



LONDON &
MIDDLESEX
COMMUNITY HOUSING

EYES on the FUTURE

2021 Annual Report



A Year of Impact

by the numbers



498
saved
tenancies

safe homes for
1,356
children



Ages 0-4: 292
Ages 5-9: 499
Ages 10-14: 495
Ages 15-19: 362



343
new
tenancies



353
refreshed
& restored units



453
referrals to
partner agencies



22,486
service requests

Plumbing 18%
Keys, Locks & Doors 17%
Pest Control 16%
Electrical 8%
Other 41%



2,247
issues
investigated
& resolved



A note from the CEO

As we look back over the last 12 months of pandemic life, our organization, like so many others, continued to find new and better ways to operate without compromising the health and safety of our tenants and employees. Admittedly, some days felt like an uphill battle as we worked to maintain service levels in the face of stay-at-home orders and social distancing guidelines. Supply chain issues presented further challenges, including our ability to meet vacancy turnaround targets. Nonetheless, we also grew more efficient and resilient as an organization, and we continue to make progress.

In addition to the day-to-day management and maintenance of our properties, we made significant headway against our strategic priorities of regeneration and tenant engagement. In step with our progress on building projects such as Reimagine Southdale, the CMHC initiative and capital improvements, we have embraced the tenant voice through opportunities for community consultation, feedback and co-design. The newly formed Tenant Advisory Council has been vital to providing insight and recommendations to our leadership team that will guide future strategic initiatives and policies.

This year also brought new faces to our organization including critical frontline employees who are supporting our commitment to building safer communities. Having recently stepped into the role of CEO, I am also joined by a newly appointed Board of Directors that is representative of the community and tenants we serve. Together, we are keenly looking toward a future that includes greater access to safe, quality housing for those who need it most. To get us there, we are committed to strengthening our organizational health in the coming year to help sustain us through these challenging times and to better meet the needs of our tenants and the community.

For now, we are pleased to highlight our achievements and the impact they had on our community during a year that brought challenges and uncertainty at every turn. With our eyes on the future, we are eager to build on these successes and beyond so that we can ensure the most vulnerable members of our community have access to a safe and healthy place to call home for generations ahead.



Paul Chisholm

*Paul Chisholm, Chief Executive Officer,
on behalf of the Board of Directors*



Meaningful Connections Build Stronger Communities

Delivering impactful, high-quality programs for tenants is vital to the health and wellbeing of the communities we serve. This year, with the support and flexibility of our community partners, we continued to find ways to engage and empower our residents despite the challenges of stay-at-home orders and social distancing requirements. Here are some highlights of our collaborative community partnerships and programs.

Mental & Physical Wellbeing

- **London Inter-Community Health Centre** provided outreach, support, harm reduction and Covid rapid testing at our 580 Dundas Street location. The group also facilitated resident feedback sessions to identify improvements around the complex that could be implemented directly by tenants or with the help of LMCH staff.
- **Health Zone**, a medical clinic led by nurse practitioners, supported our tenants through enhanced health promotion, disease prevention, primary mental health care, and chronic disease management.
- Social Service Worker students from **Fanshawe College** and Social Work Students from **Kings College** provided tenant-requested support through counselling sessions, workshops, referrals to other supports, and access to necessities including food and menstrual supplies.
- The **Victorian Order of Nurses** provided health consultations, blood pressure clinics and weekly lunches.
- The **Canadian Mental Health Association (CMHA)** offered client-specific mental health support, both virtually and on-site, as well as bi-weekly programs open to all tenants.



Tenant Empowerment

- **The Rights and Responsibilities Awareness Initiative**, a charity organization aimed at spreading legal, financial and cultural awareness, came on board with plans in place to help educate tenants about their rights and responsibilities with respect to Canadian laws, regulations, finance, and culture.
- Students on placement from **Fanshawe College** helped tenants develop resident-led programming, including family games nights, Coffee & Conversation nights, and luncheons.
- **LMCH's Post-Secondary Readiness Program** continued to support tenants applying to higher education.



