\$375,000	-\$375,000	
McNay	<b>Unit Modification</b>		Construction	2023-2027	\$4,395,600	\$1,598,762	\$3,911,000	\$1,408,000	\$695,000	\$3,701,762	\$484,600
	<b>Common Area Renovations</b>				\$78,174	\$330,000	\$192,620	\$330,000	\$71,000	\$263,620	\$0
	<i>Exterior accessibility</i>		Complete	2023				\$0		\$0	\$0
	<i>Patio</i>		Complete	2022				\$0		\$0	\$0
	<i>Fobs and accessibility</i>		Complete	2023				\$0		\$0	\$0
	<i>Kitchen</i>		Complete	2025				\$0		\$0	\$0
	<i>Lounges</i>		Complete	2022				\$0		\$0	\$0
	<i>Laundry</i>		Complete	2025				\$0		\$0	\$0
	<i>Furnishings</i>		Complete	2023				\$0		\$0	\$0
	<i>Repair to concrete</i>		Planning	Q3 2026				\$0		\$0	\$0
	<b>Signage</b>		Construction	Q1 2026			\$78,000	\$78,000		\$78,000	-\$78,000
	<b>Energy - EMS Thermostats</b>		Complete	2023	\$190,054			\$0		\$0	\$190,054
	<b>VFDs - 1 installed with programmable clock</b>	2021-CMHC-07	Complete	2022/2023	\$3,000			\$0		\$0	\$3,000
	<b>Fridge exchange program - 150 replaced</b>		Complete	2024	\$2,000			\$0		\$0	\$2,000
	<b>Sensor switches at common areas</b>		Complete	2024	\$2,300			\$0		\$0	\$2,300
	<b>Fixture Replacement</b>		Planning	2027	\$57,981			\$57,981		\$0	\$0
	<b>Boiler</b>		Planning	2027			\$350,000	\$0		\$0	-\$350,000

# Appendix A – CMHC Program Budget January 2026

CMHC Repair and Renew Program Schedule & Status at January 2026											To move \$\$ to Contingency (+ ve into & - ve out of contingency)
Green highlighted projects represent the energy program projects.											Requires Board Approval
Property	Project	Project Number	Project Status	Est. Construction	Original Budget	Invoiced to Date	NEW BUDGET at Jan 2026 Requires Board Approval	2026 Projected Cost	2027 Projected Cost	Total Costs 2023 - 2027	Reallocate Original Budget average
Simcoe	<b>Unit Modification</b>		Complete	2025	\$1,748,250	\$1,614,838	\$1,664,838	\$30,000		\$1,644,838	\$83,412
	<b>Common Area Renovations</b>				\$295,000			\$61,004		\$61,004	\$295,000
	Exterior accessibility		Complete	2023 & 2025				\$0		\$0	\$0
	Common area doors; Laundry, lounge and entry		Complete	2023/2024				\$0		\$0	\$0
	Laundry		Construction	2025/2026				\$0		\$0	\$0
	<b>Signage</b>						\$61,604	\$61,004		\$61,004	-\$61,604
	Energy - EMS Thermostats		Complete	2023	\$165,904			\$0		\$0	\$165,904
	VFDs - 1 installed with programmable clock	2021-CMHC-07	Complete	2022/2023	\$3,000			\$0		\$0	\$3,000
	Fridge exchange program - 150 replaced		Complete	2024				\$0		\$0	\$0
	Sensor switches at common areas		Complete	2024	\$2,300			\$0		\$0	\$2,300
Fixture Replacement		Planning	2025	\$53,361		\$53,361	\$0		\$0	\$0	
Walnut	<b>Unit Modification</b>		Construction	2024-2027	\$3,746,250	\$808,890	\$3,790,000	\$1,160,000		\$1,968,890	-\$43,750
	<b>Common Area Renovations</b>				\$330,000			\$12,000		\$12,000	\$330,000
	Exterior accessibility		Complete	2023		\$61,004		\$0		\$61,004	\$0
	Common area doors - laundry & Front Entry		Complete	2023				\$0		\$0	\$0
	Kitchens		Complete	2025				\$0		\$0	\$0
	Furnishings		Complete	2023-2024				\$0		\$0	\$0
	Laundry		Construction	2025-2026			\$12,000	\$12,000		\$12,000	-\$12,000
	Signage		Construction	Q1 2026				\$0		\$0	\$0
	Energy - EMS Thermostats		Complete	2023	\$175,504			\$0		\$0	\$175,504
	VFDs - 2 installed with programmable clock	2021-CMHC-07	Complete	2022/2023	\$4,800			\$0		\$0	\$4,800
Fridge exchange program - 111 replaced		Complete	2024				\$0		\$0	\$0	
Misc. switches converted to sensor switches at		Complete	2024	\$2,300			\$0		\$0	\$2,300	
Fixture Replacement		Planning	2025	\$53,361		\$53,361	\$0		\$0	\$0	
Wharncliffe-345	<b>Unit Modification</b>		Complete	2024 - 2025	\$1,248,750	\$1,094,415	\$1,104,415	\$0		\$1,094,415	\$144,335
	<b>Common Area Renovations</b>				\$302,500			\$150,000		\$150,000	\$302,500
	Exterior accessibility		Phase 1	2023 & 2026				\$0		\$0	\$0
	Laundry		Complete	04/2024 - 2025				\$0		\$0	\$0
	<b>Signage</b>						\$50,000	\$0		\$31,276	-\$3,540
	Energy - EMS Thermostats		Complete	2023	\$116,224			\$0		\$0	\$116,224
	VFDs - 3 installed with programmable clock	2021-CMHC-07	Complete	2022/2023	\$4,800			\$0		\$0	\$4,800
	Fridge exchange program - 111 replaced		Complete	2024				\$0		\$0	\$0
	Sensor switches at common areas		Complete	2024	\$2,500			\$0		\$0	\$2,500
	Fixture Replacement		Planning	2026	\$33,495		\$35,000	\$0		\$0	-\$1,505
Wharncliffe-349	<b>Unit Modification</b>		Complete	2024 - 2025	\$1,098,900	\$1,062,453	\$1,072,453	\$0		\$1,062,453	\$26,447
	Fridge exchange - 111 replaced		Complete	2024	\$2,000			\$0		\$2,000	\$0
	<b>Common Area Renovations</b>				\$295,000	\$126,430	\$295,000	\$125,000	\$0	\$251,430	\$0
	Exterior accessibility		Phase 1	2023 & 2026				\$0		\$0	\$0
	Laundry		Complete	04/2024 - 2025				\$0		\$0	\$0
	Phase 2 exterior Accessibility		Planning	Q3 2026		\$0		\$125,000		\$125,000	\$0
	Signage	2025-cmhc-01c	Construction	Q1 2026				\$46,276		\$46,276	\$0
	Energy - EMS Thermostats		Complete	2023	\$116,224			\$0		\$116,224	\$0
	VFDs - installed with programmable clock	2021-CMHC-07	Complete	2022/2023	\$4,800			\$0		\$4,800	\$0
	Sensor switches at common areas		Complete	2024				\$0		\$0	\$0
Fixture Replacement		Planning	2027				\$0		\$0	\$0	
Air Source Heat Pump	2025-cmhc-02c	Planning	Q3 2026			\$175,000	\$175,000		\$175,000	-\$175,000	
<b>Total</b>					<b>\$24,226,561</b>	<b>\$10,703,744</b>	<b>\$23,057,983</b>	<b>\$6,911,498</b>	<b>\$2,911,564</b>	<b>\$20,526,806</b>	<b>\$1,168,577</b>

# Appendix A – CMHC Program Budget January 2026

CMHC Repair and Renew Program Schedule & Status at January 2026

Green highlighted projects represent the energy program projects.

Property	Project	Project Number	Project Status	Est. Construction	Original Budget	Invoiced to Date	Reforecast Budget at Reconciliation	2026 Projected Cost	2027 Projected Cost	Total Costs 2023 - 2027	To move \$\$ to Contingency (+ ve into & - ve out of contingency)
											Requires Board Approval
							NEW BUDGET at Jan 2026 Requires Board Approval				
											Reallocate Original Budget overage
Allan Rush	Exterior Works - Family Sites	2021-cmhc-14a			\$783,000	\$986,077	\$990,000	\$0		\$986,077	\$0
	Asphalt		Complete	03/4 2022 &				\$0		\$0	\$0
	Playground installation		Complete	03/4 2022 &				\$0		\$0	\$0
	New Door & Window Installation	2021-cmhc-15b	Complete	03 2023	\$1,369,500	\$1,208,808	\$1,208,808	\$0		\$1,208,808	\$160,692
	Furnace replacement	2021-cmhc-12a	Complete	02 2024	\$511,704	\$354,015	\$354,015	\$0		\$354,015	\$157,689
	Hot Water Tank Installation	2021-cmhc-13b	Construction	Q1 2026	\$383,778	\$0	\$236,900	\$236,900		\$236,900	\$146,878
Boullee	Energy Retrofits	2021-cmhc-08	Planning	2027	\$27,825	\$0	\$27,825	\$0	\$25,000	\$25,000	\$0
	Exterior Works - Family Sites	2021-cmhc-14c		03-2024	\$750,000	\$751,935	\$1,502,689	\$0		\$751,935	\$0
	Asphalt		Complete	03/4 2022 &				\$0		\$0	\$0
	Playground installation		Complete	03/4 2022 &				\$0		\$0	\$0
	Cladding		Planning	Q3 2026				\$325,000		\$325,000	\$0
	Furnace Replacement	2021-cmhc-12d	Complete	02 2024	\$550,000	\$438,280	\$438,280	\$0		\$438,280	\$111,720
Huron	Hot Water Tank Installation	2021-cmhc-13d	Complete	2026	\$600,000	\$0	\$322,000	\$322,000		\$322,000	\$278,000
	Energy Retrofits	2021-cmhc-08	Planning	2027	\$34,000	\$0	\$34,000	\$0	\$34,000	\$34,000	\$0
	Exterior Works - Family Sites	2021-cmhc-14d			\$756,000	\$602,000	\$756,000	\$0		\$602,000	\$0
	Asphalt		Complete	2024				\$0		\$0	\$0
	Additional Works for Ramping		Planning	Q2 2026				\$55,000		\$55,000	\$0
	Playground installation		Complete	2024				\$0		\$0	\$0
Marconi	Furnace Replacement	2021-cmhc-12b	Complete	03 2024	\$525,000	\$361,241	\$362,000	\$0		\$361,241	\$163,000
	Hot Water Tank Installation	2021-cmhc-13d	Construction	2026	\$550,000	\$0	\$298,739	\$298,739		\$298,739	\$251,261
	Energy Retrofits	2021-cmhc-08	Planning	2027	\$28,875	\$0	\$28,875	\$0	\$28,875	\$28,875	\$0
	Exterior Works - Family Sites	2021-cmhc-14e	Complete	2022 - 2023	\$680,400	\$342,178	\$350,000	\$0		\$342,178	\$330,400
	Asphalt		Complete	2024				\$0		\$0	\$0
	Playground installation		Complete	2024				\$0		\$0	\$0
Pond Mills	Furnace Replacement		Complete	03 2024	\$259,200	\$168,658	\$168,658	\$0		\$168,658	\$90,542
	Hot Water Tank Installation		Construction	2026	\$270,000	\$0	\$211,676	\$128,000		\$128,000	\$58,324
	Energy Retrofits		Planning	2027	\$15,000	\$0	\$15,000	\$0	\$15,000	\$15,000	\$0
	Hard Surface Repairs/ Exterior Works	2021-cmhc-14b		03 2024	\$783,000	\$194,191	\$783,000	\$0		\$194,191	\$0
	Asphalt		Complete					\$0		\$0	\$0
	Playground installation		Under Contract	Q2 2026				\$145,000		\$145,000	\$0
Pond Mills		2021-cmhc-15b	Complete	04 2023	\$590,000	\$468,121	\$468,121	\$0		\$468,121	\$121,879
	New Window Installation		Complete	03 2024	\$398,400	\$289,649	\$289,649	\$0		\$289,649	\$108,751
	Furnace Replacement		Construction	Q1 2026	\$406,700	\$0	\$190,900	\$190,900		\$190,900	\$215,800
	Hot Water Tank Installation		Planning	2027	\$21,262	\$0	\$25,000	\$0	\$25,000	\$25,000	\$0
<b>PORTFOLIO TOTAL</b>					<b>\$34,520,205</b>	<b>\$16,868,897</b>	<b>\$32,120,119</b>	<b>\$8,613,037</b>	<b>\$3,039,439</b>	<b>\$28,521,374</b>	<b>\$3,363,513</b>

**Q4 Capital Project Report  
STAFF REPORT-2026-06**

**TO:** LMCH Board of Directors

**FROM:** John Krill, Director Asset Renewal

**SUBJECT:** Capital Projects – Q4 2025 Report

**DATE:** February 12, 2026

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**PURPOSE:**

The purpose of this report is to inform the LMCH Board of Directors of the status of the organization’s capital projects and provide highlights of the Capital Team’s progress over the last quarter, while also requesting approval for specific budget actions and reallocations.

**RECOMMENDATION:**

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

1. **RECEIVE** this report for information.
2. **APPROVE** the cancellation of projects 2020-0007 Albert Fire Panel Upgrade and 2020-0013 Albert Fire Alarm Devices.
3. **APPROVE** the cancellation of project 2022-0022 York Fire Alarm Replacement and the reallocation of \$27,790 to contingency.
4. **APPROVE** the cancellation of project 2025-0015 Dorchester Roof Replacement and the reallocation of \$50,000 to project 2025-0019 Dorchester Window Replacement (to be renamed Dorchester Window and Door Replacement).
5. **APPROVE** the reallocation of \$500,000 from project 2024-0011 Simcoe Roof Replacement to contingency.
6. **APPROVE** the cancellation of project 2025-0037 BCA 33% Portfolio and the reallocation of \$130,000 to project 2026-0025 BCA 100% Portfolio.
7. **APPROVE** the reallocation of a net total of \$390,586.79 from 10 projects that closed below budget in 2025 and as listed in Appendix A – Closed Projects in Q4 2025.
8. **RECOMMEND** approval of these recommendations to the Board of Directors.
9. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

#### Recommendation #2:

The 2020 capital budget for both projects, 2020-0007 and 2020-0013 was prepared based upon a report recommendation, following a fire system review, to upgrade Albert's fire system with an addressable fire panel along with in-suite devices at an estimated cost of \$140k total for both projects. This work was not undertaken at the time, and the projects funding was removed in 2022, although the project's status remained as "In-progress" (e.g. there is \$0 budgeted for both projects). Subsequent investigation (in Q3 2025) into the previous recommendation for an addressable fire panel and in-suite devices indicated that the total cost of the projects today would be \$300k. Additionally, the investigation shows the existing fire panel to be operating in good condition and that there is no regulatory requirement to upgrade to an addressable fire panel. Cancellation of both projects is recommended.

#### Recommendation #3:

The 2022 capital budget for project 2022-0022 was prepared based upon a report recommendation, following a fire system review, to replace the York fire alarm panel at a cost of \$27,790. The project was not initiated since then, and subsequent investigation (in Q2 2025) into the previous recommendation revealed the existing fire panel to be working well with no issues in resetting or otherwise. Cancellation of the project is recommended, including the reallocation of \$27,790 to contingency.

#### Recommendation #4:

The 2025 capital budget for project 2025-0015 was prepared based upon the last Building Condition Assessment (BCA), which indicated the roof at Dorchester would need to be replaced in 2025. Subsequent condition assessment of the roof (in Q2 2025) by LMCH staff showed the roof to be in good condition, with the need for replacement not required for at least another 5-to 10-year period. At the same time, condition assessment by LMCH staff and retained consultants indicated the balcony and patio doors at Dorchester to be in very poor condition (rotted wood frame and compromised insulation). Project 2025-0019 has an approved budget of \$100k to replace the windows at Dorchester. It is recommended to cancel project 2025-0015 and reallocate this canceled roof project's \$50k to project 2025-0019 to increase the budget of project 2025-0019 to \$150k, including the replacement of the exterior doors at Dorchester into the scope of work, and rename the project to Dorchester Window and Door Replacement.

#### Recommendation #5:

The 2024 capital budget for project 2024-0011 was prepared with an original budget of \$1.4m to replace the roof at Simcoe. Subsequent assessment (in Q1 2025) indicated that this amount was too high, and it was reduced at that time to \$1.2m via an approved reallocation of \$200k to a separate project (FAR Committee Feb/25). Simcoe roof

replacement work began in early Q4 2025 and by the end of the quarter was nearing completion. Total committed contract amounts for completion of the project are just over \$600k. Accounting for unforeseen events at the time of project close-out, it is prudent to maintain \$700k within the project budget. It is therefore recommended to reallocate the excess \$500k in project 2024-0011 to contingency.

#### Recommendation #6:

The 2025 capital budget was prepared with the intention of completing the BCA on only one-third of LMCH's portfolio, and \$130k was budgeted to that end, but the BCA was not started in 2025. The 2026 capital budget was prepared with the plan to complete the BCA on the entire LMCH portfolio in the 2026 calendar year, and \$250k was budgeted with the knowledge that \$130k was available from the previous budget year, making a total of \$380k available to complete the LMCH BCA. The recommendation to cancel project 2025-0037 and reallocate \$130k to project 2026-0025 provides for all the BCA funds in one place, allowing for ease of payment to the consultant completing the BCA work.

#### Recommendation #7:

A total of 10 projects – identified in Appendix A – were closed in Q4 2025 below budget, freeing up a net total of \$390,586.79, which is recommended for reallocation to contingency.

### **GENERAL BACKGROUND:**

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

LMCH's capital program is also designed to improve the tenant experience in a prudent financial manner while mitigating risk to tenant and public safety. To enhance the way in which the Capital Team delivers projects in a timely manner and within approved budget parameters, LMCH implemented the Project Management software within Yardi (Construction Module – CM) in 2022 as a system tool to track project expenditure, financial approval milestones, and project status, to name just a few of Yardi's features. An important aspect of Yardi's CM is populating it with enough project data (historical and current) to enable it to become a single source of truth and better align LMCH Capital Project Financial Reporting with the City of London's Financial Reporting expectations. The following sections contain information and accompanying tables pulled from Yardi CM data.

## Capital Project Status Review (Q4)

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

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

Project Year:	20	21	22	23	24	25	Totals			
<b>Status</b>										
Pending	0	0	0	0	0	0	0	<b>All Capital Team Projects</b>		
Approved	0	9	0	0	0	7	16			
Rejected	1	0	0	0	0	0	1			
Cancelled	4	8	9	9	0	0	30			
In-progress	2	53	8	25	36	52	176			
Completed	1	28	1	16	8	8	62			
Closed	34	29	21	1	3	0	88	<b>Net Ongoing Projects*</b>	<b>Total Budget (\$)</b>	<b>Average Budget per Project (\$)**</b>
<b>Totals</b>	42	127	39	51	47	67	373	<b>192</b>	<b>\$142,247,503</b>	<b>\$ 740,872</b>
Budgeted	\$ 4,148,560	\$ 74,303,937	\$ 5,814,721	\$ 8,662,539	\$ 38,815,990	\$ 10,501,756	\$ 142,247,503	*Projects with "Pending", "Approved" and "In-progress" status. **Based on Total Budget / Net Ongoing Projects		
Committed	\$ 3,547,888	\$ 63,568,347	\$ 6,425,574	\$ 4,708,592	\$ 31,703,556	\$ 4,082,455	\$ 114,036,411			

Project Year:	20	21	22	23	24	25	Totals			
<b>Status</b>										
Pending	0	0	0	0	0	0	0	<b>All Capital Team Projects (not including Reimagine Southdale)</b>		
Approved	0	9	0	0	0	7	16			
Rejected	1	0	0	0	0	0	1			
Cancelled	4	8	9	9	0	0	30			
In-progress	2	52	8	25	34	51	172			
Completed	1	28	1	16	8	8	62			
Closed	34	29	21	1	3	0	88	<b>Net Ongoing Projects*</b>	<b>Total Budget (\$)</b>	<b>Average Budget per Project (\$)**</b>
<b>Totals</b>	42	126	39	51	45	66	369	<b>188</b>	<b>\$ 82,907,473</b>	<b>\$ 440,997</b>
Budgeted	\$ 4,148,560	\$ 44,177,080	\$ 5,814,721	\$ 8,662,539	\$ 9,899,002	\$ 10,205,570	\$ 82,907,473	*Projects with "Pending", "Approved" and "In-progress" status. **Based on Total Budget / Net Ongoing Projects		
Committed	\$ 3,547,888	\$ 31,440,136	\$ 6,425,574	\$ 4,708,592	\$ 4,788,195	\$ 3,406,669	\$ 54,317,053			

Project Year:	20	21	22	23	24	25	Totals			
<b>Status</b>										
Pending	0	0	0	0	0	0	0	<b>All Capital Team Projects (not including CMHC and Reimagine Southdale)</b>		
Approved	0	8	0	0	0	7	15			
Rejected	0	0	0	0	0	0	0			
Cancelled	4	5	9	9	0	0	27			
In-progress	2	4	8	25	34	35	108			
Completed	1	2	1	16	8	8	36			
Closed	34	26	21	1	3	0	85	<b>Net Ongoing Projects*</b>	<b>Total Budget (\$)</b>	<b>Average Budget per Project (\$)**</b>
<b>Totals</b>	41	45	39	51	45	50	271	<b>123</b>	<b>\$ 42,342,745</b>	<b>\$ 344,250</b>
Budgeted	\$ 4,148,560	\$ 5,484,022	\$ 5,814,721	\$ 8,662,539	\$ 9,899,002	\$ 8,333,900	\$ 42,342,745	*Projects with "Pending", "Approved" and "In-progress" status. **Based on Total Budget / Net Ongoing Projects		
Committed	\$ 3,547,888	\$ 4,976,264	\$ 6,425,574	\$ 4,708,592	\$ 4,788,195	\$ 3,406,669	\$ 27,853,181			

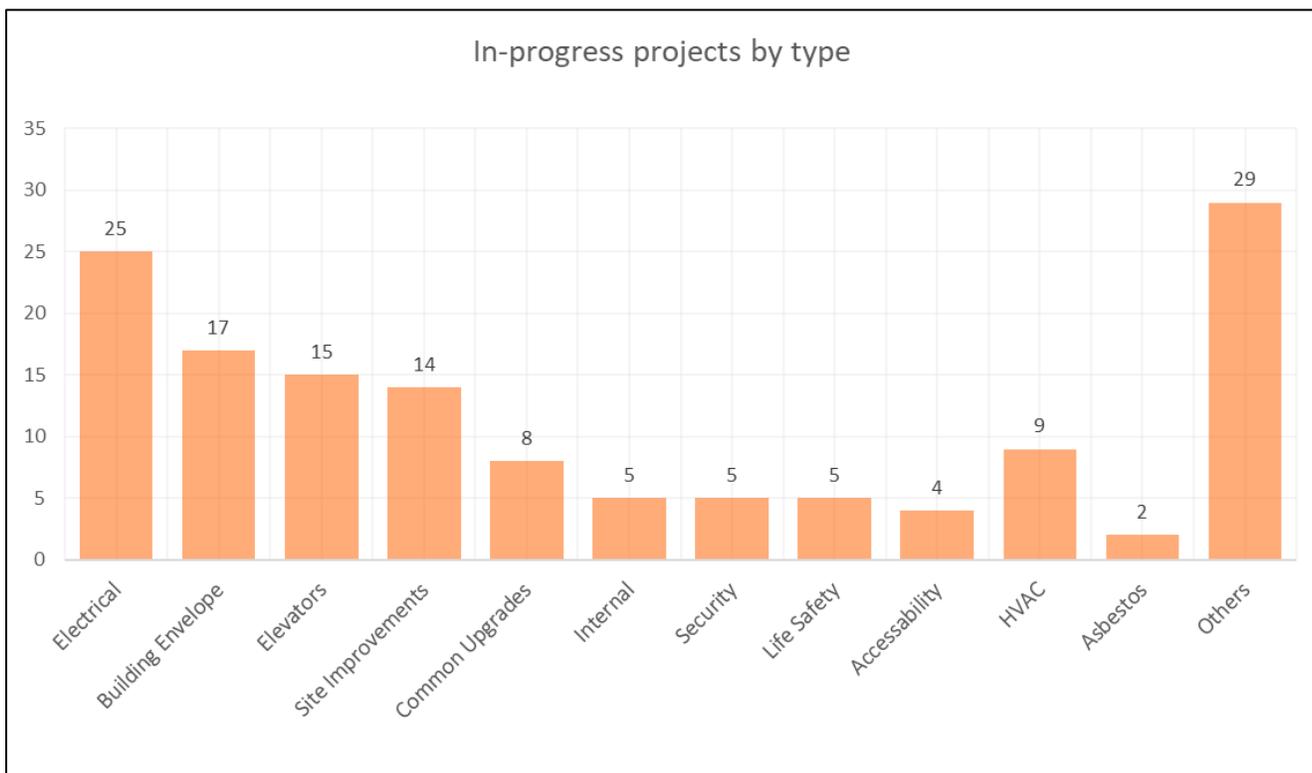
For information purposes, the projects currently showing as “In progress” in the tables above are listed in Appendix B by budget year and quantitatively summarized in the table below. Note this table includes “In progress” projects that are recommended for cancellation and will be removed from future FAR reporting once so approved.

### Number of In-progress Projects by Budget Year

20	21	22	23	24	25	26
2	4	6	24	24	31	25

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

- Project status change details are summarised in Appendix C:
  - 10 projects were completed
  - 16 projects were closed
  - 3 projects were moved to In-progress
- Below is a summary graph of a total of 116 **in-progress projects by type**, excluding some items (e.g., jobs such as *Software Subscriptions*, or *Tenant Directed Funds*):



## Q4 Capital Project Update

The following table outlines Q4 2025 capital project activities pertaining to:

- 6 contracts awarded
- 11 tenders issued
- 4 substantial completions achieved

<b>Contracts Awarded</b>	<b>Tenders Issued</b>	<b>Substantial Completion Achieved</b>
Commissioners retaining wall rebuild (Consultant)	Multi-site electrical and generator upgrades	Berkshire – Parking Lot and Retaining Wall Replacement
Penny Lane Strathroy– Siding Replacement Etka Construction	Traction Elevator Modernization – McNay, Oxford & Walnut	Bella – Building envelope, roof, and parking refresh
Dundas Street - Office Renovation Aveiro Construction	202 McNay – Main Electrical Room Equipment Replacement	Head – Building envelope, roof, and attic refresh
Huron Street Campus - Exterior Lighting Upgrades Energy Networks	349 Wharncliffe – Main Electrical Room Equipment Replacement	Hale Street – Tenant Directed Funds Kitchen Upgrades – Various Contractors
Boulee – Building Envelope Repairs and Siding Replacement	304 Oxford - Distribution Panel Replacement	
Dorchester – Window and Door Replacements	632 Hale - Distribution Panel Replacement	
	345 Wharncliffe – Main Electrical Room Equipment Replacement	
	345 Wharncliffe - Distribution Panel Replacement	
	349 Wharncliffe - Distribution Panel Replacement	
	345 Wharncliffe - Generator Replacement	
	202 McNay - Distribution Panel Replacement	

<b>PREPARED AND SUBMITTED BY:</b>
John Krill Director, Asset Renewal

## ATTACHMENTS:

Appendix A – Closed Projects in Q4 2025

Appendix B – In-progress Projects by Budget Year as at January 26 2026

Appendix C – Project Status Change Details Q3 to Q4

## Closed Projects in Q4 2025

Job Code	Job Name	Budgeted Amount	Spent	Unused
2020-0032	Asbestos Reassessment	\$ 200,000.00	\$ 157,113.53	\$ 42,886.47
2020-0035	Fam Site Playground Replacements	\$ 339,903.84	\$ 269,100.92	\$ 70,802.92
2022-0003-01	Elevator Major Control - a12c	\$ 399,864.00	\$ 392,127.10	\$ 7,736.90
2022-0003-03	Elevator Major Control - a03c	\$ 480,000.00	\$ 376,684.25	\$103,315.75
2022-0004-04	Elec Unit Splitter & Discon-a19c	\$ 144,594.00	\$ 133,164.43	\$ 11,429.57
2022-0014	Various-Common Area Upgrades	\$ 30,000.00	\$ 1,119.36	\$ 28,880.64
2022-0018	BCA 40% Portfolio	\$ 106,726.00	\$ 88,376.70	\$ 18,349.30
2022-0021	General Contingency	\$ 100,000.00	\$ 14,788.87	\$ 85,211.13
2022-0026	Stairwell Fencing	\$ 7,500.00	\$ 6,543.69	\$ 956.31
2024-0006	Baseline Control Valve Replacement	\$ 100,000.00	\$ 78,982.20	\$ 21,017.80
<b>Grand Total</b>		<b>\$ 1,908,587.84</b>	<b>\$1,518,001.05</b>	<b>\$390,586.79</b>

## In-progress Projects by Budget Year as at January 26 2026

20	21	22	23	24	25	26
Albert Fire Panel Upgrade	Major Horizontal Plumbing Line - Head St	William Electrical Upgrades	McNay - M Elec Room Equip Repl	Oxford Balcony Repairs	Generator Replacement 1194 COMMISSIONERS ROAD W.	Full electrical room repl 136 ALBERT STREET
Albert Fire Alarm Devices	Walnut Lobby Upgrades	York Fire Alarm Replacement	349 Wharnccliffe M Elec Room Eq Rpl	Berkshire Generator Replacement	Main Elec Room Equipment Repl. 1194 COMMISSIONERS ROAD W.	Full electrical room repl OXFORD STREET WEST
	Limberlost Hard Surface Restoration	Walnut - Electrical equipment replacement	Simcoe - Heating Panel Repl	Berkshire Electrical Upgrade	Balcony Repairs 200 BERKSHIRE DRIVE	Retaining wall replacement 1194 COMMISSIONERS ROAD W.
	Balcony Studies - Various Sites	Mechanical System Review - Various Sites	345 Wharnccliffe M Elec Room Eq Rpl	Simcoe Generator Replacement	Generator Replacement 872 WILLIAM STREET	Roof Replacement Dundas 580 DUNDAS STREET
		Outdoor Security Cameras - Various Sites	Oxford - Dist Panel Repl	Baseline Electrical Upgrades	Fire System Upgrades - Various Sites	Roof Replacement McNay 202 MCNAY STREET
		Dundas Main Circuit Breakers	Hale - Dist Panel Repl	Albert St Laundry Room Relocation	Parking Lot & Retaining Wall Repair 200 BERKSHIRE DRIVE	Roof Replacement Oxford OXFORD STREET WEST
			Huron - Site Lighting Upgrade	349 Wharnccliffe Elevator Mod	Domestic Water Valve Replacements - Various Sites	Roof Replacement William 872 WILLIAM STREET
			Various - Family Sites Backyards	345 Wharnccliffe Elevator Mod	Spalling Bricks, Gable Ends Repair Boullee Site	Carbon monoxide detector install - Various Sites
			Limberlost - Pedestrian Paving	Family Site Envelope Upgrades	SH Restricted Stair Access Areas - Various Sites	Riser plumbing valve replacement 170 KENT STREET
			Various - Family Sites Backyards	Simcoe Roof Replacement	Elevator Mod 170 KENT STREET	Hot water tank replacements - Various Sites
			Various - Building Envelope Study	Baseline Mailbox Replacement	Roofing Replacement 2061 DORCHESTER ROAD	Hot water tank replacements 1481 Limberlost Rd.
			Unit Modernization - Flooring - Various Sites	Albert Boiler Replacement	Roofing Replacement 85 WALNUT STREET	Hot water tank replacements 931-1125 Southdale Rd.
			Unit Modernization - Capital - Various Sites	William Boiler Replacement	Window Replacement 2061 DORCHESTER ROAD	Hot water tank replacements 150-218 Marconi Blvd. (Semis)
			Garbage Room Access Control Install - Various Sites	Mech Equipment Recommissioning - Various Sites	Window Replacement BELLA STREET	Boiler replacement 170 KENT STREET
			Oxford - Elevator Modernization	Family Sites Garbage Prog audit report	Window Replacement 125 HEAD STREET	Boiler replacement 202 MCNAY STREET
			Albert - Elevator Modernization	Family Site Improvements	Roof Replacement 200 BERKSHIRE DRIVE	Capital tracker website rebuild - Various Sites
			345 Wharnccliffe - Dist Panel Repl	Asphalt Repair and Replace - Various Sites	SH Secure Cabinet Notice Repl - Various Sites	Generator Replacement 136 ALBERT STREET
			349 Wharnccliffe - Dist Panel Repl	Outdoor Furniture Replacement - Various Sites	SH Wayfinding In Hallways - Various Sites	Ergonomic furn. in prop. offices - Various Sites
			349 Wharnccliffe - Generator Repl	Universal Accessibility Upgrades - Various Sites	SH Intercom System Upgrades - Various Sites	Universal Access Upgrades - Various Sites
			Simcoe Stairwell Door Replacement	Common Area Upgrades - Commissioners	Southdale Site Lighting Upgrade 931-1125 Southdale Rd.	Common Areas Capital Upgrade - Various Sites
			McNay - Dist Panel Repl	Unit Modernization - Capital - Various Sites	SH Rear Property Fencing - Queen St 580 DUNDAS STREET	Unit Modernization - Various Sites
			McNay - Elevator Modernization	Tenant Directed Fund Boullee CCTV	Universal Access Upgrades - Various Sites	Asbestos Abatement - Various Sites
			Walnut - Elevator Modernization	Mold Abatement - Various Sites	Common Areas Capital Upgrade - Various Sites	Mold Abatement - Various Sites
			Berkshire - Elevator Modernization	Wharnccliffe / Dundas Office renos	Unit Modernization Funds - Various Sites	Asphalt Restoration & Replacement - Various Sites
					Asbestos Abatement - Various Sites	Laptops and IT related infrastr. - Various Sites
					Mold Abatement - Various Sites	
					BCA 33% Portfolio - Various Sites	
					BC22 Service Improvements Other - Various Sites	
					IT Capital (Hardware & Software) - Various Sites	
					Penny Lane Side Replacement Penny Lane Site	
					Phase 1 Vehicle Damage Rep Cost Re Imagine (Phase 1)	

