

# LMHC 2016 ANNUAL REPORT

“ON THE MOVE”



London & Middlesex Housing Corporation  
Société de Logement London & Middlesex



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# ABOUT LMHC

## 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, LMHC will help make a difference and positively impact lives using housing as the foundation.

## WE CARE

<b>C</b> ollaboration	<b>C</b> ommitment
<b>A</b> ccountable	<b>A</b> ccessible
<b>R</b> esponsive	<b>R</b> espect
<b>E</b> quity	<b>E</b> xcellence



## OUR STAFF

56 full time and 39 resident contacts make up LMHC's current staffing complement. Our staff works within the framework of our guiding values and beliefs to provide and maintain homes in a safe and supportive environment.

## OUR BOARD

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, sets LMHC's strategic direction and oversee operations.

## OUR TENANTS

Our tenants bring a multitude of diversity to our communities. During the Strategic Planning process, many have been engaged and are genuinely interested in contributing to the success of their neighbourhoods.

## OUR COMMUNITY

We serve and are part of our community. With help from 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.

“

**The work which LMHC does  
can have a positive and  
long-lasting impact on  
our community.**

”

– Josh Browne, CEO



## A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



**Josh Browne**

Looking back on my first year with LMHC, I am honored to serve the thousands of individuals and families in London and Middlesex County for whom LMHC is home. Our purpose is to create caring and compassionate housing communities in which all tenants can fully participate in the socio-economic opportunities around them. Today, LMHC provides **3,282 housing units** across **31 properties** for more than **5,000 people**.

We are proud of the work that we do as we strive to help our tenants realize their potential and to live in places they are proud to call home. However, to many in London and Middlesex County the purpose and meaning of LMHC are unknown. Defining our image has been difficult because we wear so many different hats throughout the day. We also face various challenges with the safety of tenants and

staff, the increasing demand for affordable housing, the increasing complexity of our tenants' needs, tight budgetary constraints, an aging infrastructure, and a history of leadership instability.

While the challenges are many, so are the opportunities. We will leverage our assets, regenerate existing partnerships and develop new ones, provide safe and sustainable communities, develop a culture of collaboration, innovation and team work, and inspire positive change. All of this will take tremendous effort and fortitude from each LMHC employee as we will need to work in a more collaborative manner with tenants, community partners and shareholders.

I look at the years to come as an opportunity for LMHC to rebuild and rebrand. To initiate this new dynamic, LMHC developed a new Strategic Plan in 2016. The plan redefines not only what we do, but how we do it. We are shifting our focus from a traditional public housing model to become an organization that can offer more.

**The work we do at LMHC can have a positive and long-lasting impact on our community.** Quality, responsible and affordable housing

is central to the quality of life for our tenants as it provides not just a place to live, but a stable platform from which our tenants and their children can access critical resources. In 2016, LMHC staff and the Board of Directors succeeded in securing infrastructure funding of more than **\$6,934,910** from the Ontario Ministry of Municipal Affairs and Housing and the Government of Canada through the City of London. We strengthened our more than **50 community partnerships** and developed new partnerships to meet the increased demand for safe, affordable housing through an integrated and caring community response. With the help of our community partners and their expertise, more individuals and families in our community will receive the supports and services they need. It is so important for LMHC to embrace these opportunities to connect with our community; after all – our community is the heart of what we do.

I look forward to what the future holds for LMHC with confidence of a better tomorrow. I know that together we can knock down barriers, build opportunities and inspire others to embrace community.

## A MESSAGE FROM THE BOARD CHAIR



**Michael Buzzelli**

LMHC's 2016 annual report is a window both on the prior year's activities and on things to come. In the absence of a CEO for much of 2016, LMHC was very ably led by its staff Directors: Andrea Mackenzie, Paul Roszell and Andrea Topham. Previous Board of Directors Chair, Gordon Saylor, also provided a steady hand and support throughout the transition.

