

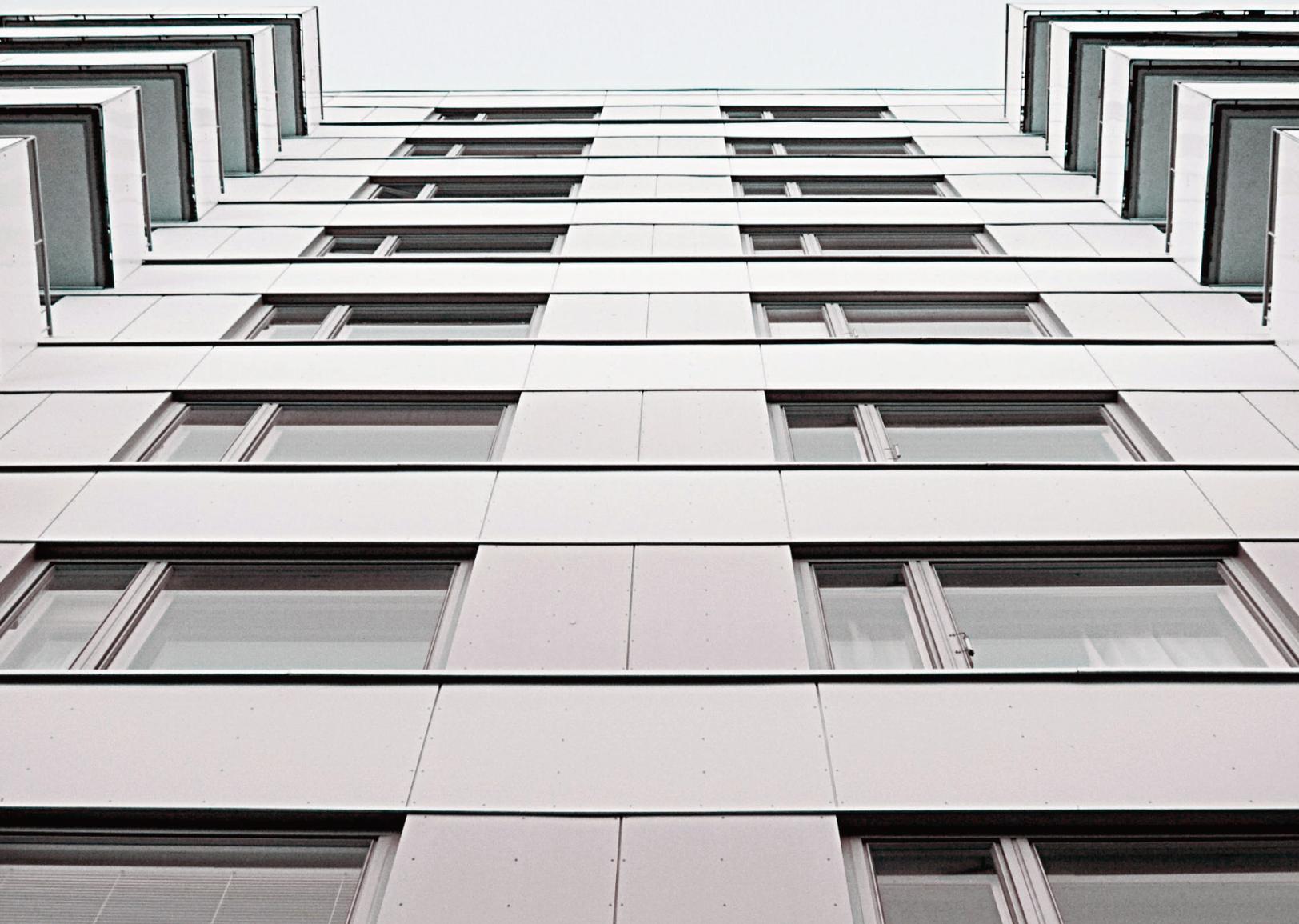


# LONDON & MIDDLESEX

HOUSING CORPORATION

ANNUAL REPORT 2017

Building Up





### ***Our mission***

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

### ***Our vision***

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

### ***Who we are***

LMHC is no longer just a landlord — we want our community to know that **We CARE**. Our new mission is about safe homes, supportive environments and meeting people’s needs. Our vision centers on healthy homes and communities and positively impacting lives, using housing as a foundation. LMHC wants to be part of the solution to social issues in our community and we are doing this by taking action. Together, through the dedication of our Staff, Board of Directors and Community Partners, 2017 represented a year of change. We began the process of building up our organization and began to fulfill the ambitious goals that we committed to achieve in our 2017–2020 Strategic Plan.





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“We must use time wisely and forever realize  
that the time is always ripe to do right.”