## Project Status Change Details Q3 to Q4

PROJECTS HAVING STATUS UPDATE				
Job Code	Job Name	PM	Q3 Status	Q4 Status
2022-0004-04	Elec Unit Splitter & Discon-a19c	Bill Leslie	Completed	Closed
2023-0045	Dorchester Exterior Doors	Bill Leslie	Inprogress	Completed
2021-0020	Exterior Lighting	Bill Leslie	Inprogress	Completed
2022-0003-03	Elevator Major Control - a03c	Trevor Whittingham	Completed	Closed
2022-0020	Southdale - Furnace Replacement	Bill Leslie	Completed	Closed
2020-0035	Fam Site Playground Replacements		Completed	Closed
2022-0003-01	Elevator Major Control - a12c	Trevor Whittingham	Completed	Closed
2024-0010-23mu	Family Site Envelope Upgrades	Bill Leslie	Scheduled	Inprogress
2024-0010-25mu	Family Site Envelope Upgrades	Bill Leslie	Scheduled	Inprogress
2025-0033	Tenant Directed Funds	Terry Maslen	Inprogress	Completed
2024-0031	Asbestos Abatement	John Krill	Inprogress	Closed
2022-0021	General Contingency	Bill Leslie	Completed	Closed
2020-0667-10	Energy Audit by WalterFedy	Wendy Groves-Heart	Completed	Closed
2022-0011	Asphalt Restor & Replac - Cty	Trevor Whittingham	Inprogress	Completed
2022-0016	Appliances; Capital Purchases	Bill Leslie	Completed	Closed
2022-0018	BCA 40% Portfolio	Bill Leslie	Completed	Closed
2022-0019	Universal Access Upgrades	Bill Leslie	Completed	Closed
2020-0032	Asbestos Reassessment	John Krill	Inprogress	Closed
2022-0014	Various-Common Area Upgrades	Bill Leslie	Completed	Closed
2022-0015	Various - Flooring Upgrades	Bill Leslie	Completed	Closed
2023-0015	Allan Rush - Repair Chimneys	Trevor Whittingham	Inprogress	Completed
2022-0026	Stairwell Fencing		Completed	Closed
2023-0029	Bella - Window Replacement	Trevor Whittingham	Inprogress	Completed
2025-0012	Roofing Replacement	Trevor Whittingham	Inprogress	Completed
2025-0024	Paving, Parking Lines	Trevor Whittingham	Inprogress	Completed
2025-0013	Roofing Replacement	Trevor Whittingham	Inprogress	Completed
2025-0014	Roofing Replacement	Trevor Whittingham	Inprogress	Completed
2025-0029	SH Rear Property Fencing - Queen St	Terry Maslen	Pending	Inprogress
2024-0006	Baseline Control Valve Replacement	Terry Maslen	Completed	Closed

Master Regeneration Plan – Report  
STAFF REPORT-2026-07

TO: LMCH Finance, Audit and Risk Management Committee

FROM: John Krill, Director Asset Renewal

SUBJECT: Master Regeneration Plan

DATE: February 17, 2026

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**PURPOSE:**

The purpose of this report is to receive approval from the LMCH Board of Directors of the Master Regeneration Plan.

**RECOMMENDATION:**

That the LMCH Board of Directors APPROVE the following recommendations:

1. **RECEIVE** this report for information.
2. **APPROVE** the *Master Regeneration Plan (2026-2040)* Executive Summary provided in Appendix A.
3. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

**BACKGROUND:**

London and Middlesex Community Housing (LMCH) has provided affordable housing in the City of London and across Middlesex County for more than fifty years. For the last twenty-five years, the sole shareholder for LMCH has been the City of London. LMCH began the first conversation on how best to regenerate our communities in 2019. Since then, LMCH has created a three-phase plan to ReImagine Southdale, adding new accessible, affordable rental units to an existing family site and, in 2025, began work on the Master Regeneration Plan to guide decisions on how best to increase and improve affordable housing across our service area.

LMCH issued a RFP for the Master Regeneration Plan in September 2024. The RFP made it clear that LMCH was seeking proponents with an understanding of the complexity and relevant sector experience to guide and inform LMCH by creating a Regeneration Plan that delivers on LMCH's Strategic Goals to:

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

The RFP Scope Of Work (SOW) identified the following regeneration goals:

1. **Strategic Alignment.** Align with LMCH's strategic plan and give full consideration to those areas where it impacts or is impacted by the City of London and Middlesex County strategic plans.
2. **Achieve Financial Sustainability.** Achieve long-term financial sustainability of LMCH. The Master Regeneration Plan will provide for opportunities for revenue generation as well as opportunities for reduction of maintenance and operating expenses.
3. **Maximize Value.** Maximize value to key LMCH stakeholders, including the City of London, Middlesex County, and LMCH tenants. Meeting the needs of current and future tenants.
4. **Optimize Equity Utilization.** Optimize LMCH's current asset equity – estimated to be in the \$1billion range – and which is anticipated to grow over the next 15 years.
5. **Create Strong Communities.** Create strong communities where the Community is a place of choice and pride.
6. **Address Housing Gaps.** The Master Regeneration Plan Report shall identify gaps between the existing asset base and needs and outline opportunities to deliver a new service delivery model along with the recommended changes to LMCH's asset portfolio.

The RFP was awarded to Haerko Inc. in November 2024, with the work beginning in January 2025. The plan development included data analysis, portfolio-wide assessment, extensive stakeholder consultation, financial modelling, and a phased planning approach to support flexible delivery options.

## WHAT WE HEARD

Through this process, LMCH worked closely with key stakeholders, including tenants, the City of London, Middlesex County, community agencies, service partners, and the LMCH Board of Directors. Engaging more than 550 stakeholders through this process, common themes emerged that are integrated into the planning:

- Strong support for regeneration, with concerns voiced about risk and disruptive nature of regeneration.
- Support for mixed-income communities without reducing RGI Housing.
- Need for quality housing that supports safety, dignity and wellbeing.
- Growing tenant needs require stronger coordination with service providers.
- Expectations of financial discipline and alignment with municipal priorities.
- Importance of clear roles within the housing system with clear articulation of LMCH's Mandate in the broader housing ecosystem.

## REASON FOR RECOMMENDATION:

Work to create LMCH's Regeneration Plan got underway in January 2025. The direct work in developing the Master Regeneration Plan is guided by LMCH's experience in the successful regeneration activities of ReImagine Southdale. With one new building fully completed and another under construction, LMCH has successfully navigated site selection, financial modeling, securing funding, engaging stakeholders and guiding design/construction decisions to increase and improve affordable housing in our portfolio.

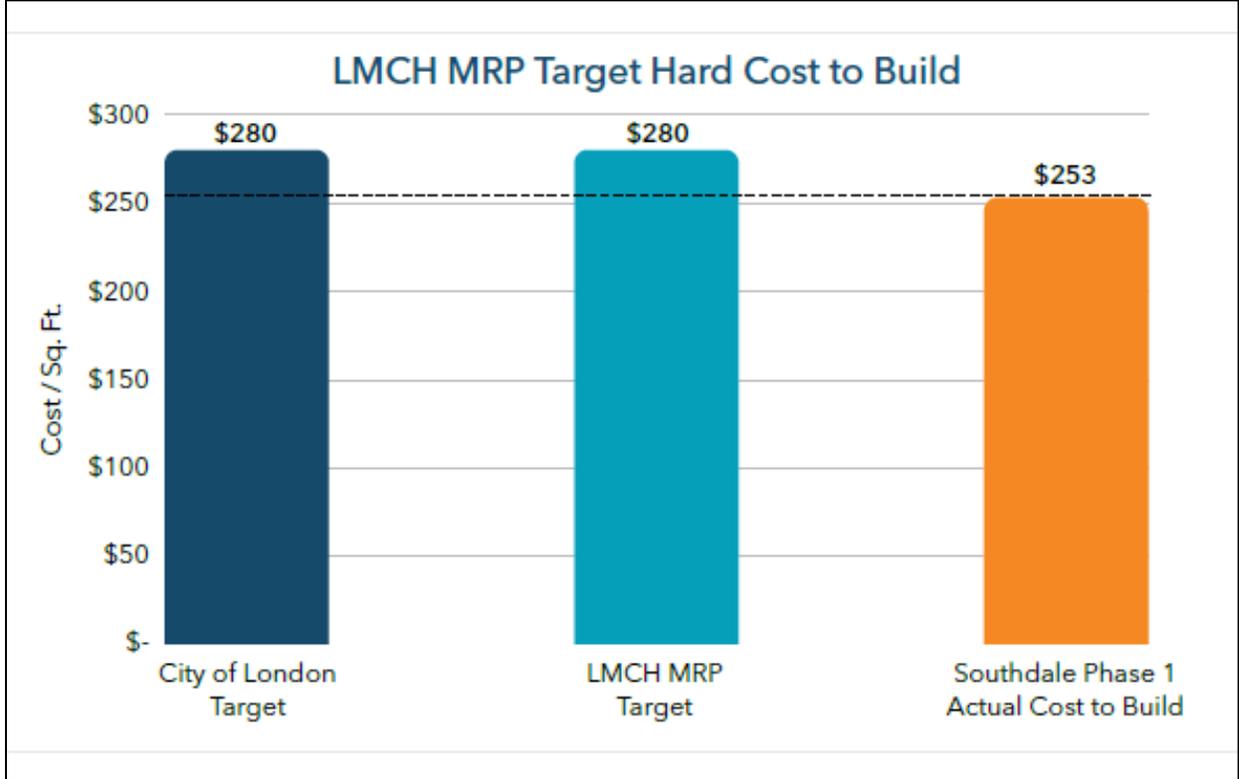
Sound regeneration plans consider existing facility condition and ongoing operating costs to base investment decisions. This is an important consideration as LMCH must weigh, for example, continuing to maintain a facility at an operating loss or divest and redevelop a new multi-unit facility, which would be more cost-effective to operate over the long term. Another key consideration of sound regeneration plans is making use of vacant land at or adjacent to facilities to develop and/or build additional multi-unit buildings (for example, in the vein of ReImagine Southdale). Acquisition of existing housing stock and converting it into social housing is also a key tenet of regeneration. Lastly, financing the proposed projects contained in a regeneration plan is an obvious element for consideration (e.g., partner with the development community, local municipal source funding, and various provincial or federal financing programs).

To that end, a regeneration plan needs to present proposed projects with a first level of project costing that allows for the pursuit of financing. The Master Regeneration Plan presented in this report delivers on all of these considerations.

One of the positive outcomes of stakeholder engagement was to derive a better understanding of which LMCH assets were at the forefront for divestiture and/or redevelopment. In particular, consultation with the LMCH management team resulted in a classification of assets – based upon age and operating cost fundamentals – that led to the selection of assets identified in the table below for the optimum regeneration approach. The five projects/sites in the table below are put forward for regeneration in the first 5 years of the 15-year Master Regeneration Plan. LMCH is currently engaged in the pursuit of funding sources from various governmental agencies and programs to make these projects a reality.

Project / Site	Regeneration Approach	Type of Unit	Clientele	# of units	\$/sq. ft.	Cost/unit	Total Development Cost
Southdale Phases 2-3	Redevelopment	1:1 RGI Replacement + Affordable Housing + Market Rental	Seniors + Adults	106	\$384	\$538K	\$57M
Ladybrook	Redevelopment	1:1 RGI Replacement + Affordable Housing	Adults + Families	211	\$438	\$490K	\$103.4M
Strathroy	New Build	Affordable Housing + Market Rental	Adults + Families + Seniors	113	\$452	\$572K	\$64.7M
Acquisition Program	Acquisition	Varies	To Be Determined	Target 150	Varies	Varies	Varies, estimated \$53.6M
Limberlost	Redevelopment	1:1 RGI Replacement + Affordable Housing	To be determined	75	\$489	\$649K	\$48.7M
<b>Total</b>				<b>655</b>			<b>\$327.4M</b>

With respect to Southdale regeneration, a key outcome reflected in the Master Regeneration Plan is LMCH’s demonstrated ability to efficiently develop new housing supply. Reimagine Southdale Phase 1 represents the first new build in LMCH’s portfolio in over 50 years. The figure below outlines the target build price and demonstrates LMCH’s ability to develop new units cost-effectively. For comparison purposes, the illustration shows only the hard construction costs for building.



Reimagine Southdale Phase 1’s cost at project completion (December 2025) was approximately 10% lower than LMCH’s and the City of London’s target build price. LMCH adopted the same Altus hard-cost input of \$280 per square foot as referenced in the City of London Community Improvement Plan Review for Increasing Affordable Housing Supply report (May 2024), which was reported to the Planning and Environmental Committee on June 11, 2024.

The comparison reflects only hard construction costs and excludes soft costs, financing, land value, and servicing costs to ensure an apples-to-apples assessment of build efficiency.

The variance reflects disciplined project management, right-sized unit design, competitive procurement, and alignment between capital planning and long-term operational requirements.

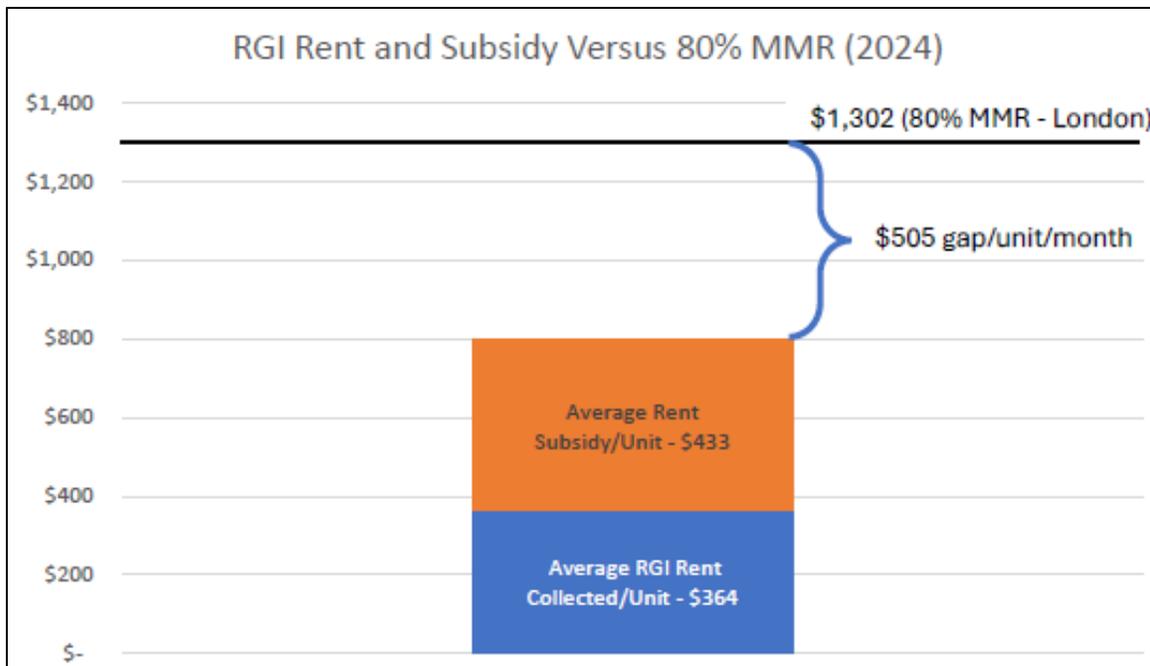
The Southdale experience provides LMCH and its partners with greater confidence that future regeneration projects can be delivered within targeted cost parameters while meeting design, accessibility, and sustainability objectives.

One of the key outcomes of the Master Regeneration Plan is strengthening LMCH’s long-term financial sustainability by reducing structural operating pressures and lessening its reliance on the City of London.

The Master Regeneration Plan does not reduce LMCH’s commitment to Rent-Geared-to-Income (RGI) housing. Rather, it strengthens LMCH’s ability to protect and sustain deeply affordable housing over the long term. The introduction of affordable units at 80% of Average Market Rent (AMR) within regeneration projects is intended to create appropriate cross-subsidization that supports operating stability, capital renewal, and the continued preservation of RGI supply.

Regenerating assets with an appropriate mix of RGI and affordable units at 80% of AMR enables LMCH to stabilize operating performance, reduce structural operating deficits, and build reserves required for long-term capital sustainability. The Regeneration Plan details each project’s required mix of affordable units to achieve this level of financial resilience.

The figure below illustrates the monthly revenue gap between an affordable unit and an RGI unit, which must be addressed to achieve long-term financial sustainability.



**KEY LEVERS OF THE PLAN:**

LMCH’s Master Regeneration Plan is built around six clear, practical levers that allow the organization to renew aging buildings, add new homes, and strengthen long-term sustainability. Together, these levers form a coordinated strategy to protect and expand much-needed community housing in London and Middlesex County.

1. **Retain and Revitalize Existing Buildings:** Many LMCH buildings are well located and can continue to serve tenants if properly maintained. LMCH will restore buildings to a good state of repair and apply higher standards in design, energy, and accessibility to extend building lifespans.
2. **Redevelop Aging Sites:** Some older LMCH sites were built at lower densities and are no longer suited to modern tenants and broader housing needs in London and Middlesex County. Redevelopment allows modern, accessible, energy-efficient homes, increased density, the creation of mixed-income communities, and aligns with transit, community, and neighborhood needs.
3. **Acquire New Units and Land:** Strategic acquisition will enable LMCH to expand its supply rapidly and target areas with high demand and need. LMCH's strategy could include acquiring small apartment buildings and other purpose-built rentals to preserve affordability in the long term.
4. **Dispose of Underperforming Assets:** From time to time, LMCH may need to retire certain buildings that no longer meet strategic or financial needs. Any such decisions would be subject to Board approval and appropriate tenant transition planning.
5. **Modernize Operations** Regeneration will continue to modernize how it delivers housing and manages its portfolio. From maximizing revenues, reducing expenses, and improving internal processes, LMCH will continue to modernize to support long-term sustainability.
6. **Leverage Community and Alternative Investment:** Delivering regeneration at scale will require a range of funding approaches. LMCH recognizes our role in advocating for an enabling alternative and community-based sources of funding.

## KEY CONSIDERATIONS IN DELIVERY ON REGENERATION

Underlying the Master Regeneration Plan are LMCH's commitments to the aims of social housing, the City of London and Middlesex County ratepayers, and most importantly, current and future tenants of LMCH.

Specifically, LMCH must consider:

- 1) Balancing the modernization of existing Rent Geared to Income (RGI) Housing with the need to increase the amount of Affordable Housing across our communities.
- 2) Building affordable housing with the option to add additional RGI units beyond the current service level standard to ensure sufficient deeply affordable housing across our communities.
- 3) Ensuring appropriate rental rates for affordable and market housing that supports low to moderate-income households.
- 4) That each project is financially viable and contributes to the financial sustainability of LMCH.

- 5) That the tenant experience is at the forefront of LMCH regeneration planning
- 6) Securing regeneration funding in a responsible manner by engaging with the development community, municipal stakeholders, and pursuing provincial and federal financing programs

**CONCLUSION**

The Master Regeneration Plan establishes a long-term strategic framework to guide LMCH's renewal of aging assets, expansion of housing supply, and strengthening of financial sustainability over the next 15 years.

Approval of the Executive Summary confirms the Board's endorsement of this framework and its associated principles, including the protection of Rent-Geared-to-Income housing, responsible financial stewardship, and alignment with municipal housing priorities. Individual regeneration projects, financing arrangements, property dispositions, and material capital commitments will return to the Board for separate review and approval in accordance with LMCH's governance and financial policies.

The Plan recognizes that implementation will be phased and contingent on funding availability, market conditions, and operational capacity. It is designed to provide flexibility, allowing LMCH to respond to evolving housing needs while maintaining financial discipline and protecting tenant interests.

No specific funding request is attached to this approval. The required level of investment will exceed LMCH's and the City of London's capacity without participation from provincial, and federal partners. As such, regeneration initiatives will proceed only where viable funding strategies are in place.

**ATTACHMENT: Appendix A Executive Summary Master Regeneration Plan 2026 2040**

<b>PREPARED and SUBMITTED BY:</b>
John Krill Director, Asset Renewal



LONDON &  
MIDDLESEX  
COMMUNITY HOUSING

**INVESTING IN HOMES,  
STRENGTHENING COMMUNITIES:**

**London and Middlesex  
Community Housing's  
15-Year Regeneration Plan**

**Executive Summary of the Master Regeneration Plan (2026-2040)**

January 2026



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## Master Regeneration Plan Background and Development

Master Regeneration Plans are comprehensive, long-term planning tools used by housing providers to guide the renewal, redevelopment, and sustainability of their housing portfolios. They bring together organizational priorities with municipal, provincial, and federal strategies and funding frameworks to modernize affordable housing systems and meet residents' and communities' current and future needs.

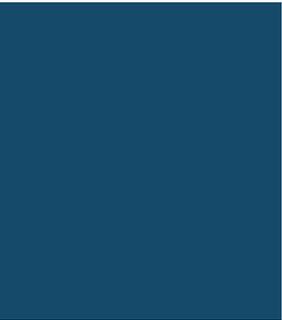
LMCH retained Haerko Inc. to lead the development of its Master Regeneration Plan (MRP). Haerko undertook the work over 2025 using a phased planning approach that included project initiation, planning, data collection and analysis, solution development and modelling, and reporting.

The data collection and planning process also included engagement with tenants, staff, community partners, and municipal stakeholders, supported by Redbrick Communications, with input informing priorities, sequencing, and considerations reflected in the MRP.

The scope of work included an asset classification assessment of all 32 LMCH-owned properties, with a more detailed analysis completed for a subset of 11 priority buildings. Findings from this analysis were applied across the broader portfolio to support long-term planning and estimate the overall scale of future regeneration needs. In addition, the MRP includes one new development, two redevelopment, and one acquisition business case. Finally, Haerko developed an operating and capital financial model for the MRP's 15-year time horizon, including options to test different regeneration scenarios and inform long-term decision-making.

This Executive Summary presents the key outcomes of that work, with a focus on the first five years of implementation and the foundation those actions establish for long-term regeneration.





## Introduction: Why This Plan, Why Now

Many communities across Ontario, including London and Middlesex County, are experiencing a housing crisis. Thousands of residents are waiting for a safe, affordable place to call home. The City of London's Housing Stability Action Plan (HSAP) (2019-2024) estimated that a minimum of 3,000 new affordable housing units is needed to meet current and potential future demand<sup>1</sup>.

Housing overall is essential municipal infrastructure, just as vital as transit, roads, or water systems. It is the foundation for community and social well-being, workforce participation, education, public health, and economic growth. In particular, without enough affordable housing, cost pressures build across the entire social system.

As the largest community housing provider in the region, London and Middlesex Community Housing (LMCH) plays a central role in responding to this need. Many of LMCH's buildings are aging, requiring significant capital improvement to maintain units in stock, given that the average age is 54 years in 2025. Without reinvestment, LMCH risks not only losing units but also missing opportunities to improve quality, add new supply, and strengthen community outcomes.

<sup>1</sup> Housing Stability for All, The Housing Stability Action Plan for the City of London 2019-2024

To respond, LMCH has developed a realistic and achievable 15-year Master Regeneration Plan (MRP). The plan provides a comprehensive, phased strategy to:

- Retain and renew key buildings
- Redevelop aging sites at higher densities
- Build new affordable and mixed-income units
- Modernize operations
- Strengthen long-term financial sustainability

The plan's pacing is deliberate and practical. It aligns with LMCH's delivery capacity, the timing of federal and provincial funding programs, and the City's role as Service Manager. It is designed to:

- Maximize external funding, reducing pressure on local budgets
- Use resources wisely, preparing projects in advance of funding cycles
- Grow capacity gradually, in step with confirmed projects

This Executive Summary provides an overview of the full 15-year MRP and highlights LMCH's immediate priorities and early deliverables.

## LMCH Today: Positioned for Regeneration

LMCH's current service delivery model, its longstanding role in providing Rent Geared to Income (RGI) housing – as one of the few remaining community housing providers in Ontario at 100% RGI – and its dedication to organizational improvement establishes a solid foundation and need for regeneration.

### LMCH at a Glance

Homes for more than

**3,282**

households



**3** Additional sites for property management services of

**168** units

**32**

Properties across London and Middlesex



Largest provider of RGI housing in the region



Strong tenant, community, and partner relationships

## Voices That Guided the Regeneration Plan

The Master Regeneration Plan was not created in isolation. It was shaped by the people who live, work, and lead in this community. It reflects what we heard from LMCH tenants and staff, community agencies, housing advocates, and municipal partners throughout a multi-phased engagement process.

Across all groups, a shared set of priorities emerged:

- Need for safe and well-maintained homes.
- Desire for stronger community connections.
- Enhanced partnerships are critical to future success.
- Importance of balancing growth with equity and affordability.

Participants consistently stressed that regeneration should extend beyond a building strategy and mirror the lived experiences of tenants and the changing needs of the wider community.

The MRP directly responds to these insights by:

- Prioritizing the modernization of buildings to ensure they are safe, accessible, and well-maintained, addressing the condition concerns raised by tenants and community partners.
- Creating more housing options that reflect current demand, including more adults, seniors, and family households, accessible units, and mixed-income communities.
- Committing to strong community connections by investing in tenant spaces, services, and shared amenities, in line with what tenants and agencies said fosters belonging; as well as ensuring newly developed or acquired housing is well connected to commercial services in the locale and/or is within the City's transit corridors.
- Addressing neighbourhood integration through thoughtful design, safety features, and collaboration with community services.
- Designing with dignity by recognizing that tenants want to feel proud of where they live, and that all homes should reflect care, quality, and long-term investment.
- Committing to ongoing partnerships with the City, County, community agencies, and tenants to guide implementation and ensure accountability as the plan moves forward.

## Why Regeneration Now

The case for action is clear:

- Rising demand: Over 7,000 households are on the waitlist.<sup>2</sup>
- Aging buildings: In 2025, the average age is 54 years, and they require significant capital expenditure.
- Growing costs: Deferred maintenance increases long-term capital pressures.
- Policy alignment: Regeneration supports LMCH's strategic goals for community investment, the City of London's Housing Needs Assessment, and municipal strategic priorities. It also aligns with provincial housing renewal strategies and new housing targets.
- Strategic Alignment: LMCH's approach is closely aligned with funding opportunities available through federal and provincial programs.
- Risk of inaction: Without reinvestment, building conditions worsen, and LMCH risks losing affordable units.



### IF WE DO NOTHING

- Declining conditions
- Higher long-term costs
- Risk of unit loss



### IF WE REGENERATE

- Stabilized housing
- Improved outcomes
- Ability to leverage external funding
- Strengthens LMCH's financial position

<sup>2</sup> City of London Report to Community and Protective Services Committee, Housing Stability for All Plan Update, June 9, 2025

# How Regeneration Works: Six Key Levers

LMCH's Master Regeneration Plan is built around six clear, practical levers that allow the organization to renew aging buildings, add new homes, and strengthen long-term sustainability. Together, these levers form a coordinated strategy to protect and expand much-needed community housing in London and Middlesex County.

## 1 Retain and Revitalize Existing Buildings

Many LMCH buildings are well located and can continue to serve tenants if properly maintained. LMCH will:

- Restore buildings to a 5% Facility Condition Index (FCI) to keep them safe, functional, and cost-effective.
- Execute the augmented capital plan funded through the City of London and Canada Mortgage and Housing Corporation.
- Apply higher standards in design, energy, and accessibility to extend building lifespans and reduce future costs.

## 2 Redevelop Aging Sites

Some older LMCH sites were built at lower densities and are no longer suited to modern tenant or broader housing needs in London and Middlesex County. Redevelopment allows LMCH to:

- Replace aging units with modern, accessible, energy-efficient homes.
- Increase the number of units on the same land footprint by building up (intensification).
- Create mixed-income communities with RGI, affordable, and market rents, supporting social inclusion and LMCH financial stability.
- Align redevelopment with transit access, community services, and neighbourhood needs.

## 3 Acquire New Units and Land

Strategic acquisitions enable LMCH to expand its supply rapidly and target areas with high demand and need. LMCH's strategy could include acquiring small apartment buildings, townhomes, or purpose-built rentals to preserve affordability in the long term; buying or otherwise acquiring vacant land for future development; or using acquisitions to maintain service levels during redevelopment phases.

Acquisitions allow LMCH to:

- Respond to opportunities as they arise (e.g., land purchases, struggling buildings).
- Adjust strategies to meet emerging housing needs or shifts in the real estate landscape.
- Serve a broader range of people at different stages of their housing journey by offering affordable and market-rate rentals, in addition to RGI community housing.
- Enables affordable units to stay in the existing housing stock.

## 4 Dispose of Underperforming Assets

From time to time, LMCH may need to retire certain buildings that no longer meet strategic or financial needs, even with capital investment. In these cases, selling select properties becomes a tool for reinvestment and renewal.

Proceeds from any disposals are, on a case-by-case basis, reinvested in LMCH to support new regeneration projects, strengthen capital reserves, and maintain operational stability during periods of redevelopment.

Strategic disposals allow LMCH to:

- Prioritize housing quality, safety, and long-term performance.
- Reinvest in new developments that better serve current and future tenants.
- Strengthen capital reserves to support ongoing renewal across the portfolio.
- Support operating stability during redevelopment and transition.
- Free up resources to focus on assets with greater potential to meet community needs.