Community Connections, cont'd



Youth Programs

- The Summer Learning Tent at Southdale, run by [teachers](#) with assistance from the [South London Neighbourhood Resource Centre](#), offered children in grades two through five an opportunity to expand their thinking through daily classes targeted to each age group.
- The [Boys and Girls Club of London](#) ran afternoon programs at three family sites last summer. The program offered sports, crafts, learning activities and snacks, while also linking family members to supports and services aimed at helping them thrive.
- Volunteer coaches from [London Police Services](#) partnered with staff from our Community Safety Unit to keep kids engaged and active through the fan-favourite Rookie Ball (baseball) program. With special thanks to long-time supporters: the London Majors, Joe Kool's and Forest City Slo-pitch.
- A unique partnership with a [local photographer](#) provided an outlet for creativity and an opportunity to spark the idea of work in the creative sector among our younger residents.

Community Outreach

- During the holiday season, we were pleased to deliver some special treats, including Creativity Kits with [Creativity London](#), breakfast bags with [London Community Chaplaincy](#), and holiday meals with [Youth Opportunities Unlimited](#).
- A festive Mrs. Clause Parade, in collaboration with the [City of London](#) and local organization [Jenny's Angels](#), made its way through a number of our communities, spreading joy along the route.

A complete list of our outstanding community partners can be found on the last page of this report.





Partnering for the Future of Community Housing

In November we celebrated the official announcement of \$40.1 million in funding from the federal government to support the repair and renewal of more than half of our current housing. This joint partnership with the Canadian Mortgage and Housing Corporation (CMHC) and the City of London is the largest restoration initiative in LMCH's history, and will have a major impact on our commitment to providing safe and affordable community housing to those who need it most.

As it is, our current housing portfolio requires significant investment that exceeds our current operating budgets. Fortunately, CMHC's co-investment funding – a combination of low-interest and forgivable loans – will help us ensure the quality and sustainability of our properties for years to come.

In fact, future-proofing is central to the funding requirements. To be eligible for this investment, we have committed to ensuring a 25% decrease in energy use and greenhouse gas emissions; improved accessibility within 20% of units; barrier-free access to common areas; and a continued pledge to extend affordable housing initiatives for an additional 20 years.

With funding secured, we have been working closely with our partners to move this project from the planning stage to implementation. Based on CMHC program criteria, eight multi-

residential high-rise buildings and five family townhome complexes have been chosen, for a total of 2,082 units that will benefit from these upgrades.

Prior to the start of construction in 2022, assessments at each site will identify specific opportunities for improvement. To meet the needs of our aging population, 30% of units within our high-rise buildings for seniors will be modified for better accessibility, as well as 15% of units in adult buildings. Common areas in both settings will be also modified for improved access. A number of other upgrades, such as new energy management systems, will provide more comfort for tenants as well as significant energy and water savings.

Improvements at our family-focused townhome sites will include installation of new furnaces and water heaters; door and window replacement at select properties; and other targeted energy-saving projects to enhance home comfort.

A key priority during the construction period is to minimize tenant disruption. In fact, the majority of these improvements will be completed without requiring tenants to relocate, and will result in limited service disruption. Units requiring more significant construction activities will be managed as they become vacant to the greatest extent possible. Construction will be complete by the end of 2027.

CMHC Investment: Community Profiles

Seniors

4 buildings
(947 units)

- 202 McNay St.
- 85 Walnut St.
- 30 Baseline Rd.
- 170 Kent St.



Adults

4 buildings
(657 units)

- 345/349 Wharncliffe Rd.
- 241 Simcoe St.
- 580 Dundas St.



Families

5 townhome complexes
(478 units)

- Marconi Blvd.
- Pond Mills Rd.
- Allan Rush
- Boullee St.
- Huron St.





Artist rendering of proposed Southdale redevelopment site. For illustration purposes only.



Existing Southdale property.



Building Up the Community

In the year since launching Reimagine Southdale, our first-ever redevelopment initiative, we have been busy behind the scenes, laying the groundwork for its success. With attentive focus on community consultation, site planning, and budgeting, the journey to regenerate our Southdale community is well underway.

When they were built more than 50 years ago, the 172 townhome units at Southdale Rd. and Millbank Dr. were designed to provide safe and affordable housing for low- to moderate-income households. Today, that purpose still stands, but we also find ourselves facing unprecedented demand for housing that surpasses current capacity; aging units that require extensive improvements; and a significantly more diverse tenant population with specific needs.

