

TRANSFORMATION

VISION TO REALITY

ANNUAL REPORT
2023



LONDON &
MIDDLESEX
COMMUNITY HOUSING

Land Acknowledgment

London and 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.



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MESSAGE FROM THE BOARD OF DIRECTORS AND CEO

A transformation is underway in the heart of London and Middlesex Community Housing. A shift is occurring within our halls – a change from planning to action. It's like we've been gearing up for a major race, and 2023 was when we hit the track.

At the heart of this transformation lies our dedication to achieving essential outcomes. Rather than merely discussing change in conceptual terms, we have taken concrete steps toward enhancing the infrastructure of our buildings, townhomes, and organization. We also established strategic goals, which we began actively pursuing before being officially implemented towards the end of the year.

In response to evolving societal needs, LMCH has risen to the occasion by reimagining the affordable housing landscape in London-Middlesex and recognizing that there might be better housing options for tenants to be successful. With consultation from the City of London and staff, our Board of Directors supported our goal of changing the City's placement policy. This change ensures that those who need a higher level of support get their needs met at LMCH or another housing provider. We are optimistic that these changes will significantly enhance the support available to LMCH tenants, fostering success in their tenancies.

Our collective efforts extend beyond policies. We are committed to elevating the quality and sustainability of our properties while positively impacting the environment and improving accessibility with renewal projects, like window and door upgrades at Allan Rush Gardens, Penny Lane, and Pond Mills. Other investments in our buildings, through roof repairs, electrical systems, elevators, and generator upgrades, play a crucial role in ensuring the functionality and safety of our properties, particularly during emergencies. While these investments may not be top-of-mind for tenants, they extend the life of our buildings and improve the comfort and living environment for tenants. We're doing all this because we envision a brighter future for everyone.

Our commitment to supporting our tenants extends beyond physical enhancements. Based on tenant feedback, we created the Community Grants Program, which empowers tenants to lead initiatives and events

in their community that are important to them. The first of nine initiatives in 2023 was the Southdale Gardens Beautification Project, which helped tenants freshen up their front gardens. Items like flowers, mulch, and decorations were reimbursed up to \$100. This program and our collaborations with groups and organizations operating within LMCH properties have proven instrumental in providing essential services to our tenants, alleviating daily stressors and enabling tenants to prioritize their well-being.

Finally, with feedback from our tenants, partners, and staff, as well as strategic guidance from our Board of Directors, we established our 2024-2027 Strategic Plan, which captures our collective goals and serves as a blueprint for our future. Through open dialogue and active engagement, we have identified key areas for improvement and outlined actionable steps towards realizing our shared goals. This collaborative approach emphasizes our commitment to the well-being and prosperity of all LMCH stakeholders.

In our annual report, you will find a comprehensive overview of our accomplishments and plans, including our 2024 - 2027 Strategic Plan. You'll see how far we've come and how much further we have yet to go. But most importantly, you'll see a reflection of our commitment to serving the residents of London and Middlesex Community Housing with integrity, compassion, and dedication.

As we look forward to the future, we do so with a renewed sense of purpose and a commitment to excellence. We are ready and eager to embark on the next phase of our journey. With confidence in our ability to navigate the path ahead, we are poised to create a brighter future for LMCH and all who call it home.

Paul Chisholm | CEO

London and Middlesex Community Housing

On behalf of the LMCH Board of Directors



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

WHO WE SERVE



Family Communities

834 Units
11 Communities



Senior Communities

1,219 Units
9 Buildings



Adult Communities

1,046 Units
12 Buildings



Scattered

159 Units



Total

3,258 Units
32 Buildings

Inclusive of London and Middlesex County



**LONDON &
MIDDLESEX**
COMMUNITY HOUSING

LMCH BY THE NUMBERS



377
New Tenancies



2.7%
Vacancy Rate
44% decrease from 2022



404
Refreshed & Restored Units



258
Referrals to Partner Agencies



26,792
Service Requests - 25.6% Increase
29% Pest Control
17% Plumbing
10% Keys and Doors
7% Electrical
7% Other

HOUSING STABILITY CASE COORDINATOR STATISTICS



70
Intake of tenants/families



1,120
Home visits



273
Caseload of tenants/families



47
Crisis interventions



39
Successful discharges from the support program



98%
Eviction prevention rate



87
Individuals supported into 2024

CAPITAL PROJECTS COMPLETED



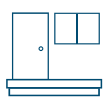
15
Accessible Unit Upgrades



5
Exterior Upgrades of New Playgrounds and Recreational Furniture



10
Paving Projects for Improved Mobility



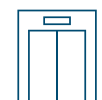
1,700
Windows and Doors Replaced



252
Balconies Repaired



3
Generator Upgrades



2
Elevator Upgrades



2
Building Roof Replacements

Inclusive of London and Middlesex County



SUPPORTING AND STRENGTHENING OUR COMMUNITIES

Back-2-School with Shaedon Sharpe

Shaedon Sharpe, a London local and professional basketball player for the Portland Trail Blazers, wants to ensure he gives back to the community he grew up in. Sharpe's mother grew up nearby our Southdale Family Site, making it an ideal location to collaborate with LMCH on a back-to-school event.

