

# BUILDING FOR THE FUTURE

2022 ANNUAL REPORT



LONDON &  
MIDDLESEX  
COMMUNITY HOUSING



## 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 Chair & CEO

Looking back on the past year, we are grateful for the opportunities and challenges that have come our way. We remain committed to our mission of providing safe and supportive homes for tenants, and we are proud of the achievements we have made with their help, and the help of our dedicated staff, community partners, and Board of Directors.

One of the highlights of 2022 was the chance to speak directly with our tenants. These conversations are critical to keeping us on track and help shape how we move forward with meeting their needs. Tenant input and feedback provide guidance for the decisions we make, and we value their voices in shaping our organization's future.

LMCH also made significant capital investments to improve our properties. In addition to the work happening behind the walls to modernize our buildings, we're working to make improvements that provide direct benefits to tenants such as new playgrounds for two of our family communities as well as parking lots and walkway paving across LMCH communities, which contributes to a more accessible space for everyone.

This past year, the organization has also been working hard to restart some initiatives, such as holiday celebrations, tenant-led activities, and continuing to support LMCH's very own tenant-led foodbank, the Caring Cupboard. We are proud of the progress we have made and are committed to continuing to collaborate with our partners to make meaningful connections that will better serve our communities.

Moving forward, we are looking ahead to broader investments in LMCH communities, including improving accessibility and much-needed capital repairs. Our focus will be inclusive of delivering on our capital programs and site improvements, while also focusing on improving day-to-day operations and improving service delivery to better meet the needs of our tenants.

Overall, we are excited for what the future holds. With a talented and passionate team, we are confident that we can add significant value in our communities. We remain committed to our core values of excellence, collaboration, and accessibility as we continue to build on our successes, embrace new challenges, and create a brighter future for our tenants and our community.

**Paul Chisholm** | CEO

London and Middlesex Community Housing

*On behalf of the LMCH Board of Directors*



## MISSION

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



## VISION

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.



## VALUES

To *Collaborate* and be *Committed* to our mission  
To be *Accountable* and *Accessible*  
To foster *Respect* and be *Responsive*  
To promote *Equity* and pursue *Excellence*

## Who We Serve

\* Inclusive of London & Middlesex County



### Family Communities

\* 858 Total units  
11 Communities



### Adult Communities

\* 1,046 Total units  
12 Buildings



### Senior Communities

\* 1,219 Total units  
9 Buildings



### Scattered Homes

\* 159



### Adult, Senior & Family Communities

32 Buildings



### Total Units

3,282

*This number is inclusive of the above*

## By The Numbers



**355**

New Tenancies



**21,326**

Service Requests in 2022



**328**

Refreshed & Restored Units

**19%** Plumbing

**18%** Pest Control



**527**

Referrals to Partner Agencies

*\*10% of our population*

**12%** Keys and Doors

**8%** Electrical

**43%** Other

## Housing Stability Case Coordinator Statistics

\* Information gathered for 2022



**65**

Caseload of tenants/families



**25**

Crisis interventions



**71**

Intake of tenants/families



**9**

Successful discharges



**415**

Home visits



**98%**

Eviction prevention rate

## We're proud of the work we're doing to improve London and Middlesex Community Housing (LMCH).

Rooted in our mission to provide affordable and safe housing to those who need it most across the London and Middlesex County region, our priority is to ensure the people we serve — our tenants — have access to a comfortable home. ***Because we know that's something everyone deserves.***

With the unfolding of the Covid-19 pandemic, LMCH noted unprecedented changes and challenges for many individuals and households in our communities, resulting in a large increase in the number of tenant concerns rapidly escalating and reaching the point of acutely elevated risk. We began to review available data that demonstrated the growing tenant needs at LMCH. The total number of tenant concerns referred to external resources in 2020 increased by approximately 25% as compared to 2019. This trend continued in 2021, with a nearly 75% increase in referrals over the previous year, and through 2022 this higher level of referrals remained consistent.