Each potential disposal is carefully assessed, considering tenant impacts, housing demand, operational performance, and redevelopment potential. Where pursued, LMCH is committed to minimizing tenant disruption and maintaining service levels across the portfolio.

## 5 Modernize Operations

Regeneration is not only about buildings. LMCH continues to modernize how it delivers housing and manages its portfolio by:

- Maximizing rental and non-rental revenues across the portfolio
- Reviewing operating expenses to strengthen value for dollar.
- Strengthening asset management practices and lifecycle planning.
- Introducing stronger building performance and environmental standards.
- Improving internal processes to support redevelopment, acquisitions, and tenant transitions.

These changes support long-term sustainability and help LMCH operate more efficiently and effectively.

## 6 Leverage Community and Alternative Investments

Delivering regeneration at the scale required in London and Middlesex will require a range of funding approaches beyond traditional municipal, provincial, and federal programs alone. LMCH recognizes our role in advocating for and enabling alternative and community-based sources of investment that support long-term affordability and sustainability.

Through this approach, LMCH will consider how projects are planned and sequenced to support eligibility for a broader range of funding and partnership models, while continuing to work within the existing public funding framework.

Leveraging community and alternative investments allows LMCH to:

- Broaden the range of funding options available to support regeneration.
- Reduce reliance on any single funding source over time.
- Advance projects that may not be feasible through traditional funding alone.
- Support long-term financial self-reliance while improving service standards.
- Be more adaptable to changing funding environments and system pressures.

## Evolving the Business Model: From RGI-Only to Mixed-Income, Community-Building Sustainability

LMCH's regeneration plan is not only about renewing aging buildings, but it's also about transforming the business model to prepare for long-term housing needs. Until 2025, LMCH operated almost exclusively as an RGI provider, funded by municipal subsidies. This model is no longer sufficient given aging infrastructure, rising costs, and increasing demand.

LMCH continues to shift to a mixed-income housing model that includes:

- RGI units
- Affordable units
- Market rental units

This approach is used successfully by many community housing providers and supports long-term financial sustainability, stronger tenant outcomes, and healthier communities.

### Why This Shift Is Essential

Area of Impact	What it Enables
Financial sustainability and reinvestment	<ul style="list-style-type: none"> <li>• Market and affordable rents help stabilize higher revenues</li> <li>• Supports capital renewal and portfolio investment</li> <li>• Reduces long-term reliance on municipal subsidy</li> <li>• Creates capacity for ongoing redevelopment, maintenance, and tenant supports</li> </ul>
Community well-being	<ul style="list-style-type: none"> <li>• Mixed-income communities support healthier, safer, and more inclusive neighbourhoods</li> </ul>
Tenant outcomes	<ul style="list-style-type: none"> <li>• New and redeveloped homes improve accessibility, energy efficiency, safety, and quality of life</li> <li>• Neighbourhood vitality</li> <li>• Aligns with goals for complete communities, climate action, and transit-supported density</li> </ul>
Local economic development	<ul style="list-style-type: none"> <li>• Supports construction jobs, local procurement, and a stronger workforce housing supply</li> </ul>

# Aligning Regeneration with Housing Needs and Strategic Goals

LMCH's MRP is not only a blueprint for renewing buildings, but it is also a direct, intentional response to urgent housing needs identified across local, provincial, and federal frameworks. It supports the goals of the City of London, Middlesex County, the Province of Ontario, and Canada's National Housing Strategy. It aligns with the demographic and affordability gaps confirmed by the City of London's Housing Needs Assessment (HNA) (2024) and the Housing Supply Action Plan (2024).

What's Needed	How LMCH's Plan Helps
More affordable housing for families	<ul style="list-style-type: none"> <li>• Modernizing RGI units</li> <li>• Adding new affordable homes</li> <li>• Many units will have two or more bedrooms to meet family needs</li> </ul>
More housing for seniors	<ul style="list-style-type: none"> <li>• Builds new, accessible apartments with elevators and barrier-free features</li> <li>• Helps seniors live safely and independently as they age</li> </ul>
More housing close to transit, stores, and services	<ul style="list-style-type: none"> <li>• Adds new homes in neighbourhoods that are already well-located (e.g., Southdale)</li> <li>• Buys land or buildings in areas with good access to transit and amenities</li> </ul>
Mixed-income communities	<ul style="list-style-type: none"> <li>• Moves from only RGI units to also offering affordable and market rentals</li> <li>• Helps create more balanced, inclusive neighbourhoods</li> </ul>
Better living conditions in older buildings	<ul style="list-style-type: none"> <li>• Designs new builds to meet CMHC's funding standards (accessibility and energy efficiency)</li> <li>• Positions LMCH to respond to emerging opportunities</li> </ul>
Land to build on and faster project starts	<ul style="list-style-type: none"> <li>• Uses acquisitions and disposals to better manage portfolio, redeploying capital and preparing land for future builds faster</li> </ul>

# Strategic Alignment with Municipal, Provincial, and Federal Priorities

LMCH's MRP contributes to the targets and goals of multiple strategic plans. The table below illustrates the alignment across levels of government:

Plan or Policy	How LMCH's MRP Aligns
City of London Housing Pledge (2023) - 47,000 new homes by 2031	<ul style="list-style-type: none"> <li>• Adds hundreds of new units to the local supply through redevelopment and new builds, while maintaining existing RGI service levels</li> </ul>
City of London Housing Needs Assessment (2024)	<ul style="list-style-type: none"> <li>• Responds directly to core housing need findings, especially affordability gaps and family housing shortages</li> </ul>
City of London Housing Supply Action Plan (2024)	<ul style="list-style-type: none"> <li>• Provides shovel-ready, fundable projects with a 5-year pipeline that supports intensification, financial innovation, and complete communities</li> </ul>
Housing Stability for All (London & Middlesex, 2019-2024)	<ul style="list-style-type: none"> <li>• Advances the goals of increasing supply, improving housing stability, and supporting transitions across the housing continuum</li> </ul>
Climate Emergency Action Plan (2022)	<ul style="list-style-type: none"> <li>• The plan aims to support the City's goal of community-wide net-zero emissions by 2050 by:             <ul style="list-style-type: none"> <li>» Energy / GHG reduction through renewal and repair of existing assets</li> <li>» Energy / GHG reduction of new developments (federal funding incentives higher performing buildings)</li> </ul> </li> </ul>
Ontario's Community Housing Renewal Strategy (2022)	<ul style="list-style-type: none"> <li>• Revitalizes and retains aging stock while introducing new financing models and mixed-income approaches</li> </ul>
National Housing Strategy & Canada's Housing Plan (2024)	<ul style="list-style-type: none"> <li>• Aligns with national targets for new supply, supports energy-efficient builds, and leverages CMHC funding tools like Affordable Housing Fund and SEED</li> </ul>

## Why LMCH's Regeneration Model Works

LMCH's regeneration is grounded in evidence-based housing needs and builds in the flexibility to respond to changing demographics, real estate markets, and funding environments. It does so while:

- Maintaining core social housing commitments.
- Expanding unit counts in a fiscally responsible way.
- Offering a mixed-income model proven to enhance tenant well-being and reduce social isolation.
- Ensuring buildings meet or exceed funding eligibility thresholds to access critical capital.

The approach ensures LMCH is not just preserving housing, it is actively contributing to the housing solutions needed across the region.

## Demonstrated Organizational Readiness

LMCH's redevelopment work at Southdale illustrates the organization's strengthened capacity for thoughtful, evidence-based decision-making. The reassessment of the project shows a more deliberate approach to balancing fiscal responsibility, tenant needs, and long-term community outcomes. This willingness to step back, reflect, and redesign demonstrates:

- Responsible stewardship of public assets.
- Sound judgement around pacing and scope.
- Stronger alignment with urban design, accessibility, and energy standards.
- A shift toward mixed-income models that support long-term financial sustainability.
- A more sophisticated understanding of lifecycle costs and redevelopment pressures.

Figure 1 below outlines the target build price and demonstrates LMCH's ability to develop new units cost-effectively. For comparison purposes, the figure shows only the hard construction costs for the building. Southdale Phase 1's cost at project completion (December 2025) was approximately 10% lower than LMCH's and the City of London's targets. The variance reflects LMCH's disciplined and strategic approach to capital planning, prioritizing right-sized design, phasing, and alignment with operational realities.

LMCH adopted the same target build price as established by the City. That is, the business cases used the same Altus hard cost input of \$280/sq. ft. This value is referenced in the City of London Community Improvement Plan Review for Increasing Affordable Housing Supply report, published May 2024, and reported to the Planning and Environmental Committee on June 11, 2024.

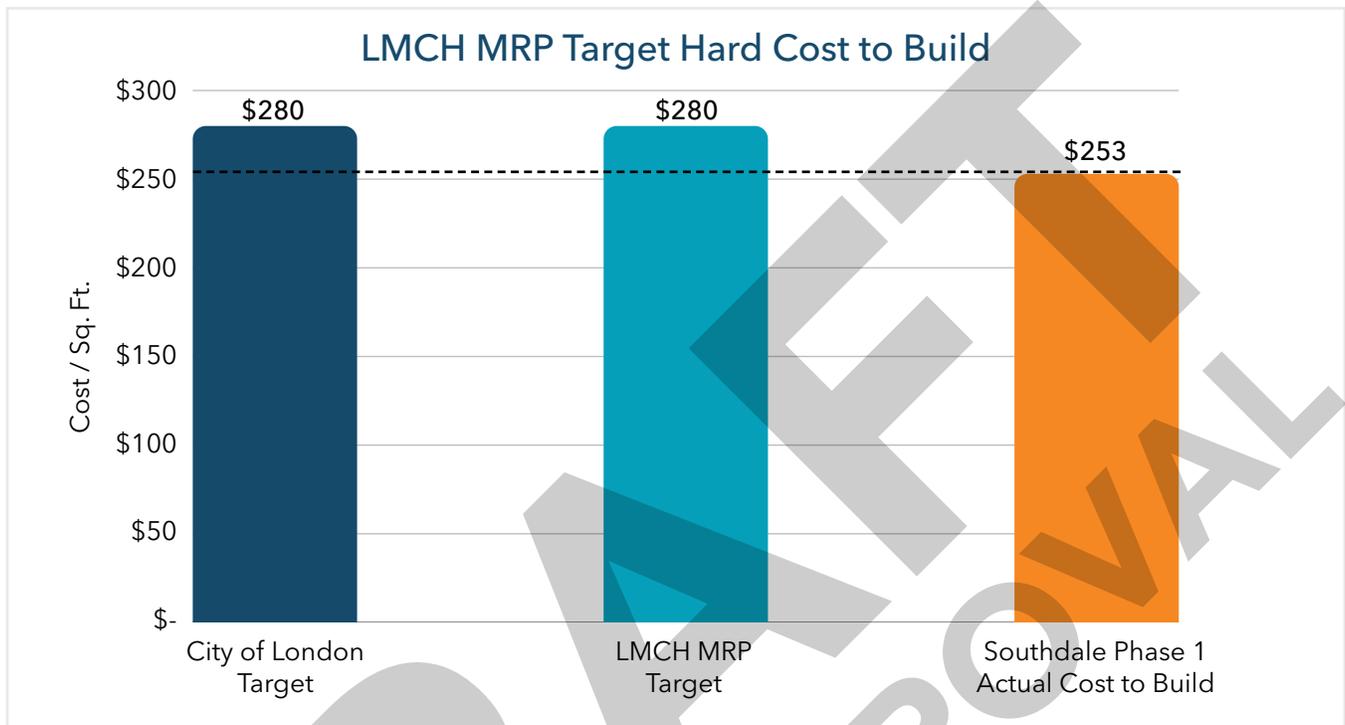


Figure 1

As per the Altus Cost Guide and the City of London report, additional costs must be factored into the cost of a new development or the redevelopment of an existing site. For example:

- **Additional hard costs:**
  - » Site works, landscaping and servicing
  - » Hardscape (parking and sidewalks)
  - » General requirements (contingency, general contractor insurance and bonding, etc.)
  - » Demolition and site remediation
- **Soft costs**
  - » Architectural and engineering fees
  - » Permits and municipal fees
  - » Interest during construction
  - » Legal fees, appraisals, etc.
- **Land costs**

The average total project cost in the MRP is \$452/sq. ft. The total project cost of Southdale Phase 1 is \$366/sq. ft. The difference further demonstrates LMCH's ability to build cost-effectively and provides for refinement of the development plans and contingency.

Southdale will serve as a practical example of how LMCH approaches future regeneration efforts. The work will be carefully planned, based on evidence, responsive to community needs, and structured for financial stability.

## Five-Year Roadmap (2026–2030)

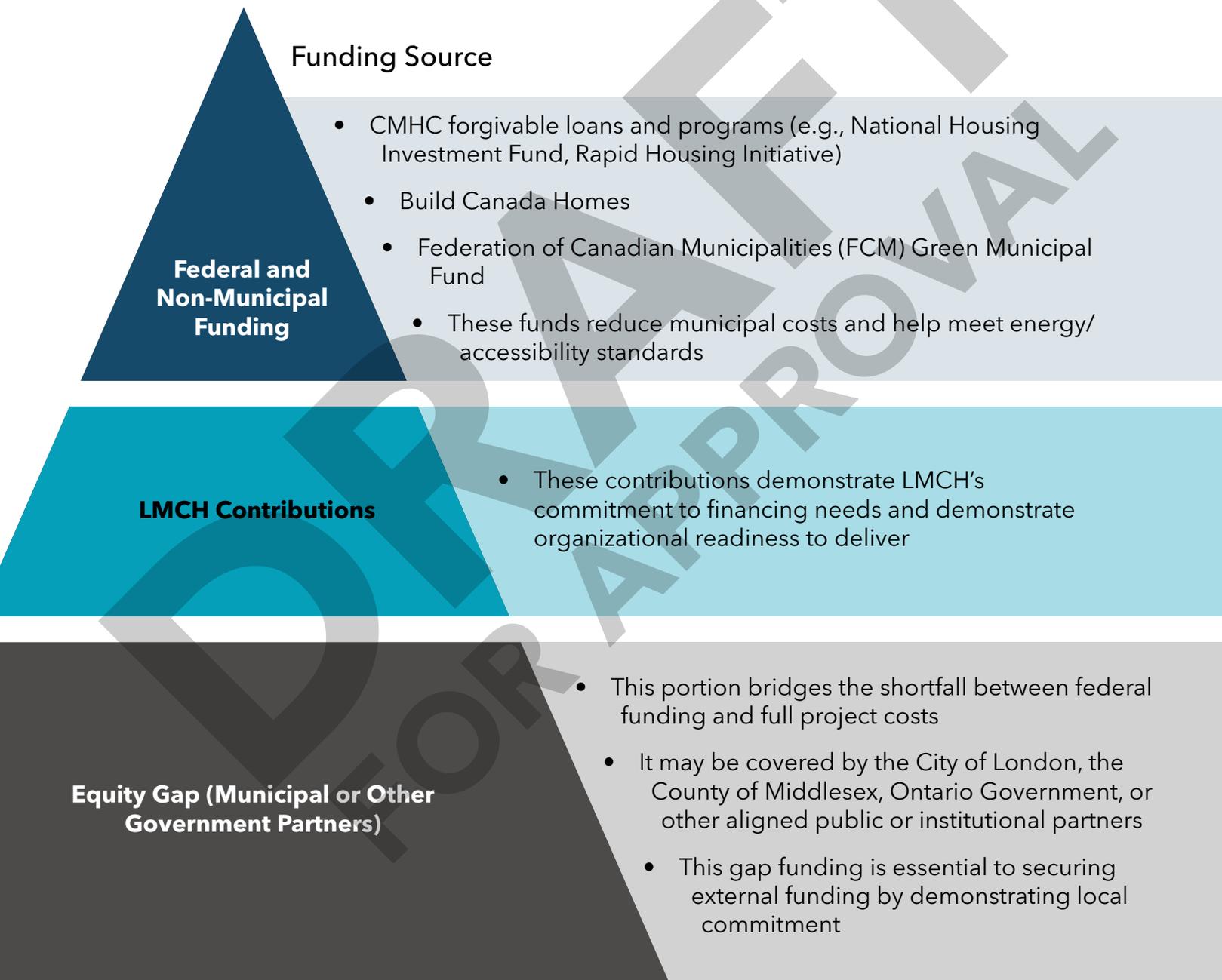
While the MRP spans 15 years, this section focuses on the first five. These early years are the most critical, where LMCH can make visible progress, test new approaches, and respond to funding and housing needs now. Focusing on this initial phase also allows for flexibility, so the broader plan can adapt as community needs, policies, funding and opportunities evolve.



## Investment and Impact Snapshot (2026-2030)

The first five years of MRP prioritize high-impact, ready-to-launch projects that align with federal, provincial, and municipal housing priorities. While each development is designed to be self-sustaining over time, capital investment is needed upfront.

To deliver these early-phase projects, LMCH has structured a capital stack that draws on a mix of external, local, and organizational sources, designed to maximize federal funding, reduce local burden, and ensure long-term financial viability.



## Project-Level Table Per the Five-Year Roadmap

The table below provides a high-level summary of the capital investment requirements and expected outcomes for each major regeneration project identified in the first five years of LMCH's MRP.

Project briefs are available in Appendix A, and each project is supported by a full business case and pro forma included in the broader MRP.

Project / Site	Regeneration Approach	Type of Unit	Clientele	# of units	\$/sq. ft.	Cost/unit	Total Development Cost
Southdale Phases 2-3	Redevelopment	1:1 RGI Replacement + Affordable Housing + Market Rental	Seniors + Adults	106	\$384	\$538K	\$57M
Ladybrook	Redevelopment	1:1 RGI Replacement + Affordable Housing	Adults + Families	211	\$438	\$490K	\$103.4M
Strathroy	New Build	Affordable Housing + Market Rental	Adults + Families + Seniors	113	\$452	\$572K	\$64.7M
Acquisition Program	Acquisition	Varies	To Be Determined	Target 150	Varies	Varies	Varies, estimated \$53.6M
Limberlost	Redevelopment	1:1 RGI Replacement + Affordable Housing	To be determined	75	\$489	\$649K	\$48.7M
<b>Total</b>				<b>655</b>			<b>\$327.4M</b>

## Strategic Considerations for Decision-Making

Beyond outlining projects, the MRP provides LMCH with a decision-making framework that can be applied right away and refined over time to help sequence work, set priorities, and guide investment.

 Pacing of redevelopment

 Tenant supports & relocation planning

 Site prioritization

 Adding capacity as required

 Alignment with funding windows

 Balancing cost, equity, & community need

# Looking Ahead: The Path to 15 Years

Over the full 15-year Master Regeneration Plan, LMCH will evolve into a stronger, more sustainable housing provider that delivers better outcomes for tenants and the community.

## By 2040, LMCH will have:

### A larger, more diverse housing portfolio

- A greater number and mix of deeply affordable, affordable, and market rental homes
- New, modern buildings that respond to changing community needs

### A renewed, modernized asset base

- Older buildings replaced with energy-efficient, accessible, climate-ready housing
- Lower repair backlogs and reduced long-term capital liabilities

### Stable, predictable financial performance

- A more balanced revenue model that relies less on municipal subsidy
- Increased ability to reinvest in future renewal, maintenance, and tenant supports

### Stronger, mixed-income communities

- Healthier, safer, more inclusive neighbourhoods supported by mixed-income housing
- Improved tenant experience through better amenities and design

### A resilient, future-ready organization

- Greater internal capacity for planning, development, and asset management
- Stronger partnerships with the City, County, and external funders
- Systems, processes, and staffing models aligned with long-term growth





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## Summary

The first five years of LMCH's 15-year Master Regeneration Plan establishes the foundation for long-term portfolio renewal and organizational financial sustainability. This roadmap stabilizes aging buildings, initiates redevelopment, expands supply, modernizes operations, and prepares LMCH to leverage external funding.

The mixed-income model strengthens financial resilience, supports healthier neighbourhoods, and improves outcomes for tenants and communities. The sequencing ensures work proceeds responsibly and aligns with LMCH's capacity and funding programs.

Together, these actions provide a coordinated and practical approach to meeting current housing needs and preparing for future growth across London and Middlesex County.

## Appendix A - Project Briefs

LADYBROOK - Redevelopment

STRATHROY - New Development

LIMBERLOST - Redevelopment

DRAFT  
FOR APPROVAL

# LADYBROOK - Redevelopment



## Development Vision:

**211** Residential Units

- 1bd - 53
- 2bd - 85
- 3bd - 64
- 4bd - 9

**881** sq. ft. Average Unit size

**43** accessible units (20%)



RGI to Affordable Rents



Adult (25%) and Families (75%)



LMCH Office Space  
Site Area: 4.65 acres  
2-6 Storeys, 7 Buildings

Estimated Build Costs:

- \$103.4M
- \$438/ sq. ft.
- \$490,000/unit

# STRATHROY - New Development



## Development Vision:

**113** Residential Units

- 1bd - 13
- 2bd - 30
- 3bd - 60
- 4bd - 10

**812** sq. ft. Average Unit size

**23** accessible units (20%)



Affordable to Market Rents



Adult (33%), Families (33%) and Seniors (33%)



LMCH Office Space  
Site Area: 2.7 acres  
6 Storeys, 2 Buildings

Estimated Build Costs:

- \$64.7M
- \$452/ sq. ft.
- \$572,000/unit

# LIMBERLOST - Redevelopment



## Development Vision:

**75** Residential Units

- 1bd - 3
- 2bd - 23
- 3bd - 42
- 4bd - 7

**848** sq. ft. Average Unit size

**15** accessible units (20%)



RGI to Affordable Rents

Clientele to be determined



LMCH Office Space  
 Parking Garage (1 lvl)  
 Site Area: 1.25 acres  
 6 Storeys, 1 Building

Estimated Build Costs:

- \$48.7M
- \$489/ sq. ft.
- \$649,000/unit



LONDON &  
MIDDLESEX  
COMMUNITY HOUSING

DRAFT  
FOR APPROVAL

LMCH Audit Plan for the year ending December 31, 2025  
FAR- 2026- 01

TO: LMCH Finance, Audit and Risk Management Committee

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: Audit Plan for the year ending December 31, 2025

DATE: February 4, 2026

---

**PURPOSE:**

To provide the LMCH Finance Audit and Risk Committee with KPMG’s Audit Planning Report for the year ending December 31, 2025.

**RECOMMENDATION:**

That the Finance Committee **RECIEVE** this report and the attached Audit Planning Report from KPMG for information.

**BACKGROUND:**

LMCH has a single Shareholder, the City of London. As per the Shareholder Direction between LMCH and the City of London, the Shareholder appoints the auditor for LMCH. This is set out in section 6.3 of the Declaration of the Sole Shareholder outlines:

*“ The Shareholder shall appoint an auditor (the “Auditor”) which auditor shall be licensed under the Public Accountancy Act and who shall be engaged to prepare and provide the Auditor’s Report, the External Auditor’s Findings Report, and the Annual Information Return. The Auditor shall also be engaged to prepare a management letter for the purpose of indicating to LMCH specific ways to improve reporting and financial operations to help foster efficient management of LMCH resources. The management letter will also describe whether or not LMCH has corrected any identified deficiencies in legislative compliance and in internal controls. ”*

KPMG LLP is the external auditor for the City of London, its Boards and Commissions, this includes London and Middlesex Community Housing. The audit that will be undertaken in 2026 is based on the attached Audit Planning Report and will provide independent information for the Board of Directors. The audit is a key tool for both the Board of Directors and the City of London to ensure that the LMCH is accountable for providing stewardship over public funds and strengthening management controls.

Planning and coordination with KPMG began in Q4 2025 and will continue through audit completion. The Finance Team has already started implementing the year-end processes required to support the close of the year and the completion of the Audit. Audit fieldwork is planned for the middle of March to ensure there is sufficient time to complete the audit and provide the findings to the Board in May 2026.

**SIGNATURE:**

PREPARED and SUBMITTED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

**Attachments:**

**Appendix A:** KPMG Audit Planning Report for the year ended December 31, 2025.



# London & Middlesex Community Housing Inc

**Audit Planning Report for the year ending  
December 31, 2025**



Licensed Public Accountants

Prepared as of February 2, 2026, for presentation to the Finance  
Committee on February 11, 2026

[kpmg.ca/audit](https://kpmg.ca/audit)



# KPMG contacts

## Key contacts in connection with this engagement



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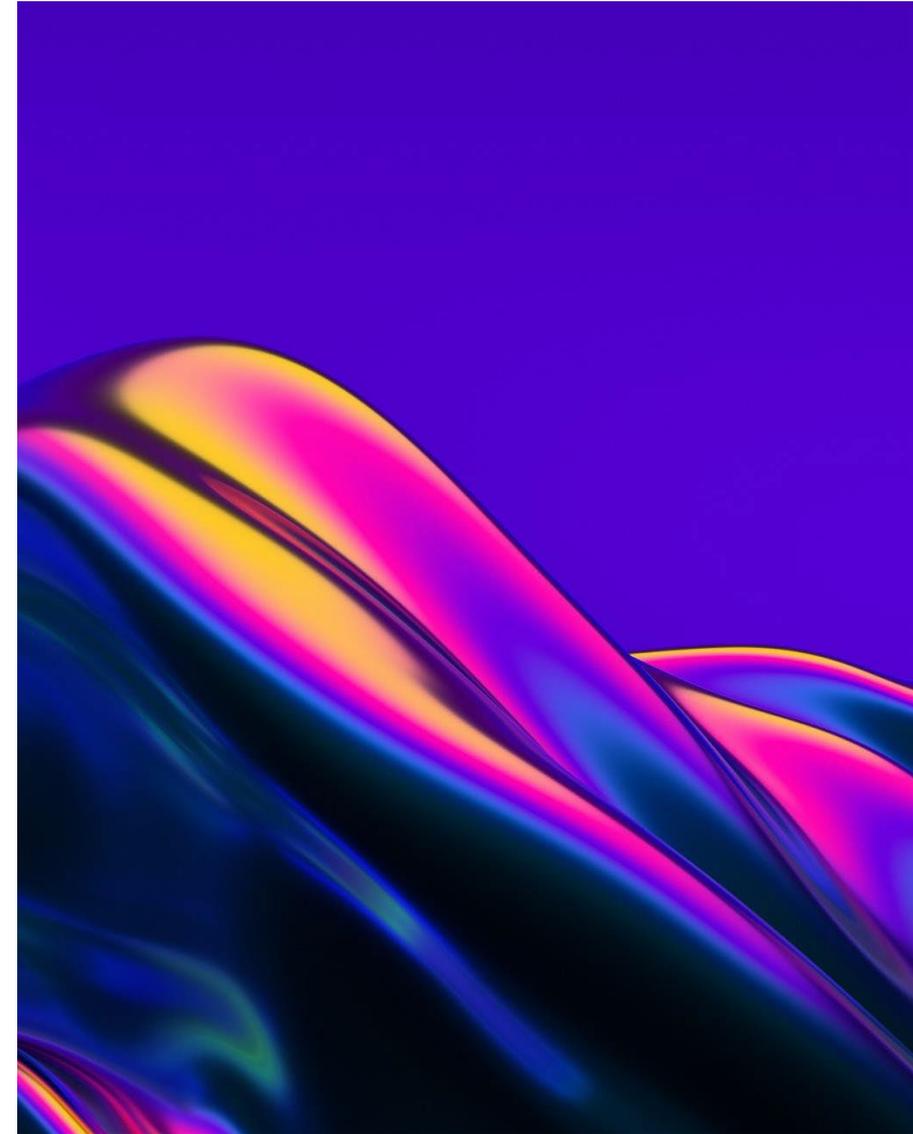


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Senior Manager

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# Table of contents

## Digital use information

This Audit Planning Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this slide.



Click on any item in the table of contents to navigate to that section.

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Highlights

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Audit strategy

**7**

Risk assessment

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Key milestones and deliverables

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Independence

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Appendices



# Audit highlights



No matters to report



Matters to report – see link for details

## Scope

Our audit of the financial statements (“financial statements”) of London & Middlesex Community Housing Inc (“the Entity”) as of and for the year ending December 31, 2025, will be performed in accordance with Canadian generally accepted auditing standards.

## Audit strategy

Materiality \$1,000,000

## Risk assessment

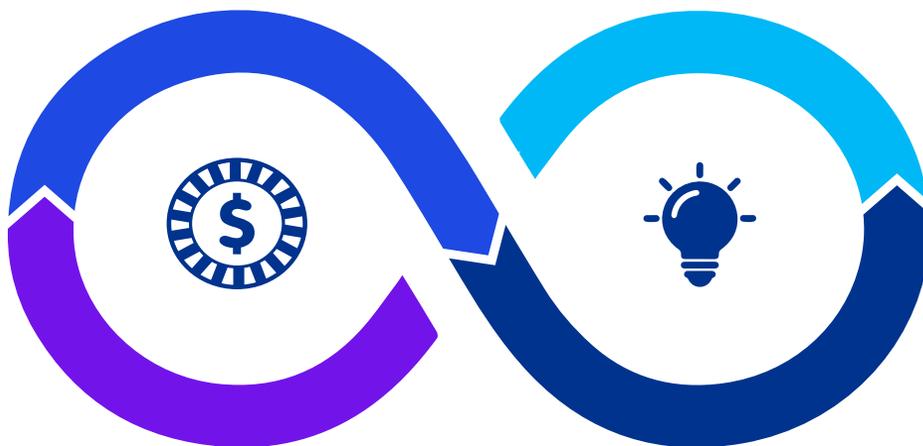
- Risk of management override of controls
- Other significant risks
- Presumed risk of fraudulent revenue recognition



The purpose of this report is to assist you, as a member of the Finance Committee, in your review of the plan for our audit of the financial statements. This report is intended solely for the information and use of Management, the Finance Committee, and the Board of Directors and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the Finance Committee has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



# Materiality



We **initially determine materiality** at a level at which we consider that misstatements could reasonably be expected to influence the economic decisions of users. Determining materiality is a matter of **professional judgment**, considering both quantitative and qualitative factors, and is affected by our perception of the common financial information needs of users of the financial statements as a group. We do not consider the possible effect of misstatements on specific individual users, whose needs may vary widely.

We **reassess materiality** throughout the audit and revise materiality if we become aware of information that would have caused us to determine a different materiality level initially.

## Plan and perform the audit

We **initially determine materiality** to provide a basis for:

- Determining the nature, timing and extent of risk assessment procedures;
- Identifying and assessing the risks of material misstatement; and
- Determining the nature, timing, and extent of further audit procedures.

We design our procedures to detect misstatements at a level less than materiality in individual accounts and disclosures, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.

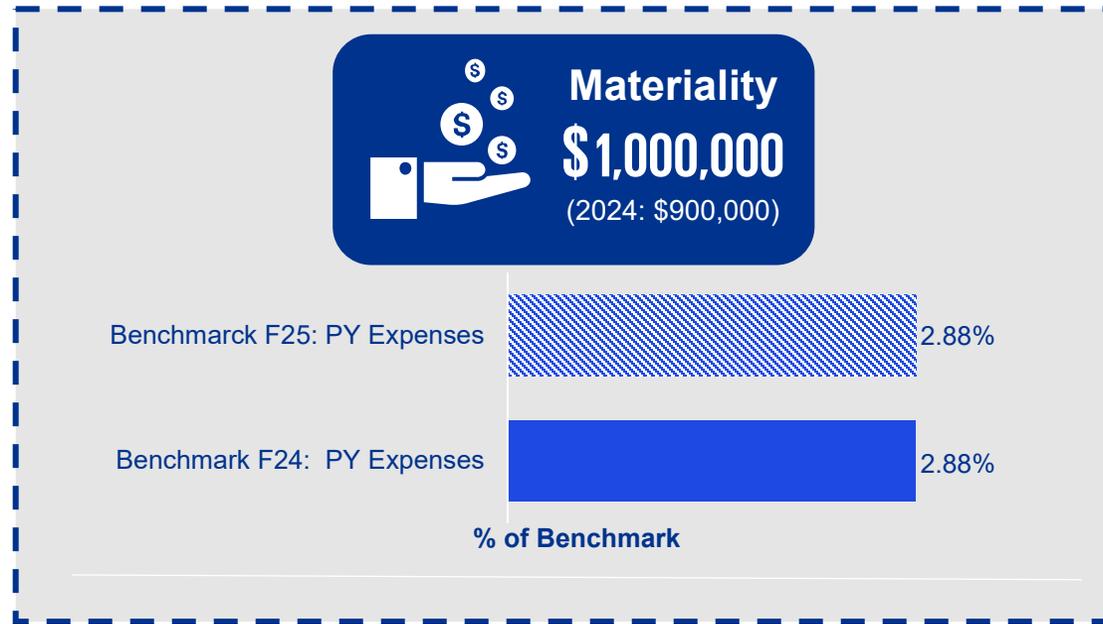
## Evaluate the effect of misstatements

We also **use materiality** to evaluate the effect of:

- Identified misstatements on our audit; and
- Uncorrected misstatements, if any, on the financial statements and in forming our opinion.



