

MY PLACE TO CALL HOME

ANNUAL REPORT 2018



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A home is more than just an address. Having a home makes it possible to access employment, enroll in school, and open a bank account. A home provides shelter, security, and a place to raise our families. All Canadians deserve a dignified place to call home."

- Canada's National Housing Strategy, A Place to Call Home



MESSAGE FROM THE CHAIR + CEO

Our tenants include some of our city's most vulnerable citizens. The homes we provide for these children, adults and seniors give them stability in their lives -- a foundation to feel safer and grow up stronger. This is a responsibility that we're mindful of every single day as we work to make our communities better for our tenants. That's why we changed our name from London & Middlesex Housing Corporation to London & Middlesex Community Housing. This change signifies our renewed focus on creating communities in our buildings where all are welcome and can access the supports they need to reach their potential.

In 2018, with our strategic plan now firmly in place, we worked on the designs and resources required to move us into being a Housing Provider that cares. We focused on our core services as a community housing provider and worked to transform our culture and practices to become more responsive and tenant-centric. This included a focus on risk management, governance, and leadership, along with the introduction of our CARE framework and the creation of our community development and tenant engagement team. We also worked to integrate LMCH into the network of supports and services that exist in the city to support our tenants, including exploring how we could best respond to the opioid crisis facing Londoners. The accumulation of this work was summarized in an internal audit report authored by PriceWaterhouseCoopers (PWC) that focused on the operational alignment of LMCH's funding model and strategic plan.

Moving forward, we are committed to working with the City of London and our service delivery partners to renew our aging housing stock, make our communities safer and continue to improve our service delivery for the families we work with every day. As such, we are implementing strategies to improve our work order system, reduce the time needed to prepare vacated units for new tenants, and better connect tenants to services and supports.

We are moving into 2019 with a strong, committed team, clear goals and a renewed focus on making our organization more tenant-centric, responsive and accountable. We want to be an organization the entire city can be proud of by owning our unique purpose as a community housing provider with a focus on tenants who face complex challenges and barriers. As we continue to make progress, our focus must be about creating safer homes for our tenants and building communities that create more safety, stability and opportunity for the people we serve.



JOSH BROWNE
Chief Executive Officer



SEAN QUIGLEY
Board Chair

OUR NEW NAME

LONDON & MIDDLESEX
COMMUNITY HOUSING

Our new name, London & Middlesex Community Housing, represents our renewed commitment to creating and supporting community in our buildings. It also demonstrates our focus as a community housing provider; we aim to provide a home for everyone who needs one. We know we currently don't have enough units to meet the need in London and Middlesex, but we are working towards regenerating our sites so that we can create more homes.

To increase our ability to facilitate community building, we created a Community Development team within our organization. These committed staff are focused on engaging our tenants and community partners to identify and develop the supports our communities need to come together. By engaging more deeply and more often with our tenants and community partners, we better understand their needs and more effectively communicate how we can work to meet them. And when we don't have a quick or easy solution, this relationship and trust helps us create a plan to find a solution that will work.



WE CARE

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.

MISSION

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

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.