To respond to the growing and changing tenant needs, LMCH created three Housing Stability Case Coordinator (HSCC) positions, with a focus on housing stability and tenant retention. The HSCC program works on a referral system with each HSCC having a maximum caseload of 20 individuals they are supporting at any time. ***The introduction of our HSCC role has allowed LMCH to develop and support an integrated housing stability approach, ensuring individuals and families at risk of experiencing homelessness have access to the right supports and services they need to maintain their tenancies.***

Our introduction of this role is in alignment with LMCH's Strategic Plan and the City of London's Strategic Plan 2019-2023, as well as the 2019-2023 Housing Stability Action Plan. We will continue to support the work of our HSCCs and report back on our proactive work to prevent households from experiencing homelessness.







## Reimagining Affordable Housing

As we look ahead to the future, the importance of investing in our aging assets is clear. With many of our properties reaching 40, 50, or even 60+ years of age, we know that ***it's critical for LMCH to take a proactive approach to investing in our older properties — ensuring they continue to meet the needs of all tenants.***

With that being top of mind, throughout the past year at LMCH, we've made significant progress in assessing the state of our properties and developing plans for future renovations and redevelopment. Key aspects of this work have included conducting comprehensive building assessments and looking for additional funding sources, ***but that's not where it ends.*** To fully ensure our assets meet the needs of our tenants, this work has also required us to meet them where they're at, engaging with them directly to understand how the buildings they live in can better serve their needs.

As buildings age, systems wear out and repairs become more frequent and costly. Without proper attention, these issues can lead to serious health and safety concerns for our tenants, detracting from their quality of life. Not only that, but our older properties also limit our capacity to provide a range of accessible housing options that meet the needs of the diverse communities we serve. By reimagining our affordable housing and investing in renovations and redevelopment, we can create more affordable, accessible, and equitable options that serve a wider range of tenants, including those with disabilities or others who have distinct or unique housing needs.

***Because that's what our work is all about.***

With our tenants being at the core of what we do at LMCH, it's crucial that we remain committed to building for the future, and that means investing in our aging assets.

**With a focus on sustainability, inclusivity, and resident engagement, we know that we can create thriving communities for everyone who calls our buildings home.**



## Reimagine Southdale

As we continue to think about the future of affordable housing in London and Middlesex County, along with creating sustainable and inclusive neighbourhoods, we couldn't be more excited about our **Reimagine Southdale project**. By its end, Reimagine Southdale will introduce three new six-storey apartment buildings at Southdale Road and Millbank Drive, helping us better meet the community's need for accessible affordable housing.

Last year was a significant one for Reimagine Southdale. After presenting three design options in the summer of 2022, a final concept was selected and approved by the LMCH Board along with the project's budget, allowing it to move forward without financial constraints.

Throughout the rest of 2022, the project continued to advance, marking major milestones along the way. Preliminary drawings were completed in May, and zoning applications started in September; additionally, the project underwent Site Plan Approval (SPA) consultation with the City of London in November, followed by a Zoning Bylaw Amendment Approval in December.

With a tenant engagement plan that centres decision-making around physical design, shared spaces, amenities, and community partnerships, the project aims to create a sustainable and prosperous neighbourhood that nurtures an inclusive environment for the community. And now, with the design options, budget approval, preliminary drawings, and zoning approval processes all approved in 2022, the project is well on its way to becoming a reality, with construction expected to start Fall 2023.





## Partnerships are crucial to the work we do at LMCH.

From allowing us to better support our tenants through referrals, to helping us secure additional funding for renovations and building updates to make more accessible spaces, our partnerships allow us to continue to support the community.

In 2022, we received over \$40 million in funding through partnerships with the Canadian Mortgage and Housing Corporation (CMHC) and the City of London. This funding is specifically for asset improvements with a focus on Energy Savings, Accessibility, and Property Works criteria.

## Fostering Partnerships

These funds have been and will continue to be used to make important updates that positively impact the health and well being of tenants and the broader community.

Our organization is committed to providing functional and accessible spaces for everyone. With the funding received in 2022, engineers completed accessibility audits at our CMHC properties. We're excited to implement designs that improve accessibility in entrances, parking lots, laundry rooms, lounges, and apartments. We will also roll out mock-up units for modifications over the next three years. These changes will positively impact our tenants and create a more inclusive environment. We're proud to take these steps and will continue making improvements for the community we serve.