While some initiatives were understandably put on hold, core activities continued and the Corporation proceeded with key projects. Over the course of 2016, LMHC implemented a new information system, HSC Insite, and relocated to a new and more fitting office space to better serve the needs of our Tenants. Along with these accomplishments, LMHC completed a successful executive

search for its new CEO: Mr. Josh Browne, who joined us in August.

The arrival of our new CEO signalled a restart to envisioning the future. The hard work of creating our 2017-2020 strategic plan was initiated in the Fall of 2016 and is now complete. The plan marks a turning point in LMHC's 16-year history. It acknowledges the Corporation's solid track record up to and including 2016 while recognizing the need to redefine what we do and how we do it. This redefinition is true of work pertaining to our capital assets but also of our growing role in social supports for our Tenants and our many and varied community partnerships.

In these ways, our 2016 annual report is a landmark recognizing recent accomplishments while also charting a path that embraces new needs, pressures and opportunities. As always, the motivation for all of our work is our Tenants. Fundamentally, what we do matters because housing is a basic need and our Tenants - like anyone in our community - deserve to experience and know the dignity of home.

## OUR LEADERSHIP TEAM



**Andrea Topham MBA**

Andrea Topham has more than 10 years of experience leading teams in both the not-for-profit and public sectors. She holds a Master of Business Administration degree with a Specialization in Innovation Leadership and is passionate about employing innovation to further LMHC's mission and vision. Andrea has chosen professional and volunteer roles that provide opportunities for her to make positive contributions to the community. Andrea looks forward to implementing LMHC's new strategic plan which will provide greater supports for LMHC's many community members.



**Paul Roszell**

Paul Roszell brings over 40 years of Property Services experience to LMHC with an extensive background in real estate development, construction and engineering, marketing, and real estate management. His expertise stretches over a multitude of property styles but holds significant focus in residential and multi-residential properties. Paul has worked with housing in both Public and Private sectors and offers a well-rounded breadth of knowledge to his work as Director of Property Services with LMHC. Paul looks forward to applying this expertise during the regeneration and revitalization of LMHC properties.



**Andrea Mackenzie**

As the longest standing LMHC staff member on the leadership team, Andrea Mackenzie brings a multi-faceted background to her role as Director of Tenant Administration. Andrea has held a variety of positions at LMHC including Property Manager, Tenant Program Coordinator and Legal Services Manager where she represented the Corporation at the Landlord and Tenant Board. Andrea thoroughly understands every aspect of what we do at LMHC and is an invaluable leader to her diverse team. She is immensely proud of her team at LMHC and the hard work they engage in to positively impact the lives of our tenants.



**Josh Browne CPA, CGA, BAccS, IAHM**

Josh Browne is a seasoned executive who is highly regarded for his experience providing strategic and operational direction to Public and Private non-profit housing organizations. He is a founding member of the Housing Collaborative Initiative and is committed to his community and the causes he cares deeply about. Josh brings along extensive government and housing experience from the City of London and plans to apply his knowledge to implement the 2016 Strategic Plan. Josh is excited to lead significant transformative initiatives to reshape programs and services for LMHC's tenants and community partners.

# OUR TEAM

## ASSETS & PROPERTY SERVICES

Assets & Property Services is responsible for the maintenance of and improvements to all LMHC properties. In addition, the Assets & Property Services team supports vacancy management through the successful integration of individuals and families into LMHC communities.

The team is comprised of the Director of Assets & Property Services, Property Services Managers, Vacancy Coordinator, Property Services Coordinators, Administrative Assistant, Maintenance Repairpersons, and Tenant Placement Coordinators. Together, the team is responsible for the implementation of scheduled and emergency repairs in both occupied and vacant units. Property Services communicates directly with Tenants to understand their maintenance needs, catalog and prioritize the work, coordinate unit restorations, and implement required repairs. Throughout this process, Tenant Placement advocates for tenants' needs and desires to ensure they are given a home suited to their needs.