Children from Southdale participated in a variety of activities, received back-to-school supplies, and heard Sharpe's inspirational story, *"Today, you will leave with a backpack, but I also want you to leave with a sense of excitement for the new school year. I chose the phrase 'Set Apart' on the t-shirt that you'll receive today because in order to accomplish great things, sometimes you have to set yourself apart from the rest. In the classroom, on the field, on the court, in everything you do. Set yourself apart from the rest. Believe in yourself. And bet on yourself."*

Launch of the Community Development Grant Program

In 2023, we introduced the Community Development Grant Program. This initiative empowers LMCH tenants, enabling them to take the lead in organizing events, projects, and initiatives that focus on social connection, community improvements, and food security. By providing the necessary financial resources, we aim to foster tenant leadership, innovation, and a strong sense of ownership and pride within our communities.

In October, tenants from Walnut hosted a Halloween Party with over 30 residents in attendance enjoying food and beverages, a costume contest, dancing, and many laughs. Social connection becomes even more important in senior buildings, and we are excited about the opportunity to support tenant-led events like this.



Above: Sharpe talks with youth at the back-to-school event at our Southdale Family Site.
Right: "Lady Linda" from Walnut during the Halloween Party.



EMPOWERING COMMUNITIES THROUGH SUPPORT AND INNOVATION

In the past year, London and Middlesex Community Housing (LMCH) has taken significant strides in supporting and empowering our communities, particularly through tenant-led programs. Our commitment to fostering a supportive environment where tenants can thrive has been evident in several key initiatives.

Championing Food Security

Recognizing the importance of food security, LMCH has actively supported both existing and new programs aimed at ensuring all tenants have access to nutritious food. Our focus has been on anchoring programs that address food insecurity, creating a foundation for healthier, more vibrant communities.

The Caring Cupboard initiative has been a cornerstone of our support system, offering essential food supplies to tenants in need throughout the year. This program became especially critical in the aftermath of the fire at 30 Base Line Road, where it provided immediate relief to affected tenants, showcasing the strength and resilience of our community.

In partnership with Youth Opportunities Unlimited and VON, we delivered over 390 holiday dinners to tenants across seven communities, bringing warmth and joy during the festive season. At 241 Simcoe Street, fifty residents gathered to share in a holiday dinner, exemplifying the spirit of community that defines LMCH.



Left: Caring Cupboard founders Mary and Fran (center) receive the Patrick Fleming Award from Elder Abuse London Middlesex for their dedication to making a difference in their community.

Above: Staff and Tenants gather for a holiday dinner at Simcoe Street.



CREATING A WELCOMING ENVIRONMENT FOR TENANTS

In 2023, London and Middlesex Community Housing embarked on a mission to create a more welcoming environment for our tenants. Through thoughtful programming, enhanced accessibility, green initiatives, and site improvements, we've worked tirelessly to ensure our communities are not just places to live but places where our tenants feel genuinely at home.

Site Improvements: Enhancing Our Communities

A collaborative effort between LMCH and our stakeholders, site improvements played a crucial role in making our properties more welcoming and enjoyable for our tenants. The construction of new playgrounds at Allan Rush and Huron, provided safe and fun outdoor spaces for children and families to play and gather.

The McNay balcony project saw the restoration of the balconies, enhancing the building's aesthetic appeal and ensuring tenants could continue to enjoy their private outdoor spaces.

The Community Development team worked with the residents of our Bella property to add a community garden serving as a vibrant hub, fostering connections through the exchange of knowledge and the joy of harvesting fresh produce side by side as neighbours.

These efforts reflect our deep commitment to the well-being, comfort, and satisfaction of all who call our communities home. As we look to the future, we remain dedicated to building on these successes, fostering a sense of belonging and community for every tenant.



Above: New playground at Allan Rush Gardens.

Right: Community Garden at Bella Street in Strathroy.



CREATING A WELCOMING ENVIRONMENT FOR TENANTS

Creating a welcoming environment for tenants involves more than just infrastructure upgrades; it's about holistic improvements. LMCH aims to foster a sense of community and sustainability by implementing site enhancements and green initiatives alongside infrastructure upgrades. From landscaping and outdoor seating areas to energy-efficient upgrades and technology enhancements, these efforts enhance the physical space and promote a healthier and more eco-friendly living environment for tenant enjoyment.