With the funding received, we've also installed an Energy Management System (EMS) in 1,454 units across 7 high-rise properties. Eliminating energy waste through automation, the EMS will help us reduce our greenhouse gas emission footprint. Through further upcoming initiatives such as low-flow fixtures, new furnaces, and moving to tankless hot water heaters at selected family sites, ***we'll be one step closer to achieving our 25% energy reduction by 2027 goal — helping create a healthier community for everyone.***

Beyond that, the funding has helped us make improvements to parking lots and pathways in select family communities, with more planned for spring and summer 2023, along with updates to windows, doors, and playgrounds — all providing an exciting boost to the community.

**We value our partnerships so deeply; without them, key updates like these that improve the lives of tenants wouldn't be possible.**

We are grateful for our partnerships with CMHC and the City of London, and we look forward to continuing to work together to make a positive impact.

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Selena

Fardah

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Our focus is on improving  
the quality of tenants' lives.  
To do that **effectively** &  
**equitably**, our work needs  
to be informed by them.

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### Over the past year, we've prioritized hearing *directly* from our tenants.

While that's something we continually strive to do at LMCH, in 2022 we wanted to do it with a renewed sense of intention. To do that, we hosted a series of town halls at each one of our locations throughout the fall and winter so that tenants could express their thoughts, concerns, and opinions about both their homes and how we're doing.

What we heard during the town halls was important. The people we talked to were deeply engaged, sharing with us the challenges that they face in their day-to-day lives as it relates to their homes — the buildings we manage.

Out of our conversations, some common themes emerged. From pest control, security, and cleanliness to overall building maintenance, opportunities for tenants to be more engaged, and the ways that we communicate, there was so much important feedback that we received and that we've already started to address.

We're deeply grateful that our tenants were so willing to connect with us in person, telling us about the challenges they're facing and how we can do better. Our focus is always on improving the quality of their lives and to do that effectively and equitably, our work needs to be informed by them first and foremost.

Town halls like these are always a valuable experience that we cherish, and we look forward to continuing to prioritize tenant input in our decision-making processes for the rest of the year to come.



# Financial Overview

LMCH achieved a small surplus of \$16,009 in the 2022 fiscal year. Rental revenue increased to \$12.5 million, while municipal base funding rose to \$13.9 million. Building and maintenance expenses increased due to the cost of unit turnovers and necessary site improvements, while utility costs also saw an increase. Cost pressures increased expenses for contracted services, insurance and across the supply chain. Investment in an Energy Management System at seven of our high-rise sites will offset increasing utility costs for 2023 and beyond.

*Despite these challenges, we maintained financial stability while investing in sustainability and our team.* Going forward, we will continue to focus on service improvement and cost containment while delivering on our mission to provide safe and comfortable homes for our tenants.

Operating Revenue	2022	2021
Rental revenue	12,871,113	11,833,049
Municipal base funding	13,900,182	13,184,441
Other	523,246	391,418
<b>Total revenue</b>	<b>27,294,541</b>	<b>25,408,907</b>

## Operating Expenditures

Property taxes, insurance & mortgage	6,238,419	5,984,413
Building, maintenance and repair	7,500,445	6,889,333
Utilities	4,549,817	3,966,258
Administration	2,198,290	2,069,095
Tenant programs	88,987	29,834
Salaries, wages & benefits	6,702,575	6,311,710
<b>Total Expenditure</b>	<b>7,278,532</b>	<b>5,250,642</b>
<b>Net Surplus (deficit)</b>	<b>16,009</b>	<b>158,265</b>



**The 2022 capital year was a year of planning and re-establishing priorities.**

At LMCH, we completed several important upgrade projects but also spent considerable time assessing the condition of our sites. We contracted with several architects and engineers to help identify and prioritize where we should be investing for the years ahead. Below are the details on some of our highest-profile construction projects from 2022.

**Connection of Solar Walls**

Solar walls, an energy-saving device that harvests heat from the sun, were installed on several of our buildings in prior years. In 2022 we completed the connection of solar walls to our make-up air units, enabling us to take advantage of this energy-saving initiative.

**Furnace Replacements**

All units within our Southdale and Limberlost family sites had their furnaces replaced in 2022. These new high-efficiency furnaces should increase the comfort of occupants and save significant energy and cost.

