



LONDON &  
MIDDLESEX  
COMMUNITY HOUSING

# Toward a *Shared Vision.*

LMCH STRATEGIC PLAN 2024-2027

## Land Acknowledgement

We acknowledge that we are gathered today on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron.

We acknowledge all the treaties that are specific to this area: the Two Row Wampum Belt Treaty of the Haudenosaunee Confederacy/Silver Covenant Chain; the Beaver Hunting Grounds of the Haudenosaunee NANFAN Treaty of 1701; the McKee Treaty of 1790, the London Township Treaty of 1796, the Huron Tract Treaty of 1827, with the Anishinaabeg, and the Dish with One Spoon Covenant Wampum of the Anishnaabek and Haudenosaunee.

This land continues to be home to diverse Indigenous people (First Nations, Métis and Inuit) whom we recognize as contemporary stewards of the land and vital contributors to society. We hold all that is in the natural world in our highest esteem and give honour to the wonderment of all things within Creation. We bring our minds together as one to share good words, thoughts, feelings and sincerely send them out to each other and to all parts of creation. We are grateful for the natural gifts in our world, and we encourage everyone to be faithful to the natural laws of Creation.

The three Indigenous Nations that are neighbours to London are the Chippewas of the Thames First Nation; Oneida Nation of the Thames; and the Munsee-Delaware Nation who all continue to live as sovereign Nations with individual and unique languages, cultures and customs.

This Land Acknowledgement is a first step towards reconciliation. Awareness means nothing without action. It is important that everyone takes the necessary steps towards decolonizing practices. We encourage everyone to be informed about the traditional lands, Treaties, history, and cultures of the Indigenous people local to their region.

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## Message from LMCH

**London & Middlesex Community Housing is steadfast in our vision to build inclusive communities where safe, affordable, and accessible housing is the foundation for positive change.**

Our new 2024-2027 Strategic Plan, *Towards a Shared Vision*, the roadmap that will help us make this vision a reality. Carefully crafted with valuable input from our tenants, staff, board of directors, and community partners. It sets the framework for us to work together and drive positive change and elevate the overall housing experience for our tenants.

Our journey over the next five years is focused on five strategic priorities, beginning with the **tenant experience**. We believe every tenant deserves a home that is comfortable, safe, and supported. To achieve this, we are developing an **enhanced service model** to improve how we deliver services and communicate with our tenants. By actively involving tenants in decision-making processes, we ensure that their voices shape the services and initiatives we provide.

LMCH faces challenges of maintaining aging assets with an average age of 50 years. Through ongoing **investing in our communities**, LMCH will create vibrant and thriving neighbourhoods that will contribute to tenants' quality of life and foster thriving communities.

We recognize the importance of sustainability and renewable practices in preserving our planet for future generations, and we are determined to play our part in creating a greener future. With a **focus on the environment** and investing in sustainability projects, we reduce our environmental impact, promote energy efficiency, and create healthier living environments for our tenants and our whole community.

People are our greatest strength, and we must support them by fostering a **healthy organization**. This means building a positive and inclusive work culture that values the well-being and professional growth of our staff members. By creating an environment that nurtures talent and supports personal development, we empower our team to deliver exceptional service and make a meaningful difference in tenants' lives.

As we continue to recover from the pandemic, we do so with an eye to our ever-changing environment and the needs of our tenants. We must remain nimble and responsive while continuing to make smart, strategic decisions to drive us into the future.

We are excited about the possibilities that lie ahead and are deeply grateful for the continued trust and support of our stakeholders. Let us embark on this journey together as we shape a brighter future for all.