In other words, WE CARE





OUR TENANTS

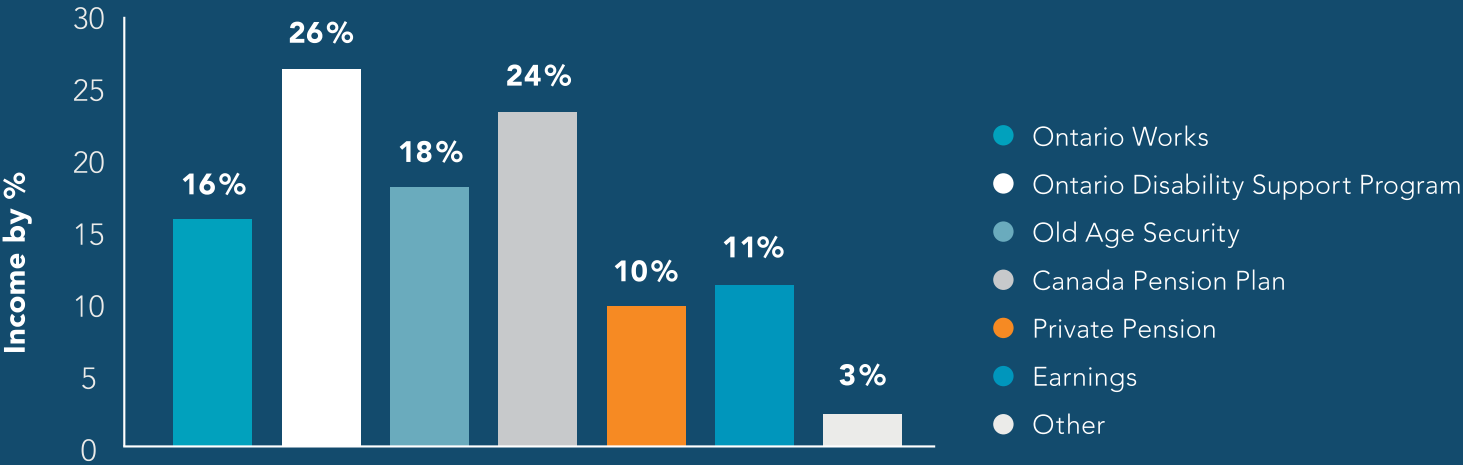
In 2018, we collected insights to help us understand more about our tenants, their situation and their needs. This insight helps us to understand how our communities are changing, to identify supports we may need to put in place and to plan for the future as we continue to build on these insights over time.

In 2018, we provided homes for:

- 1,132 Seniors
- 1,970 Adults
- 1,606 Youth and Children

4,708 Total Individuals + Families

In 2018, Household Income Sources for tenants were *:



**Note that these total to more than 100% as tenants may have had multiple income sources.*

In 2018, we worked with tenants to achieve improvements, supports and housing stability:

- 214 saved tenancies** which means keeping individuals in their homes.
- 2287 complaints investigated and resolved** from noise complaints to trouble with non-secure doors, issues are being resolved.
- 553 referrals to partner agencies** connecting tenants to supports means healthier communities.
- 335 new tenancies** individuals and families who didn't have a safe place to call home, now do.**

***This is about 66% of our 5-year-average; we believe this is largely due to the affordable housing shortage and our multiple saved tenancies.*



I'm new here. I had a great job but things happened and I'm grateful that LMCH is here to help.

Everyone has been so welcoming and kind, so it really is the people that make it great here.

- Vincent, LMCH resident



OUR SYSTEM NAVIGATORS

As part of the creation of our Community Development team, we overhauled the approach to tenant service. As a result, our front-counter customer service roles are now System Navigator roles. The people in these roles have a new focus on community development and strive to help tenants solve issues first and foremost.

This means acting as partners in problem-solving to keep our tenants safely and supportively housed. We know that by asking questions related to challenges like paying rent or by pro-actively following up with non-responsive tenants, we can make a big difference in supporting individuals and saving tenancies.

We are focused on working with our tenants as the individuals that they are; they depend on us to meet their needs during the most difficult times in their lives and it is not a responsibility that we take lightly.

Our history as an unresponsive and compliance-driven organization needs to be rebuilt with our new, caring approach that focuses on trust, service, and humanity.

But this new commitment is not without challenges; we know that there are historical and systemic structures that must be broken down before we can make meaningful and lasting change.

Our tenants are why we show up every day ready to work. Our tenants are why we passionately advocate for change. And they're why we're hopeful about the future we're building, together.





OUR COMMUNITY PARTNERS

London Middlesex Community Housing has been fortunate to have many community partners participate on our sites over the years providing a variety of programs and services to individuals and families and individuals.

In 2018, we spent purposeful time getting to know our partners and which programs and supports tenants engaged most actively with. This led to the expansion of some long-standing partnerships and the creation of new ones in response to tenant needs. We now have 59 community partners working across our sites on 130 programs.

One example is our partnership with the East Village Animal Hospital, which has a special focus on working with pets cared for by low-income individuals. Because of this partnership, 199 pets belonging to our tenants were seen by a veterinarian and 145 homes were visited by their team.

This is important because research shows that pets provide important supports, leading to improved mental health and resiliency for pet owners. Our tenants may not have access to this kind of important care for their furry family members without this partnership.