Upgrades to LMHC's aging housing portfolio are essential and ongoing as most of the buildings were constructed between the 1960s and 1970s. The 2016 Facility Condition Assessment Report details the condition of all LMHC properties and what needs to be done over the course of several years in order to maintain and improve them. The Assets & Property Services team is working with the City of London to develop and implement a long-term capital asset strategy.

In 2016, LMHC sought additional Capital Funding through two Province of Ontario funding streams. The **\$4.7 million awarded** will be used in 2017 and is directed towards initiatives to **reduce greenhouse gasses and improve tenants' environments.** These funds are added to LMHC's existing annual **Capital Funding of \$2.2 million.**

## OUR TEAM

### CORPORATE SERVICES

Corporate Services is responsible for the overall administration of LMHC which involves Finance, Human Resources, Information Technologies, Communications and Customer Service. The staff team includes The Director of Corporate Services, Finance Assistant, Information Systems Coordinator, Customer Service Coordinators, Accounts Payable Coordinator and Corporate Services Administrator. Together, the team supports all LMHC tenants and the entire LMHC staff.

In 2016, the team focused largely on two major projects designed to provide positive impacts on the entire organization. The first of these projects involved **relocating the LMHC offices to Oxbury Mall**

in London East from the former Dundas Street office in downtown London. The new location provides tenants with access to primary healthcare offices, an on-site grocery store, pharmacy, free parking, and remains on major bus routes.

The second project involved the implementation of an enterprise-wide property management software package. This new Enterprise Resource Program (ERP) increases organizational efficiency by moving to a cloud-based system and further enables the Corporate Services team to better serve tenants.

# OUR TEAM

## TENANT ADMINISTRATION

The Tenant Administration team works with upwards of **5,000 individuals** in **3,300 units** across the City of London and County of Middlesex. Those who call LMHC home are a diverse cross-section of low-income individuals including families, seniors, new Canadians and those living with physical or mental health challenges.

The team works to ensure that no one 'fall between the cracks', that all are respected, receive the supports and services needed, know how to access services, and are aware of their responsibilities. Supports and services include lease concerns or changes, rent adjustments, rent arrears management, social concerns and legal matters. Recently the team has re-implemented home visits for new residents. The home

visits conducted by Community Relations Workers gives tenants the opportunity to ask questions and learn more about the LMHC community while in the comfort of their own homes.

Partnerships with both the Private Sector and 56 Community Agencies provide innovative co-facilitated programs for adults, seniors and families across London and Middlesex County through creative programming and shared space. Tenant Administration continues to explore new ways to strengthen and expand partnerships to better meet the diverse needs of residents.

In 2016, we adopted a Quarterly Reporting of Income method to better serve our tenants. This reporting method is designed for those who have a stable income

as it reduces the need to report their income on a monthly basis. In turn this reduces our overall paper usage, provides peace of mind and budgeting opportunities for tenants as their rent remains consistent, and reduces their time spent collecting and delivering income information to the office. Thanks to the implementation of this method, overall Rent Calculations for **2016 was 1,200 vs. 1,492 in 2015.**

The Tenant Administration team includes the Director, Tenant Administration Managers, three Tenant Administration Coordinators, Community Relations Workers, Legal Services Manager, Legal Services Coordinator, Tenant Support Services Manager and Tenant Program Coordinator.



# COMMUNITY PARTNERS

Our dedicated community partners deliver a full circle of support to families in our community through its strong network of programs and resources. We deeply value working in conjunction with over 50 community partners who help establish important services for our tenants.

We are always seeking out new opportunities for programs and partnerships in order to help meet the needs of those in our communities. We appreciate help in all shapes and forms, whether it's a one-time holiday meal or long term/ongoing program. We are always interested in exploring new ways to provide our tenants with the services they need. While we have ongoing relationships with many fantastic community agencies and organizations, we still face large service gaps that we want to overcome. LMHC is committed to maintaining existing partnerships while welcoming new opportunities with any agency who may be interested in joining us.