**Paul Chisholm**  
CEO

**Phil Squire**  
Chair, Board of Directors

## Developing Our Strategic Plan

***LMCH's 2024-2027 Strategic Plan was developed collaboratively by incorporating valuable input from diverse stakeholders.*** Guided by a robust engagement strategy throughout 2022-2023, more than 300 tenants actively participated in town hall sessions, sharing ideas, concerns, and insights into community goals and challenges. The engagement of LMCH staff and the board of directors was also instrumental, contributing their expertise and perspectives in shaping the plan. Workshops, meetings, and brainstorming sessions identified key priorities and the overall vision of the organization. Community partners, including local organizations and agencies, supported the plan's development, providing crucial feedback to align goals and leverage resources effectively.

We want to thank everyone for their engagement, involvement, transparency, and support in this process. This plan reflects the collective wisdom and aspirations of the community and our stakeholders and together we will create thriving, sustainable communities for all. **Thank you.**







# Our mission is at the heart of everything we do.

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## MISSION

To provide clean, safe, and well-maintained homes, to meet the needs of the people we serve in our communities.



## VISION

To build inclusive communities where safe, affordable, and accessible housing is the foundation for positive change.



## VALUES

To Collaborate  
To be Accountable  
To be Responsive  
To promote Equity

## Community Environmental Context

### Economic Conditions

Increasing global inflation and rising interest rates have driven up the cost of living across Canada. Families across London-Middlesex are struggling to afford basic necessities like housing, food and other essentials. Economic conditions have impacted LMCH as well. Supply chain challenges and increased costs of labour and materials have contributed to delays in key projects. These economic conditions are placing tremendous pressure on the LMCH operating and capital budgets.

### Government Policies

Federal, Provincial and Municipal programs and policies directly influence community housing and the communities we serve. Decisions on the design of income support programs, investment in community agencies and housing investment will impact the access to and affordability of housing. Investment in housing development will shape future communities. We must recognize and act on the need for more housing. While progress is being made, it takes time for these programs and policies to have an impact.

### Climate Change

Ontario, along with the rest of the world, is grappling with climate change. More frequent extreme weather such as floods and heat events threaten community housing. With a majority of our assets more than 50 years, they were built for during a different time with different needs. To prepare for the future, we must build new homes to a higher standard and identify options to improve how our current buildings can withstand these weather changes.



## Food Security & Access

Food insecurity has been an issue in communities across Ontario. Access to affordable, nutritious food is crucial for the well-being of our communities. Efforts such as community gardens or food bank programs can be significant, but they require sustained support.

## Housing Conditions & Availability

London is one of the fastest growing cities in Canada and the impact is placing a squeeze on the availability of affordable housing. In the past six years, rents have doubled, pushing tenants out of affordable housing options and into overflowing shelters or onto the street. Housing wait times have grown, and even tenants who may have been able to move on from community housing once their situation stabilized, can no longer afford to do so as the leap is simply too costly.

## Health & Homelessness

Since the pandemic, the number of homeless individuals in London has doubled. Thriving communities need access to support systems; this is particularly true for tenants living in community housing. With upwards of 2,000 people living on the streets, the community needs increased supportive housing options, and community housing providers need more access to funding to help individuals successfully manage the transition from homelessness to home. When access to these supports is lacking, the entire housing community is often impacted.



## Our Strategic Priorities





## Our Strategic Priorities

To drive our vision and enable positive and sustainable change, London & Middlesex Community Housing has identified the following strategic priorities. Anchored in our values, they will ensure we maintain our unwavering focus on enhancing the housing experience for all our tenants.



### Improving the Tenant Experience

Demonstrate that it is a priority to ensure that residents feel comfortable, safe, and supported in their homes.



### Developing an Enhanced Service Model

Ensure services meet the needs of our tenants while actively involving tenants in decision-making processes.



### Investing in our Communities

Create vibrant and thriving neighbourhoods by investing in our buildings, beautifying our grounds, and redeveloping our communities.



### Focusing on Environment and Governance

Deepen our commitment to a sustainable future by reducing environmental impact and promoting sustainable options while strengthening risk management practices and vendor oversight.