Another example is our Rookie League and Joe League programs, where volunteers from the City of London Police Service play baseball and basketball with youth tenants. This allows potentially vulnerable youth to build positive relationships with authority figures, to make friends from other neighbourhoods and learn new skills while building confidence in their abilities.

“Playing basketball with different kids from different areas is awesome. People on your team might be from other neighbourhoods so you get to meet new kids who have different skills and grow together with the help of our coaches.”

- Joe League Participant

“Rookie League and Joe League are both beneficial partnerships for all involved. The most obvious is the benefit for all kids who participate in an organized sport and the lessons that come with this, such as teamwork, dedication and learning how to lose gracefully. The partnership also benefits the volunteer coaches -- putting officers with kids in a positive environment humanizes the relationship and connection. These relationships can last a lifetime and really impact the decisions they make in the future.”

- PC Chris Golder, London Police Service

“Every child is precious and every family offers something to the community. We serve the basic needs, the community culture and nurture the spirit to ensure that the village is there to support when needed.”

- Rev. Pam Cullen, London Community Chaplaincy

OUR COMMUNITY-LED PROGRAMS

Our Community Development team has been working with tenants to develop Tenant Advisory Committees that empower tenants to build community, provide support for their neighbours and bring concerns forward. These committees have started to run their own programs and we seek to support them, whether it's with space, grant applications or connections to community partners. There were many successes for these committees in 2018, including the development of 42 programs, and there's more to come as we build in 2019 and beyond, including building on some of the programs detailed below.

Community Meal Program

Mary is a Resident Contact and an active member of the Tenant Advisory Committee in her building, where tenants have developed a knitting circle, a community meal program attended by more than 70 people and a food cupboard to support fellow tenants.

She says there's "a room full of laughter and conversation! Nothing like a home cooked meal to bring people together" at the community dinners. "Each of these activities are impacting the building in different ways. It's exciting and exhilarating and it makes your heart smile...I'm inspired and proud to be a part of them. For myself, just seeing people smiling, chatting and enjoying life is the best payoff ever! Thank you so much Tim and Kristen, along with your team, for all your encouragement, support and hard work."

Tenant-led Recycling Programs: Southdale and Simcoe St.

Steve was a quiet participant in the tenant advisory group, but over the course of the year, he has grown his leadership abilities with the committee.

"The committee has given me projects to do and given me purpose by getting me involved in my community. With the recycling program I started at the building, we've been able to reduce our impact on the planet.

The committee has given the voiceless a voice. The police are also more active and supportive of our community and the work the committee is doing."

Tenants taking the lead: Steph's story

Steph is a leader among her peers on the Simcoe St. Tenant Advisory Committee. An early participant in community engagement activities, Steph now takes notes for meetings, runs the group's Facebook page, and organizes games nights in the community room. Steph is an advocate as she wants to ensure her home is safe and welcoming and that she and her neighbours have the support and services they need.

"The committee has allowed me to meet more tenants and it has brought the building together like never before. We are building healthy relationships with housing and the community as a whole, and we're working together to be part of the solution."





OUR BUILDINGS

We're committed to providing safe, clean, supportive housing as a driver for dignity and belonging for our tenants. This means completing work orders in a timely manner, increasing our capital investments and restoring units back to active use.

"Fundamentally, the building itself is a roof over my head. We all have a story as to how we got here, but regardless of that, a home is a basic human right and should be treated that way by all."

- Marshall, LMCH Resident

As our infrastructure ages and our tenants' needs grow, the number and complexity of our work orders is increasing significantly year over year.

