

LMHC 2015 ANNUAL REPORT



London & Middlesex Housing Corporation
Société de Logement London & Middlesex

—A Message From Our Chair—

London and Middlesex Housing Corporation (LMHC) plays a vital role in helping the City of London and the County of Middlesex achieve their strategic goals.

LMHC contributes to a **strong local economy** by managing our housing stock at a reasonable cost thus minimizing the financial impact on local taxpayers.

LMHC's **vibrant communities** are filled with a diverse cross-section of low-income tenants, whether they are families, seniors, new Canadians, or people living with physical or mental disabilities.

LMHC continuously strives to make our properties more **environmentally friendly**, working with London Hydro and Union Gas to upgrade and retrofit many of our buildings components. In early 2016, the Gov't of Ontario awarded LMHC \$3.3M toward environment initiatives in six of our high rise properties. Significant energy savings will be realized but, more importantly, the comfort of our tenants will be enhanced.

LMHC's on-going maintenance and capital investment programs help to **sustain the aging infrastructure** of our housing portfolio. The majority of our buildings were constructed in the 1960s. While the properties are well maintained the reality is that the age of the buildings means that there is a growing, and increasingly significant, capital deficit that will have to be addressed.

LMHC provides a **caring environment** for our tenants through the provision of affordable housing. However, many of our tenants require services and supports to help stabilize their lives. While LMHC is limited in what we can offer, we do engage with many community

partners to ensure these supports are available where needed.

2015 represented the first full year for the new Board of Directors – seven of nine members joined the Board in December 2014. While the Board spent the year overseeing the operations of LMHC, it also spent a great deal of time exploring the world of not only social housing, but affordable housing and social services. Many questions were asked about LMHC's role in the continuum of housing and in the provision of social services. It is our hope that some of those questions will be answered in 2016 as we start the process of refreshing our Strategic Plan.

LMHC will have a new Chief Executive Officer in place by mid-2016. The CEO will be instrumental in leading the strategic plan refresh and the subsequent implementation.

On behalf of the Board, I would like to thank the staff of LMHC for their continued dedication to, and support of, the people who call LMHC properties **home**. The Board would also like to express its' appreciation for the ongoing support of our sole shareholder the City of London, the County of Middlesex and the many community partners that work with our staff and tenants every day.

Sincerely,



Gordon Saylor
Chair
Board of Directors
London & Middlesex Housing Corporation

— About LMHC —

OUR STAFF	OUR BOARD	OUR TENANTS	OUR COMMUNITY
<p>56 full time and 42 resident contacts make up LMHC's current staffing complement. Our staff work within the framework of our guiding values and beliefs to provide affordable, sustainable homes to members of London & Middlesex County.</p>	<p>LMHC's board of directors is comprised of local business and community leaders. Our board members are highly engaged in our mission and through a governance model set LMHC's strategic direction and oversee operations.</p>	<p>Nearly two-thirds of the households residing with LMHC are single adults or couples between the ages of 16 and 64. More than one-quarter of our tenants are families and one in ten homes support seniors aging affordably in place.</p>	<p>We serve and are part of our community. Through support and working in partnership with the city of London, our community partners, and taxpayers, we are able to provide 3,282 homes for community members within London and Middlesex County.</p>

— We Are —



Tenant Focused



Leaders



Respectful



Accountable



Collaborative



Innovative



Inclusive

— Our Mission —

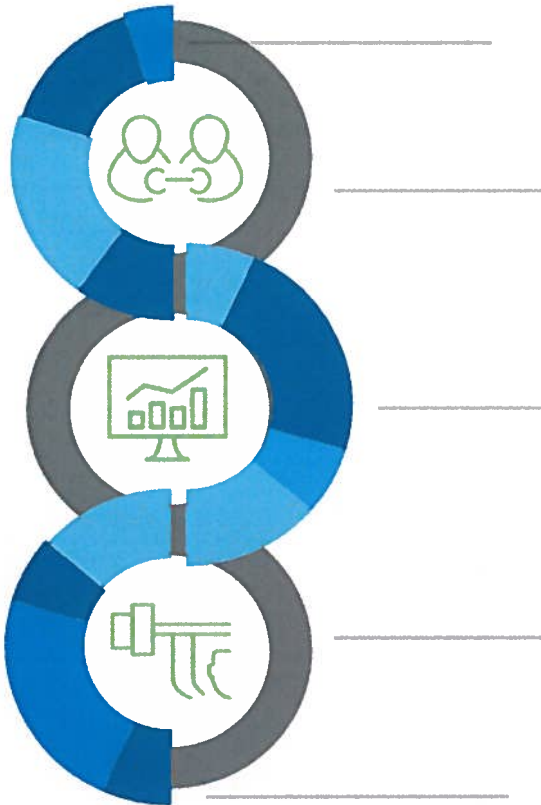
To provide quality, affordable and sustainable housing accessible to those who are eligible.