# Initial materiality



## Benchmark

Materiality has been established by considering various metrics that are relevant to the users of the financial statements, including net assets, total revenue and total expenses. The benchmark selected is based on prior year expenses and is consistent with 2024. Materiality is re-assessed upon obtaining actual figures for 2025.



# Risk assessment summary

Our planning begins with an assessment of risks of material misstatement in your financial statements.

We draw upon our understanding of the Entity and its environment (e.g. the industry, the wider economic environment in which the business operates, etc.), our understanding of the Entity's components of its system of internal control, including our business process understanding.

	Risk of fraud	Risk of error	PY risk rating
● Management Override of Controls	✓		Significant
● Fraudulent revenue recognition	Rebutted		Rebutted
● Asset Retirement Obligation		✓	Base
● Cash, Debt, and Interest Expense		✓	Base
● Accounts Payable, Accrued Liabilities and Expenses		✓	Base
● Tangible Capital Assets		✓	Base
● CMHC capital funding loans		✓	Base

● SIGNIFICANT RISK ● PRESUMED RISK OF MATERIAL MISSTATEMENT ● OTHER RISK OF MATERIAL MISSTATEMENT



# Significant risks



Management Override of Controls (non-rebuttable significant risk of material misstatement)

RISK OF



FRAUD

## Why is it significant?

**Presumption  
of the risk of fraud  
resulting from  
management  
override of  
controls**

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

## Our planned response

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments,
- performing a retrospective review of estimates
- evaluating the business rationale of significant unusual transactions.

## Advanced technologies

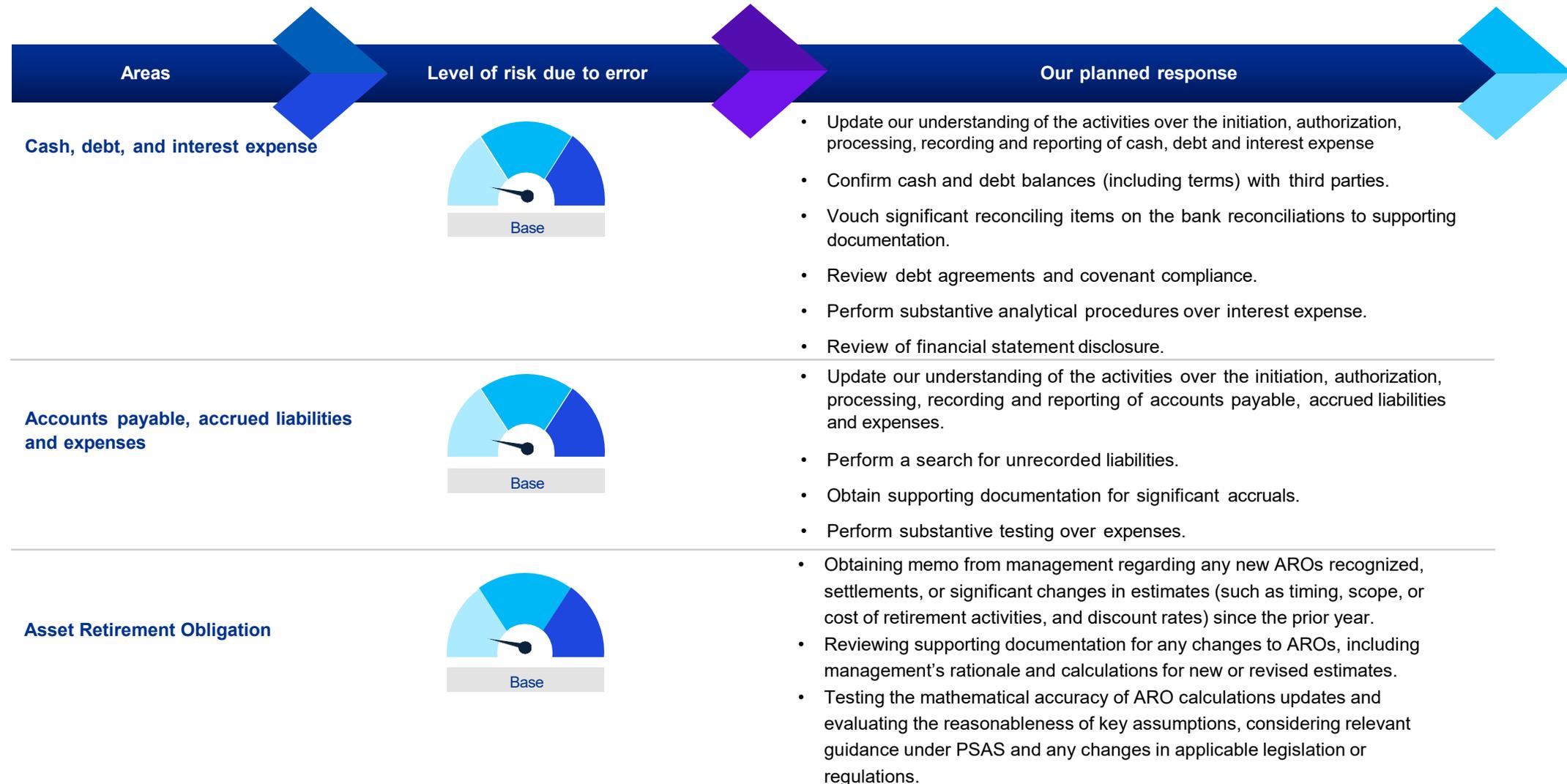
Our KPMG Clara Journal Entry Analysis Tool assists in the performance of detailed journal entry testing based on engagement-specific risk identification and circumstances. Our tool provides auto-generated journal entry population statistics and focusses our audit effort on journal entries that are riskier in nature.



[Click to learn more](#)



# Other risks of material misstatement





# Other risks of material misstatement (continued)



## Tangible capital assets



Base

- Update our understanding of the activities over the initiation, authorization, processing, recording and reporting of tangible capital assets and deferred capital contributions.
- Vouch a sample of capital additions and disposals to supporting documentation.
- Review management's determination of the useful lives of capital assets and the related amortization rates.
- Obtain details of repairs and maintenance expenses recorded during the year to select a sample and agree to supporting documentation.
- Perform analytical procedures to ensure adequacy of amortization expense.
- Obtain management's assessment of the impairment of capital assets and evaluate the appropriateness of the assessments.
- Review cost/accumulated amortization amounts written off for any TCA that is fully amortized and no longer being used
- Obtain management's assessment of the impact of the Contaminated Sites standard (PS 3260) and review the impact to the financial statements, if any.

## CMHC capital funding loans



Base

- KPMG will obtain and review any updates to the CMHC funding agreements.
- We will test that the agreements are accounted for appropriately in the financial statement.



# Required inquiries of the finance committee



## Inquiries regarding risk assessment, including fraud risks

- What are the Finance Committee's views about fraud risks, including management override of controls, in the Entity? And have you taken any actions to respond to any identified fraud risks?
- Is the Finance Committee aware of, or has the Finance Committee identified, any instances of actual, suspected, or alleged fraud, including misconduct or unethical behavior related to financial reporting or misappropriation of assets?
  - If so, have the instances been appropriately addressed and how have they been addressed?
- How does the Finance Committee exercise oversight over management's assessment of fraud risk and the establishment of controls to address/mitigate fraud risks?
- Is the Finance Committee aware of any instances of actual or possible violations of laws and regulations, including illegal acts (irrespective of materiality threshold)?
- Is the Finance Committee aware of any correspondence with regulators or licensing authorities?
- Is the Finance Committee aware of any additional matters relevant to the audit?



## Inquiries regarding Entity processes

- Is the Finance Committee aware of or have they received tips or complaints regarding the Entity's financial reporting (including those received through the Finance Committee's internal whistleblower program, if such programs exist)? If so, what was the Finance Committee's responses to such tips and complaints?
- Has the Entity complied with all covenants during the financial statement period and before the date of the auditor's report? Have there been any events of default during the financial statement period and before the dates of the auditor's report?



## Inquires regarding related parties and significant unusual transactions

- Is the Finance Committee aware of any instances where the Entity entered into any significant unusual transactions?
- What is the Finance Committee's understanding of the Entity's relationships and transactions with related parties that are significant to the Entity?
- Is the Finance Committee concerned regarding relationships or transactions with related parties? If so, what is the substance of those concerns?



# Key milestones and deliverables

## March- May 2026

Risk assessment and Final

Fieldwork & Reporting

## Dec 2025 – Feb 2026

Planning & Risk Assessment

- Debrief prior year with management
- Kick-off with management
- Planning and initial risk assessment procedures, including:
  - Involvement of others
  - Identification and assessment of risks of misstatements and planned audit response for certain processes
- Obtain and update an understanding of the Entity and its environment
- Inquire of the Finance Committee, management and others within the Entity about risks of material misstatement
- Communicate audit plan
- Evaluate the Entity's components of internal control, other than the control activities component
- Perform process walkthroughs for certain business processes
- Complete initial risk assessment
- Identify IT applications and environments
- Complete year-end data extraction and processing activities
- Perform substantive audit procedures
- Evaluate results of audit procedures, including control deficiencies and audit misstatements identified
- Review financial statement disclosures
- Present audit results to the Finance Committee and perform required communications
- Issue audit report on financial statements
- Closing meeting with management
- Issue audit report on financial statements



# Our commitment to delivering audit quality

We define 'audit quality' as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality management**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.

KPMG is committed to fulfilling our public interest role in providing robust assurance that can benefit investors and other stakeholders.

Businesses are integrating technology in ways once unimaginable. Geopolitical changes and inflationary pressures continue to drive uncertainty, and businesses need to take action to respond to societal threats like climate change.

The pace and scale of change only strengthens our resolve to ensure the quality, consistency and adaptability of our services are fit for this new future. Audit and assurance quality remains the highest priority at KPMG.

Through sustained innovation, we aim to consistently deliver superior audit quality. Across the global organization:

- KPMG firms have implemented a consistent risk-based approach to our system of quality management to drive audit and assurance quality, enabling us to meet the requirements of the International Standard on Quality Management 1 (ISQM 1).
- We are utilising powerful technologies on audit and assurance engagements, including artificial intelligence, and leveraging our alliances with technology leaders such as Microsoft to further enhance quality and provide even more value through deeper analysis of businesses, no matter their size.
- We believe the same level of rigour, quality, consistency and trust that is applied to financial statement information by companies should also apply to ESG reporting. Therefore, across the global organization we have deployed an assurance methodology, KPMG Clara workflow and learning tools to upskill and build teams to provide assurance on ESG reporting that helps our clients build a more sustainable future.

We encourage you to read our Transparency Report to learn more about our system of quality management and our firm's statement on the effectiveness of our SoQM:



[KPMG Canada Transparency Report](#)



[Statement on the effectiveness of the System of Quality Management of KPMG LLP as at September 30, 2025](#)



# How do we deliver audit quality?

Quality essentially means doing the right thing and remains our highest priority.

We have strengthened the consistency and robustness of our system of quality management to meet the requirements of ISQM 1 (CSQM 1), issued by the International Audit and Assurance Standards Board. Foundational for quality management, KPMG's globally consistent approach to ISQM 1 drives compliance with the standard and our efforts to strengthen trust and transparency with clients, the capital markets and the public we serve.

Aligned with ISQM 1 (CSQM 1), our SoQM meets the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements.

Our **Global Quality Framework** outlines how we deliver quality and how every KPMG professional contributes to its delivery.



'Perform quality engagements' sits at the core, along with our commitment to continually monitor and remediate to fulfil our quality drivers.



Our **quality value drivers** are the cornerstones to our approach underpinned by the **supporting drivers** and give clear direction to encourage the right behaviours in delivering audit quality.



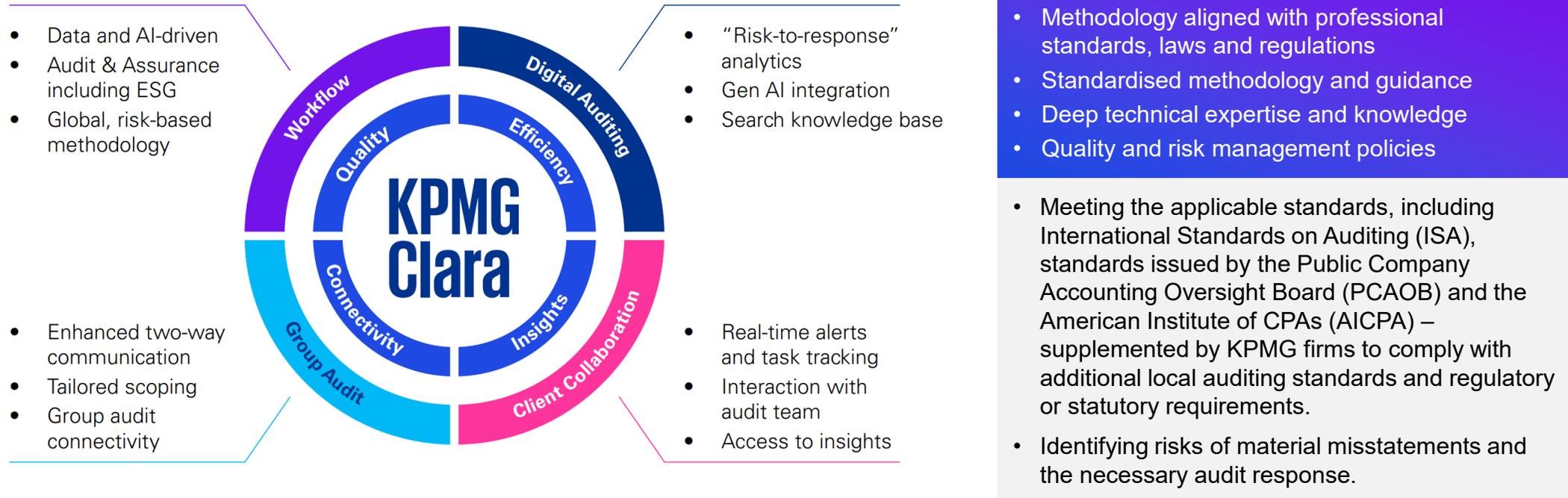
**Doing the right thing. Always.**



# The KPMG Audit

## Globally consistent audit and assurance methodology and tools

As a scalable, intuitive cloud-based platform, KPMG Clara is driving globally consistent execution across all KPMG member firms. It enables delivery of KPMG audit and assurance methodologies through data-enabled workflows, which align with the applicable audit and assurance standards and provide an improved experience to audit and assurance professionals.





# Indicators of audit quality (AQIs)

The objective of these measures is to provide more in-depth information about factors that influence audit quality within an audit process. Below are the AQIs that we have agreed with management are relevant for the audit. We would like to obtain agreement of the Finance Committee that these are the relevant AQIs.

We will communicate the status of the below AQIs on an annual basis.



## Team composition

### Experience of the team

- Role – number of years experience in the industry, number of years on this engagement



## Technology in the audit

### Implementation of Technology in the Audit

- Increase in use of Software Audit Tools in the audit year over year



## Engagement focus

### Time as a percentage of total time spent by level and phase of the audit

- Proportion of Partner, Executive Director time as a percentage by significant risk, or key audit matter.
- Proportion of Director, Senior Manager and Manager time as a percentage by significant risk or key audit matter.
- Proportion of Staff and Seniors time as a percentage of total time by significant risk or key audit matter.
- Proportion of Professionals time as a percentage of total time with specialized skills and knowledge hours by significant risk or key audit matter.



## Timing of prepared by client (PBC) items

### Timeliness of PBC items

- Number of timely and overdue items received by the audit team.



## Quality reviews

### Results of internal and external reviews

- Number and nature of findings specific to the audit engagement



# Independence: Shared responsibilities

Auditor independence is a shared responsibility and most effective when management, audit committees, and audit firms work together in considering compliance with relevant independence rules. In order for KPMG to fulfill its professional responsibility to maintain and monitor independence, management, the audit committee, and KPMG each play an important role. We apply the following ethical requirements, including independence requirements, in:

- the rules of professional conduct / code of ethics applicable to the practice of public accounting issued by various professional accounting bodies in Canada (“CPA code”) that are relevant to audits of financial statements of reporting issuers; and
- the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (“IESBA independence rule”) that are relevant to audits of financial statements of public interest entities.



The firm maintains a system of quality control over compliance with independence rules and firm policies. Timely information before the effective date of transactions or other business changes is necessary to effectively maintain the firm’s independence in relation to:

- New related entities
- Any former KPMG professional who are directors, officers, or employee in a position to exert significant influence over the preparation of the client’s accounting records or the financial statements.



- The CPA Code and IESBA independence rules require the audit committee to pre-approve all audit and permitted non-audit services to be provided by the auditor.
- IESBA also has requirements to obtain the audit committee’s concurrence with the provision of non-assurance services and the auditor’s conclusion on the impact to independence.



- We are required report to the audit committee all relationships that may reasonably be thought to bear on our independence, including fees charged, and discuss the potential effects of such relationships on our independence. We are also required report to the related safeguards that have been applied, as applicable, to eliminate identified threats to independence or reduce them to an acceptable level.
- This communication will be provided during our year-end communications.



# Independence

In determining the fees for our services, we have considered the nature, extent and timing of our planned audit procedures as described above. Our fee analysis has been reviewed with and agreed upon by management.

Engagement description	Fee CDN (estimated)	Fee structure
Audit of the fiscal 2025 Financial Statements	\$ 20,800	Fixed
Incremental time for the implementation of new audit or accounting standards	To be determined based on actual hours incurred, if any	Fixed

## Matters that could impact our fee

The fees are based on the assumptions described in the engagement letter. The critical assumptions, and factors that cause a change in our fees, include:

- Audit readiness, including delays in the receipt of requested working papers, audit samples, inquiries and financial statements information from the agreed upon timelines, and the books and records being properly closed at the start of our year-end audit work;
- The availability, participation and responsiveness of key team members during the audit;
- Significant changes to internal control over financial reporting;
- Significant changes in the nature or size of the operations of the Entities beyond those contemplated in our planning processes;
- Significant unusual and/or complex transactions;
- Changes in the timing of our work;
- Other significant issues (e.g. cyber security breaches);
- Any accounting advice.



**Note:** Fee amounts were agreed in KPMG's contract with the City of London dated January 1, 2023.



# Appendices



Regulatory communications



New auditing standards and current accounting standards developments



Insights



Thought Leadership



Technology





# Appendix A: Regulatory communications



## B communication protocol

The reports available through the following links were published by the Canadian Public Accountability Board to inform Audit Committees and other stakeholders about the results of quality inspections conducted over the past year:

- [CPAB Regulatory Oversight Report: 2023 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2024 Interim Inspections Results](#)
- [CPAB Regulatory Oversight Report: 2024 Annual Inspections Results](#)
- [CPAB Audit Quality Insights Report: 2025 Interim Inspections Results](#)



# Appendix B: Newly effective and upcoming changes to auditing standards

Effective for periods beginning on or after December 15, 2024

## ISA 260/CAS 260

.....  
Communications  
with those charged  
with governance

Summary of Changes:

New requirements for the auditor to communicate:

- about the relevant ethical requirements, including those related to independence, that the auditor applied to the audit of the financial statements; and
- any enhanced independence requirement that the auditor applied specific to the audit of financial statements of certain entities.

## ISA 700/CAS 700

.....  
Forming an opinion  
and reporting on  
the financial  
statements

Summary of Changes:

New requirements for the auditor to publicly disclose when the auditor applied independence requirements specific to audits of financial statements of certain entities WHEN the ethical requirements require public disclosure.



# Appendix B: Current developments

## Accounting standards

### Conceptual Framework for Financial Reporting in the Public Sector

Effective for years commencing on or after April 1, 2026 with early adoption permitted.

- The framework provides the core concepts and objectives underlying Canadian public sector accounting standards.
- The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced.

### Financial Statement Presentation

Effective for years commencing on or after April 1, 2026 with early adoption permitted.

- The proposed section PS 1202 *Financial statement presentation* will replace the current section PS 1201 *Financial statement presentation*.
- The proposed section includes the following:
  - Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained.
  - Separating liabilities into financial liabilities and non-financial liabilities.
  - Restructuring the statement of financial position to present total assets followed by total liabilities.
  - Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities).
  - Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”.
  - A new provision whereby an entity can use an amended budget in certain circumstances.
  - Inclusion of disclosures related to risks and uncertainties that could affect the entity's financial position.

## Example of a Typical Implementation Approach

### Phase 1

- Understand the existing financial reporting processes.
- Examine chart of accounts and trial balance.
- Review accounting policy.
- Gap assessment and implementation plan.

### Phase 2

- Data gathering and financial data analysis.
- Budget and performance reporting.
- System and software impacts.
- Implementation and compliance adjustments



# Appendix B: Current developments (continued)

## Accounting standards (continued)

### Employee Benefits

**Proposed to be effective for years commencing on or after April 1, 2029 with early adoption permitted.**

- The Public Sector Accounting Board has issued proposed new standard PS 3251 *Employee benefits* which would replace the current sections PS 3250 *Retirement benefits* and PS 3255 *Post-employment benefits, compensated absences and termination benefits*.
- After evaluating comments received about the July 2021 exposure draft, a new re-exposure draft was released in October 2024. The re-exposure draft continues to use principles from International Public Sector Accounting Standard 39 *Employee benefits* as a starting point to develop the Canadian standard.
- The proposed standard would result in public sector entities recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position.
- The re-exposure draft also proposes that fully funded post-employment benefit plans use a discount rate based on the expected market-based return of plan assets and unfunded plans use a discount rate based on the market yield of government bonds, high-quality corporate bonds or another appropriate financial instrument. A simplified approach to determining a plan's funding status is provided.
- For most other topics, the re-exposure draft is consistent with the original exposure draft. A few exceptions are:
  - Deferral provisions – Remeasurement gains and losses will be presented as part of accumulated remeasurement gains and losses.
  - Valuation of plan assets – Public sector entities may continue to recognize non-transferable financial instruments that meet the definition of plan assets under existing PS 3250 guidance.
  - Joint defined benefit plans – Defined benefit accounting will be used for measurement of the proportionate share of the plan, instead of previously proposed multi-employer plan accounting which was based on defined contribution plan concepts.
  - Disclosure of other long-term employee benefits and termination benefits – The re-exposure draft does not include prescriptive disclosure requirements for other long-term employee benefits and termination benefits.
- The proposed section PS 3251 *Employee benefits* guidance will be applied retroactively, with or without prior period restatement.



# Appendix B: Current developments (continued)

## Accounting standards (continued)

### Intangible Assets

**Proposed to be effective for years commencing on or after April 1, 2030 with early adoption permitted.**

- The Public Sector Accounting Standards Board has issued proposed new standard PS 3155 *Intangible Assets* which would replace Public Sector Guideline 8 *Purchased Intangibles*.
- The standard will include foundational guidance on acquired and internally generated intangibles. It excludes intangible assets addressed in other public sector accounting standards and other intangible items such as exploration and extraction costs for non-renewable resources or intangible assets related to insurance contracts.
- The definition of “intangible assets” requires an intangible resource to be separate and identifiable from goodwill. It also requires that the entity has control over the intangible resource, future economic benefits flow from the intangible resource, and the intangible resource is the result of a past transaction and/or other events.
- Internally generated goodwill is not permitted to be recognized as an asset.
- An intangible resource is recognized when it meets the definition of an intangible asset and the asset’s cost can be measured in a faithfully representative way. The generation of the asset is classified into a research phase and a development phase. Expenditures from the research phase of an internally generated project are expensed. An intangible asset arising from the development phase can be recognized if it meets certain requirements.
- Intangible assets are initially measured at cost and subsequently carried at cost less accumulated amortization and accumulated impairment losses. Intangible assets acquired through a non-exchange transaction are measured at fair value as of the date it is acquired.

### Cloud Computing Arrangements

- As part of its intangible assets project, the Public Sector Accounting Standards Board is also developing guidance on cloud computing arrangements. To ensure the development of this accounting guidance reflects current practices and needs, a survey was used to gather insights. The survey will inform the Public Sector Accounting Board about the types of cloud computing arrangements being encountered, magnitude of costs, key arrangement terms, current accounting policies and unique challenges in practice.



# Appendix C: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

## KPMG Audit & Assurance Insights

Curated research and insights for audit committees and boards.

## Board Leadership Centre

Leading insights to help board members maximize boardroom opportunities

## Current Developments

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Assurance & Related Services, Canadian Securities Matters, and US Outlook reports.

## Accelerate - The key issues driving the audit committee agenda

Discover the most pressing risks and opportunities that face audit committees, boards and management teams.

## Sustainability Reporting

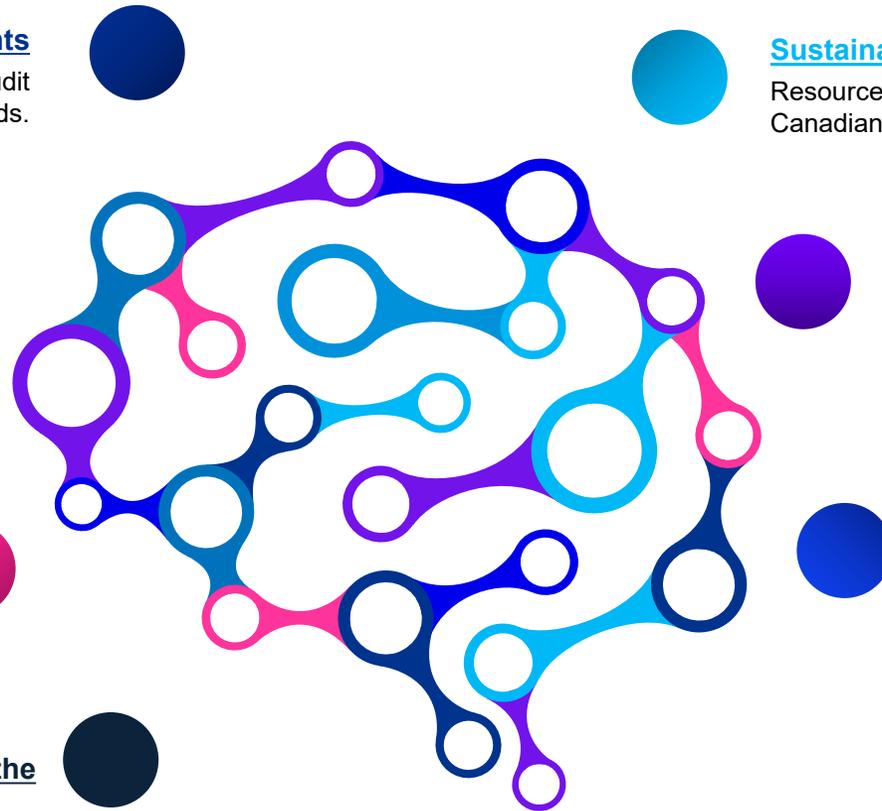
Resource centre on implementing the new Canadian reporting standards

## IFRS Breaking News

A monthly Canadian newsletter that provides the latest insights on accounting, financial reporting and sustainability reporting.

## Audit Committee Guide – Canadian Edition

A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.





# Appendix D: Thought leadership and insights

## Half of Public Servants Turn to AI Raising Risks

**KPMG survey finds public sector unready for AI, low literacy, need for digital sovereignty.**

While less than a quarter (**22 per cent**) of Canadian public sector organizations have adopted artificial intelligence (AI), half of the public servants who use AI in their jobs rely on publicly available AI tools, exposing governments to potential risks including data privacy and security breaches, intellectual property theft and exposure to biased or inaccurate information that can lead to legal and ethical issues, finds a new KPMG in Canada research.

**[Click here for more information](#)**

## Intelligent Government

The emergence of generative AI, alongside advanced autonomous and agentic systems, is transforming how government and the public sector innovate and operate. Our findings reveal an actionable blueprint for governments and organizations aiming to leverage AI's potential to drive efficiency, reduce time-to-market and improve patient outcomes. This report provides insights into how they can take a value-based approach to AI that helps to accelerate innovation, unlock new growth opportunities, and maximize the impact of their AI investments.

**[Click here for more information](#)**

## KPMG 2025 Canadian CEO Outlook

Our 2025 CEO Outlook survey reveals a compelling paradox: Canadian CEOs are increasingly confident in the growth of their companies and industries, yet their optimism about the Canadian and global economies is waning.

Despite the evolving pressures, CEOs alike are proactively focusing on making their organizations more resilient to external shocks. They are not just reacting to changes, but are actively seeking ways to mitigate external risks, improve productivity and optimize revenue.

**[Click here for more information](#)**

## Midyear Observations on the 2025 Board Agenda

Disruption, volatility, and uncertainty aren't new operating conditions by any means. But the assumptions that have long driven corporate thinking - the role of government, geopolitical norms, and consistency in US policies as administrations change, and the speed of technological advances—are being upended. Few business leaders have experienced the scope, complexity, and combination of issues companies are facing today—and many will earn their stripes in the months ahead.

**[Click here for more information](#)**

## Accelerate – Delving Deeper: The New Standing Items on Audit Committee Agendas

Geopolitical risks are continuing to evolve, generative artificial intelligence (AI) is reshaping the work world and ESG reporting is now mandatory for some organizations. At the same time, cyberattacks are becoming more frequent and sophisticated, but so are the tools to fight them.

Until recently, many of the biggest drivers of this new era were of only cursory interest to audit committees. Now, AI, ESG and cyber are being examined more rigorously and increasingly becoming standing items on the audit committee agenda.

**[Click here for more information](#)**



# Appendix E: Our technology story



## Streamlined client experience

And deeper insights into your business, translating to a better audit experience.



## Secure

A secure client portal provides centralized, efficient coordination with your audit team.