To that end, our regeneration efforts will go beyond simply restoring older units and building new ones. Our goal is to create a purpose-built neighbourhood that will be sustainable and prosperous over the long term, while nurturing

an inclusive environment that will support and improve the health and wellbeing of the entire community. At the centre of these efforts is a robust tenant engagement plan which is helping guide our decisions around physical design, shared spaces and amenities, and community partnerships.

Once complete, the renewed site will be home to the existing families who call Southdale home. It will also include a new supply of affordable, supportive and market-rate housing to foster a mixed-income community — a key factor for ensuring long-term financial sustainability. It is expected that this project will eventually act as a blueprint for other aging housing sites in our portfolio.

In the coming months we look forward to the completion of the preliminary architectural designs and costing so that the site master plan can be finalized. Planning for demolition and construction activity will follow, with a target of shovels in the ground in 2023.



Pandemic Reality Drives Creative Outreach

In 2021, as Covid-19 continued to evolve and spread across the globe, LMCH responded by finding new ways to operate in the community while keeping tenant and employee safety at the forefront. Internally, we made improvements to our remote-work processes to ensure smoother communication and productivity, while frontline staff were equipped with training and supplies that allowed them to continue to safely assist residents while preventing the spread of the virus. Tenant outreach via telephone wellness checks, combined with support from the South London Neighbourhood Resource Centre, helped ensure our most vulnerable residents were supported.

Our community partners also rose to the challenge by finding creative ways to deliver tenant programs and supports. Mobile vaccine clinics led by Middlesex-London Health Unit and Health Zone provided simple, convenient access to vaccinations at all of our seniors' sites, and two of our family sites. To help overcome barriers to accessing virtual programs, students from Fanshawe College's Social Service Worker program developed a Lending Library initiative to provide electronic tablets and training to residents who do not have access to their own. Launch of the program is pending funding.



Convenient
on-site vaccine
clinics.

New Faces, Safer Communities



For LMCH, increased investment in capital, repair, renewal, and regeneration is just one facet of our strategy for meeting the evolving needs of our tenants. To support our ongoing commitment to improving service and safety within our communities, Business Case 19 provided the funding to hire much-needed staff resources to help us meet this objective.

The introduction of three Community Safety Specialists to our sites is an investment that will bring measurable impact going forward. Following an intensive training program, the specialists are now active in the community, and have been welcomed by both tenants and staff.

In addition, Housing Stability Case Coordinators and Tenant Services Team Leads were onboarded to improve the tenant experience and satisfaction in our communities. Further to this, additional Maintenance Repair staff and supports for our Property Services Teams will boost responsiveness to service requests.



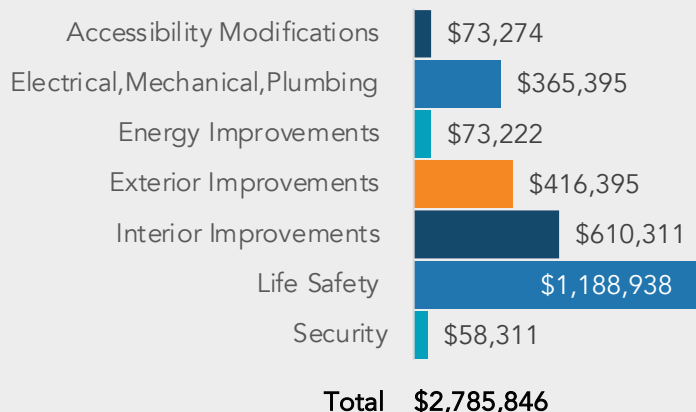
Maintenance for Today, Investment for Tomorrow

Routine repairs and improvements to our properties not only benefit the health, safety and comfort of our tenants, but also have the potential to improve energy efficiency and reduce greenhouse gas emissions. Through close collaboration with our key stakeholder, the City of London, we were able to secure additional capital funding through the multi-year budgeting process. This increase allowed us to carry out approximately 40 integral capital projects across our sites. Here are some of the highlights:

- ▲ **Brand-new accessible playgrounds** installed at four locations, designed to ensure safe, inclusive fun for all children.
- ▲ **New exterior doors and windows** installed at all 14 London scattered units as well as six county units in Newbury.
- ▲ **Elevator upgrades** at eight high-rise buildings, including improved safety and accessibility features.
- ▲ Phase one of **balcony restoration** at Simcoe, including concrete repairs and new solid panel aluminum railings.
- ▲ **Fire panel enhancement** at Tecumseh connected to new devices in all tenant units, common areas and service rooms.
- ▲ **Make-up air unit to solar wall connections** completed at four of our largest buildings. Expected natural gas savings of approximately \$31,000 annually, while reducing greenhouse gas emissions by approximately 185 tonnes each year.
- ▲ Replacement of **automatic sliding doors** at three buildings to enhance tenant safety and security while curbing unauthorized entry and property damage.
- ▲ **Accessibility modifications** to promote independent living, including bathroom grab bars, automatic door openers, and roll-in shower units.



Total Capital Spend in 2021

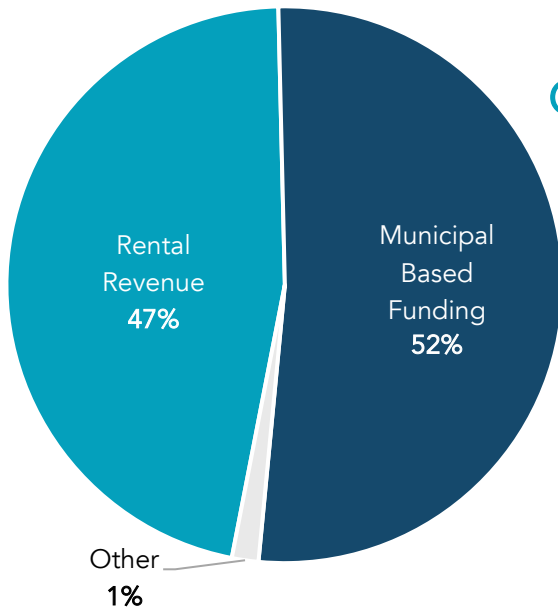




Finance Overview

Despite the uncertainty and disruption brought on by the ever-changing face of the pandemic, we were able to balance the need for increased cleaning, day-to-day maintenance and investing in site improvements, while still ending the year with a small surplus. Thanks to past investments and reduced consumption, we also succeeded in keeping utility costs stable in 2021. Going forward, we will maintain this focus on reducing energy use and greenhouse gas emissions to help keep utility costs in check. A rise in staffing costs this year can be attributed to the addition of 17 employees (through funding from Business Case 19). And the hike in building and maintenance expenses was a result of refreshing sites through painting, paving repairs, tree trimming, and exterior site cleanup.

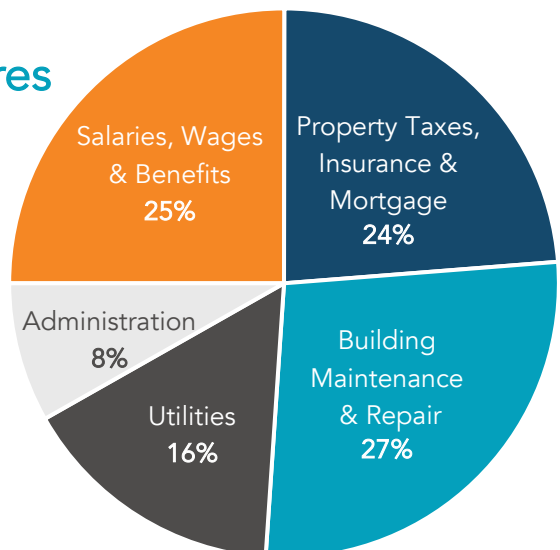
Operating Revenue



	2021	2020
Rental Revenue	\$11,833,049	\$11,996,111
Municipal Based Funding	13,184,441	12,389,047
Other	391,418	325,127
Total Revenue	25,408,907	24,710,285

Operating Expenditures

	2021	2020
Property Taxes, Insurance & Mortgage	5,984,413	6,035,219
Building Maintenance & Repair	6,889,333	5,795,853
Utilities	3,966,258	4,020,722
Administration	2,069,095	2,215,979
Tenant Programs	29,834	37,713
Salaries, Wages & Benefits	\$6,311,710	\$5,974,889
Total Expenditures	25,250,642	24,080,375
Net Surplus (deficit)	158,265	629,910



*The revenue and expenditures outlined above are shown before capital funding and amortization of tangible capital assets. Please visit our website for LMCH's 2021 audited financial statements and budget variance explanations.