Green Initiatives: Leading the Way in Sustainability

Our green initiatives in 2023, particularly the CMHC Repair and Renew Program were a testament to LMCH's dedication to environmental stewardship and sustainability. This program, included the implementation of new thermostat technology at six properties with electric heating, resulted in an average savings of 25.5% and is roughly equivalent to powering 70 homes for a year.

Similarly, window and door replacements at Allan Rush and Penny Lane, along with window replacements at

Pond Mills, contributed to our goal of meeting a 25% energy reduction by 2027. Beyond the savings, the new window and door program is about creating a more pleasant living environment for tenants, by reducing drafts, and minimizing noise pollution.

These significant achievements are not just numbers, but a reflection of our collective commitment to reducing our carbon footprint and promoting energy efficiency across our properties.



Above: New windows and doors at Allan Rush Gardens.

Left: New thermostats installed at Wharncliffe.



REPAIRING AND RENEWING FOR A SUSTAINABLE FUTURE

A key focus for LMCH this year has been repairing aging assets to ensure the longevity and sustainability of our buildings and family sites. Recognizing the importance of often overlooked infrastructure, we have embarked on several critical projects. These projects not only improve the aesthetics and functionality of our properties but also ensure they meet the evolving needs of our tenants.

Infrastructure Improvements

A thorough approach to infrastructure improvements saw paving and exterior accessibility enhancements at multiple sites, alongside electrical upgrades and kitchen upgrades at Penny Lane.

Another way we are improving and upgrading our infrastructure is through our Elevator Modernization Project. In 2023, two planned upgrades were completed. The scope of the upgrades included new stainless steel interiors, digital floor display screens, and audible floor announcements to improve overall efficiency and tenant experience. Five more elevator projects are soon to be completed.



Above: New kitchen installation at Penny Lane.

Accessibility: Enhancing Comfort & Ease

Understanding the importance of accessibility, we retrofitted 15 units as part of a CMHC project that will see over 400 units upgraded by the end of the project. Some modifications include improving the path of travel and widening doorways, adding walk-in showers, raising and lowering electrical, and kitchen accessibility to ensure that all tenants can safely enjoy their homes to the fullest.



Right: Bathroom accessibility modifications at Wharncliffe.

OTHER CAPITAL PROJECT HIGHLIGHTS



The roof at Kent Street was upgraded to provide enhanced weather resistance and increased energy efficiency, ensuring greater comfort for residents while potentially reducing long-term maintenance costs.



Replacing the generator at Base Line Road will safeguard residents' safety, comfort, and help keep essential services such as emergency lighting and heating running during an outage.



The upgraded elevator at Dundas Street enhances safety, reliability, and accessibility, improving residents' quality of life and ensuring smooth vertical transportation for all.



Repaving the roadways and parking lots at Limberlost enhances safety and aesthetics, providing smoother driving surfaces and creating a more welcoming environment.



We're pleased to share that significant progress on our Reimagine Southdale project was made in 2023. Firstly, our Phase One plan received approval from the Board, marking a pivotal step forward. Additionally, we welcomed Jackman Ltd. as our General Contractor, ensuring the smooth execution of the project. Securing the demolition permit and building permit for the foundation phase signifies substantial progress in meeting regulatory requirements.

Particularly noteworthy is the commencement of demolition for 18 units, which will pave the way for the construction of 53 new purpose-built units for families. This marks a significant investment in enhancing housing opportunities and community development.



An overhead view at Southdale as 18 units were demolished to make way for the Phase One building, adding 53 purpose-built units to this family site.



BUILDING A HEALTHY WORKPLACE

With the average person spending one third of their time at work, satisfaction and happiness in the workplace is paramount in overall well-being. With such a busy 2023, it was essential that LMCH staff had ample opportunity to come together with tenants, councillors, and colleagues, to connect with the community and have some fun.

The staff at LMCH are dedicated and invested to making a difference in London and Middlesex. It was heartening to see so many staff connecting with tenants through company-led initiatives such as Clean & Green, Giving Tuesday food drive, and community initiatives like Pride.

This year, LMCH's Social Committee ran a food drive at the main office with the goal of giving back to the community. In the end, over 50 bags of items was donated to tenants at our Wharncliffe community.

In addition to celebrating with the community, we



Above: Social Committee pose with items donated by LMCH staff.

also want to continue emphasizing the importance of celebrating staff milestones and achievements, so employees can keep seeing the impact of their hard work.

Through staff picnics, holiday potlucks, fun days, and team-building activities, the Social Committee worked with the Senior Leadership Team to find creative ways to recharge, socialize, and most importantly: have fun.