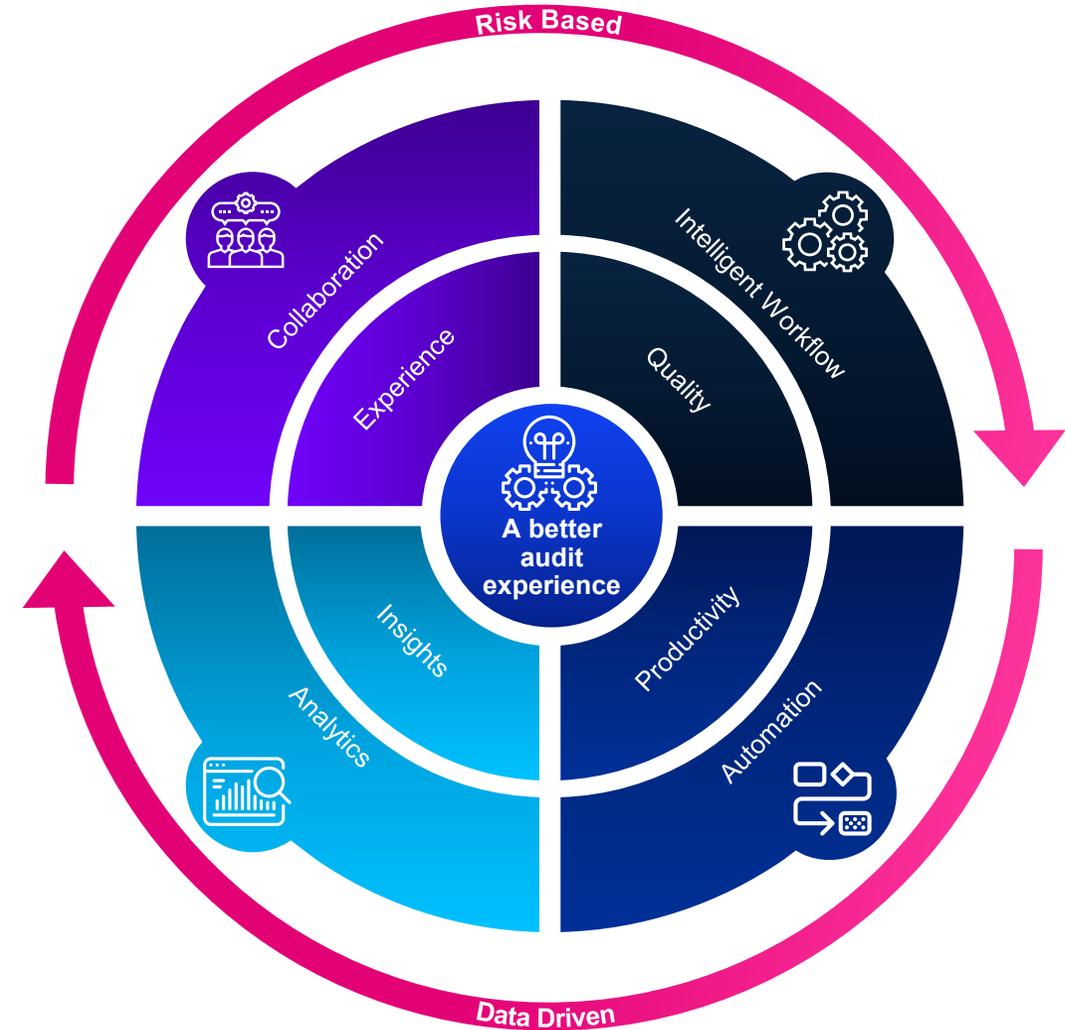
## Intelligent workflow

An intelligent workflow guides audit teams through the audit.



## Increased precision

Advanced data analytics and automation facilitate a risk-based audit approach, increasing precision and reducing your burden.





# Appendix E: Expanding the use of audit technology



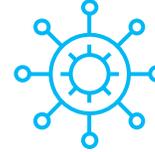
## Analytics

- AI Transaction Scoring
- Audit Routine Catalogue
- Data Visualization
- Group Scoping Tool
- Matching Routines
- Process Mining Analytics
- KPMG Forecast Analytics Suite



## Automation

- Agentic AI with Clara AI - Chat
- Automated Industry Routines
- Confirmation
- Data Extraction Scripts
- DataShare
- DataSnipper
- Inventory Counter App
- iRadar and iNav
- Offset Remover



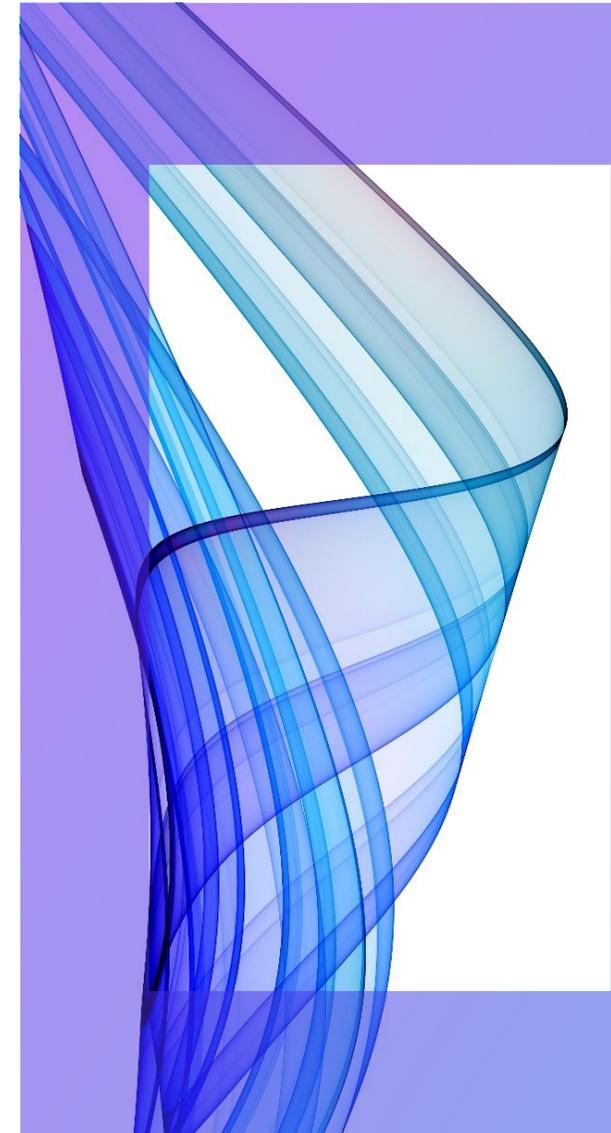
## Collaboration

- DocuSign™
- KPMG Clara for Clients



## Workflow

- KPMG Clara Workflow
- Account Analysis
- Journal Entry Analysis
- Planning Analytics





# Appendix E: Continuous evolution

## Our continued investment

We continue to expand our strategic alliance partnerships with Microsoft and MindBridge to bring AI to the future of audit.

## Responsive delivery model

Tailored to you to drive impactful outcomes around the quality and effectiveness of our audits.

## Result: A better experience

Enhanced quality, reduced disruption, increased focus on areas of higher risk, and deeper insights into your business.





# Appendix E: Next-generation technology

## AI empowerment leading to focused insights

### Insights

### Now

### Near

### Next

#### AI boosting Insights

- Generative AI Chat embedded directly in the workflow
- AI enabled assistants (compare, prepare, summarize, review)
- AI Transaction scoring and D&A to provide targeted insights

#### A better audit experience

#### AI Agents working to enhance the audit experience

- AI agents embedded in the workflow
- Expanded AI transaction scoring and D&A
- AI generated process documentation

#### AI Vision

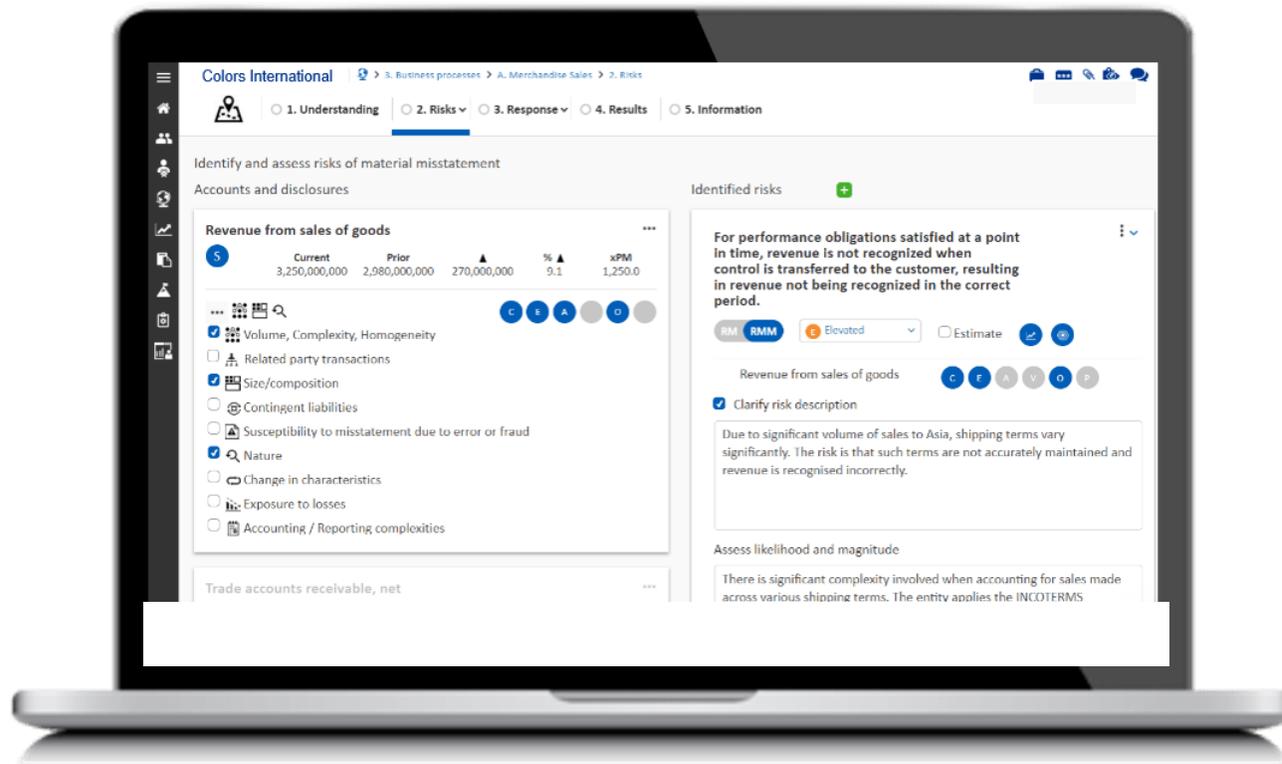
- Automated data extraction maximizing algorithmic testing approach
- AI enabled workflow for enhanced real-time insights
- A data driven audit that leverages embedded knowledge to help the audit team design a customized audit approach

We maximize quality and insights through a data-enabled, AI-powered platform



# Appendix E: KPMG Clara Generative AI

With our global alliance partner Microsoft, we have embedded Generative AI into our smart audit platform—KPMG Clara. This makes our auditors more productive and gives them the tools to provide quicker feedback, make more insightful connections, and deliver a better audit experience.



## AI done right

Although early adoption is key, we are focused on avoiding reliance on a 'black box' so we're building 'explainability' and 'traceability' at the core.



## Bolstered productivity

Focused on removing time-consuming low value tasks, we'll apply our skills in other, more judgmental areas or in order to give insights to you.



## Quality at our fingertips

We are teaching our model with our knowledge databases to capture our vast experience. This means quality information accessible in seconds.



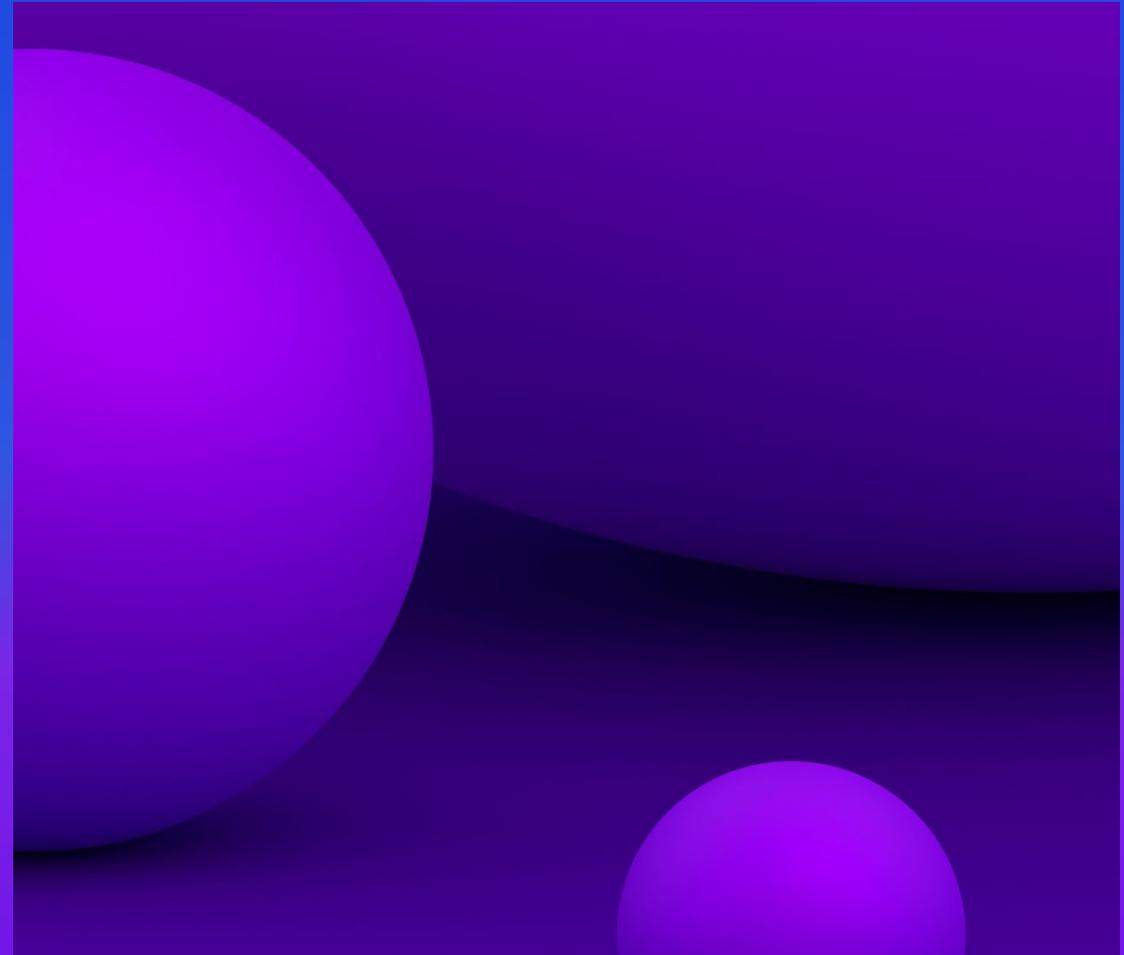
## Secure integration

KPMG Clara has been built on a solid and secure Azure Cloud backbone, allowing us to easily integrate Generative AI in partnership with Microsoft.



[kpmg.ca](https://www.kpmg.ca)

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**2026 Operating Budget – Revised  
FAR-2026-02**

**TO:** LMCH Board of Directors  
**FROM:** Paul Chisholm, Chief Executive Officer  
**SUBJECT:** 2026 Operating Budget – Revised  
**DATE:** February 15, 2026

---

**PURPOSE:**

To Receive and Approve the LMCH 2025 Operating Budget.

**RECOMMENDATION:**

That the Board of Directors:

1. **APPROVE** the revised 2026 Operating Budget totaling \$35,686,120, including \$20,512,610 in City of London funding.
2. **AUTHORIZE** LMCH staff to take the necessary steps to give effect to the above recommendations.

**BACKGROUND:**

The LMCH Board previously approved the 2026 Provisional Operating Budget as part of the 2024-2027 Multi-Year Budget approval in early 2024. Since the approval of the Multi Year Budget in 2024 LMCH has had a number of changes that will impact both revenue and expense lines within the budget including layering in the funding for service improvements included as part of Business Case #22, the approval in 2025 of a request for the City of London to increase the subsidy for LMCH to offset increasing costs including property tax expenses and the opening of 955 Southdale Road East which adds revenue and expenses to the 2026 operating budget.

This draft budget was reviewed at the Finance, Audit, and Risk Committee on February 11, and it was agreed that the revenue and expenses of 955 Southdale would be reviewed to ensure they are appropriately reflected in the budget.

**2025 Revised Operating Budget**

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

- **Revenue** – Net increase of \$3,443,161 (11.0%) is primarily due to increases in operational funding of \$2.2 million from the City of London, increased rent revenues of \$900k (including approximately \$600 rent revenue from 955 Southdale Road East), and a reduction in Bad Debt Write Off of \$346k.
- **Salaries, Wages, and Benefits** – The increase in budget by \$2.330 million represents increasing costs for salaries and benefits for new staff. This increase is partially offset by a decrease in cleaning costs of approximately \$800k under the Maintenance, Materials, and Services budget below. New staff were funded through service improvement initiatives included in BC-22, and new staff for 955 Southdale Road East.
- **Maintenance, Materials & Services** – The budget for this category decreased by \$593,939 or approximately 8% from the approved budget. This is primarily due to the cleaning costs transitioning to staff salaries, wages, and benefits. This line includes increased maintenance costs for 955 Southdale Road East.
- **Utilities** – Utility costs remain stable in the reforecasted budget. A decrease of just over \$144k (3%) is the result of the transition away from hot water tank rental to hot water tank ownership in Q1 of 2026.
- **Property**– The property budget decreased by just over \$1.1 million (15%) because of increases to insurance premiums and property taxes.
- **Administration** – Increases in the administration budget of \$330 k (15%). This is, in part, a planned expense related to bringing the cleaning services in-house to LMCH. LMCH is also seeing increased costs related to staff travel expenses, with the increase in staff resulting in increased travel costs.

LMCH is committed to managing its budget prudently to ensure funds are directed at areas where the greatest positive impact is achievable. The current budget shows a surplus of \$414,672. LMCH will need to finalize reserve contributions and debt servicing costs related to 955 Southdale Road East. Once estimates are available, the budget will be revised to reflect the changes.

**Attachments: APPENDIX 1: 2026 Revised Operating Budget**

**SIGNATURE:**

PREPARED BY:
PAUL CHISHOLM, CEO

Appendix A :Reforcasted 2026 Operating Budget

		Revised 2026 Operating Budget	2026 Budget	Variance	
<b>REVENUES</b>	RENT REVENUES	\$ 15,275,000	\$ 14,374,838	\$ 900,162	6%
	TENANT RECOVERIES	\$ 70,000	\$ 143,748	\$ (73,748)	-51%
	NET BAD DEBT WRITE OFF	\$ (660,000)	\$ (1,006,239)	\$ 346,239	-34%
	ANTENNA LICENSES	\$ 175,000	\$ 179,252	\$ (4,252)	-2%
	INTEREST	\$ 60,000	\$ 30,000	\$ 30,000	100%
	SUNDRY & OTHER REVENUE	\$ 253,510	\$ 220,585	\$ 32,925	15%
	MUNICIPAL BASE FUNDING	\$ 20,512,610	\$ 18,300,774	\$ 2,211,836	12%
	<b>TOTAL REVENUES</b>	<b>\$ 35,686,120</b>	<b>\$ 32,242,959</b>	<b>\$ 3,443,161</b>	<b>11%</b>
<b>OPERATING EXPENDITURES</b>					
<b>SALARIES, WAGES &amp; BENEFITS</b>		<b>\$ 11,806,935</b>	<b>\$ 9,476,368</b>	<b>\$ 2,330,567</b>	<b>25%</b>
<b>TENANT SERVICES</b>	SECURITY	\$ 880,900	\$ 879,900	\$ 1,000	0%
	SOCIAL & REC PROGRAMS	\$ 128,000	\$ 135,977	\$ (7,977)	-6%
<b>TOTAL TENANT SERVICES</b>		<b>\$ 1,008,900</b>	<b>\$ 1,015,877</b>	<b>\$ (6,977)</b>	<b>-1%</b>
<b>MAINTENANCE, MATERIALS &amp; SERVICES</b>	ROOFING	\$ 48,095	\$ 48,350	\$ (255)	-1%
	BUILDING GENERAL	\$ 1,605,859	\$ 1,475,604	\$ 130,256	9%
	CLEANING	\$ 299,040	\$ 1,113,194	\$ (814,154)	-73%
	PEST CONTROL	\$ 805,124	\$ 800,124	\$ 5,000	1%
	ELEVATORS	\$ 141,000	\$ 133,046	\$ 7,954	6%
	ELECTRICAL	\$ 181,046	\$ 166,308	\$ 14,738	9%
	EQUIPMENT	\$ 45,349	\$ 44,349	\$ 1,000	2%
	LANDSCAPING & PARKING LOT MTCE.	\$ 307,467	\$ 245,467	\$ 62,000	25%
	MOLD	\$ 18,599	\$ 68,599	\$ (50,000)	-73%
	SNOW REMOVAL	\$ 888,000	\$ 868,000	\$ 20,000	2%
	LIFE SAFETY SYSTEMS	\$ 337,615	\$ 332,615	\$ 5,000	2%
	HEATING & VENTILATION	\$ 266,619	\$ 229,119	\$ 37,500	16%
	PLUMBING	\$ 609,916	\$ 600,916	\$ 9,000	1%
	PAINTING	\$ 418,677	\$ 414,677	\$ 4,000	1%
	VANDALISM	\$ 44,000	\$ 77,346	\$ (33,346)	-43%
	WASTE REMOVAL	\$ 449,487	\$ 443,487	\$ 6,000	1%
	SUNDRY MATERIALS & SERVICES	\$ 18,000	\$ 16,631	\$ 1,369	8%
<b>TOTAL MAINTENANCE, MATERIALS &amp; SERVICES</b>		<b>\$ 6,483,892</b>	<b>\$ 7,077,831</b>	<b>\$ (593,939)</b>	<b>-8%</b>
<b>UTILITIES</b>					
	ELECTRICITY	\$ 1,807,000	\$ 1,791,522	\$ 15,478	1%
	WATER HEATER RENTAL	\$ 50,000	\$ 266,776	\$ (216,776)	-81%
	WATER	\$ 1,803,000	\$ 1,778,562	\$ 24,438	1%
	NATURAL GAS	\$ 1,412,000	\$ 1,380,000	\$ 32,000	2%
<b>TOTAL UTILITIES</b>		<b>\$ 5,072,000</b>	<b>\$ 5,216,860</b>	<b>\$ (144,860)</b>	<b>-3%</b>
<b>PROPERTY</b>					
	INSURANCE	\$ 1,650,000	\$ 1,365,000	\$ 285,000	21%
	MUNICIPAL TAXES	\$ 6,654,416	\$ 5,826,015	\$ 828,401	14%
	MORTGAGE PAYMENTS				
<b>TOTAL PROPERTY</b>		<b>\$ 8,304,416</b>	<b>\$ 7,191,015</b>	<b>\$ 1,113,401</b>	<b>15%</b>
<b>ADMINISTRATION</b>					
	CORPORATE	\$ 1,461,505	\$ 1,229,582	\$ 231,923	19%
	TRANSPORTAION & COMMUNICATION	\$ 387,000	\$ 340,475	\$ 46,525	14%
	SUPPLIES & EQUIPMENT	\$ 646,800	\$ 594,950	\$ 51,850	9%
<b>TOTAL ADMINISTRATION</b>		<b>\$ 2,495,305</b>	<b>\$ 2,165,007</b>	<b>\$ 330,298</b>	<b>15%</b>
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$ 35,171,448</b>	<b>\$ 32,142,958</b>	<b>\$ 3,028,490</b>	<b>9%</b>
	EXTRAORDINARY LOSS	\$ 100,000	\$ 100,000	\$ -	0%
<b>NET SURPLUS (DEFICIT)</b>		<b>\$ 414,672</b>	<b>\$ 0</b>	<b>\$ 414,671</b>	

## 2026 Finance, Audit & Risk Management Committee Work Plan

All FAR Committee Meetings will be held VIA TEAMS with a start time of 5:30pm.

Committee Meeting Date	Board Meeting Date	Anticipated Agenda Items TO BE REVIEWED
February 11 <sup>th</sup>	February 19, 2026	<ul style="list-style-type: none"> <li>• Review of Draft Workplan</li> <li>• Director of Finance and Corporate Services Update</li> <li>• Director of Asset Renewal Update</li> <li>• Procurements (as required)</li> <li>• Reimagine Southdale Q4/Annual Update</li> <li>• CMHC Q4/Annual Update</li> <li>• CMHC 2026 Budget Approvals (as required)</li> <li>• 2025 Q4 Capital Update</li> <li>• IT Updates, including risk assessment</li> <li>• Q4 2025 Key Performance Indicators</li> <li>• SIRF and Insurance Premiums payable to the City of London</li> </ul>
March 10 <sup>th</sup>	March 20 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Director of Finance and Corporate Services Update</li> <li>• Director of Asset Renewal Update</li> <li>• Q4 2025 Unaudited financial results</li> <li>• Q4 2025 Key Performance Indicators</li> <li>• Procurements as required</li> <li>• Spending Approval for Prior Year Capital Budgets</li> </ul>
May 19 <sup>th</sup>	4th Thursday to accommodate Audit Timing  May 28, 2026	<ul style="list-style-type: none"> <li>• Director of Finance and Corporate Services Update</li> <li>• Director of Asset Renewal Update Q1 2026 Capital Project Update Report</li> <li>• Q1 2026 Key Performance Indicators</li> <li>• CMHC Q1 2026 Update</li> <li>• Q1 2026 Capital Project Update Report</li> <li>• 2025 Audited Financials</li> <li>• Procurement Approvals (as required)</li> <li>• Q1 2026 Financial results</li> <li>• Reimagine Q1 2025 Report and updates</li> </ul>
August 12 <sup>th</sup>	Aug 21 <sup>st</sup> Board meeting	<ul style="list-style-type: none"> <li>• Director of Finance and Corporate Services Update</li> <li>• Director of Asset Renewal Update</li> <li>• Q2 Financial Results and forecast to year end</li> <li>• Q2 Key Performance Indicators</li> <li>• Reimagine Southdale Q2 Report</li> <li>• 2026 Capital Budget Report</li> <li>• CMHC Q2 2026 Update</li> <li>• Q2 2026 Capital Project Update Report</li> <li>• Procurements (as required)</li> <li>• delegated Authority for Insurance approval</li> </ul>

October 7 <sup>th</sup>	October 15 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Meeting if required for Approvals</li> <li>• Renewal of Property and Liability Insurance – coverage levels and deductibles, not cost</li> </ul>
November 5 <sup>th</sup>	Nov 19, 2026	<ul style="list-style-type: none"> <li>• Director of Finance and Corporate Services Update</li> <li>• Director of Asset Renewal Update Q3 2026 financial results</li> <li>• Q3 2026 Key Performance Indicators</li> <li>• Insurance Renewal - approval</li> <li>• Change in Accounting Standards and Practices</li> <li>• CMHC Q3 2026 Update</li> <li>• Q3 2026 Capital Project Update Report</li> <li>• Q3 2026 Key Performance Indicators</li> <li>• Procurement Approvals – as required</li> <li>• 2026 Operating Budget forecast</li> </ul>

\*Dates to be finalized with Committee Members

# **Board of Directors Quarterly Performance Report:**



**LONDON & MIDDLESEX**  
COMMUNITY HOUSING

**Q4 2025**

Period Ended December 31<sup>st</sup>, 2025

February 11<sup>th</sup>, 2026



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# Section 1 – Executive Summary

The Q4 2025 Performance Report provides a summary of London Middlesex Community Housing's (LMCH) progress on strategic and operational performance across the October to December period. This quarterly report presents key performance indicators (KPIs) in alignment with the Strategic Plan and the reporting requirements of the Board of Directors. While improvements were achieved across several measures, key challenges remain.

## 4<sup>th</sup> Quarter 2025 – Overview

- **Vacancy**: The vacancy maintained static at 3.7% in Q4 2025, staying in the yellow. This is attributed to a significant influx of CMHC program units in comparison to Q4 2024 returning to stock. This is due to the CMHC project completing the required number of units at three (3) of our sites. While the total number of units restored dropped from 35 to 28 this quarter, the average number of days to commit a unit increased to 64, entering the red for the first time. Despite these fluctuations, LMCH continues to implement a dual strategy that addresses new vacancies and clears the backlog of CMHC units.
- **Work Orders**: LMCH's work orders increased to a 94% completion rate, up from 80% in the last quarter. However, the proportion of urgent/emergency/24-hour work orders remains high at 33% which matches the Q3 2025 results. Property Services has taken steps to streamline after-hours service and is reinforcing preventative maintenance to help reduce emergency volume.
- **Arrears**: Arrears remain a persistent challenge. The percentage of households in good standing decreased to 79% and is now in the red below the 90% target. The number of households in arrears rose to 632 from 630, remaining in the red, while the average time to complete rent forgiveness increased to 5.63 months entering the red for the first time in over a year. This increase is due to a couple of outlier accounts, and this metric should decrease next quarter. Despite the modest progress, total rent outstanding also rose, suggesting continued financial strain for some tenants. LMCH is exploring further interventions to strengthen tenant engagement and financial support.
- **Human Resources**: Staffing outcomes remained strong this quarter. LMCH's full-time equivalent (FTE) complement decreased to 97%, and recruitment timelines increased slightly to an average of 79 days. Attendance also showed positive movement, with sick and unpaid absences decreasing to 1.00 days per employee per month, right at our 1.00 target.
- **Pest Control**: The overall infestation rate declined from 18% to 14% and has achieved yellow status for the first time since the IPM began. LMCH decreased the active units being treated from 94% to 92%, and tenant refusals increased to just 0.3%, demonstrating strong cooperation from residents. The IPM program met its year end 2025 target, reducing infestation to 15% or less.

# Section 2 – Strategic Plan Progress (4<sup>th</sup> Quarter 2025)

## Priority #1: Improving Tenant Experience

### 2025 Strategic Priorities

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

### 2025: Q4 Progress:

- In Q4 2025, LMCH's Integrated Pest Management (IPM) program achieved significant progress, reducing infestation levels from 18% to 14% through stronger vendor coordination, data-driven monitoring, and enhanced tenant and staff engagement. Targeted interventions at high-risk sites, improved tenant preparation compliance, and renewed staff training led to faster resolution and sustained results. With these strategies firmly in place, LMCH completed its goal of reaching a 15% infestation rate by the end of 2025.
- LMCH has completed the onboarding and training process to bring our cleaning staff in-house. The new Custodian Manager is beginning the process of building the cleaning KPI's for future cleaning metrics.
- Completed the Janitorial and Garbage Room Renewal projects.
- Projects initiated to install CCTV at our family sites Southdale were ongoing through Q3. Southdale will be ongoing throughout 2026 and is being managed in conjunction with Reimagine Phase 2 construction for enhanced resourcing and efficiency.
- A pilot Family Site backyard beautification project was initiated at Southdale and Millbank in Q3 focused on one block of townhomes adjacent to Reimagine Phase 1. New fencing and concrete patios increasing common space grassed area work was completed in Q4.

## Priority #2: Developing an Enhanced Service Model

### 2025 Strategic Priorities

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

### 2025: Q4 Progress:

#### Tenant Support Program Q4 Update:

The program includes several core components:

- With the first cohort of 50 new tenants entering the program in September and October 2025, 28% of households fell into rent arrears within their first month. The assigned Community Relations Worker successfully supported resolution through tenant education, connections to income support programs, and the establishment of repayment agreements.
- Additionally, two households (4%) received voidable eviction notices related to social or behavioral concerns. In both instances, the issues were promptly resolved through corrective action.
- Overall, since program launch, the initiative has achieved a 94% transition success rate. 36 households have been discharged from the program: 31 were discharged successfully, while 5 discharges were deemed unsuccessful due to a lack of engagement.
- In Q4 2025, LMCH concluded a series of tenant talks where members of staff hold an informational session with tenants. Staff completed a total of 10 tenant talks.
- Community office construction at Wharncliffe housing 7 LMCH staff is still underway and plans for completion are scheduled for Q1 2026. A building permit for construction of an additional community office at Dundas housing up to 5 LMCH staff was submitted to the City in Q3, with bid submissions for construction under review in Q4.