— Our Vision —

To be the preferred housing choice for people in need.

—Highlights from LMHC's Current Strategic Plan —



And Thus Achieve Our
Vision

To Meet The Needs Of The
People We Serve

So We Can Operate With
Effectiveness and Efficiency

To Build a Strong And
Prepared Organization

We Use Our Resources Wisely



In 2013, LMHC rolled out a thoughtful, bold and focused three year strategic plan aimed at reaffirming our long-standing commitment to excellence in housing.

Our Current Plan Emphasizes

- A Renewed Focus on Customer Service
- Expanding partnerships to benefit our tenants
- Improving and updated how we manage and sustain our properties
- Building Organizational Capacity

The Year Ahead

We will start the process of refreshing our Strategic Plan, exploring our role in the continuum of housing and in the provision of social services for our tenants.

— Assets and Property Services —

LMHC's Assets and Property Services Department oversees the physical management, maintenance, and repair of the organization's properties, which include 23 apartment buildings, eight townhome complexes, and scattered detached and semi-detached homes across our service area. Our portfolio of buildings is divided into two separate groups, each with a support team made up of a Property Services Manager, a Property Services Coordinator, and dedicated Maintenance Repair staff. Service in all areas of the department is performed by in-house staff and/or contracts with private sector consultants, or contractors. The emphasis is always on value and quality for money spent

Tenant Placement

Locating and placing tenants into their new homes is the responsibility of our Tenant Placement team which is made up of three Tenant Placement Coordinators. Each Coordinator looks after a specific client portfolio, Seniors, Adult, and Families.

We worked to implement energy-saving initiatives in 2015 to reduce our energy consumption and our tenant's utility bills.



2016 will be focused on optimizing an even greater level of energy saving incentives.

508

Tenants found

New Homes

Over

15,000

Completed Repair and Service orders

\$ 1,492,698

Allocated to

Energy Efficient Retrofits

517

Home

Restorations



Unit Restoration

517 units were restored and made ready for renting, putting LMHC in a positive position to provide community members with homes more quickly in 2016

In 2015, LMHC committed \$2.3 million dollars towards Capital projects to maintain the useful lives of our properties.

— Tenant Administration —

The Tenant Administration department is responsible for most matters during a tenancy including lease concerns or changes; rent adjustments; rent arrears management; community and individual social concerns; and legal matters.

The department consists of 3 distinct areas, the first of which is subdivided into three separate portfolios, each with a Tenant Administration Manager, a Tenant Administration Coordinator, and two Community Relations Workers. Secondly, the legal department includes a Legal Services Manager and a Legal Services Coordinator. Lastly is the Tenant Support Services area which includes the Manager as well as the Tenant Program Coordinator. All areas within the department are supported by the Tenant Administration Assistant.

<p>3,200 annual Lease Renewals</p>	<p>Provided 422 Referrals to Partner Agencies and Service Providers</p>
<p>1,492 Rent Calculations</p>	<p>Investigated and Resolved Over 2,000</p>
<p>102 Saved Tenancies Through negotiated mediated agreements</p>	<p>Tenant Concerns 91% Of Tenants that moved from LMHC properties experienced positive housing transitions</p>

Tenant Programs

Our Tenant Support Services Team provides our tenants with programming at our many LMHC properties. Programs include our revamped Children’s Summer Recreation program run in conjunction with City of London, staff and tenant involvement in the City’s annual Clean & Green Initiatives, site-specific activities and the oversight of ongoing partnerships with over 20 different agencies that provide services at our sites.



Meal and Food Initiatives



Health and Wellness Programs



Gardening and Clean and Green



Education Initiatives and Homework Clubs



Parenting Groups



Social and Recreational Activities

— Community Partners —

Our dedicated community partners have worked in conjunction with LMHC to provide a multitude of important programs, events, and services for our residents.

We are always seeking out new opportunities for programs and partnerships, in an effort to help meet the needs of our tenants. Whether it's a one-time holiday meal or event or longer term ongoing programming, we are interested in exploring how to provide our tenants with the services they need to support them in maintaining sustainable housing. While we have ongoing relationships with many fantastic community agencies and organizations, we still face large service gaps and continue to try to make connections with any agency interested in exploring partnerships.



Partner Programs

Officers from **London Police Service** have volunteered their time for over 20 years leading the Rookie League Baseball program for children living in our communities

For close to 25 years, the **Victorian Order of Nurses (VON)** has offered support programs such as: Supportive Housing; The Wellness Link Program; and The Hope Help Program.

The **London Community Chaplaincy** and **ELUCO** provide onsite chaplaincies offering counseling, advocacy, basic needs and educational programs for our tenants.

South London Neighbourhood Resources Centre provides essential resources for LMHC families including parenting education, informal child care, and a baby food bank.

London CARES offers a highly collaborative community-based housing-first service aimed at improving the health and housing outcomes for individuals experiencing homelessness.