**Roof Condition Reports**

A full audit of the condition of all our roofs was completed. This work will enable us to prioritize our investment and proactively replace our roofs in future years.

**Generator Replacements**

Projects to replace the emergency generators at three of our buildings were initiated in 2022. These new generators will be powered by natural gas, rather than diesel, which will improve the resiliency of our sites. Due to long lead times, the generators will be installed in 2023.

**Balcony Repairs**

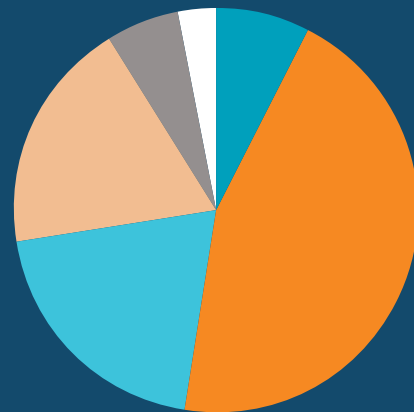
Preventative inspections of the balconies at our Simcoe site revealed some concrete was at risk of failure. We engaged a contractor to restore all balconies to like-new condition and provided new railings for every unit.

**Accessibility Modifications**

Projects to promote independent living and increase accessibility were undertaken, including the installation of grab bars, automatic door operators, roll-in showers, and unit entry ramps.

**Total Capital Spend**

- Accessibility Modifications - **\$255,000**
- Electrical, Mechanical, Plumbing - **\$1,487,000**
- Exterior Improvements - **\$660,000**
- Interior Improvements - **\$617,000**
- Building Assessments - **\$190,000**
- Energy Improvements - **\$100,000**



**Approved in 2022**

Key project that were approved in the last year include:

- Two new playgrounds
- Marconi & Allen Rush paving projects
- New kitchens at Penny Lane
- Roofing Repair at Tecumseh

# Thank You

As we look back on the past year, we are grateful for all the support we have received in helping us achieve our goals. We would like to take this opportunity to express our sincerest thanks to all of those involved for being a part of our journey in *building for the future*.

We are grateful for the multiple funding streams we receive that allow us to carry out our mission. We know that without the support of our community partners, volunteers, and city council, we would not be able to do what we do. Your time and dedication have made a significant impact on the lives of our tenants, and we are so grateful for your support.

To our board of directors, we would like to express our sincere appreciation for your guidance and leadership. Your support has been invaluable in helping us navigate the challenges we face and find solutions to move forward.

Finally, we would like to thank our staff and tenants for their resilience and perseverance throughout the past year. Your commitment to our mission is truly inspiring, and we are grateful for your dedication and hard work.

As we look ahead to the next year, we remain hopeful and optimistic about the future. We know that with the continued support of our community, we can achieve even greater success and make a positive impact on the lives of those we serve.

**Thank you to the London and Middlesex County community, as well as to the following community partners for all you do to help make the work of LMCH possible.**

## **Boys & Girls Club**

### **ELUCO**

*(East London United Church Outreach)*

### **CMHA**

*(Canadian Mental Health Association)*

## **Creative Age Network**

### **EVAH**

*(East Village Annual College)*

## **Fanshawe College**

## **John Howard Society**

## **Kings College**

### **LMHU**

*(Vaccine and Flu Clinics)*

## **London Community Chaplaincy**

## **London Police Services**

## **Mobility 1st**

## **St. Vincent de Paul**

### **VON**

*(Victoria Order of Nurses)*

## 2022 Board of Directors:

**Phil Squire**  
Chair

**Tammy Brooks**  
Director

**Hadleigh McAlister**  
Director

**Shawn Lewis**  
Director

**Gary Bezaire**  
Director

**Mayor Colin Grantham**  
Director

**Shellie Chowns**  
Director

**John Corboy**  
Director

**Ann-Marie Mitchell**  
Director

## LMCH Executive Leadership:

**Paul Chisholm**  
Chief Executive  
Officer

**Diana Taplashvily**  
Director, Finance &  
Corporate Services

**Christine Poirier**  
Senior Manager,  
Property Services

**Andrea Mackenzie**  
Director, Tenant  
Services

**Dirk Volschenk**  
Manager, Human  
Resources

**Trevor Whittingham**  
Senior Manager, Asset  
Management





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