### Priority #3: Investing in Our Communities

#### 2025 Strategic Priorities

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

#### 2025: Q4 Progress:

- Loan Agreement documentation assembly has begun for the \$29 million loan from CMHC for Phase #2 construction.
- LMCH's Master Regeneration Plan was presented to the Board in Q4 2025 with the final draft to be presented to the Board in Q1 2026.
- Phase #1 of Re-Imagine Southdale began occupancy permitting rent-up in early Q4 and the process continues in Q1 2026.
- Completed the RFP to hire a consultant for 14 electrical projects (\$3.7M).
- Over 50% of the 416 total units in the CMHC Accessibility Program were completed in Q4 2025.

### Priority #4: Focusing on Environment and Governance

#### 2025 Strategic Priorities

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

#### 2025: Q4 Progress:

- Site based budgeting has been developed which will allow for increased governance and value for money.
- Fulsome development of an LMCH Green Plan is on hold pending direction from the city with respect to their CEAP's new requirements. LMCH is, however, continuing to adopt and increase delivery on green initiatives in its operating and capital plans.

## Priority #5: Foster a Healthy Organization

### 2025 Strategic Priorities

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

### 2025: Q4 Progress:

- Finalized the new org structure by creating, hiring, and onboarding new senior and functional management roles.
- Advanced Health & Safety program improvements by presenting new SOPs to functional leaders.
- Supported onboarding of in-house custodians, advancing the Improving Tenant Experience plan.
- Trained 31 additional employees in non-violent crisis intervention and verbal de-escalation.
- Began developing the CEO performance review program with sector partners and Board input.

## Q4 2025 - Performance Scorecard Vacancy

Outcome	Strategy	#	Measure	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Turnover Process in a Timely Manner	Improve Unit Time in Restoration and Days to Commit Unit	1.1	Operational Efficiency: Maintain Vacancy Rate (%): Target = 3%	2.6%	1.6%	3.5%	3.7%	3.7% —
		1.2	Average # of Days to Commit the Unit: (From Vacant to Leased) Target = less than 33 days on average over the Quarter	17	35	37	50	64 ▲

Legend:

<b>G</b>	Expected results achieved
<b>Y</b>	Results moderately below expectations
<b>R</b>	Results far below expectations

## Q4 2025 - Performance Scorecard Work Orders

Outcome	Strategy	#	Measure	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
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Enhance the Efficiency, Effectiveness, and Timeliness of Maintenance Repairs	Implement Procedures, Communication, Resources, Training, and Monitoring for Maintenance and Repairs	2.1	<u>Building Condition:</u> % of Urgent, Emergency, 24 Hours <b>Target = ≤ 25%</b>	37%	39%	33%	33%	33% —
		2.2	<u>Cost Controls:</u> % of After-Hours Work Orders <b>Target = ≤ 5%</b>	19%	15%	27%	25%	25% —
		2.3	<u>Operational Efficiency:</u> % of Work Orders Completed <b>Target = 95%</b>	87%	92%	91%	80%	94% ▲

<b>G</b>	Expected results achieved
<b>Y</b>	Results moderately below expectations
<b>R</b>	Results far below expectations

## Q4 2025 - Performance Scorecard Arrears and Subsidy's

Outcome	Strategy	#	Measure	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
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Enhanced Financial Stability and Tenant Retention	Proactive Arrears Management and Supportive Tenant Engagement	3.1	<u>Operational Efficiency:</u> Households in Good Standing (Rent & Parking) <b>Target = 90%</b>	81%	79%	81%	81%	79% ▼
		3.2	<u>Forgiveness:</u> Average Number of Months to Complete <i>Forgiveness</i> <b>Target = &lt; 4 months</b>	4.24	4.70	4.38	3.24	5.63 ▲
		3.3	<u>Arrears:</u> Households in Arrears <b>Target = ≤ 400 Households</b>	581	575	582	630	623 ▼

<b>G</b>	Expected results achieved
<b>Y</b>	Results moderately below expectations
<b>R</b>	Results far below expectations

## Q4 2025 – Performance Scorecard Human Resources

Outcome	Strategy	#	Measure	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
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Optimized Workforce Performance and Well-being	Comprehensive Talent Management and Employee Support	4.1	<u>Compliment Management:</u> (Current FTE's / Total FTE's Budget) <b>Target = 97%</b>	99%	96%	100%	100%	97% ▼
		4.2	<u>Talent Recruitment:</u> Time to fill vacancy (working days) <b>Target = 90 days</b>	95	84	51	48	79 ▲
		4.3	<u>Employee Attendance and Absences</u> Days lost per month per employee (working days) <b>Target ≤ 1</b>	N/A	N/A	0.86	1.04	1.00 ▼

<b>G</b>	Expected results achieved
<b>Y</b>	Results moderately below expectations
<b>R</b>	Results far below expectations

## Q4 2025 – Performance Scorecard Pest Control

Outcome	Strategy	#	Measure	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Reduction in Pest Infestation Incidents	Integrated Pest Management (IPM) Implementation	5.1	<u>Infestation Level:</u> % of Total Units Being Treated Target = $\leq 10\%$	23%	25%	24%	18%	14% ▼
		5.2	<u>Operational Effectiveness:</u> % of Active Units Being Treated Target = 90%	94%	90%	90%	94%	92% ▼
		5.3	<u>Tenant Co-operation:</u> % of "Tenant Refusals" Target = $\leq 5\%$	4%	1%	0.4%	0.2%	0.3% ▲

<b>G</b>	Expected results achieved
<b>Y</b>	Results moderately below expectations
<b>R</b>	Results far below expectations

# Section 3 - Appendix

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

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

Summary Analysis of Results	Status	<b>Y</b>
Q4 2025 vacancy rates were un 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 changed from the prior quarter due to an influx of CMHC units.	Trend	<b>—</b>
	<b>Notes:</b> Results for this period are yellow with 3.7% of units found to be vacant.	

<b>Business Impact / Implications</b>	A high vacancy rate correlates to less individuals and families being removed from the waitlist and placed within LMCH units. Additionally, a high vacancy rate can significantly impact LMCH's financial stability due to lost revenue and increased operational costs.
<b>Management Actions</b>	The Property Services team is implementing an interim restructure to better manage the increased Q1 2026 volume. This includes reassigning staff capacity, clarifying roles and hand-offs, and adjusting intake/triage and scheduling processes to reduce bottlenecks and maintain service levels.
<b>Assumptions</b>	Barring no major emergencies including fire, flood, natural disasters, etc., the plan continues to be achievable.  There are seasonal variables that can affect the vacancy rate where the summer months can have higher rates due to less staff due to vacations, higher move-out rates by tenants, and the seasonality of pests which will slow down the turn rate for treatment.

Count (Units)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Total units in Active Restoration	2.2%	0.005%	1.4%	1.4%	2.5%
Total units Vacant and ready	0.4%	0.8%	2.1%	2.3%	1.2%
<b>Total</b>	<b>2.6%</b>	<b>1.3%</b>	<b>3.5%</b>	<b>3.7%</b>	<b>3.7%</b>

Age of Units Restored in Period (Count)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
0-15 days	8	3	1	3	2
16-30 days	0	5	2	1	3
31-60 days	7	22	15	5	2
61-90 days	3	14	18	12	9
91+ days	23	36	7	14	12
Total units restored	41	78	43	35	28
<b>Average # of days in restoration</b>	<b>91</b>	<b>85</b>	<b>68</b>	<b>84</b>	<b>88</b>

Age of Units in active Restoration (Count)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
0-15 days (last day of quarter)	11	8	0	8	7
16-30 days (last day of quarter)	12	4	5	8	8
31-60 days (last day of quarter)	14	9	19	9	11
61-90 days (last day of quarter)	22	3	14	8	22
91+ days (last day of quarter)	12	2	8	13	35
Total units in Active Restoration	71	26	46	46	83
<b>Average # of days in restoration at end of Quarter</b>	<b>59</b>	<b>56</b>	<b>46</b>	<b>71</b>	<b>105</b>

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

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

<b>Summary Analysis of Results</b>	<b>Status</b>	<b>R</b>
<p>The average number of days to commit a unit sits at 64 which is an increase from the previous quarters results. The average number of days to commit a unit has entered the red for the first time.</p> <p>The average number of days to commit a unit does not include CMHC or fire units which take longer on average to repair and requiring additional resources to support timely rentals which slows down the turnover process. CMHC is a capital program which has their own deadlines and requirements for completing units with proper accessibility standards.</p>	<b>Trend</b>	▲
	<b>Notes:</b>	Q4 2025 averaged 64 days to commit the unit from vacant to leased which is an increase of 14 days from Q3 2025.

<b>Business Impact / Implications</b>	Minimizing the average number of days to commit a unit is crucial for LMCH as it enhances cash flow and operational efficiency. Quick unit turnover aids in accurate financial forecasting, allows for efficient resource allocation, and reduces risks associated with vacant units. Overall, it strengthens LMCH’s financial stability and reputation.
<b>Management Actions</b>	The average number of days to turn a unit increased in Q4 to 88 days from 82 days in Q3, and the average number of days units were sitting in active restoration at the end of Q4 was 105 days. Total units vacant and ready are decreasing after seeing an increase in the first 3 quarters. The increase in days to commit over the same period is expected to continue through Q1 and start to normalize in Q2
<b>Assumptions</b>	Some tenants may reject the available unit for a variety of reasons which will add extra time to the placement process. In addition, circumstances may arise with the unit that may force Tenant Services to return the unit to Property Services to rectify the issue. This will prevent the unit from becoming available to individuals on the housing waitlist.

Age of Units Leased in the Period (Count)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
0-15 days	33	21	24	27	21
16-30 days	7	9	16	16	12
31-60 days	8	20	28	15	17
61-90 days	1	9	15	12	7
91+ days	1	5	4	15	40
<b>Total units Leased</b>	<b>50</b>	<b>64</b>	<b>87</b>	<b>85</b>	<b>97</b>
<b>Average # of days to commit the unit. (From Vacant to Leased)</b>	<b>17</b>	<b>35</b>	<b>37</b>	<b>50</b>	<b>80</b>

Age of Units Vacant and Available (Count)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
0-15 days (last day of quarter)	10	35	11	15	6
16-30 days (last day of quarter)	0	18	9	5	4
31-60 days (last day of quarter)	2	32	20	4	5
61-90 days (last day of quarter)	1	2	7	27	6
91+ days (last day of quarter)	0	0	22	25	18
<b>Total units Vacant and ready</b>	<b>13</b>	<b>87</b>	<b>69</b>	<b>76</b>	<b>39</b>
<b>Average # of days vacant and ready (Unit has not been leased, still available)</b>	<b>21</b>	<b>22</b>	<b>50</b>	<b>66</b>	<b>96</b>

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

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

Summary Analysis of Results	Status	<b>R</b>
<p>Year-over-year the percentage of urgent, emergency, 24-hour work orders has decreased by 4%. In comparison to Q3 2025, this metric has remained the same. LMCH has an after-hour call service that can create work orders within our system. LMCH has worked with the after-hour service to reduce duplicate work orders that can inflate this metric.</p>	Trend	<b>—</b>
	<p><b>Notes:</b> Currently sits at 33% with no change since the last quarter.</p>	

<b>Business Impact / Implications</b>	<p><u>Short-term Impact:</u> A high percentage of urgent, emergency, and 24-hour work orders can strain operational resources, requiring immediate attention and potentially disrupting scheduled maintenance tasks.</p> <p><u>Long-term Impact:</u> Persistent high levels of urgent work orders can lead to inefficiencies in resource allocation and increased operational costs due to overtime and rapid response requirements.</p>
<b>Management Actions</b>	To manage elevated emergency work orders, LMCH has strengthened communication with its after-hours call center to reduce duplication and improve triage. To address the work order backlog due to the annual unit inspections, the maintenance repair team will be temporarily deployed to the day shift to address as a larger team.
<b>Assumptions</b>	<p>It is assumed that work orders are accurately prioritized based on urgency, with clear criteria for what constitutes an urgent, emergency, or 24-hour work order.</p> <p>The company has sufficient resources, including staff and materials, to respond to urgent work orders within the required timeframes.</p>

Work Orders by Priority (Percentage)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
% of Urgent	14%	15%	13%	18%	16%
% of 24 Hours	4%	7%	7%	4%	4%
% of Emergency	19%	17%	13%	12%	14%
Total Priority Work Orders by Quarter	1,809	2,114	1,064	1,477	1,622
Total Work Orders by Quarter	4,933	5,462	3,246	4,475	4,900
% of Work Orders by Priority	37%	39%	33%	33%	33%

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

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

Summary Analysis of Results	Status	<b>R</b>
<p>Q4 2025 results remained flat quarter-over-quarter. A steady rate indicates after-hours volumes (and related premium costs) are not declining, and each call adds incremental expense due to third-party outsourcing. Ongoing monitoring is required.</p>	Trend	<b>—</b>
	<p><b>Notes:</b> Currently sits at 25% which has remained the same from the last quarter.</p>	

<b>Business Impact / Implications</b>	<p><u>Short-term Impact:</u> A high percentage of urgent, emergency, and 24-hour work orders can strain operational resources, require immediate attention and potentially disrupt scheduled maintenance tasks.</p> <p><u>Long-term Impact:</u> Persistent high levels of urgent work orders can lead to inefficiencies in resource allocation and increased operational costs due to overtime and rapid response requirements.</p>
<b>Management Actions</b>	The overall number of work orders increased in Q4 due to seasonal components. The Property Services team is working to achieve work order completion in line with the service standard set by LMCH. This will continue to improve the overall completion rate per quarter.
<b>Assumptions</b>	<p>It is assumed that work orders are accurately prioritized based on urgency, with clear criteria for what constitutes an urgent, emergency, or 24-hour work order.</p> <p>The company has sufficient resources, including staff and materials, to respond to urgent work orders within the required timeframes.</p>

After Hour Work Orders (Percentage)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
After Hours Work Orders	918	794	872	1,110	1,206
% of After Hour Work Orders	19%	15%	27%	25%	25%

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

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

Summary Analysis of Results	Status	<b>Y</b>
<p>Q4 2025 has moved into the yellow over the previous quarter as work order completing rose to 94%. Property Services has previously set in place service standard timelines for managers and staff.</p>	Trend	<b>▲</b>
	<p><b>Notes:</b> Currently sits at 94% which is an increase of 14% over last quarter.</p>	

<b>Business Impact / Implications</b>	<p><u>Short-term Impact:</u> A high percentage of completed work orders indicates effective and efficient use of resources, leading to smooth day-to-day operations and timely resolution of maintenance issues.</p> <p><u>Long-term Impact:</u> Consistently high completion rates can improve overall operational efficiency, reducing backlogs and ensuring that maintenance tasks are performed proactively rather than reactively.</p>
<b>Management Actions</b>	Q4 shows improvement in work-order completion rates due to team collaboration to improve service standard timelines. This quarter also saw an increase in total work orders, due to seasonal components.
<b>Assumptions</b>	<p>It is assumed that there is an accurate and efficient system in place for tracking work orders from initiation to completion.</p> <p>The company has adequate resources, including skilled labor and materials, to complete work orders within the expected timeframes.</p>

Work Orders Completed (Percentage)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Work Orders Completed	4,933	5,042	2,940	3,741	4,627
% of Work Orders Completed	87%	92%	91%	80%	94%

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

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

<b>Summary Analysis of Results</b>	<b>Status</b>	<b>R</b>
The percentage of households in good financial standing has decreased from 81% in Q3 2025 to 79% in Q4 2025. The results over the past 5 quarters have remained stable with percentages ranging from 79% - 81%. LMCH’s collection rate has increased to 94% in Q4 2025 which is a 1% increase from last quarter.	<b>Trend</b>	▼
	<b>Notes:</b> Currently sits at 79% which is down 2% from the previous quarter. This metric has remained consistent quarter to quarter.	

<b>Business Impact / Implications</b>	<p>When tenants are not able to or are unwilling to make their monthly rent payments/fees, the following impacts could be seen:</p> <ol style="list-style-type: none"> <li>1) <b>Cash Flow Issues:</b> A High number of accounts in arrears can lead to significant cash flow problems, affecting LMCH’s ability to meet its own financial obligations.</li> <li>2) <b>Increase Operational Costs:</b> The cost of managing and recovering overdue accounts can increase operation expenses.</li> <li>3) <b>Reputation Damage:</b> High arrears rates can damage the organizations reputation with London City Council and our Shareholder.</li> </ol> <p><b>Resource Allocation:</b> Staff time and resources may need to be redirected towards managing arrears and debt recovery processes.</p>
<b>Management Actions</b>	<p>LMCH continues to monitor tenant accounts regularly, with a focus on early intervention and proactive support. Staff are encouraged to engage tenants directly and conduct comprehensive reviews to resolve arrears, while also helping establish a foundation for consistent and timely future rent payments.</p>
<b>Assumptions</b>	<p>Some tenants may be less cooperative and may refuse to engage with LMCH staff to rectify their payment issues. This also assumes a stable economic environment where tenants have consistent income to meet their rent obligations. Tenants will also need to be willing to engage with support programs and payment plans.</p>

Households in Good Financial Standing	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
# Households in Good Financial Standing	2,401	2,353	2,409	2,415	2,414
Total number of Households	2,982	2,980	2,991	2,997	3,037
% of Households in Good Standing	81%	79%	81%	81%	79%

Collection Rate	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Rent Due	\$3,855,243	\$4,124,511	\$4,124,511	\$4,124,511	\$4,124,511
Rent Collected	\$3,564,624	\$3,722,856	\$3,768,799	\$3,818,785	\$3,879,089
Rent Outstanding	\$290,619	\$401,655	\$355,712	\$305,726	\$245,422
Collection Rate (%)	92%	90%	91%	93%	94%

Tenant Debt Arrears (Rent/Parking Balance)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
\$1 - \$2,000	\$258,567	\$252,794	\$251,997	\$276,284	\$267,248
\$2,001 - \$4,000	\$154,020	\$191,025	\$219,991	\$196,447	\$220,695
\$4,001 - \$6,000	\$125,559	\$129,864	\$131,164	\$172,920	\$101,628
\$6,001 - \$8,000	\$48,056	\$49,066	\$78,519	\$98,967	\$92,472
\$8,001 - \$10,000	\$25,409	\$37,909	\$27,211	\$35,360	\$115,625
\$10,001 +	\$86,090	\$43,002	\$14,692	\$54,397	\$64,694
<b>Total</b>	<b>\$697,701</b>	<b>\$703,660</b>	<b>\$722,540</b>	<b>\$834,375</b>	<b>\$862,362</b>

Tenant Debt Arrears (# of Tenant Accounts)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
\$1 - \$2,000	486	465	465	501	494
\$2,001 - \$4,000	53	69	76	71	76
\$4,001 - \$6,000	25	27	26	35	22
\$6,001 - \$8,000	7	7	11	14	13
\$8,001 - \$10,000	3	4	3	4	13
\$10,001 +	7	3	1	5	5
<b>Total</b>	<b>581</b>	<b>575</b>	<b>582</b>	<b>648</b>	<b>623</b>

Tenant Debt Arrears (% of Tenant Accounts)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
\$1 - \$2,000	84%	81%	80%	80%	79%
\$2,001 - \$4,000	9%	12%	13%	11%	12%
\$4,001 - \$6,000	4%	5%	4%	6%	4%
\$6,001 - \$8,000	1%	1%	2%	2%	2%
\$8,001 - \$10,000	1%	1%	1%	1%	2%
\$10,001 +	1%	1%	0.2%	1%	1%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

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

Performance Measure Definition & Calculation	Performance Thresholds	
<p><u>Forgiveness:</u></p> <p>“Average Number of Month to Complete Forgiveness” measures the average number of months it takes to restore a RGI Households subsidy after it was revoked for non-compliance with program requirements. Not all subsidies will restored.</p> <p>This is calculated by subtracting the date the arrears were forgiven from the date the arrears were applied.</p>	G	Green = ≤ 4 months
	Y	Yellow = 4 – 5 Months
	R	Red = > 5 Months

Summary Analysis of Results	Status	R
<p>The average number of months to complete forgiveness increased to 5.63 from 3.24 months from the previous quarter. Due to a couple of outlier accounts, this metric increased to the red for the first time. The number of tenants that received rent forgiveness dropped by 2 households since last quarter. LMCH was able to restore 59% of subsidies in Q4 2025 which shows that tenant services was able to restore a total of 138 subsidies while revoking 233 in the same quarter.</p>	Trend	▲
	Notes:	Currently sits at 5.63 months which is an increase from 3.24 months from Q3 2025.

<b>Business Impact / Implications</b>	<p>When tenants are not able to or are unwilling to make their monthly rent payments/fees, the following impacts could be seen:</p> <ol style="list-style-type: none"> <li>1) <b><u>Cash Flow Issues</u></b>: A High number of accounts in arrears can lead to significant cash flow problems, affecting LMCH’s ability to meet its own financial obligations.</li> <li>2) <b><u>Increase Operational Costs</u></b>: The cost of managing and recovering overdue accounts can increase operation expenses.</li> <li>3) <b><u>Reputation Damage</u></b>: High arrears rates can damage the organizations reputation with London City Council and our Shareholder.</li> </ol> <p><b><u>Resource Allocation</u></b>: Staff time and resources may need to be redirected towards managing arrears and debt recovery processes.</p>
<b>Management Actions</b>	<p>A coordinated and proactive approach has been implemented within the Tenant Administration area to reduce the average time to complete rent forgiveness. Key strategies include:</p> <ul style="list-style-type: none"> <li>• Enhanced monitoring and reporting of rent forgiveness at the unit level across the entire housing portfolio.</li> <li>• Improved communication with tenants regarding eligibility criteria and the range of available supports.</li> <li>• Comprehensive assessments to identify and address barriers that prevent tenants from complying with income reporting requirements.</li> </ul>
<b>Assumptions</b>	<p>Some tenants may be less cooperative and may refuse to engage with LMCH staff to rectify their payment issues. This also assumes a stable economic environment where tenants have consistent income to meet their rent obligations. Tenants will also need to be willing to engage with support programs and payment plans.</p>

Arrears Forgiveness per Quarter	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Total Amount Forgiven per Quarter	\$170,203	\$98,815	\$75,340	\$49,587	\$68,609
Number of Tenants who Received Forgiveness	77	63	59	51	49
Average Dollar Amount Forgiven	\$2,210	\$1,537	\$1,277	\$972.30	\$1,400
Average Number of Months to Complete Forgiveness	4.24	4.70	4.38	3.24	5.63

Subsidy Metrics per Quarter	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Income Review Completed	627	636	672	632	604
Number of Subsidies Revoked	317	230	208	234	233
Number of Subsidies Restored	153	140	138	173	138
Subsidies Restored per Quarter (%)	48%	61%	66%	74%	59%
Payment Plans	33	50	36	33	23

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

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

Summary Analysis of Results	Status	<b>R</b>
The number of households in arrears decreased from Q3 2025 and the amount owed by each household has also increased from \$1,324 to \$1,364. The rent outstanding increased from \$834,375 in Q3 to \$862,362 in Q4 2025, it shows that households in financial difficulty has remained consistent from the last quarter. This metric has remained in the red for the past two quarters.	Trend	<b>▼</b>
	<b>Notes:</b> Currently sits at 623 households in arrears which is a decrease from last quarter.	

<b>Business Impact / Implications</b>	<p>When tenants are not able to or are unwilling to make their monthly rent payments/fees, the following impacts could be seen:</p> <ol style="list-style-type: none"> <li>1) <b>Cash Flow Issues:</b> A High number of accounts in arrears can lead to significant cash flow problems, affecting LMCH’s ability to meet its own financial obligations.</li> <li>2) <b>Increase Operational Costs:</b> The cost of managing and recovering overdue accounts can increase operation expenses.</li> <li>3) <b>Reputation Damage:</b> High arrears rates can damage the organizations reputation with London City Council and our Shareholder.</li> </ol> <p><b>Resource Allocation:</b> Staff time and resources may need to be redirected towards managing arrears and debt recovery processes.</p>
<b>Management Actions</b>	<p>Tenant arrears and rent forgiveness represent opposing metrics. When rent forgiveness is not approved, the metric appears to improve since fewer months are recorded as active forgiveness cases. However, this can lead to an increase in tenant arrears, as the outstanding rent remains on the account. Where rent forgiveness is not feasible, we will continue to prioritize repayment agreements as a practical and supportive alternative for resolving arrears.</p>
<b>Assumptions</b>	<p>Some tenants may be less cooperative and may refuse to engage with LMCH staff to rectify their payment issues. This also assumes a stable economic environment where tenants have consistent income to meet their rent obligations. Tenants will also need to be willing to engage with support programs and payment plans.</p>

Arrears	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Rent Outstanding	\$697,701	\$703,660	\$722,540	\$834,375	\$862,362
Households in Arrears	581	575	582	630	632
Average Owed by Households	\$1,201	\$1,224	\$1,241	\$1,324	\$1,364

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

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

<b>Summary Analysis of Results</b>	<b>Status</b>	<b>G</b>
In Q4-2025, the measure for Compliment Management reduced to 97% of targeted complement. This is due to the onboarding of the Custodians during Q3 of 2025, and the recasting of the staffing complement plan for 2026. As a result of the onboarding of the 13 new FTE positions and ensuring accurate forecasting for 2026 our overall staffing complement was increased. Despite the new adjustment, LMCH was able to maintain a positive staffing complement level.	<b>Trend</b>	▼
	<b>Notes:</b> Currently sits at 97% of FTE which is demonstrating LMCH ability to effectively recruit for positions	

<b>Business Impact / Implications</b>	<p><u>Short-term Impact:</u> A high number of permanent full-time vacancies can lead to increased workloads for existing staff, potentially resulting in burnout, decreased productivity, and higher error rates.</p> <p><u>Long-term Impact:</u> Persistent vacancies can strain team dynamics, reduce overall morale, and lead to higher turnover rates as remaining employees seek less stressful work environments.</p>
<b>Management Actions</b>	<p>LMCH supported the onboarding of our Custodian group and transitioned 13 new positions into the organization during Q4. This ensured that we are effectively working towards elevating the cleanliness standards of our properties and we continued to retain LMCH staff in other key positions.</p>
<b>Assumptions</b>	<p>The assumption is that the current staffing model accurately reflects the organization's operational needs and that vacancies directly impact the ability to meet these needs.</p> <p>The recruitment process is assumed to be efficient and timely, and retention strategies are in place but may not fully mitigate the impact of vacancies.</p>

<b>Full-Time FTE's</b>	<b>Q4 2024</b>	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>
Number of FTE's (End of Quarter)	101	98	102	103	119
Budgeted # of FTE's	102	102	102	103	122
<b>Percentage of FTE's Filled (%)</b>	<b>99%</b>	<b>96%</b>	<b>100%</b>	<b>100%</b>	<b>97%</b>

<b>Retention of Talent</b>	<b>Q4 2024</b>	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>
Staff at Beginning of Quarter	102	101	98	100	103
Staff at End of Quarter	101	98	102	103	119
Difference in Quarter (#)	-1	-3	+4	+3	+16

<b>Business Case #22 Hires (No Refill Hires Counted)</b>	<b>Q4 2024</b>	<b>Q1 2025</b>	<b>Q2 2025</b>	<b>Q3 2025</b>	<b>Q4 2025</b>
Projected Number of Hires	1	1	1	1	14
Actual Hires	0	1	1	1	14
<b>% of Hires Made vs Projected</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

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

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

Summary Analysis of Results	Status	<b>G</b>
LMCH has concluded Q4 of 2025 with an increase in the number of days taken to fill vacancies. This can be attributed to a smaller amount of competitions completed during the period, and a few technical and leadership positions being filled that can take longer to fill than the targeted period of 90 days. Although the time taken to fill does contribute to organizational impacts, it is to be weighed against finding suitable candidates, specifically for technical and senior leadership positions	Trend	▲
	Notes:	Currently sits at 79.2 days which is below our average target for days to fill vacancy.

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

Time to Fill Vacancy (Days)	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Number of Positions Filled	6	4	14	10	5
<b>Average Time (Days) to Fill All Positions</b>	95.16	84.25	50.74	48.27	79.2

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

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

Summary Analysis of Results	Status	<b>G</b>
We have seen a slight increase in the number of sick days in Q4 of 2025 but this is to be expected as we continue to increase compliment. We therefore see a slight improvement in the average indicator per employee, although we are not yet below our targeted rate of less than 1 day per employee per month. A more concerning trend is the increase of unpaid days and employees having to utilize unpaid days.	Trend	▼
	<b>Notes:</b>	We have slightly improved our performance and met our quarterly goal.

<b>Business Impact / Implications</b>	<p><u>Short-term Impact:</u> High absenteeism rates can disrupt daily operations, leading to understaffing and increased workload for present employees, resulting in lower productivity.</p> <p><u>Long-term Impact:</u> Chronic absenteeism can create persistent inefficiencies, requiring constant adjustments in scheduling and possibly impacting project timelines.</p>
<b>Management Actions</b>	LMCH has engaged in reviewing the number of incidences reported and attempted to proactively advocate use of the Employee Assistance Program for employees to proactively manage their mental and physical health. LMCH is currently also planning to schedule attendance management sessions with its employees to attempt individualized conversations with high users of sick leave.
<b>Assumptions</b>	The work environment is assumed to be generally conducive to employee well-being, though factors such as workload, stress levels, and job satisfaction can influence absenteeism rates. The organization is assumed to have some health and wellness programs in place, although their effectiveness in reducing absenteeism may vary.

Employees / Days of Unpaid Sick Leave	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Number of Unpaid Days (average per month)	N/A	6.4	10.35	12.21	16.27
Number of Employees on Unpaid Time	N/A	3	4.33	5.66	7.33

Employee attendance and absences	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Sick Days or Unpaid Days (average per month)	N/A	110.67	84.12	105.66	114.69
Employees (Average per month)	N/A	97	97	101	114
Average Sick Days per Employee per month	N/A	1.14	0.86	1.04	1.00

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

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

Summary Analysis of Results	Status	Y
<p>Industry standards show an overall infestation rate of 10% or below is acceptable. The current rate of 14% has decreased from 18% from Q3 2025. Q4 2025 was the first time that our infestation rate fell into the yellow. LMCH had an internal target of 15% for the end of 2025 which we were able to meet.</p>	Trend	▼
	<b>Notes:</b>	Currently sits at 14% which is a decrease of 4% from Q3 2025.

<b>Business Impact / Implications</b>	<p><u>Short-term Impact:</u> A high percentage of units being treated for pest control can immediately improve resident satisfaction by addressing pest issues promptly.</p> <p><u>Long-term Impact:</u> Consistent pest control measures can lead to higher resident retention rates as a pest-free environment enhances the overall living experience.</p>
<b>Management Actions</b>	LMCH reduced infestation rates to 14% in Q4 with the onboarding of a new pest control service provider and implementing proactive IPM practices. A “do something” approach ensured interim control measures were applied immediately when full treatment could not proceed, preventing delays, particularly in unprepared units. Preventative treatments further enabled early detection and containment before infestations spread.
<b>Assumptions</b>	<p>The pest control treatments being used are effective in addressing the specific types of pests present in the units.</p> <p>Residents are cooperative with pest control efforts, allowing access to their units and following recommended practices to prevent infestations.</p>

# of Units Treated vs Preventative	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Units being treated (with Active Infestation)	761	827	774	687	479
Units being Treated (Preventative)	N/A	N/A	138	N/A	55
Total Units being Treated	761	827	912	687	534
<b>Infestation Rate</b>	<b>23%</b>	<b>25%</b>	<b>24%</b>	<b>18%</b>	<b>14%</b>

% of Total Units Being Cleared	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Senior Buildings	39%	57%	61%	37%	61%
Adult Buildings	35%	46%	57%	32%	52%
Family Buildings	22%	37%	71%	52%	77%
LMCH Total	34%	48%	61%	39%	62%

% of Total Units being Treated	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Senior Buildings	25%	26%	31%	23%	19%
Adult Buildings	24%	27%	31%	23%	16%
Family Buildings	21%	22%	20%	16%	12%
LMCH Total	23%	25%	28%	21%	16%

Infestation Rate (IR)	# of Buildings	Total Infested Units	Average IR
Under 10%	14	60	6%
10% - 15%	5	79	15%
16% - 20%	4	121	18%
Over 20%	8	283	26%

### **Treatment Action Plan**

Management has implemented a targeted inspection and treatment plan for affected units across the properties. Units identified with high levels of infestation are receiving intensive treatment, consisting of two scheduled applications spaced approximately two weeks apart to ensure effective eradication.