Growth in Work Orders by year*

2016: 14,000

2017: 16,000

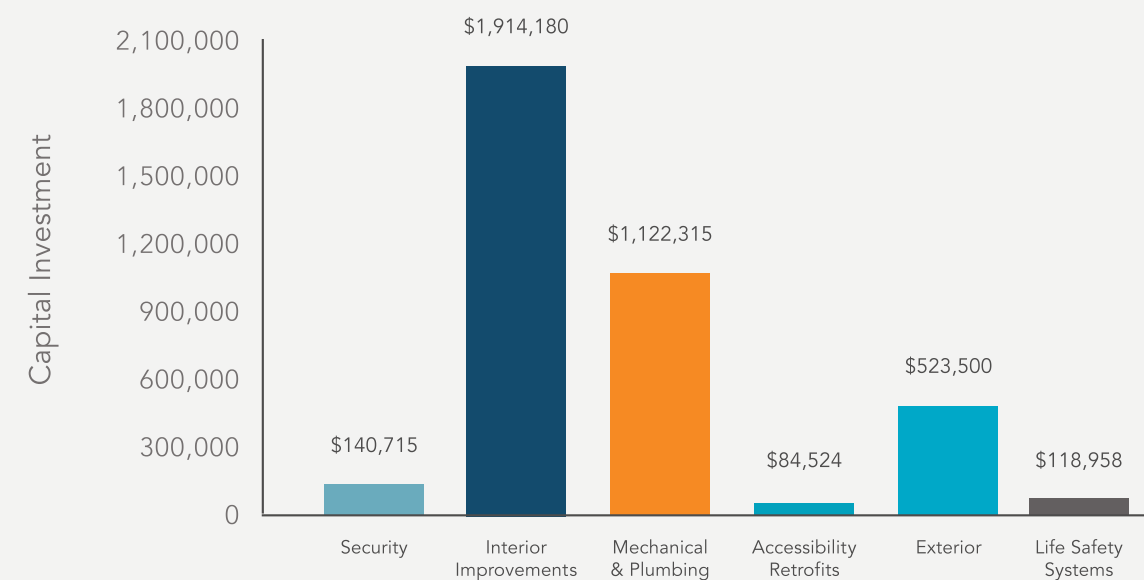
2018: 18,000

Units Restored in 2018: 341

*Numbers are rounded.



Capital Investments Overview



*The Revenues and Expenditures outlined above are shown before capital funding and amortization of tangible capital assets. Please visit: https://www.lmch.ca/uploads/pdf/2018_Annual_Report1.pdf to view LMCH's 2018 Audited Financial Statements and budget variance explanations.

OUR ASSET MANAGEMENT

We take each home, each building and each community with the utmost seriousness. This collection of spaces makes up the LMCH asset base and we took a deep, critical look at all its future needs. The result of this is an asset management plan that will be ready in 2019. This plan builds on the 2015 VFA Facility Condition Assessment report and provides guidance for the pursuit of additional capital funding to ensure our tenant's homes are livable and sustainable in the future.

The early findings of our Asset Management plan identifies challenges that our housing stock, at an average age of 50 years, is facing now and for the coming years. In short it means that over the next 10 years, there are over \$456 million in identified capital requirements. Over \$60 million are for high impact building components, which are in imminent risk of failure, require extensive coordination to correct, and severely impact the buildings' operation and our tenants' daily lives.

\$456 million in capital repairs are required over the next decade to return to an FCI value of 0.

*Facility Condition Index (FCI) measures the condition of an asset (site, all built improvements) relative to its replacement value. The resulting value is between 0 and 1, with zero indicating that the asset is in perfect condition with no components requiring capital investment and 1 indicating that the asset requires capital investment equal to its replacement value.

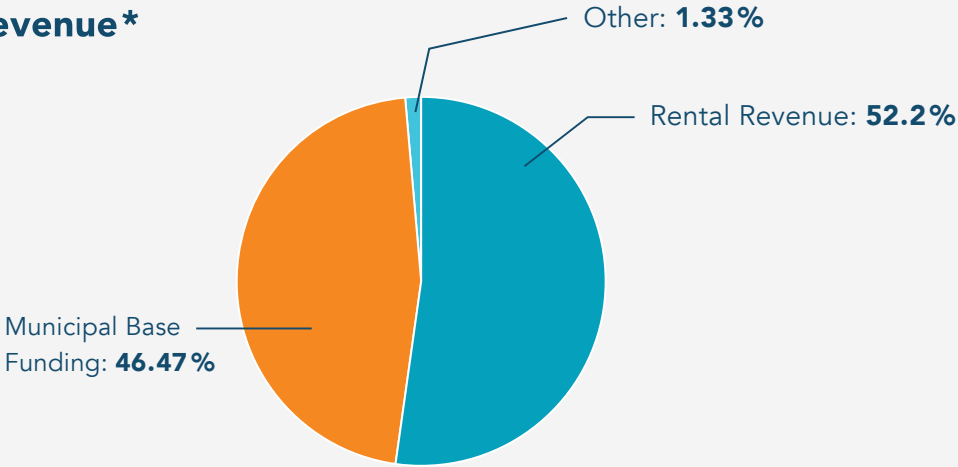
The average FCI value for the buildings and homes across our portfolio is 0.30 as of December 2018. By April 2019, the anticipated FCI is 0.35. At the current (and historical) capital funding level of \$2.2 million, the FCI is projected to reach 0.61 by 2023.