**Thank you to our Community Partners:**

- Argyle Community Resource Centre
- Boys and Girls Club of London
- Brescia University College
- Canadian Mental Health Association, Middlesex
- Children's Aid Society of London and Middlesex
- City of London
- Community Care Access Centre
- Crime Stoppers
- East London United Church Outreach (ELUCO)
- East Village Animal Hospital
- Families First CAPC
- Fanshawe College
- Friends of the Civic Gardens
- Gateway Church
- Glen Cairn Community Resource Centre
- Health Zone
- Joe Kool's
- John Howard Society
- Life Resource Centre
- Learning it Together (LiT)
- London CAREs
- London Clean & Green
- London Community Chaplaincy
- London EMS
- London Fire Department
- London Humane Society
- London InterCommunity Health Centre
- London Police Service and COR Unit
- LUSO Community Services
- Maria Louisa de Moreno International Foundation
- Merrymount Family Support and Crisis Centre
- Middlesex-London Health Unit
- Mission Services of London
- Mobility 1st Limited
- My Sister's Place
- Neighbourhood Resource Association of Westminster Park (NRAWP)
- North Park Community Church
- Northwest London Resource Centre
- Quad County Support Services
- Regional HIV/AIDS Connection
- ReForest London
- Salvation Army
- Search Community Mental Health Services
- South London Neighbourhood Resource Centre
- Stock Transportation
- Streetscape
- St. Vincent de Paul
- United Way of London and Middlesex
- Unity Project
- Victorian Order of Nurses (VON)
- Western University
- Wings of Prayer Ministries
- Women's Community House

- Addiction Services of Thames Valley
- Amica of London
- Animal Care and Control Services

## FROM OUR COMMUNITY PARTNERS

“LMHC is an excellent partner to work with. They very much value the work we do, they are supportive of our programs, new initiatives and are always willing to help with promotion. They are professional, responsive and provide exceptional communication. We are often told by the tenants of the building how appreciative they are of our work and that they are grateful of the services and programs we provide.”

**Elaine Desando and  
Dana Bell, VON**

### Fanshawe College, London Campus Social Service Worker Program

“Thank you London Middlesex Housing Corporation for affording our SSW students the opportunity to collaborate over this past academic year with the citizens residing in some of your supported residences. Students work on Community Development participatory projects to identify individual and community assets. They engage citizens in participating in the creation of community initiatives informed by research thus building mutual capacity (core competencies). All projects are intended to build capacity within

individual community citizens. The students model community development skills purposefully to transfer knowledge to the citizens to meet their needs, highlighting the importance of college in our community.

**Catherine Urquhart,  
Fanshawe College**

“The London InterCommunity Health Centre has developed a strong partnership with London Housing over the past 3 years. This partnership has allowed us to build community and capacity within a number of buildings, strengthening the support we can offer to isolated seniors. London Housing has been very accessible, quick to problem solve with us and overall extremely supportive. We look forward to building this partnership as we go forward.”

**Sarah Patterson, London  
InterCommunity Health Centre**



## MAJOR DEVELOPMENTS



### New CEO

LMHC welcomed **Josh Browne** as the new **CEO** in the summer of 2016. Josh has a forward way of thinking and embraces innovation, technology and has a bold vision for LMHC's future. His focus is on the people in our community and how we can come together in a collaborative way to make positive change.



### New Office

After a long and intensive search, LMHC found a new home at **Oxbury Mall in 2016**. This new and welcoming space is easily accessible for our tenants, offers free parking, is close to great amenities, and is located on a major bus route.



### London Hydro Collaboration

In 2016, LMHC teamed up with London Hydro to provide energy efficient upgrades throughout our properties. Our tenants were able to receive LED lamps for in suite fixture and personal lamps at no cost to them. Also, any appliances owned by our tenants containing coolant such as fridges, freezers, A/C and dehumidifiers were part of a one-for-one swap with new energy star rated units. London Hydro fully funded this program.