— Nelson Mandela

## Message from our CEO & Board Chair



Michael Buzzelli  
*Board Chair*

Josh Browne  
*Chief Executive Officer*

### “ Together, we can achieve so much.

Thank you for your interest in LMHC and our 2017 annual report, Building Up. As the title suggests, LMHC is in the midst of an organizational “reboot”. This is founded on our 2017–2020 strategic plan. We presented this directive to the City of London last year and have since been laying the foundation for our work in the years to come.

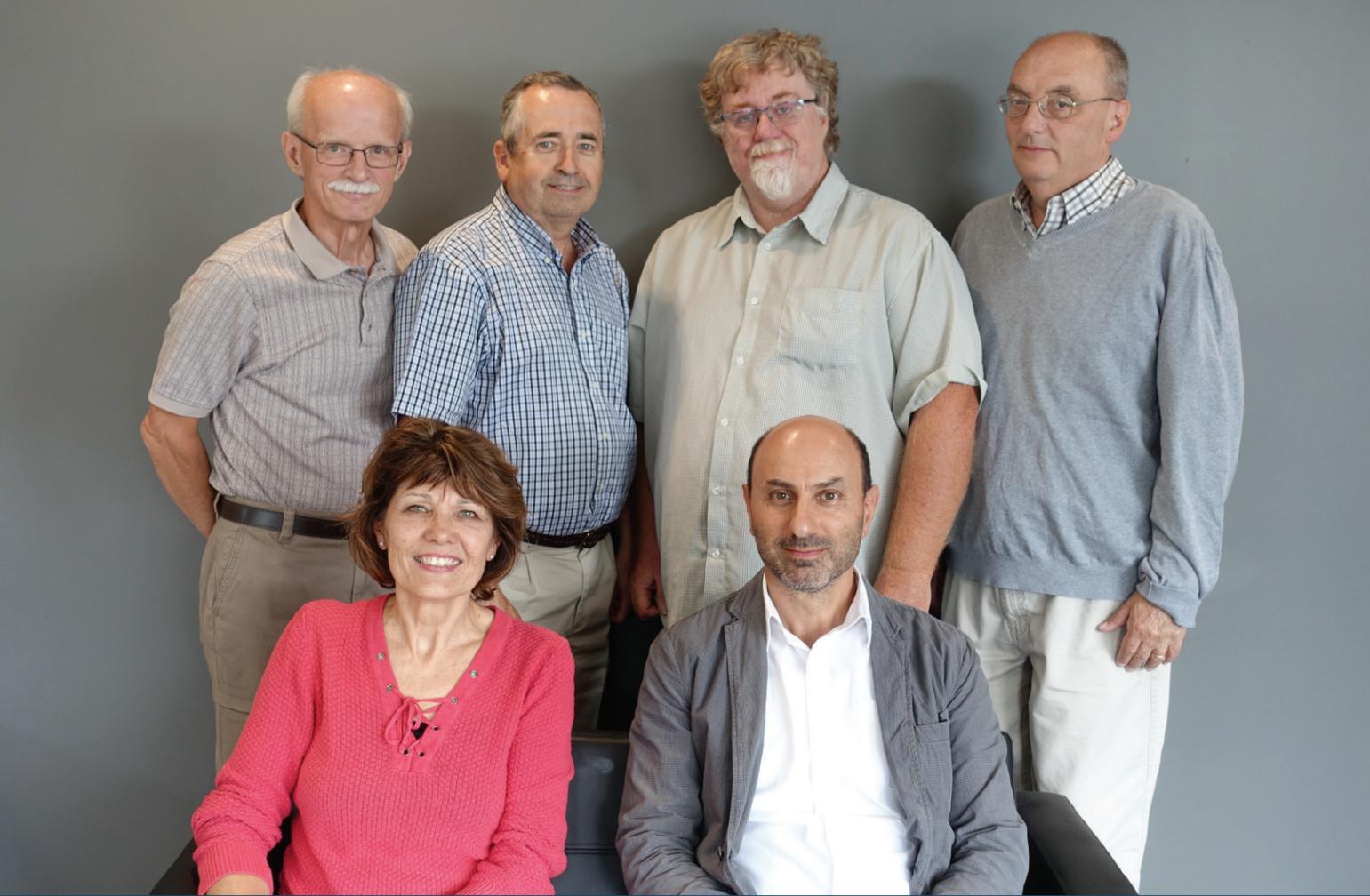
On one level, it is easy to see how LMHC plans to move forward. For example, we have developed a new and more accessible website with web 2.0 interactive functionality. We are proposing a new corporate name, one that evokes a greater sense of community and belonging. Moreover, we have developed a national graduate-student scholarship, the LMHC Housing Policy Research Award, with our first winner named in Fall 2017. These public-facing initiatives signal our ambitions.