OUR FINANCES

LMCH has developed greater financial sophistication in 2018, increasing reporting confidence across the organization and with the City of London. As we experienced both significant internal change initiatives and unanticipated costs, we demonstrated financial prudence and were able to deliver our tenant services with only a small operational overrun. In 2018, we completed a Zero-Based Budgeting exercise for the 2019 operating year in anticipation of the multi-year budget submission ahead. Our finance team is dedicated to finding financial efficiencies where possible to allocate every possible dollar to service and CARE for our tenants and buildings.

Operating Revenue*

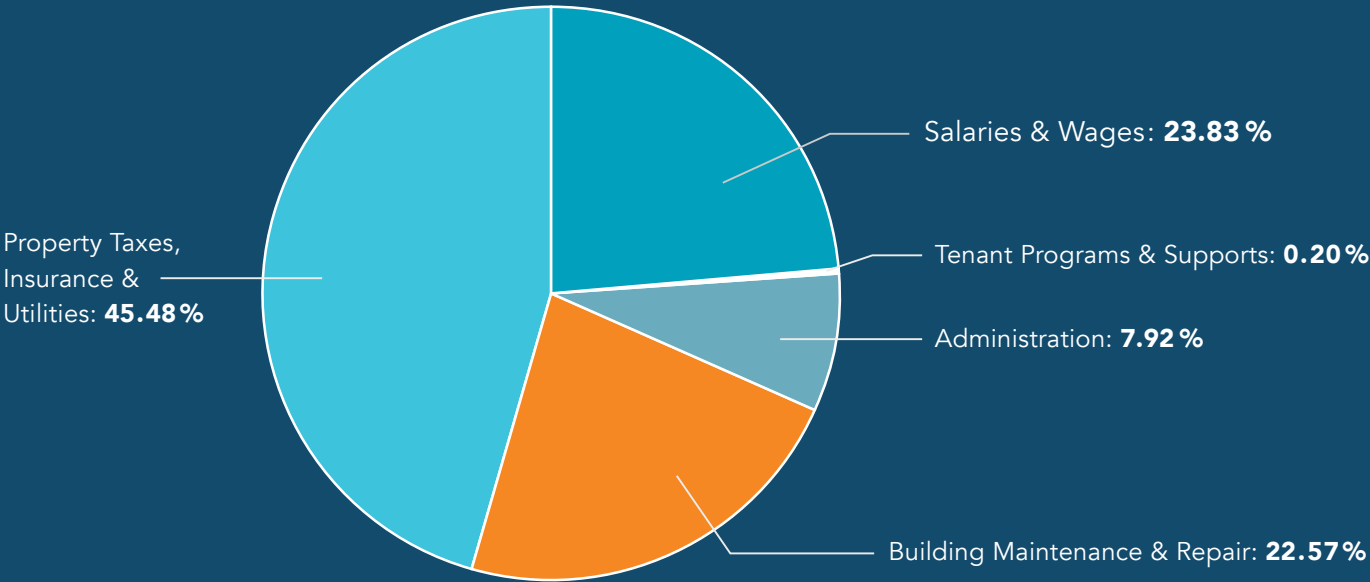


	2018	2017
Rental Revenue	\$ 11,460,132	\$ 11,122,354
Municipal Based Funding	\$ 10,202,215	\$ 9,758,730
Other	\$ 292,406	\$ 354,605
	\$21,954,753	\$21,235,689

Operating Expenditures*

	2018	2017
Salaries, Wages and Benefits	\$5,239,281	\$4,790,722
Property Taxes, Insurance and Mortgages	\$6,042,125	\$5,968,535
Building Maintenance and Repair	\$4,963,198	\$4,631,855
Utilities	\$3,960,041	\$4,031,625
Administration	\$1,741,783	\$1,765,400
Tenant Programs and Supports	\$43,609	\$43,046
Total Investment	\$21,990,037	\$21,231,183
Net Surplus (Deficit)	(\$35,284)	\$4,506

Operating Expenditures - Percentage Breakdown



* The Revenues and Expenditures outlined above are shown before capital funding and amortization of tangible capital assets. Please visit: https://www.lmch.ca/uploads/pdf/2018_Annual_Report1.pdf to view LMCH's 2018 Audited Financial Statements and budget variance explanations.