Participating in community events like Pride is just one of the ways we can show our tenants and staff that LMCH is a safe place where they can be themselves. Diversity is not just accepted but celebrated.

As we look ahead to building a healthy organization, we aim to foster employee satisfaction and retention while promoting a positive work culture and ensuring long-term sustainability and success.



Right: Cold weather won't stop LMCH staff from enjoying the annual picnic.



LOOKING AHEAD

As we look forward to 2024, we are returning to our core principles. This year, we recommit ourselves to the basic aspects of our organization: providing accessible, clean, safe, and affordable housing options to the residents of London-Middlesex. Our Strategic Plan, approved in 2023, serves as our roadmap for this journey.

Reaffirming Our Commitment: Accessible, Clean, Safe, Affordable Housing

At LMCH, we recognize that our foundation lies in our ability to offer housing that is accessible, clean, safe, and affordable. As we look ahead to 2024, we are reinvigorating our dedication to these core principles, ensuring everyone in our community can access quality housing without compromise.

Building on the basics, we are laying the groundwork for progress with our Strategic Plan, "Towards a Shared Vision," which is not just a document but a call to action. With input from tenants, staff, and our board, we crafted this plan to set the stage for change.

As we embark on this journey, we have identified five strategic priorities that will guide our efforts:

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

Together, let us embrace the essence of our organization and move into 2024 with renewed energy and dedication. We strive to build stronger communities and brighter futures for all London and Middlesex Community Housing residents.

We invite you to explore the details of our strategic objectives on our website, where you can find the full plan.

FINANCIAL OVERVIEW

LMCH recorded a small deficit of \$33,364 in the 2023 fiscal year. Rental revenue increased to \$13.3 million, while municipal base funding rose to \$14.7 million. Building, maintenance, and repair costs remain stable year over year. Cost pressures continue with increased insurance and utilities. Costs for salaries, wages, and benefits increased year over year to \$7.8 million as LMCH increased the number of full-time employees to support operations.

LMCH will continue to promote financial stability as we continue to focus on service improvement and cost containment while delivering on our goal of clean, safe, well-maintained homes for our tenants.

Operating Revenue	2023	2022
Rental revenue	13,308,789	12,871,113
Municipal base funding	14,676,651	13,900,182
Other	630,072	523,246
Total revenue	28,615,512	27,294,541
Operating Expenditures		
Property taxes, insurance & mortgage	6,607,002	6,238,419
Building, maintenance and repair	7,394,368	7,406,088
Utilities	4,698,891	4,549,817
Administration	2,093,583	2,292,646
Tenant programs	62,697	88,987
Salaries, wages & benefits	7,792,335	6,702,575
Total Expenditure	28,648,876	27,278,532
Net Surplus (deficit)	(33,364)	16,009



2023 Board of Directors

Phil Squire
Chair

Colin Grantham
Mayor Strathroy-Caradoc
Vice-Chair

Shawn Lewis
City of London Councillor, Ward 2
Director

Hadleigh McAlister
City of London Councillor, Ward 1
Director

Shellie Chowns
Director

Gary Bezaire
Director

John Corboy
Director

Cara Awcock
Director

Kathleen Savoy
Director

LMCH Executive Leadership

Paul Chisholm
Chief Executive Officer

Andrea Mackenzie
Director, Tenant Services

Dirk Volschenk
Manager, Human Resources

Christine Poirier
Senior Manager, Property Services

Trevor Whittingham
Senior Manager, Asset Management



**LONDON &
MIDDLESEX**
COMMUNITY HOUSING



THANK YOU

Excellent community partners are essential to LMCH's impact within the community. These partnerships provide invaluable support, resources, and expertise that complement our efforts. By collaborating with community partners, we can reach a broader audience and enhance the range and quality of our services. Strong community partnerships foster a sense of belonging and collaboration for our tenants, creating a network of support that benefits all of us and the community at large. Whether it's through joint programs, shared resources, or mutual advocacy efforts, having amazing community partners strengthens our ability to address challenges, leverage opportunities, and make a positive difference in the lives of those we serve.

Age Friendly Ontario

Boys and Girls Club

Caring Cupboard

Canadian Mental Health Association

Crime Stoppers

East Village Animal Hospital

East London United Church Outreach

Families First Westminster

Fanshawe College

John Howard Society

London Community
Chaplaincy

London Intercommunity Health Centre

London Police (Rookie Ball)

Literacy Link South Central

Merrymount Family Support
and Crisis Centre

Middlesex-London Health Unit

Mobility 1st

Quad County Support Services

Seventh-Day Adventist Church

St. Vincent DePaul

Victorian Order of Nurses (VON)



LONDON & MIDDLESEX
COMMUNITY HOUSING

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