Preventative treatments have also been scheduled for surrounding units and for units that have not received treatment recently. This proactive approach is intended to contain spread and reduce the risk of future infestations.

Management continues to engage tenants who previously refused treatment to secure access and reinforce compliance requirements. Where refusals persist, formal non-compliance notices have been issued. In addition, nine units have been referred to VHA for enhanced coordination and tenant support, with several already completed and the remaining units scheduled for service.

Coordination with CRW is ongoing to support tenant engagement, preparation, and access for treatment. Treatment activities are underway and will continue over the coming weeks, with follow-up treatments, monitoring, and additional interventions implemented as required.

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

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

Summary Analysis of Results	Status	<b>G</b>
<p>% of Active Units Being Treated is sitting in the green with 92% of infested units being actively treated. LMCH has consistently maintained this metric in the green category quarter over quarter.</p> <p>This metric has increased from the previous quarter. This speaks to LMCH’s continued focus on customer service and continuing to speak with our tenants regarding their prep needs and concerns.</p>	Trend	▼
	<p><b>Notes:</b> Currently sits at 92% which has decreased 2% from Q3 2025.</p>	

<b>Business Impact / Implications</b>	<p><u>Short-term Impact:</u> A high percentage of active units being treated for pests demonstrates proactive management, which can improve resident satisfaction.</p> <p><u>Long-term Impact:</u> Sustained efforts in treating active units can lead to higher retention rates as residents feel assured of living in a well-maintained and safe environment.</p>
<b>Management Actions</b>	Management continued to engage staff and tenants to ensure infested units were properly prepared for treatment. A Pest Control Toolkit was shared with tenants outlining expectations and responsibilities. Preparation support remains available for tenants with high infestations and physical or acuity-related challenges. New service providers have also strengthened tenant education through clearer preparation materials, including visual guides and videos.
<b>Assumptions</b>	The pest control treatments being used are effective in treating the specific types of pests present in active units. Residents are cooperative with pest control efforts, allowing access for treatments and adhering to preventive recommendations.

% of Active Units Being Treated	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Cycle in Progress	761	827	912	687	534
Total Active Units Being Treated	810	914	1008	727	581
% of Active Units Being Treated	94%	90%	90%	94%	92%

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

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

Summary Analysis of Results	Status	<b>G</b>
<p>% of Tenant Refusals has remained stable over the past quarter and the goal of this metric is to identify and reduce the number of tenants who refuse treatment. Tenant refusals delay treatment and allow the infestation to increase in their units and in surrounding units. Keeping this metric low is important in the overall pest control treatment plan. This is the sixth quarter in a row in which this metric has been in the green category showing consistent cooperation from our tenants.</p>	Trend	▲
	Notes:	Currently sits at 0.2% which is on par with Q3 2025.

<b>Business Impact / Implications</b>	<p><u>Short-term Impact:</u> A high percentage of tenant refusals can undermine the effectiveness of pest control programs, leading to untreated units that can become sources of infestation for neighboring units.</p> <p><u>Long-term Impact:</u> Persistent refusals can lead to widespread pest issues throughout the property, making it more difficult and costly to manage pest control in the long run.</p>
<b>Management Actions</b>	<p>Management is addressing tenant refusal for pest treatment through early engagement, clear communication of expectations, and enhanced education on the importance of timely treatment to prevent the spread of infestations. Tenants are supported with preparation assistance where physical or acuity-related barriers exist, and flexible scheduling is used where possible to reduce access issues. Refusals are documented and managed through a structured escalation process in collaboration with tenant Services, reinforcing a building-wide IPM approach and shared responsibility for maintaining healthy living conditions.</p>
<b>Assumptions</b>	<p>It is assumed that tenants are fully aware of the importance of pest control treatments and the potential consequences of refusing them.</p> <p>The assumption is that communication between the property management and tenants regarding pest control procedures and the reason for treatments is clear and effective.</p>

% of Escalated Units	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Total Units	37	94	215	185	197
% of Escalated	2%	5%	12%	8%	10%

% of Units Not Prepped	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Total Units	76	12	6	7	9
% of Not Prepped	4%	1%	0.3%	0.29%	0.4%

% of Tenant Refusals	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Total Units	89	14	8	4	6
% of Tenant Refusals	4%	1%	0.4%	0.17%	0.2%

**Reimagine Southdale – Q4 2025 Report  
FAR-2026- 07**

**TO:** LMCH Finance, Audit and Risk Management Committee

**FROM:** John Krill, Director Asset Renewal

**SUBJECT:** Reimagine Southdale Phase 1 – Q4 2025 Report

**DATE:** February 5, 2026

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**PURPOSE:**

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

**RECOMMENDATION:**

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

**BACKGROUND:**

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

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

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

## Q4 PROJECT UPDATE:

### Phase 1 Updates:

Substantial completion of the phase 1 building was received July 11, 2025. This date also represents the start of the one-year warranty period. Jackman is working diligently with LMCH and through its subcontractors to correct any deficiencies identified in the building. There are 3 significant deficiencies, however, that warrant more attention, and these are outlined below.

#### 1) Heat Pumps

Each one of the 53 units in Phase 1 is heated in winter and cooled in the summer via a Unilux heat pump. These units operate individually as part of a wider system throughout the building as a high-efficiency, water-sourced system designed for high-rises, using a closed water loop to extract heat for warming or reject it for cooling. The units in Phase 1 feature an integrated Energy Recovery Ventilator (ERV) to improve air quality and efficiency. The units are connected to a building-wide water loop. During winter, they extract heat from this loop to warm the air. During summer, they move heat from the suite back into the water loop.

Issues with the heat pumps failing started in October 2025. Each unit was subsequently inspected and repaired and as of the writing of this report, we have not had any further issues. The issues ranged from missing panel screws and inadequate gaskets preventing proper pressure sealing to failed component parts. Appendix A outlines some of the issues encountered in specific units. To ensure tenant satisfaction going forward, LMCH requested and was granted a 5-year extended warranty on parts and labour.

#### 2) Make Up Airs

Make-up air units (MAU) function by drawing in 100% fresh, untreated outside air, filtering it, and conditioning (heating or cooling) it before introducing it into a building. In the case of Phase 1, the MUA units are meant to treat and replace air in common areas (corridors, meeting rooms, etc) throughout the building. When the heating season started, the MAU units failed sporadically. The failures were related to room sensors not operating properly or located incorrectly, and the Building Automation System (BAS) set points not electronically conversing properly with equipment sensors. It has taken most of the heating season to date to bring these issues to a satisfactory conclusion. However, because the entire MUA system has not yet gone through a complete heating season, LMCH has requested an extended warranty on all related equipment and is presently papering this extended warranty. With this measure in place, LMCH will be assured during the next heating season that all failure issues have been resolved.

### 3) Roof Leaks

Four roof leaks have been experienced on the 6<sup>th</sup> floor, 2 in tenant units and 2 in the corridor outside the tenant units. The roof leaks manifested themselves during a significant rainstorm in November 2025. The General Contractor completed remedial work on the roof seams and to date we have not registered any additional leaks.

### 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 \$27.3m, taking into account the number of credits expected to be received from various sources (e.g. returned civil security deposit, insurance claim). As a result, LMCH expects in the range of \$1.8m available for further regeneration (e.g. seed monies) following completion of Phase 1 Reimagine Southdale.

### Phase 1 Construction Budget Status:

	DESCRIPTION	PHASE 1 Budget	Phase 1 - Spent to date December 31, 2025	Phase 1 - Projections	Bud minus Spent	Bud minus Projection
1	Soft Cost - CGS - Prime Architect and sub consultants	\$ 1,117,000.38	\$ 1,129,667.85	\$ 1,150,000.00	-\$ 12,667.47	-\$ 32,999.62
2	Soft Cost - Consultants and LMCH Salary's	\$ 857,962.16	\$ 650,000.00	\$ 650,000.00	\$ 207,962.16	\$ 207,962.16
3	COL Planning and Permit Fees	\$ 1,268,441.42	\$ 18,730.04	\$ 18,730.04	\$ 1,249,711.38	\$ 1,249,711.38
4	Expenditures prior to March 2021 (Prior to SR Start Date at LMCH)	\$ 292,228.00	\$ 292,228.00	\$ 292,228.00	\$ -	\$ -
5	Construction Cost New Build	\$ 21,433,000.00	\$ 21,400,000.00	\$ 21,200,000.00	\$ 33,000.00	\$ 233,000.00
6	Construction Cost Existing Townhouse renovations	\$ 2,371,400.00	\$ 2,371,400.00	\$ 2,371,400.00	\$ -	\$ -
7	Contingency Construction (Change Orders)	\$ 1,190,220.00	\$ 1,871,239.61	\$ 1,600,000.00	-\$ 681,019.61	-\$ 409,780.00
8	Kalos engineering remediation		\$ 271,000.00	-\$ 271,000.00	-\$ 271,000.00	\$ 271,000.00
9	Effective HST - 1.7602%	\$ 419,005.05	\$ 419,005.05	\$ 419,005.05	\$ -	\$ -
10	LMCH - Inspection and Testing Allowance	\$ 100,000.00	\$ 45,161.03	\$ 45,161.03	\$ 54,838.97	\$ 54,838.97
11	FFE - Appliances	\$ 160,000.00	\$ 119,507.85	\$ 119,507.85	\$ 40,492.15	\$ 40,492.15
12	FFE - Furniture, desks, chairs, tables	\$ 40,000.00	\$ 69,524.33	\$ 75,000.00	-\$ 29,524.33	-\$ 35,000.00
13	Printing, presentation rendering, banners, animations	\$ 10,000.00	\$ 2,456.45	\$ 3,000.00	\$ 7,543.55	\$ 7,000.00
14	Debris Removal & General site work	\$ 10,000.00	\$ 18,869.02	\$ 18,869.02	-\$ 8,869.02	-\$ 8,869.02
15	Ross Towing	\$ 5,000.00	\$ 5,773.33	\$ 5,773.33	-\$ 773.33	-\$ 773.33
16	Ground Breaking Phase 1	\$ 7,000.00	\$ 5,773.33	\$ 6,500.00	\$ 1,226.67	\$ 500.00
17	Enbridge Savings by Design (Credit)	-\$ 50,000.00	-\$ 50,000.00	-\$ 50,000.00	\$ -	\$ -
18	CMHC - Seed Funding (Credit)	-\$ 103,000.00	-\$ 103,000.00	-\$ 103,000.00	\$ -	\$ -
19	COL Civil Security Deposit made	\$ 370,815.00	\$ 370,815.00	\$ -	\$ -	\$ 370,815.00
20	COL Civil Security Deposit returned	-\$ 370,815.00	\$ -	-\$ 278,111.25	-\$ 370,815.00	-\$ 92,703.75
	<b>Total</b>	<b>\$ 29,128,257.01</b>	<b>\$ 28,908,150.89</b>	<b>\$ 27,273,063.07</b>	<b>\$ 220,106.12</b>	<b>\$ 1,855,193.94</b>

Phase 1 Change Order Status to end of December 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
35	\$ 24,200.95
36	\$113,185.81
37	\$ 21,833.23
38	\$ 20,601.79
39	\$ 11,168.91
40	\$ 11,362.14
41	\$ 6,203.95



Change Order No.	Amount
42	\$ 21,702.18
**43	\$284,283.70 (Kalos)
44	\$ 83,234.24
45	\$ 51,565.84
46	\$ 53,490.21
47	\$ 6,848.20
48	\$320,030.95
49 – Car Accident-Temp Work	\$ 6,519.31
50	\$ 45,573.82
<b>Total Change Orders to end of December/ 2025</b>	<b>\$ 1,871,239.61</b>
<b>Total Construction Value (Jackman Construction)</b>	<b>\$23,804,400.00</b>
<b>GC Invoiced to Contract to end of December / 25</b>	<b>\$25,630,065.79</b>

\*\* The credit to be received, upon resolution of CO43 (Kalos Engineering) – will reduce the total change orders of \$1.87m shown in the table above to \$1.58m.

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

**Reimagine Southdale – Q4 2025 Report  
FAR-2026- 08**

**TO:** LMCH Finance, Audit and Risk Management Committee

**FROM:** John Krill, Director Asset Renewal

**SUBJECT:** Reimagine Southdale Phase 2 – Q4 2025 Report

**DATE:** February 5, 2026

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**PURPOSE:**

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

**RECOMMENDATION:**

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

**BACKGROUND:**

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

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

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

## Q4 PROJECT UPDATE:

### Phase 2 Pre-construction Progress:

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

The City of London's (COL) Site Plan Approval (SPA) documentation for Phase 2 issued to The City of London in Q4/24 has been approved. Demolition Permit application was submitted to The City of London in early Q2/25 and was approved. The 25 townhouse units slated for demolition were vacated, and tenants relocated as of January/25.

Phase 2 Building Permit documentation was submitted to the COL in Q4/25, and LMCH is awaiting approval. However, as of the writing of this report, LMCH has received Building Permit Shell (foundation, envelope, and roof) approval, allowing construction to commence after demolition. Also, as of the writing of this report, construction of the third floor is underway. There is no risk at the moment of the construction schedule overrun.

### Phase 2 Milestones Schedule:

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

## TENANT IMPACT:

Early on, LMCH recognized that consistent tenant communication and engagement are crucial throughout this regeneration project. To support this, LMCH created a communication strategy and plan to guide key messaging, engage with tenants, and gather feedback for the project. Important elements of the plan are grounded in the goals of the project. Key audiences have been identified, and community engagement to gather feedback is ongoing. Notices are issued regularly to tenant mailboxes to keep the information pipeline current.

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

To ensure all Southdale residents experience increased tenant satisfaction derived from new and better home surroundings – whether a tenant will reside in new buildings or remain in existing townhouses – the Reimagine Southdale project, Phase 1 and 2, includes exterior improvements across the entire development (with the exception of those townhouse blocks slated for demolition as part of Phase 3), such as new siding, renewed landscaping, and upgrades to hardscape areas. All of these exterior improvements were completed as part of Phase 1 construction.

## FINANCIAL IMPACT:

On March 1, 2024, the City of London approved the 2024 Budget Amendment #P-21, allocating \$32.5M to LMCH to start the LMCH Regeneration plan/process, of which Phase 2 of Reimagine Southdale is the next construction step. Total projected spend for Phase 2 construction is budgeted at just over \$29mil. Currently, the projected spend is expected to come in at \$25.9m in large part due to lower GC costs, soft costs, and development charges waived by the City of London. The result is that LMCH expects in the range of \$3m available for further regeneration (e.g., seed monies) following completion of Phase 2 Reimagine Southdale.

At the end of December 2025, total Phase 2 project spending is approximately 19% of the budget.

Phase 2 Construction Budget Status to end of December 2025:

	DESCRIPTION	PHASE 2 Budget	Phase 2 - Spent to Date December 31, 2025	Phase 2 - Projections	Bud minus Spent	Bud minus Projection
1	Soft Cost - CGS - Prime Architect and sub consultants	\$ 808,390.00	\$ 687,072.67	\$ 808,390.00	\$ 121,317.33	\$ -
2	Soft Cost - Consultants and LMCH Salary's	\$ 750,000.00	\$ 220,000.00	\$ 450,000.00	\$ 530,000.00	\$ 300,000.00
3	COL Planning and Permit Fees	\$ 1,369,916.73	\$ 67,505.07	\$ 75,000.00	\$ 1,302,411.66	\$ 1,294,916.73
4	Construction Cost New Build	\$ 23,499,585.00	\$ 3,776,366.58	\$ 22,437,785.00	\$ 19,723,218.42	\$ 1,061,800.00
5	Contingency Construction (Change Orders)	\$ 1,409,975.10	\$ -	\$ 1,000,000.00	\$ 1,409,975.10	\$ 409,975.10
6	Effective HST - 1.7602%	\$ 480,867.14	\$ 480,867.14	\$ 480,867.14	\$ -	\$ -
7	LMCH - Inspection and Testing Allowance	\$ 110,000.00	\$ -	\$ 60,000.00	\$ 110,000.00	\$ 50,000.00
8	FFE - Appliances	\$ 175,000.00	\$ -	\$ 175,000.00	\$ 175,000.00	\$ -
9	FFE - Furniture, desks, chairs, tables	\$ 100,000.00	\$ -	\$ 100,000.00	\$ 100,000.00	\$ -
10	Printing, presentation rendering, banners, animations	\$ 10,000.00	\$ -	\$ 2,000.00	\$ 10,000.00	\$ 8,000.00
11	Pre-construction Costs	\$ 298,352.25	\$ 298,352.25	\$ 298,352.25	\$ -	\$ -
	<b>Total</b>	<b>\$ 29,012,086.22</b>	<b>\$ 5,530,163.71</b>	<b>\$ 25,887,394.39</b>	<b>\$ 23,481,922.51</b>	<b>\$ 3,124,691.83</b>
<b>16</b>	<b>Pre-construction Costs - Phase 2</b>					
	Debris Removal	\$ 15,000.00				
	Tenant Moving Expenses	\$ 25,000.00				
	Reliance rental water heaters buyout	\$ 37,500.00				
	London Hydro electrical infrastructure relocation	\$ 157,645.00				
	Pinchin Environmental (Haz Material testing and Spec 25 demo units)	\$ 30,000.00				
	Pre-engineering locates and CAD drawing for London Hydro	\$ 17,000.00				
	1057 Rec Unit move to 1147	\$ 2,000.00				
	Contingency (5%)	\$ 14,207.25				
	<b>TOTAL</b>	<b>\$ 298,352.25</b>				

Phase 2 Change Orders Status to end of December 2025:

Change Order No.	Amount
CO-01	\$ 18,914.18
CO-02	\$ 49,257.64
CO-03	\$ 2,730.00
CO-04	\$ 50,125.06
CO-05	\$ 34,707.75
CO-06	\$ 13,072.50
CO-07	\$ 55,578.11
CO-08	\$ 69.69 (Credit)
CO-09	\$106,296.93
<b>Total Change Orders to end of December / 25</b>	<b>\$ 330,612.48</b>
<b>Total Construction Value (Norlon Builders)</b>	<b>\$22,437,785.00</b>
<b>GC Invoiced to Contract to end of September/ 25</b>	<b>\$ 3,776,366.58</b>

The value of expected change orders for the project does not represent a risk of exceeding the \$1.4mil in contingencies budgeted for Phase 2.

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

**Internal Transfer Policy  
STAFF REPORT 2026-08**

**TO:** LMCH Board of Directors  
**FROM:** Olesya Gryn, Senior Manager Tenant Experience  
**SUBJECT:** Internal Transfer Policy  
**DATE:** February 12, 2026

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**PURPOSE:**

To update the LMCH Board of Directors regarding the status of LMCH's new Internal Transfer Policy.

**RECOMMENDATION:**

That the LMCH Board of Directors Approve the following recommendations:

1. APPROVE the attached Internal Transfer Policy.
2. Authorize LMCH staff to take the necessary steps to give effect to the above recommendation.

**BACKGROUND:**

Under the previous Internal Transfer Policy, six priority categories were used to determine eligibility and order of internal transfers. While this structure was designed to accommodate a variety of transfer needs, it contributed to a lengthy internal transfer waitlist, increased tenant movement within the LMCH housing portfolio, and elevated operational costs related to frequent unit turnovers.

**REASONS FOR RECOMMENDATION:**

The revised Internal Transfer Policy streamlines the existing framework by reducing the number of priority categories, while ensuring continued compliance with the Housing Services Act, 2011 and service manager directives. The revised policy is recommended for the following reasons:

- Improved efficiency: by narrowing the number of priority categories, the policy simplifies administration and speeds up decision-making.

- Reduced internal waitlist and turnover: more targeted eligibility prevents unnecessary or non-urgent transfers, helping to reduce internal waitlist and the number of vacant units due to transfers. Under the revised policy, certain categories (such as Bachelor Upgrades and Non-Priority Requests) have been removed.
- Cost control: fewer unit turnovers mean lower costs associated with unit preparation, maintenance, and administrative processing.
- Legislative compliance: the policy reflects current requirements under the Housing Services Act, 2011, including special priority housing rules.
- Equity and transparency: the updated framework promotes fairness by applying consistent eligibility rules and prioritization standards across all transfer applications.

**TENANT IMPACT:**

The revised Internal Transfer Policy places a stronger emphasis on legislatively required priority transfers, ensuring that tenants with the most urgent and critical housing needs are appropriately prioritized. Tenants who fall within these designated priority categories will benefit from faster processing times and reduced competition, as the policy now limits eligibility to clearly defined and higher-need cases.

While the overall impact of the revised policy is positive, particularly for vulnerable households, it is important to acknowledge that some tenants may no longer be eligible for internal transfers based on non-priority requests. However, these limitations are necessary and justified as part of a shift toward a more equitable system that prioritizes those with the greatest need, while also ensuring that limited housing resources are managed more effectively across the portfolio.

**Attachments:**

**Appendix A: Internal Transfer Policy**

<b>PREPARED BY:</b>	<b>REVIEWED BY:</b>
Olesya Gryn Senior Manager Tenant Experience	Sara De Candido Chief Operating Officer

## RELATED DOCUMENTATION

Legislation	<ol style="list-style-type: none"> <li>1. Accessibility for Ontarians with Disabilities Act, 2005</li> <li>2. Housing Services Act, 2011</li> <li>3. Human Rights Code, RSO 1990</li> <li>4. Residential Tenancies Act, 2006</li> </ol>
Collective Agreement	
Forms	<ol style="list-style-type: none"> <li>1. Request for Internal Review Form</li> <li>2. Request for Transfer Form</li> <li>3. Unit Modification Form</li> </ol>
Policies	<ol style="list-style-type: none"> <li>1. Internal Review Process</li> <li>2. Tenant Relocation Policy</li> </ol>
Other Resources	<ol style="list-style-type: none"> <li>1. HDN# 2024-271 - Selection of RGI Households for Vacant Units</li> <li>2. HDN# 2024-269 - Arrears Policy regarding Eligibility for Rent-Geared-to-Income (RGI) Subsidy</li> <li>3. HDN# 2022-258 - Ceasing to Meet Occupancy Standards</li> <li>4. HDN# 2013-194 - Notices and Reviews of Decisions</li> <li>5. HDN# 2012-177 - Occupancy Standards</li> <li>6. HDN# 2005-87 - Local Rule for Internal Transfers</li> </ol>

### 1.0 POLICY STATEMENT

London & Middlesex Community Housing (LMCH) is committed to providing equitable housing opportunities and supporting tenants in maintaining stable and safe housing. Transfer requests will be considered based on the tenants' needs, eligibility, and available accommodations, while ensuring compliance with all relevant legislative frameworks, including the *Housing Services Act, 2011 (HSA)* and the *Residential Tenancies Act, 2006 (RTA)*.

### 2.0 DEFINITIONS

**Household:** an individual who lives alone or two or more individuals living together.

**Internal Transfer:** a transfer of a household from one rent-geared-to-income (RGI) unit to another RGI unit in the same or another housing project within LMCH's portfolio.

**Internal Transfer List:** the list that LMCH maintains for households that wish to move from one RGI unit to another within the LMCH's portfolio.

**Independent Living:** A person who can carry out the normal essential activities of day-to-day living, either on his or her own or with the aid of support services that the individual demonstrates will be provided when required (O. Reg. 367/11, s. 24 (2)).

**Medical Transfer:** A medical transfer is one in which a medical condition has been documented by a licensed healthcare professional which cannot be accommodated in the current unit and warrants a transfer.

**Overhoused:** A household living in a unit that has more bedrooms than required for the number of authorized household members as per occupancy standards. The HSA and the City of London require overhoused households move to the appropriate size of unit for the size of their household.

**Underhoused:** A household living in a unit that has fewer bedrooms than required for the number of authorized household members as per occupancy standards.

**Rent-Geared-to-Income (RGI):** A housing subsidy or benefit offered by the Ministry of Municipal Affairs and Housing, which is administered locally by the Service Manager for London-Middlesex, to make rent affordable for households. In most cases, the rent of a subsidized unit is set to be 30 percent of a household's total monthly income before taxes and adjustments.

### 3.0 PURPOSE

The purpose of this policy is to establish clear guidelines and procedures for tenants requesting a transfer within the LMCH housing portfolio, in compliance with legislative requirements as set out in *O. Reg. 367/11, s. 47*, and pursuant to *HDN# 2005-87 Local Rule for Internal Transfers*. The policy is designed to ensure a fair, transparent, and consistent process for tenant transfers based on eligibility, need, and available resources.

### 4.0 SCOPE

This policy applies to RGI tenant households wishing to move from one LMCH unit to another LMCH unit.

This policy does not apply to market rent tenants or those in affordable housing units.

### 5.0 POLICY DETAILS

#### 5.1 Eligibility

Tenants seeking a transfer must meet basic eligibility requirements established in the HSA and by LMCH. The following basic criteria *must be met* before an internal transfer can be considered. The household must:

- Continue to remain eligible for subsidized housing according to the HSA and LMCH policies.
- Continue to demonstrate the ability to live independently with or without support.
- Have no significant social issues or current legal applications in process.
- Have maintained a good rental payment history and have no current rental arrears.
- Have no outstanding maintenance or service charges.
- Agree to a unit inspection at the time of offer, and such inspection reveals no signs of willful damage, pest infestation, or neglect of the unit.

- The household must be in good standing and has lived in the current unit for a minimum of one year.

## 5.2 Priorities of Transfers

LMCH recognizes that some transfer requests require priority over others due to time sensitive circumstances. Recognizing this requirement, transfers will be administered in chronological order based on the date of when the fully completed application was received including all the supporting documents, and in order of priority status as outlined below.

The priority order is as follows:

1. Special Priority Policy (SPP)
2. Urgent Relocation
3. Accessibility/Accommodation
4. Overhoused
5. Underhoused

Tenants may seek assistance from a Community Relations Worker (CRW) or Housing Stability Case Coordinator (HSCC) in completing an Internal Transfer Request. CRW or HSCC will help the tenant understand the process and assist the tenant in documenting the request and gathering other documents in support of their request for an immediate transfer. Documents could include police reports, letters from a doctor, social worker, psychiatrist, and other forms/documents acceptable to LMCH.

### Special Priority

Special Priority Policy (SPP) household is defined in O. Reg. 367/11, S. 52 to S. 58. This priority transfer is designated for households with a member who has been a survivor of domestic abuse or human trafficking. Once approved, the transfer will proceed as soon as a suitable unit becomes available.

Tenants seeking a transfer under SPP will be referred to the Housing Access Center (HAC) for assessment. HAC conducts an assessment for SPP eligibility. A letter confirming or denying priority status is sent to the tenant. It is the tenant's responsibility to notify LMCH of the outcome of their priority status request.

Once the household's SPP status is verified with HAC, the household will be added to the internal transfer list with priority over all other households on the internal transfer list and will be ranked chronologically based on the date the status was assigned.

### Urgent Relocation

A household that experiences a serious occurrence, such as fire or severe damage or demolition, that prevents them from living in the unit, or renders the unit uninhabitable, may need to be urgently relocated. Such relocations would be accommodated through the internal transfer policy as a priority.

A household may be considered for urgent relocation on the basis that the current unit is causing or contributing to a direct, immediate, elevated and acute risk to an authorized household member's

safety or health that can only be alleviated by moving them to a different unit. A household may be considered for a transfer under this priority if they have been a victim of criminal activity in their home, and where, after all available mitigation strategies and resources have been exhausted, the physical and/or emotional effects of the incident are likely to continue due to the location of their home in the community.

All urgent relocation transfers must be initiated and approved by a manager, who has determined that such a transfer is essential and justified due to circumstances within their area of responsibility. Should a tenant who is eligible for urgent relocation transfer decline the housing offered to them, their transfer application will be closed. The tenant will not be able to apply for a transfer for the same reason again unless there has been a material change in circumstances.

If an approved Urgent Relocation transfer has not occurred within six (6) months of the transfer approval, the situation may be considered no longer active and the need for an urgent relocation transfer will be re-evaluated.

### **Accessibility/Accommodation**

A household may be considered for an accessibility/accommodation priority transfer on the basis of an Ontario Human Rights Code identified need where the authorized household member cannot reasonably be accommodated in the current unit and can be reasonably accommodated in another available LMCH unit.

Medical transfers will be considered for permanent conditions. All members of the household must transfer together to the new unit; additional or separate units will not be offered. Should a tenant decline the housing offered to them for a medical transfer for any reason or fail to respond to an offer within the prescribed period, their transfer application will be cancelled.

### **Overhoused**

A household living in a unit that has more bedrooms than required for its household members as per the occupancy standards is considered overhoused. The HSA requires overhoused households to move to the appropriate size of unit for the size of their household. This transfer is mandatory and is required to maintain eligibility for an RGI unit.

Overhoused tenants who have arrears at their current unit will remain eligible for an internal transfer within LMCH, provided eviction proceedings have not been initiated through the Landlord and Tenant Board, in accordance with HDN# 2024 - 269 Arrears Policy Regarding Eligibility for Rent-Geared-to-Income (RGI) Subsidy.

### **Underhoused**

A household living in an RGI unit that has fewer bedrooms than required for the number of authorized household members as per the occupancy standards is considered underhoused. Underhoused transfers are permitted but are not a mandatory legislative requirement under the HSA and are subject to operational requirements and limitations.

Underhoused transfer requests will be considered for:

- a. Households needing an additional bedroom(s), or
- b. Households for whom a condition of child/family reunification is dependent upon the household obtaining additional bedroom(s).

Underhoused transfer requests will not be considered for tenants who moved in underhoused, unless there has been a change in their household composition during the tenancy.

### **5.3 Application of Policy**

All requests for transfers that meet the basic criteria will be placed on LMHC's internal transfer list. All requests for Special Priority or Crisis Priority will be reviewed and approved by Tenant Success Manager, Complex Tenancy Manager, or Tenant Services Team Lead.

Transfer requests will only be considered for reasons outlined within the scope of this policy. Tenants seeking to move for reasons outside of these criteria must submit a new RGI application through the Housing Access Centre (HAC) and await an offer through the HAC waitlist process.

All internal transfer applications must be completed in full, including any required supporting documentation. Incomplete or partially completed applications will not be considered. Applications must clearly demonstrate the reason for the request and explain how a transfer would address the issue.

LMCH reserves the right to limit the number of transfers permitted per household.

Transfer requests will be considered only for moves from one unit to another. One household cannot request to be transferred into two units. Requests by existing tenants or household members to obtain a separate unit are not considered transfers and must follow the HAC waitlist process.

Tenants will be allowed one (1) offer for a transfer.

Following acceptance of a transfer offer, the lease must be signed within thirty (30) days, and the tenant must move within two (2) weeks of lease signing.

### **5.4 Approval Process**

All decisions regarding internal transfer requests will be communicated in writing within five (5) business days of the decision date.

While LMCH is committed to working closely with tenants to meet their needs, the community's needs, and the corporation's legislative obligations, there may be instances where a transfer request is denied or the number of transfers for a household is limited. In such cases, the tenant will receive a written notice of decision along with the reasons for the decision.

### **5.5 Refusal of Offer**

- a. Should a tenant refuse one (1) transfer offer for any reason or fail to respond to an offer within the prescribed period, their transfer application will be cancelled.

- b. The tenant will not be able to apply for an internal transfer for the same reason again unless there has been a material change in circumstances.

### 5.5 Review of Decisions

All decisions made regarding Internal Transfer requests are subject to an internal review with LMCH. Tenants have the right to request a review of any transfer denial and/or the priority assigned to their request.