OUR STRATEGY

We are committed to our strategic plan* and delivering on its objectives. The following is an update on our status in achieving those objectives:

Status Indicators (As of December 2018)		Total	%
✓	Complete: Action item is complete	27	39%
↑	On Target: Action item is anticipated to be completed by the target date	23	33%
■	Caution: Action item is delayed by one quarter	5	7%
↓	Below Plan: Action item is delayed two quarters or more	7	10%
⬢	On Hold: Action item is on hold until further notice	7	10%

* Our complete Strategic Plan can be found at: https://www.lmch.ca/uploads/pdf/Strategic_Plan.pdf

Status Indicator Summary	✓	↑	■	↓	⬢	Total
A: Improve, renew and maintain the homes that we offer	7	4	–	1	–	12
B: Invest in people to build long-term organizational health	1	3	1	2	2	9
C: Stake out our critical role in supporting housing stability and preventing homelessness	5	6	2	1	1	15
D: Engage, assist and empower tenants	6	2	1	1	–	10
E: Organizational effectiveness	7	1	–	2	4	14
F: Long-term financial growth and stability	1	3	1	–	–	5
G: Maximize information and technology	–	4	–	–	–	4
Totals	27	23	5	7	7	69

As we gained momentum on our strategic plan, we also undertook significant work to deliver planning documents for our core business that will be finalized in 2019. They will provide definition, detail and clarity to every area of our work, including asset management, finance, regeneration, resource management and community development and tenant engagement.

OUR TEAM

Board Members

- Sean Quigley | Board Chair
- Marci Allen-Easton | Vice Chair
- Cllr. Adrian Cornelissen | Director
- Larry Ducharme | Director
- Deb Peckham | Director
- John Morgan | Director
- Cllr. Arielle Kayabaga | Director
- Stephanie Marentette Di Battista | Director
- Anna-Marie Evans | Director

Staff Members

Our staff members are CARE ambassadors who work each day to better our organization. This dedicated team is our greatest asset in ensuring a strong future for community housing in London and Middlesex.

- | | | |
|-------------------|-----------------------|-------------------------|
| Candace Aboussafy | Cheri Johnson | Keri Patterson |
| Megan Baker | Ashley Kennedy | Steve Peckham |
| Marisa Banuelos | Brenda Kernohan | Shelagh Provily |
| Glynnis Bowman | Susan King | Sean Quin |
| Tim Brown | Jon Lawson | Deven Richardson |
| Josh Browne | Bill Leslie | Rob Rossi |
| Sarah Campbell | Andrea Mackenzie | Mariana Salazar-Vargas |
| Jorge Chacon | Megan Malouin | Angela Serra |
| Stacey Clarke | Josh Malouin | Mark Sleziuk |
| Adam Corrin | Joan Matthew | Susan Smith - Jongepier |
| Corinne Cowan | Gerald McCormick | Tim Smuck |
| Kevin Crowder | Valerie McCourt | Henry Sobanski |
| Jody Cuyll | Tanneisha McDonald | Nancy Strickert |
| Amanda David | Denise McRae | Doug Tucker |
| Brad Deneau | Jen Meaney | Kristen Turner |
| Steven Farrow | Katie Millar-Harrison | Tom Turner |
| Jason Flanagan | Chris Moore | Norm Turner |
| Lynn Gibson | Tanya Murray | Nick Van Der Velde |
| Urque Gordon | Tammy Nagle | Azra Velagic |
| Olesya Gryn | Manny Nogueira | Kim Wigfield |
| Idal Guardarrama | Tina O'Connor | Eric Winkworth |
| Nici Hamilton | Laura Palmer | Michael Wismer |
| Nicole Hutt | Terry Parker | |





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