Learning it Together (LiT) focuses on literacy and health for children from grades 1 to 3 via one-on-one mentoring with university students, mostly from **Western University's Faculty of Health Sciences**.

The Addictions Supportive Housing program is run in partnership with **Addiction Services of Thames Valley, CMHA Middlesex**.

Canadian Mental Health Association, Middlesex offers Supportive Housing in 20 LMHC rental units for tenants in need of assistance in order to achieve sustainable housing

Health Zone clinics funded by the **Ontario Ministry of Health and Long-Term Care** offer client-centered, primary health care services, with an emphasis on health promotion and illness prevention.

— Community Partners —

Addiction Services of Thames Valley

Alice Saddy Association

Amica at London

Animal Care and Control Services

Argyle Community Resource Centre

Boys and Girls Club of London

Brescia University College

Canadian Mental Health Association, Middlesex

Cheshire Homes of London

Children's Aid Society of London and Middlesex

Church of Jesus Christ of Latter-day Saints

City of London

Community Care Access Centre

Community Living London

Crime Stoppers

East London United Church Outreach (ELUCO)

East Village Animal Hospital

Families First CAPC

Gateway Church

Glen Cairn Community Resource Centre

Health Zone

Highbury Gospel Hall

Joe Kool's

John Howard Society

Life Resource Centre

Learning it Together (LiT)

London CARES

London Clean & Green

London Community Chaplaincy

London Community Resource Centre

London Fire Department

London Humane Society

London InterCommunity Health Centre

London Police Service and COR Unit

LUSO Community Services

Merrymount Family Support and Crisis Centre

Middlesex-London Health Unit

Mission Services of London

Mobility 1st Limited

My Sister's Place (a program of CMHA Middlesex)

Neighbourhood Resource Association of Westminster Park (NRAWP)

North Park Community Church

Northwest London Resource Centre

Quad County Support Services

Regional HIV/AIDS Connection

Salvation Army—Centre of Hope

Search Community Mental Health Services

South London Neighbourhood Resource Centre

Stock Transportation

Streetscape

United Way of London and Middlesex

Unity Project

Victorian Order of Nurses (VON)

Western University

Wings of Prayer Ministries

Women's Community House



— Corporate Services —

The Corporate Services department is responsible for the administrative aspects of LMHC. The department is made up of 4 distinct areas, Finance, Human Resources, Information Systems and Communication. A dedicated staff group consisting of: The Corporate Services Manager, Finance Assistant, Information Systems Coordinator, Customer Service Coordinators, Accounts Payable Coordinator and a Corporate Services Administrator support our tenants and the entire LMHC staff team.

2015 Financial Information

Operating Revenue

Rental Revenue	\$10,637,627
Municipal Base Funding	8,569,008
Other.....	353,275

Operating Expenditures

Salaries, wages and benefits	\$4,624,950
Property Taxes Insurance & Mortgage.....	5,632,230
Building Maintenance & Repair	4,344,586
Utilities	4,071,970
Administration	886,226

The Revenues and Expenditures outlined above, are shown before capital funding and amortization of tangible capital assets. Please visit: <http://www.lmhc.ca/2016-board-meetings.php> to view LMHC's 2015 Audited Financial Statements and budget variance explanations. The audited statements show additional capital related revenue of \$2,451,822 and an amortization of capital asset expense of \$1,595,144

To put LMHC's financial results in perspective, it's important to understand our revenues. Our primary source of revenue comes from tenant rents. As the largest provider of rent-g geared-to-income or "RGI" housing in the London-Middlesex area, 100% of LMHC's units are RGI. "RGI" is rent that is charged and fluctuates based on a person's income. More than half of LMHC tenants receive Ontario Works or Ontario Disability Support Program benefits as their primary source of income and the basis for rent calculations. Rules for rent calculations, are set by the Province and have not increased since 1993. As a result, rather than keeping pace with the increasing Consumer Price Index, LMHC's rent revenue remains relatively flat.

LMHC manages to balance this flat revenue and increasing costs by exploring additional revenue sources and through the diligent control of expenses. However about half of LMHC's expenditures, such as utilities, property taxes, amortization and insurance, are for the most part beyond the corporation's control.

The age of our properties is putting a strain on our operating budget, and we are seeing a trend of increased repair costs, as building systems are reaching the end of their useful life.

We continue to endeavour to offset our expenses through a number of different means, including continued exploration of shared services and energy conservation initiatives.

— Our New Home —

In 2015, LMHC underwent a comprehensive RFP process to find the perfect location for our new home. We worked in partnership with a cross-disciplined team of experts from The City of London to ensure that we would find a great space that was accessible and housed additional shops or services. We are excited to announce our new location in Oxbury Mall. Oxbury Mall is located along one of London's major bus routes, with free parking for staff and tenants. The mall is currently undergoing a major renovation, many new shops and services have already moved in, and more are planned shortly.

In June 2016
We are Moving
Look for us in our new Location
at
Oxbury Mall



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