**Foster a Healthy Organization** Build a positive and inclusive work culture, ensuring the well-being and professional growth of staff members.





## 01 — First Strategic Priority

# *Improve* Tenant Experience

As a landlord, our core commitment is maintaining clean, safe, and well-maintained buildings, continuously elevating service standards, and fostering a safe and thriving community.

## Overview of Objectives

LMCH is committed to ensuring clean and well-maintained buildings. **Our goal is to go beyond mere words and demonstrate our commitment through tangible actions that promote a sense of security.** We continuously work to build trust with our tenants, addressing their concerns and actively involving them in safety initiatives. Together, we can create an environment where tenants feel safe, protected, and secure in their homes.

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## Strategic Objectives

1.1 Clean and Well-Maintained Buildings

1.2 Improve Community Safety

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## Action Plan

- Create an integrated pest management program to address ongoing pest concerns.
- Implement a new cleaning program that will enhance livability.
- Ensure that the tenant voice is heard by optimizing channels and improving our standards for work orders.
- Collaborate with tenants, employees, and city resources to develop comprehensive safety initiatives. Leverage open conversations and partner with local authorities to create a safer living environment for our tenants.
- Create a Community Safety Plan to help keep our communities safe.



## 02 — Second Strategic Priority

# *Develop an Enhanced Service Model*

At LMCH, the tenant experience is at the core of everything we do, valuing feedback, fostering collaboration, and empowering decision-making. Together, we can build a stronger community, prioritizing open communication and inclusive partnerships.



## Overview of Objectives

**Through open communication channels and collaborative initiatives, we strive to co-create an inclusive and empowering community environment.**

By embracing tenant insights and aspirations, we will work to continuously improve our services, revise our processes to better meet the needs of the community, and foster a sense of ownership and belonging. At LMCH, our commitment is to prioritize tenants, ensuring their voices are heard and their satisfaction remains paramount.

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## Strategic Objectives

- 2.1 Review and Reset Service Standards
  - 2.2 Improve Communication with Tenants
  - 2.3 Improve Engagement with Tenants
  - 2.4 Support Tenant Success
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## Action Plan

- Review and refresh the application and intake process for new tenants to better identify the supports needed.
- Establish additional channels for tenant feedback to encourage open lines of communication.
- Increase access and responsiveness of staff, including creating community based offices.
- Strengthening the Community Engagement Program.



### 03 — Third Strategic Priority

# *Investing* in Our Communities

With an average asset age of 50 years, LMCH faces challenges of maintaining and renewing buildings to revitalize our communities. Every person deserves access to clean, safe and well-maintained housing, and by remaining steadfast to this commitment LMCH will help build a vibrant London-Middlesex.



## Overview of Objectives

**Committed to a transformative journey, LMCH is investing over \$90 million to repair, renew, and reimagine LMCH communities through this plan dedicated to uplifting our communities through strategic investments.**

By prioritizing energy efficiency, enhancing accessibility, and creating vibrant living spaces, projects like the Reimagine Southdale Project exemplify our dedication to tenants' well-being and the prosperity of their communities.

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## Strategic Objectives

**3.1** Deliver on LMCH Asset Management Plan Priorities

**3.2** Repair and Renew LMCH Communities

**3.3** Regenerate LMCH Communities

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## Action Plan

- To develop a 4 year Capital Investment Program that addresses critical infrastructure needs, while improving the vibrant living spaces of our tenants.
- Develop a comprehensive communication strategy that includes regular updates, community meetings, and accessible channels to ensure transparency and timely information sharing.
- Craft a forward-looking regeneration road map that guides our redevelopment initiatives, including accessibility improvements for our current and future tenants.





#### 04 — Fourth Strategic Priority

# *Focusing on* Environment and Governance

Through innovative practices, responsible resource management, risk management and strategic decision-making, we aim to create a greener, more sustainable future. LMCH has a responsibility to our partners, tenants and the broader community and our long-term viability and prosperity will be enabled by a focus on environmental practices and organizational governance.