## MAJOR DEVELOPMENTS



### Boulee Street Renovation

The beginning stages of an extensive unit renovation began in 2016 where LMHC teamed up with Make-a-Wish Foundation and the Thames Valley Children's Centre to renovate a home for one of our families living at Boulee Street. The family had been struggling to provide quality of life for their son who has Cerebral Palsy. This renovation was unlike any other LMHC had done before; the unit's lower floor bedroom and washroom were gutted to make room for a bigger, more accessible space. This made room for a new bathroom with a roll-in shower, a bigger bedroom and easy access to the backyard via a power door leading to a full ramp.



### New ERP

In 2016, LMHC introduced a new property management software package called HSC Insite. This program is a comprehensive online property management and accounting solution through a single, easy-to-use platform. HSC Insite is a cloud-based system that will increase organizational efficiency, which will in turn enable LMHC staff to better serve tenants.



210

Saved tenancies through negotiated mediated agreements



651

Referrals to partner agencies and service providers



495

New homes given to tenants



2,200+

Tenant concerns investigated and resolved



\$790,000

Energy rebates received



460

Home restorations



14,047

Completed repair & service orders

“

It's actually really hard to even think of what it would have been like without having [London & Middlesex Housing Corporation] there to help me out, so I'm very grateful that it's there... It made a really big difference in my life.

”

– Shannon, LMHC Tenant



# FINANCIAL INVESTMENTS

## OPERATING INVESTMENTS

Approximately half of LMHC's expenditures such as utilities, property taxes and insurance are for the most part beyond the corporation's control.

The overall age of many of our properties has created a strain on our operating budget and we continue to see an uptrend in repair costs as building systems reach the end of their useful lives. We endeavour to offset our expenses through a number of different means, including continued exploration of shared services and energy conservation initiatives.

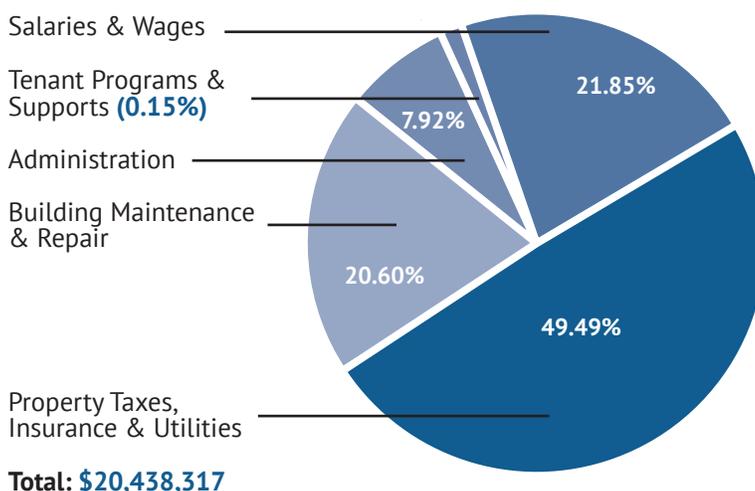
### OPERATING REVENUE

Rental Revenue	\$10,773,462
Municipal Base Funding	\$8,991,668
One-time Funding	\$115,000
Other	\$507,622
<b>Total Revenue</b>	<b>\$20,387,752</b>

### OPERATING EXPENDITURES

Salaries, Wages, & Benefits	\$4,465,301
Property Taxes, Insurance, & Mortgage	\$5,789,595
Building Maintenance & Repair	\$4,210,484
Utilities	\$4,325,303
Administration	\$1,617,865
Tenant Program & Supports	\$29,770
<b>Total Expenditures</b>	<b>\$20,438,317</b>
<b>Net Surplus (Deficit)</b>	<b>\$(50,565)</b>

### % OF EXPENDITURES



The Revenues and Expenditures outlined above, are shown before capital funding and amortization of tangible capital assets. Please visit: <http://www.lmhc.ca/2017-board-meetings.php> to view LMHC's 2016 Audited Financial Statements and budget variance explanations.

# FINANCIAL INVESTMENTS

## CAPITAL INVESTMENTS

**2016 was about looking forward.** We began our Strategic Planning process with a strong focus on creating a capital asset plan that will ensure the long term sustainability of our buildings. We were also able to leverage over **\$790,000 of external funding** by way of energy

saving rebates to provide capital upgrades that will allow our building to be more energy efficient and environmentally friendly. Thus, providing future savings for both our operating budget and our tenants.