2022 in Focus

In 2021, the challenges and unpredictability we faced were real and enduring, but we can be proud of the progress and successes we achieved in spite of it all. For 2022, our efforts are acutely focused on building on this momentum so that we can continue to make a positive, sustainable impact on community housing for generations to come.

Next steps:

- ❑ Engaging community stakeholders for input on the development of our new **Strategic Plan**. This roadmap will ensure we are aligned with the needs of our community and will prioritize the work we do over the coming years.
- ❑ Putting the final strategy in place for our **Reimagine Southdale** redevelopment project. This includes building consensus among our stakeholders to land on a site master plan, and to develop a financial plan that will support its construction.
- ❑ Launching a **Community Development and Tenant Engagement Strategy** that will amplify tenant voices in decision-making, and support the organization's goal to connect in more meaningful ways with the communities we serve.
- ❑ Focusing on our **Organizational Health and Culture** to build on our capacity for reacting to change, and to recognize the vital role our employees play in the health and wellbeing of our tenants.
- ❑ Continuing to make **Capital Investments in Our Communities** that balance fundamental infrastructure improvements (elevators, generators, roofs, windows) with tangible upgrades that deliver enjoyment and comfort for daily living (new playgrounds, walkways, shared amenities).
- ❑ Building efficiencies within our operational processes to **Maximize Occupancy** across our sites, resulting in more timely access to quality housing for those who need it.



Safe homes, healthy communities

Who We Serve

Family Communities

858 total units

9 Communities + Scattered Sites



Adult Communities

1046 total units

9 Apartment Buildings



Senior Communities

1219 total units

6 Apartment Buildings



Adult, Senior & Family Communities

159 total units

8 Communities



What We Do

Our Mission is to provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities.

Why We Do It

We envision healthy homes and communities in London and Middlesex. Leading by example, LMCH will help make a difference and positively impact lives using housing as the foundation.

Who We Are

2021 Board of Directors

Aynsley Anderson

Gary Bezaire

Tammy Brookes

Shellie Chowns

Vice-Chair / Interim Chair

Adrian Cornelissen (*Middlesex County*)

Shawn Lewis (*City of London*)

Maria Manno

John Milson

Josh Morgan (*City of London*)

Phil Squires

Chair (City of London)

Rosanna Wilcox

Paul Yeoman

LMCH Executive Leadership Team

Paul Chisholm

Chief Executive Officer

Andrea Mackenzie

Director, Tenant Services

Phil Renaud

Director, Property Services & Asset Management

Diana Taplashvily

Director, Finance & Corporate Services

With gratitude
to the City of
London and
Middlesex
County, as well
as our
community
partners who
are helping us
build stronger
communities
and brighter
futures.

Addictions Services Thames Valley
Baseball Life 463
Boys & Girls Club of London
Canadian Mental Health Association
Canadian Tire Jump Start
Children's Aid Society
Community Care Access Centre
Corus Entertainment
Creative Age Network
Crimestoppers
East London United Church (ELUCO)
Fanshawe College
Forest City Slow Pitch
Glen Cairn Community Resource Centre
Goodwill Industries
Health Zone
Joe Kool's Restaurant
John Howard Society of London and District
King's University College
Kiwaniis Senior Centre
Lang's Bus Line Limited
London Cares Homeless Response Services
London Community Chaplaincy
London Community Foundation
London Fire Department
London Humane Society
London Intercommunity Health Centre
London Public Library
London Majors Baseball Association
London North Park Community Church
London Police Service
LUSO Community Services
Merrymount Family Support and Crisis Centre
Middlesex London Health Unit
Middlesex London EMS
Mobility 1st Ltd
My Sisters' Place
Neighbourhood Resource Association of Westminster Park
Neighbourhood, Children and Fire Services City of London
North Park Community Church
Quad County Support Services
Regional HIV/AIDS Connection
Rogers Connected for Success Program
The Salvation Army
St. George Parish
St. Peter's
St. Vincent de Paul
Strath Craft Awards
South London Neighbourhood Resource Centre
United Way of London & Middlesex
Victorian Order of Nurses Middlesex-Elgin
Western University
Your Neighbourhood Credit Union
Youth Opportunities Unlimited



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