Requests for review must be submitted in writing within ten (10) days of receiving the decision. Once a request is received, LMCH will assess the tenant’s individual circumstances and review any supporting documentation provided as part of the submission.

Tenants will be informed of the outcome of the review in writing within five (5) days of the review decision being made.

### 6.0 ACCOUNTABILITY

LMCH will monitor application of the policy in terms of volume and costs on an annual basis and reserves the right to limit the number of transfers.

### 7.0 DOCUMENT CONTROL

Date Drafted	October 14, 2025
Date Approved	
Date Revised	
To be reviewed	
Inquiries to Policy Owner	

## COO Report PSH- 2026-01

TO: LMCH People, Service, and Housing Committee

FROM: Sara De Candido, Chief Operating Officer

SUBJECT: COO Update

DATE: January 30, 2026

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### PURPOSE

To provide the People, Services, and Housing Committee with updates on key strategic initiatives and to seek direction on matters requiring Board/Committee consideration.

### RECOMMENDATION

That the COO Update Report be received for information.

### COO HIGHLIGHTS

- Delivering high-quality, inclusive housing (Reimagine Southdale)
- Strengthening partnerships with community service providers
- Supporting tenant stability (RentSmart Program)
- Improving service quality and accountability (IPM Program)
- Building organizational capacity (Organizational re-design milestone achieved)

### KEY ORGANIZATIONAL ACTIVITIES

#### Reimagine Southdale – Over 50% Occupied

LMCH continues efforts to achieve full occupancy by March 31, 2026. Of the 53 new units, 22 are Rent-Geared-to-Income (RGI) and 31 are affordable. All RGI units are fully leased, with approximately 20 three- and four-bedroom affordable units currently available. In December, the site Community Relations Worker hosted a tenant welcome and feedback session, which was very well received. Valuable experiential and building-related feedback was gathered and LMCH is actively implementing identified improvements.

#### AODA Accessibility – Policy Implementation

At the December Board meeting, the Board unanimously approved LMCH's Accessibility Policy. Focus has now shifted to implementation, including the establishment of a formal accommodation request process to operationalize the policy. A cross-functional AODA Committee has been established to oversee accommodation requests, ensure consistent application, and strengthen organization-wide accessibility.

*LMCH PSH Committee Meeting  
February 5, 2026*

awareness and compliance. In 2026, LMCH will engage tenants to understand past accommodation experiences and seek direct feedback on the policy. LMCH is also preparing its required accessibility audit submission to the Ministry by the end of January.

**Strengthening Partnerships with Community Service Providers**

In late 2025, LMCH undertook a focused “partnerships blitz,” meeting with key community service providers to better understand shared challenges and opportunities for stronger collaboration. Strategic relationships continue to be advanced with the London Police Service, EMS, CMHA, YOU, Ontario Health Teams, and local hospitals, with a focus on safety, tenant wellbeing, coordinated responses, and best practices.

**IPM Success**

Significant progress has been achieved in addressing what was previously an escalating challenge, with infestation rates reduced to 14%. While this represents a meaningful milestone, continued focus and investment in the IPM program are required to sustain results and mitigate the risk of regression, with management committed to maintaining—and exceeding—the 15% benchmark.

**Organizational Review and Custodian Program– Implementation Progress**

Implementation of LMCH’s organizational review remains on track. As of November, all Senior Manager positions have been filled, manager-level recruitment and assignments are complete, and all union reporting relationships have been finalized. This milestone positions the organization well as it prepares for the next phase of the review, planned for later in 2026.

The Custodian Program launched, and the initial training, onboarding and supply/equipment ordering are complete. Next steps are to do site audits, upskill cleaning staff, and develop performance indicators in Q1.

**LOOKING AHEAD**

- Launch of the LMCH Maintenance Request App
- Launch of the Tenant Advisory Table, with a focus on AODA policy feedback
- Advancement of the LMCH Parking Program across all sites
- Grand Opening of Wharncliffe LMCH Community Office

<b>PREPARED BY:</b>
Sara De Candido Chief Operating Officer

**Senior Manager of Property Services Update  
PSH- 2026-02**

**TO:** People, Services & Housing Committee

**FROM:** Christine Poirier, Senior Manager, Property Services

**SUBJECT:** Update from Senior Manager, Property Services

**DATE:** January 30, 2026

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**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.

**Highlights:**

- IPM Program Delivering Results
- CO Regulatory Compliance Achieved
- Custodian Program Successfully Transitioned In-house
- New Property Service Zones Launched

**Vacancy Update**

The vacancy rate increased in Q4 to 3.7% due to an influx of 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. Consequently, the average number of days to turn a unit increased in Q4 to 88 days from 82 days in Q3, and the average number of days units were sitting in active restoration at the end of Q4 was 105 days. The property services team is working on restructuring the team in the interim to process the increased volume in Q1 2026.

**Maintenance Request Update**

In Q4 2025, LMCH completed 97% of the emergent work orders, 97% of the urgent work orders, and 91% of the non-emergent work orders. These work orders percentages are inclusive of new work orders entered at the end of the quarter. With the improved service standard timeline, priority is given to emergencies and urgent work orders. 25% of the total number of work orders were from the after-hours call Centre.

**Service Standards**

LMCH continues to work on creating a corporate-wide service standard to include all aspects of administrative customer service delivery, along with improving the overall professional appearance and presentation. This will improve the ability to change our identity and provide a great first impression with our clientele. This newly proposed corporate service standard will be presented in a PSH report later this year.

**Integrated Pest Management Update**

What appeared to be a persistent and escalating issue is becoming a story of progress and resilience. By lowering the infestation rate to 14%, LMCH has shown that with the right balance of team collaboration, PCSP partnership, and tenant engagement and education, challenges can be transformed into lasting solutions. With the ongoing team and PCSP investment in our IPM program, the goal is to continue to maintain (and exceed) the 15% benchmark.

**Custodian Program**

In Q4 2025, LMCH successfully brought custodial services in-house. Through this process, the Property Services team has grown to include one Custodian Manager and thirteen custodians. The Custodial team will provide an improved functional service at the high-rise buildings. This service will include an increased standard of cleanliness within all common areas, provide an additional LMCH attendance at the sites, and work to reduce after-hours calls for cleaning tasks.

**Carbon Monoxide Regulatory/Code Requirement**

In Q4 of 2025, LMCH became aware of a revision to the Ontario Fire Code (OFC) O. Reg 87/25. This required the installation of ceiling-mounted CO detectors within all common corridors of all high-rise buildings (25m apart), as well as the installation of ceiling-mounted combination smoke/CO detectors within towns and semis on each floor. The purpose of these devices is to alert tenants and LMCH of the presence of carbon monoxide gas, which is colourless, odorless, and potentially lethal. Deadline was January 1, 2026, however the timeline for completion is December 1, 2025 - January 30, 2026. **LMCH is presently at 99% complete, with one site left to complete by the end of January.**

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

**Communications Update  
PSH-2026-03**

**TO:** LMCH People, Service, and Housing Committee

**FROM:** Matt Senechal, Communications Manager

**SUBJECT:** Communications Update

**DATE:** January 30, 2026

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**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 continues to strengthen communications with tenants, partners, and stakeholders through proactive media engagement, creative storytelling, and internal collaboration. The Communications team remains focused on transparency, accessibility, and strategic alignment with LMCH's mission to provide quality, affordable housing to our community's most vulnerable residents.

**Key Highlights**

- Strong earned media tied to Reimagine Southdale across local, regional, and industry outlets
- No negative media coverage recorded during the quarter
- Incident-related reporting remained factual and contained
- Continued visibility in citywide discussions on housing, affordability, and homelessness
- Media activity reflected both an increased public profile and steady issue management

## Q4 Review:

### Reimagine Southdale – Opening Events Summary

#### October–November 2025

Between October and November 2025, London & Middlesex Community Housing (LMCH) marked the opening of the new Reimagine Southdale building through a series of internal and public-facing events. These activities were designed to support staff awareness, formally recognize municipal leadership, engage the community, and reinforce LMCH’s role in delivering new community housing in London and Middlesex County.

#### Staff Town Hall and Building Tours – October 3, 2025

LMCH hosted a staff town hall followed by guided tours of the new building. The session provided staff with an overview of the building’s design, unit mix, accessibility features, and shared spaces, and offered an opportunity to connect the project to LMCH’s broader regeneration and service delivery goals.

This internal-facing event helped build the organization’s understanding of the project’s intent and outcomes and supported staff alignment with LMCH’s long-term approach to housing renewal.

#### Official Ribbon Cutting – November 7, 2025

An official ribbon-cutting ceremony was held with representatives from the **City of London**, including **Mayor Josh Morgan**, City Councillors, LMCH leadership and Board of Directors, and project partners.

The event generated strong local media interest and positioned Reimagine Southdale as a significant milestone for community housing in London and Middlesex. Media coverage highlighted the project as the city’s first new public housing development in more than 50 years, with a focus on dignity, safety, and long-term community impact. Several stories underscored the importance of stable housing in addressing homelessness and housing insecurity.

#### Community Open House – November 8, 2025

A public open house was held to give community members the opportunity to tour the building and learn more about the project. While attendance was modest, the open house supported transparency and direct engagement with the public, and reinforced LMCH’s commitment to openness throughout the redevelopment process.

#### Media Coverage and Public Perception

Reimagine Southdale received positive coverage across television, radio, and print media. Reporting consistently framed the project as a transformative investment in community housing, emphasizing tenant experience, architectural quality, and the broader social benefits of new, purpose-built affordable housing. Board Member

Kathleen Savoy’s speech helped contextualize the project’s impact and aligned with LMCH’s strategic focus on supporting tenant stability and well-being.

**Overall Outcomes**

- Demonstrated LMCH’s leadership in delivering new community housing
- Strengthened relationships with municipal leadership
- Increased public awareness of LMCH’s role and mandate
- Built internal understanding and engagement among staff
- Established Reimagine Southdale as a visible example of LMCH’s renewal efforts

**Media Relations**

Media coverage in Q4 2025 was largely driven by Reimagine Southdale, alongside a smaller number of stories about serious incidents and broader City of London housing and budget discussions. Overall sentiment remained **neutral to positive**, with no sustained negative coverage.

Earned media connected to Reimagine Southdale reinforced LMCH’s public profile and positioned the organization as a key contributor to addressing housing needs in London and Middlesex County. This coverage complemented the opening activities and extended public awareness beyond those events.

Neutral coverage during the quarter primarily reflected factual reporting on incidents, operational matters, or municipal issues where LMCH was referenced as part of the broader housing system. These stories did not result in reputational escalation or prolonged media scrutiny.

**Media Metrics (Q4 2025)**

- **Total Mentions:** 11
- **Positive:** 4 (36%)
- **Neutral:** 7 (64%)
- **Negative:** 0 (0%)

While neutral coverage of incidents and municipal issues continued, Q4 saw **no negative media sentiment**. Earned media and proactive storytelling supported LMCH’s reputation for transparency, accountability, and leadership in community housing. *(See attached Q4 Media Coverage Summary for detailed breakdown.)*

<b>PREPARED and SUBMITTED BY:</b>
<b>Matt Senechal, Communications Manager</b>

Quarter	Month	Date	Outlet	Type	LMCH Initiative	Title	Reporter	Sentiment	Link	Property	Notes
Q4	October	October 19, 2025	CTV London	Serious Occurrence Coverage	Reimagine Southdale	Vehicle crashes into new apartment building on Southdale Road in London, Ont.	Brent Lale	Neutral	<a href="https://www.ctvnews.ca/london/article/vehicle-crashes-into-new-apartment-building-on-southdale-road-in-london-ont/">https://www.ctvnews.ca/london/article/vehicle-crashes-into-new-apartment-building-on-southdale-road-in-london-ont/</a>	Southdale	Coverage of an accident, where a car struck the new Southdale building.
Q4	October	October 20, 2025	London Free Press	Serious Occurrence Coverage	Reimagine Southdale	Vehicle slams into public-housing building, causes \$150K damage: Police	Free Press Staff	Neutral	<a href="https://lpress.com/news/local-news/vehicle-hits-london-public-housing-building">https://lpress.com/news/local-news/vehicle-hits-london-public-housing-building</a>	Southdale	Coverage of an accident, where a car struck the new Southdale building.
Q4	October	October 28, 2025	Daily Commercial News	Earned Media	Reimagine Southdale	Architectural firm creating 'dignified' affordable housing in London, Ont.	Dena Fehir	Positive	<a href="https://canada.constructconnect.com/dcn/news/projects/2025/10/architectural-firm-creating-dignified-affordable-housing-in-london-ont">https://canada.constructconnect.com/dcn/news/projects/2025/10/architectural-firm-creating-dignified-affordable-housing-in-london-ont</a>	Southdale	Coverage of the opening of Reimagine Southdale with focus on the architect.
Q4	November	November 7, 2025	CTV London	Earned Media	Reimagine Southdale	London woman recounts her brush with homelessness at the opening of a new community housing project	Gerry Dewan	Positive	<a href="https://www.ctvnews.ca/london/article/london-woman-recounts-her-brush-with-homelessness-at-the-opening-of-a-new-community-housing-project/">https://www.ctvnews.ca/london/article/london-woman-recounts-her-brush-with-homelessness-at-the-opening-of-a-new-community-housing-project/</a>	Southdale	Coverage of the opening of Reimagine Southdale.
Q4	November	November 9, 2025	London Free Press	Earned Media	Reimagine Southdale	Inside London's first new public housing project in 50 years	Jack Moulton	Positive	<a href="https://lpress.com/news/local-news/inside-londons-first-new-public-housing-project-in-50-years">https://lpress.com/news/local-news/inside-londons-first-new-public-housing-project-in-50-years</a>	Southdale	Coverage of the opening of Reimagine Southdale.
Q4	November	November 8, 2025	106.9 The X (Fanshawe College)	Earned Media	Reimagine Southdale	LMCH and City of London celebrate grand opening of Reimagine Southdale	Daniel Monroy Torres	Positive	<a href="https://www.1069thex.com/2025/11/08/141885/">https://www.1069thex.com/2025/11/08/141885/</a>	Southdale	Coverage of the opening of Reimagine Southdale.
Q4	November	November 19, 2025	CTV London	Related to City of London	Organization	Homelessness and affordability dominate public input ahead of London's 2026 Budget deliberations	N/A	Neutral	<a href="https://www.ctvnews.ca/london/article/homelessness-and-affordability-dominate-public-input-ahead-of-londons-2026-budget-deliberations/">https://www.ctvnews.ca/london/article/homelessness-and-affordability-dominate-public-input-ahead-of-londons-2026-budget-deliberations/</a>	LMCH Organization	Mentioned as part of coverage of budget discussions.
Q4	November	November 19, 2025	London Free Press	Serious Occurrence Coverage	Community Safety	Man accused of firing rifle at London public housing unit	Dale Carruthers	Neutral	<a href="https://lpress.com/news/local-news/man-accused-of-firing-rifle-at-london-public-housing-unit">https://lpress.com/news/local-news/man-accused-of-firing-rifle-at-london-public-housing-unit</a>	Boutlee	Update coverage of charges laid from an incident in August that was not previously covered by media.
Q4	November	November 25, 2025	CBC London	Related to City of London	Organization	After costs for never-used software grew to \$1.3M, city vows to improve oversight	Andrew Lupton	Neutral	<a href="https://www.cbc.ca/news/canada/london/hci-contract-9.6991895">https://www.cbc.ca/news/canada/london/hci-contract-9.6991895</a>	LMCH Organization	Coverage of the software that was never used. Article mentions improving oversight.
Q4	November	November 26, 2025	London Free Press	Related to City of London	Organization	City council finalizes 3.4% tax hike, adds one-time rental relief	Jack Moulton	Neutral	<a href="https://lpress.com/news/local-news/city-council-finalizes-3-4-tax-hike-adds-one-time-rental-relief">https://lpress.com/news/local-news/city-council-finalizes-3-4-tax-hike-adds-one-time-rental-relief</a>	LMCH Organization	Mentioned as part of coverage of budget discussions.
Q4	November	November 28, 2025	CBC London	Earned Media	Operations	Families at new troubled public housing building on Baseline Road applaud proposed changes	Andrew Lupton	Neutral	<a href="https://www.cbc.ca/news/canada/london/122-base-line-9.6994880">https://www.cbc.ca/news/canada/london/122-base-line-9.6994880</a>	122 Base Line	Coverage of 122 Base Line Staff Report for building improvements.

## Tenant Services Update PSH REPORT 2026-04

TO: LMCH People, Services, and Housing Committee

FROM: Olesya Gryn, Senior Manager Tenant Experience

SUBJECT: Tenant Services Update

DATE: January 30, 2026

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### 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:

#### New Tenant Support Program

LMCH launched the New Tenant Support Program in September 2025, with the first cohort of 50 new tenant households entering the program between September and October.

Of these 50 households, 14 initially fell into rental arrears. The assigned Community Relations Worker was able to successfully support resolution in these cases through tenant education, connections to income support programs, and the establishment of repayment agreements. In addition, two households received voidable eviction notices related to social or behavioural concerns; in both cases, the issues were addressed and corrective action was taken.

Early program trends indicate that new tenants tend to fall into one of two groups: those who arrive well prepared and require minimal support, and those who enter with significant support needs. Feedback from tenants has been consistently positive, particularly regarding the role and support provided by Tenant Placement Coordinators.

Since the program's launch, 36 households have been discharged from the program. Of these, 31 households were discharged successfully, while five discharges were deemed unsuccessful due to lack of engagement.

## 2025-2026 RGI Annual Review Compliance

In 2025, Tenant Administration focused on monitoring compliance with RGI Annual Reviews (AR) and gathering related data. On average, LMCH processed 246 annual reviews per month. Of these, approximately 20% of households missed the annual review deadline (including partial non-compliance) and were subsequently issued notices of increase to market rent.

Through extensive engagement and support from LMCH staff:

- 13% of households resolved their AR non-compliance before the rent increase took effect, avoiding market-level rent.
- 7% had their rent increased to the market rate.
- Of these, 3.5% successfully resolved non-compliance within the first four months after the rent increase and became eligible for rent adjustments.
- The remaining 3.5% continue to remain at market rent.

The reduction from 20% non-compliance to 3.5% demonstrates a significant effort and resource investment by LMCH during this critical period, reflecting the effectiveness of tenant engagement and support strategies.

## Reimagine Phase 1 – Tenant Placement

The Tenant Placement team continues to actively process applications, screen applicants, coordinate unit viewings at the new Reimagine Phase 1 building, and complete lease signings with successful applicants.

In December, a Facebook advertisement was posted to support the rent-up at Southdale, with the goal of generating additional interest and increasing application volume. The ad reached approximately 25,000 people and generated strong engagement, including over 2,400 link clicks and 80 shares.

Since the ad was posted on December 17<sup>th</sup>, we have received 145 inquiries. Following ongoing communication and information sharing about the project, over 20 applicants expressed interest and were provided with applications. From this group, five full applications have been received, and unit showings have been scheduled.

Of the remaining 21 available units, 14 units are tentatively allocated pending completion of applications. The majority of the remaining available units are accessible.

<b>PREPARED BY:</b>	<b>REVIEWED BY:</b>
<b>Olesya Gryn</b> Senior Manager Tenant Experience	<b>Sara De Candido</b> Chief Operating Officer

## Q4 Human Resources Update PSH-2026-06

**TO:** People Services and Housing Committee (PSH)

**FROM:** Dirk Volschenk, Manager of Human Resources

**SUBJECT:** Human Resources Manager Update – Q4 2025

**DATE:** January 30, 2026

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### **PURPOSE:**

To provide the People, Service, and Housing Committee with an overview of the key activities in Human Resources for Q4 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 helping individual staff reach their full potential at LMCH.

### **Staffing Complement**

As per the KPI Quarterly Report provided, LMCH had a strong quarter of staffing growth with the completion of the Custodian Onboarding process, and more information pertaining to that process below.

LMCH staffing complement grew to 122 FTE's, which will be our predicted staffing complement by the end of 2027. Overall, in terms of staffing turnover, LMCH maintained a consistently low amount of turnover, 6, over the three months and was able to recruit effectively to maintain within our targeted range of staffing levels.

### **Custodian Insourcing**

LMCH completed the onboarding of the Custodian group successfully in Q4 of 2025. During this process, HR supported the onboarding of a new bargaining unit, LIUNA, and

successfully on-boarded the new employees, benefits plan administration, and we are working through administering the new Collective Agreement.

We consider the process being successful with LMCH successfully bringing a full complement of 13 FTE positions onboard, with only one employee declining full-time employment with LMCH. This allowed for an increase in operating hours and implementation of higher cleaning standards, with a full staffing complement.

### **Recruitment**

As per the KPI Quarterly Report provided, LMCH has been able to maintain effective staffing levels through efficient recruitment strategies, maintaining recruitment turnaround times under its targeted range.

### **Employee Attendance and Absences**

Employee Attendance continues trending downwards. This is driven partly by longer-term absences, which increase the overall number of days and average per employee, but also, we have seen an increase in incidental cases of absences, both paid and unpaid.

Workplace and personal Stress, along with occupational exposure is leading to employees requiring a greater amount of time away from work. We have promoted our current offerings to employees during this quarter, such as reminders and initiatives promoting the use of our EAP and reminding employees of our Health and Safety Reporting to allow LMCH to understand the pressures experienced by Employees. LMCH will have to adopt individualized attendance discussions during Q1 of 2026 to identify the reasons behind higher non-attendance levels and continue to invest and focus on employee welfare and wellness to ensure people remain engaged and healthy to work.

### **Staff Recognition**

LMCH is hosting its annual years of service event in Q1 of 2026, and HR has been tasked with scheduling and communicating the event. We are proud to be able to celebrate multiple employees with decades of service, along with a 25-year service employee.

<b>PREPARED and RECOMMENDED BY:</b>
<b>Dirk Volschenk, MANAGER OF HUMAN RESOURCES</b>

## Q4 Community Safety and Wellbeing Report PSH-2026-07

**TO:** LMCH People Services and Housing Committee

**FROM:** Margaret Forbes, Senior Manager of Community Safety and Wellbeing

**SUBJECT:** Q4 Community Safety and Wellbeing Report

**DATE:** January 30, 2026

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### **PURPOSE:**

The purpose of this report is to provide an update to the People Services and Housing Committee on key Community Safety and Wellbeing initiatives and activities 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.

### **BACKGROUND:**

#### **Community Engagement and Development**

LMCH has partnered with the City of London to apply for grant funding through the Community Foundation of London, this funding if acquired would provide 3 years of staff training and tenant engagement activities focussed on eviction prevention, two LMCH wide tenant surveys and enhanced tenant engagement technology tools to better serve tenants and to provide evidence based tenant education specific to roles and responsibilities of tenants and landlords.

As we shift to outcomes-based measures, we are leveraging community and internal data to guide engagement initiatives, aiming to reduce unwanted activity, strengthen tenancies, and connect the most vulnerable residents—starting with seniors—to targeted community supports.

#### **Community Safety Unit**

Community Safety and Wellbeing, in partnership with Tenant Experience, has begun implementing LMCH's Parking Program, starting at the Southdale site. HONK Parking was selected as the most cost-effective and efficient solution. Parking revenue collection will commence in February 2026 at Southdale, with a phased rollout to additional sites.

The Community Safety Unit continues to standardize processes related to police requests, unit access, and the collection and use of CCTV footage. This work is informed by best-practice reviews across the sector, legislative and privacy requirements, and cross-functional collaboration, ensuring alignment with legal and privacy obligations.

A review of CSU data reporting is nearing completion. Reporting is being realigned in Q4 to better assess outcomes and the impact of safety initiatives, including CPTED investments at higher-activity sites. Early analysis indicates that trespassing, guest management, and access control represent most activity, particularly during winter months. Seven properties account for approximately 72% of CSU activity, informing a targeted, site-specific approach. (see Appendix)

To support risk reduction, CSU undertakes proactive patrols, access control monitoring, damage and safety reporting, and staff safety support, with a focus on protecting tenants, staff, and assets. In addition, LMCH has established monthly meetings with London Police Service to support information sharing, align practices, and develop targeted strategies for high-activity locations.

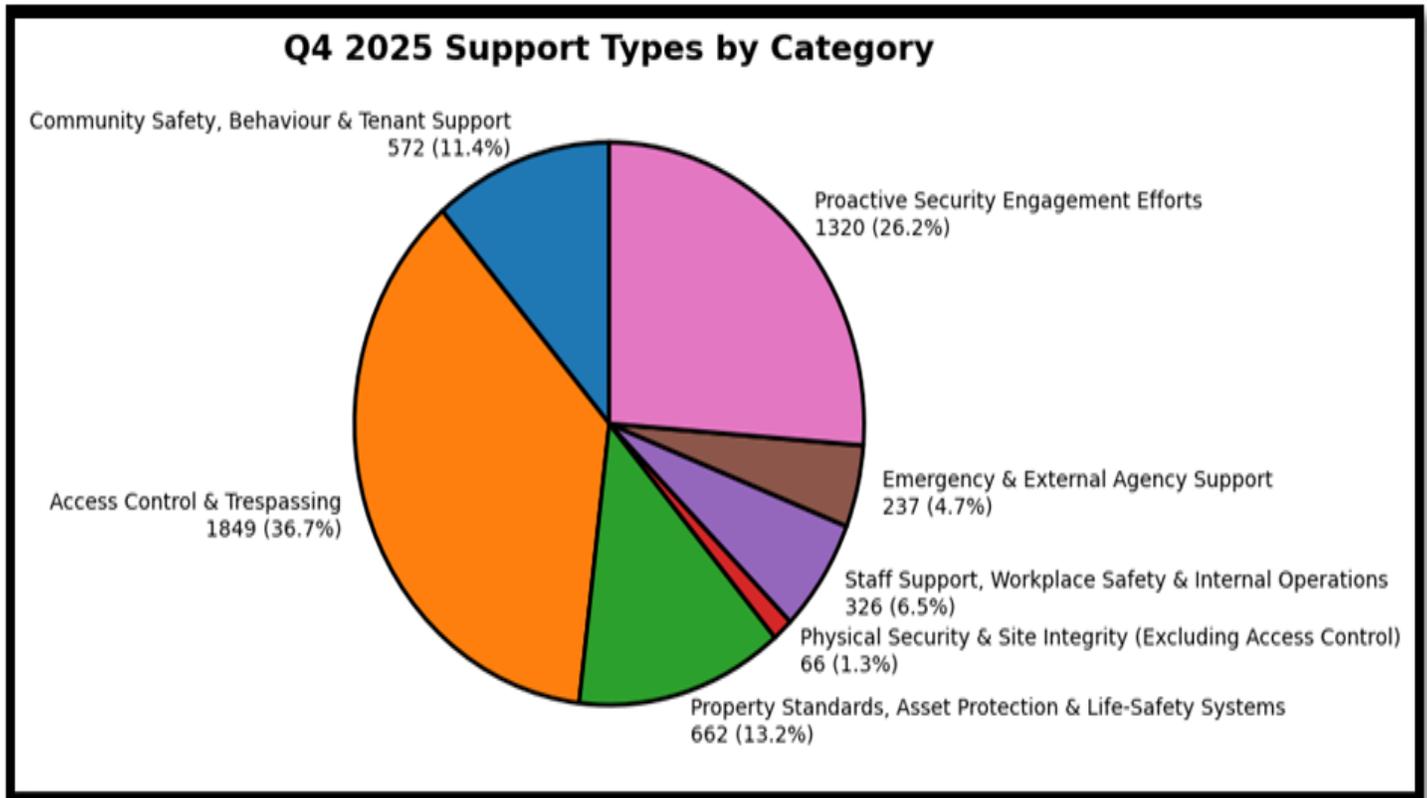
**Complex Tenancies**

**Housing Stability Case Coordination (HSCC)** program is a core component of LMCH’s eviction prevention strategy and is now fully staffed with a complete complement of registered social workers. Performance will be measured through tenant stability and effective referrals to external supports. Current practices and data collection methods are being reviewed to ensure alignment with these key performance indicators and strengthen reporting and accountability.

**Legal** remained highly active this quarter, supporting ongoing Landlord and Tenant Board matters. Performance will be measured through arrears recovery and successful outcomes at hearings and mediation. Next quarter, the focus is on strengthening outcomes through clearer resources and standardized processes. This includes implementing a formal accessibility accommodation request process to operationalize the Accessibility Policy approved by the Board. A cross-functional AODA Committee has been established to manage accommodation requests and to drive consistent, organization-wide compliance and accessibility awareness.

<b>PREPARED and SUBMITTED BY:</b>	<b>Reviewed by:</b>
Margaret Forbes, Senior Manager Community Safety and Wellbeing	Sara De Candido, COO

## Appendix A– Q4 2025 Support Types



## 2026 People, Service, Housing Work Plan

All PSH Committee Meetings will be held VIA TEAMS with a start time of 5:30pm.

Committee Meeting Date	Board Meeting Date	Anticipated Agenda Items TO BE REVIEWED
February 5th, 2026	February 19 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Workplan Discussion - review strategic priority areas and regular work plan items to confirm workplan, priorities, and timing (30+ minutes)</li> <li>• Policies requiring Approval</li> <li>• Q4 KPI Score Card</li> <li>• Q4 COO Update</li> <li>• Q4 2025 Tenant Success Update</li> <li>• Q4 2025 Property Services Update</li> <li>• Q4 2025 Community Safety and Wellbeing Update</li> <li>• Q4 2025 HR Update</li> <li>• Q4 Communications Update</li> <li>• PI/II - Reimagine Southdale Update</li> </ul>
April 2, 2026	April 16, 2026	<ul style="list-style-type: none"> <li>• Policies requiring Approval</li> <li>• Q1 2026 KPI Score Card</li> <li>• Q1 2026 COO Update</li> <li>• Q1 2026 Tenant Success Update</li> <li>• Q1 2026 Property Services Update</li> <li>• Q1 2026 Community Safety and Wellbeing Update</li> <li>• Q1 2026 HR Update</li> <li>• Q1 2026 Communications Update</li> <li>• Rent Forgiveness Update</li> <li>• Q1 2026 AODA Progress/Implementation Update</li> <li>• 2025 Annual Inspection Report and Review</li> <li>• 2025 Community Safety Report</li> <li>• 2026 IPM mid-year Report</li> <li>• Custodian Program Report and Review</li> </ul>
August 6th	Aug 20, 2026	<ul style="list-style-type: none"> <li>• Policies requiring Approval</li> <li>• Q2 2026 COO Update</li> <li>• Q2 2026 Tenant Success Update</li> <li>• Q2 2026 Property Services Update</li> <li>• Q2 2026 Community Safety and Wellbeing Update</li> <li>• Q2 2026 HR Update</li> <li>• Q2 KPI Score Card</li> </ul>

		<ul style="list-style-type: none"> <li>• Q2 2026 Community Safety Update</li> <li>• Q2 2026 Community Development Update</li> <li>• Q2 Communications Update</li> <li>• Asset Management Plan Update</li> <li>• CT Program Report</li> <li>• Service Standards Roll-out Update</li> </ul>
October 27, 2026	November 19, 2026	<ul style="list-style-type: none"> <li>• Policies requiring Approval</li> <li>• Q3 2026 COO Update</li> <li>• Q3 26 Tenant Success Update</li> <li>• Q3 2026 Property Services Update</li> <li>• Q3 2026 Community Safety and Wellbeing Update</li> <li>• Q3 2026 HR Update</li> <li>• Q3 KPI Score Card</li> <li>• Q3 Communications Update</li> <li>• PII - Reimagine Southdale Q1 2026 Update</li> <li>• 2026 Rent Forgiveness Update</li> <li>• 2026 Salary report</li> <li>• 2026 Community Development Report</li> <li>• 2026 IPM Report</li> </ul>