## Overview of Objectives

LMCH is dedicated to creating positive change and fostering a thriving community for our tenants. **We will proactively implement initiatives to reduce energy consumption, enhance waste management, and prioritize responsible sourcing.** We will create a sustainable future that benefits our communities, improves living conditions, and ensures a healthier and more environmentally conscious environment for all.

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## Strategic Objectives

- 4.1 Reduce Environmental Footprint
  - 4.2 Improve Value for Money
  - 4.3 Strengthen Risk Management
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## Action Plan

- Establish measurable targets, collaborate with experts, and implement sustainable practices and technologies to reduce carbon footprint.
- Establish a vendor management program to establish rigorous standards for vendors and suppliers, leading to improved quality control.
- Proactively develop and implement risk management strategies to identify, mitigate and manage potential risks.





## 05 — Fifth Strategic Priority

# *Foster* a Healthy Organization

LMCH believes that a healthy organization is one that values its people, promotes a positive work environment, encourages growth and development, and aligns its practices with ethical and sustainable principles. We recognize that our staff is our greatest asset, and their commitment to LMCH's mission, vision and values drives the achievements of LMCH.



## Overview of Objectives

LMCH is committed to attracting top talent and cultivating a workforce that embodies our organizational values. **We aim to foster a culture of professional growth and dedication to serve our community with dignity and respect.** Together, we work collaboratively leveraging our collective strengths and expertise to ensure the well-being and satisfaction of our tenants.

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## Strategic Objectives

- 5.1 Create an Organization that Effectively Attracts People
  - 5.2 Foster a Safe and Engaging Workplace
  - 5.3 Professionalism, Clarity & Accountability
  - 5.4 Staff Development and Succession Planning
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## Action Plan

- Streamline our recruitment cycle, which includes revising the onboarding and orientation program for new employees.
- Encourage and support staff in their efforts to give back to the community by seeking opportunities for engagement with organizations that align with our mission, vision, and values.
- Cultivate a positive company culture by fostering a sense of accountability among staff.
- Create a professional development strategy for all staff to initiate succession and career growth.

## Moving Toward a Shared Vision

**Our strategic plan represents the collective efforts and expertise of the various stakeholders — from tenants and staff to our board and community partners. This plan represents LMCH's commitment to achieving a brighter future.**

Reflecting on what we see in our communities and responding to what we have heard from our stakeholders, this document unveils a profound understanding of LMCH's strengths and challenges. It identifies opportunities to leverage emerging technologies, capitalize on market trends, and invest in critical areas to provide an enhanced service model that sets the tenant experience as a top priority.

The strategic objectives outlined provide a framework for our journey towards excellence. These objectives pave the way for a transformative roadmap that seamlessly integrates vision, objectives, and actionable steps, ensuring a synchronized approach to achieving organizational goals.

After laying the groundwork for a future-focused approach through this strategic document, LMCH is focused on the experience of our tenants, delivering on our asset investments, and creating sustainable practices that will safeguard our assets for generations to come. **By focusing on tenants, fostering collaborations, and staying attuned to emerging trends, we will improve the quality of our housing.**

As a community housing provider that has been serving the London-Middlesex community for over 50 years, we know we need to plan for the next 50 years and ensure that we proactively address the needs of our communities. Focusing on the tenant experience also means tenants' needs will be at the forefront of all future initiatives. This approach is supported by the commitment to invest in a healthy organization, including staff growth and development, to create a solid foundation to sustain these initiatives.

Let this strategic document guide us as we navigate the path ahead, adapt to evolving landscapes, and welcome new opportunities. Through the combined efforts of all stakeholders, LMCH will achieve success by implementing these strategic priorities. The possibilities are boundless, and with steadfast determination, unwavering focus, and collaborative efforts, we shall realize our shared vision.











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