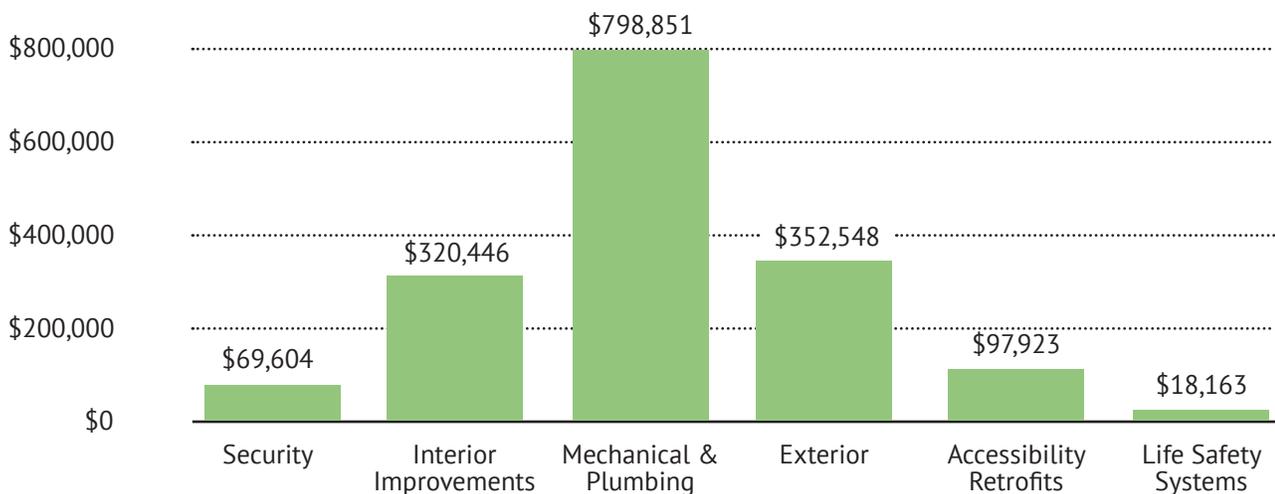
**\$790,000**  
in external funding

“

We're on the move; 2016 was about looking forward.

”

## CAPITAL IMPROVEMENTS



**1,657,536 - Total**

## STRATEGIC PLAN

Our tenants are the reason for our **2017-2020 LMHC Strategic Plan** which redefines not only what we do but how we do it. The plan process was developed in 2016 and charts a new path for LMHC. The essence of this Strategic Plan speaks to LMHC's resolve to conduct business differently. The plan addresses the needs, pressures and opportunities involved in providing a truly supportive housing model that lifts people out of poverty to reach their potential while building the strong and caring communities our tenants need and deserve.

We quickly realized that in order to start redefining who we are our mission and vision statements needed to change. To start, we needed to establish a refocused passion that reflected the needs of today's housing model. Our new Mission addresses our commitment to providing and maintaining homes in a safe and supportive environment while supporting our Vision to use housing as the foundation to help do so. This new approach will continue to serve as a reminder for us to always aspire for more.

The new era we have entered demands a high degree of collaboration and innovation as we critically examine how our buildings are designed, built and managed. LMHC's sole reliance on public funding to meet escalating needs is not a financially sustainable approach. We strive to find new ways to provide stability for our tenants thereby improving their quality of life.

## STRATEGY





# FINAL MESSAGE

**LMHC** would like to thank our sole shareholder; the City of London, the County of Middlesex, our staff, tenants, community partners, and the Province of Ontario for supporting and embracing change with us. We have high hopes for what the future holds and are excited to be **“on the move”** making strides to fulfill our new Mission and Vision, showing those in London & Middlesex that **WE CARE.**

“

Thank you to all our tenants and supporters for another great year

”

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