Behind these and many other initiatives is a great deal of hard work and self-study. We are hitting our stride with our new strategic plan’s values: to Collaborate and be Committed to our mission; to be Accountable and Accessible; to foster Respect and be Responsive; and to promote Equity and pursue Excellence. In other words, **We CARE.**

We are resolute that all our work going forward should base on these values and principles. Organizational structures and processes are being adapted to new priorities and opportunities. We have also begun work on capital renewal—an imperative to regenerate our homes and buildings in the decade ahead. Modern information systems are being utilized for evidence-based decision-making on our capital assets and business processes. Our tenants—always our primary focus—are increasingly woven into what we do. Indeed our strategic plan was built for and with tenants. Reflecting and reinforcing our tenant focus is our Board’s new Tenant Services committee that aims to help engage our citizens across a range of themes and processes.

While a reboot is needed, know that we are not letting go of the progress made over our 17-year history. We are extremely proud, for instance, of saving a tenancy virtually every business day right across our portfolio. More broadly, we have always known that we are a key piece of our community’s social infrastructure. Our work in 2017 and beyond aims at expanding our presence and being a hub for collaboration, innovation and renewal in London and Middlesex.

On behalf of the Board and Staff, we thank you again for your interest in our work. Please do not hesitate to get in touch. We welcome your thoughts and feedback. ”



## 2017 Board of Directors

LMHC's Board of Directors is comprised of an extremely engaged group of local business and community leaders, who dedicate their personal time to help strengthen our communities. Thank you for setting a bold strategic direction, and for your continued commitment to support our tenants and our staff as we work to achieve our mission and vision.

Michael Buzzelli  
*Chair*

Sean Quigley  
*Director*

Mark F. Rosehart  
*Director*

Marci Allen-Easton  
*Vice Chair*

Councillor Anna Hopkins  
*Director*

Cavita Meetun  
*Director*

Mayor Vance Blackmore  
*Director*

Larry Ducharme  
*Director*

Sarah Campbell  
*Director*



## LMHC Leadership Team

Josh Browne CPA, CGA, BAaccS, IAHM  
*CEO*

Andrea Topham MBA  
*Director of Corporate Services*

Andrea Mackenzie  
*Director of Tenant Services*

Norman Turner MRICS  
*Interim Director of Asset & Property Services*

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

— John Quincy Adams





## Our Staff

LMHC is proud to have dedicated staff members who truly care about the people and communities that we serve. Our staff are resilient and passionate about creating change for a better tomorrow. **Here's what they have to say!**

"I'm excited to help implement a strategic plan that not only focuses on providing housing for those in need but also strives to improve the community in London as a whole. It's so great to work with people who want to make a positive impact on the lives of others."

— Jody, *Finance Manager*

"I look forward to there being enough housing in the City of London so we do not have homelessness. With more Rent Geared to Income Housing we can continue to provide homes to people in need."

— Shelagh, *Corporate Services Administrator*

"What is a home? A home provides comfort, it's a new beginning, it provides security, and it can be full of love and happiness. A home is a warm bed, a space where you think about what the day will bring to you, it is a place where friends and family gather and provides a sense of community. A home is what I am able to give to those who need it as a Tenant Placement Coordinator and I can't think of anything else I would rather do. I have worked for London & Middlesex Housing Corporation for 28 years and I truly appreciate the work that we do and hope that the future will bring better solutions and support to the people who need it. I have witnessed what a home can do for our tenants from listening to personal stories and challenges, seeing someone smile ear to ear to someone crying tears of happiness. I feel good about the direction London & Middlesex Housing is headed and can't wait to see what lies ahead! We will never stop making a difference in someone's life! "

— Denise, *Tenant Placement Coordinator*

"I'm excited about LMHC's future because in 2017 LMHC committed to moving toward being more supportive of our tenants and the wider community, giving us the opportunity to reach beyond housing and make a greater impact on tenants and community members."

— Laura, *Executive Assistant*

"I love what I do and whom I do it for. When people tell you that it took a while for them to get a roof over their heads, and that they will use this new opportunity as a fresh start and you can see the excitement on their faces, it makes you believe there is always hope in what we do as a group, all together, because **we care!**"

— Jorge, *Maintenance Repair*

LMHC truly does care about the tenants and providing support to them. I'm excited to play a part of exploring new and innovative ways to make the experience of living in LMHC communities as good as it can be!

— Matt, *Construction Manager*

"I have always wanted to work at something where I can truly make a difference and have a positive impact on the community. At LMHC I feel I have finally found the place. I am very proud to work with such a dynamic group of resourceful and caring individuals."

— Tanya, *Legal Services Coordinator*

"I look forward to exploring new opportunities as we plan to improve communication, create meaningful partnerships and integrate emerging technology to better support our residents and engage them in shaping the future of their communities."

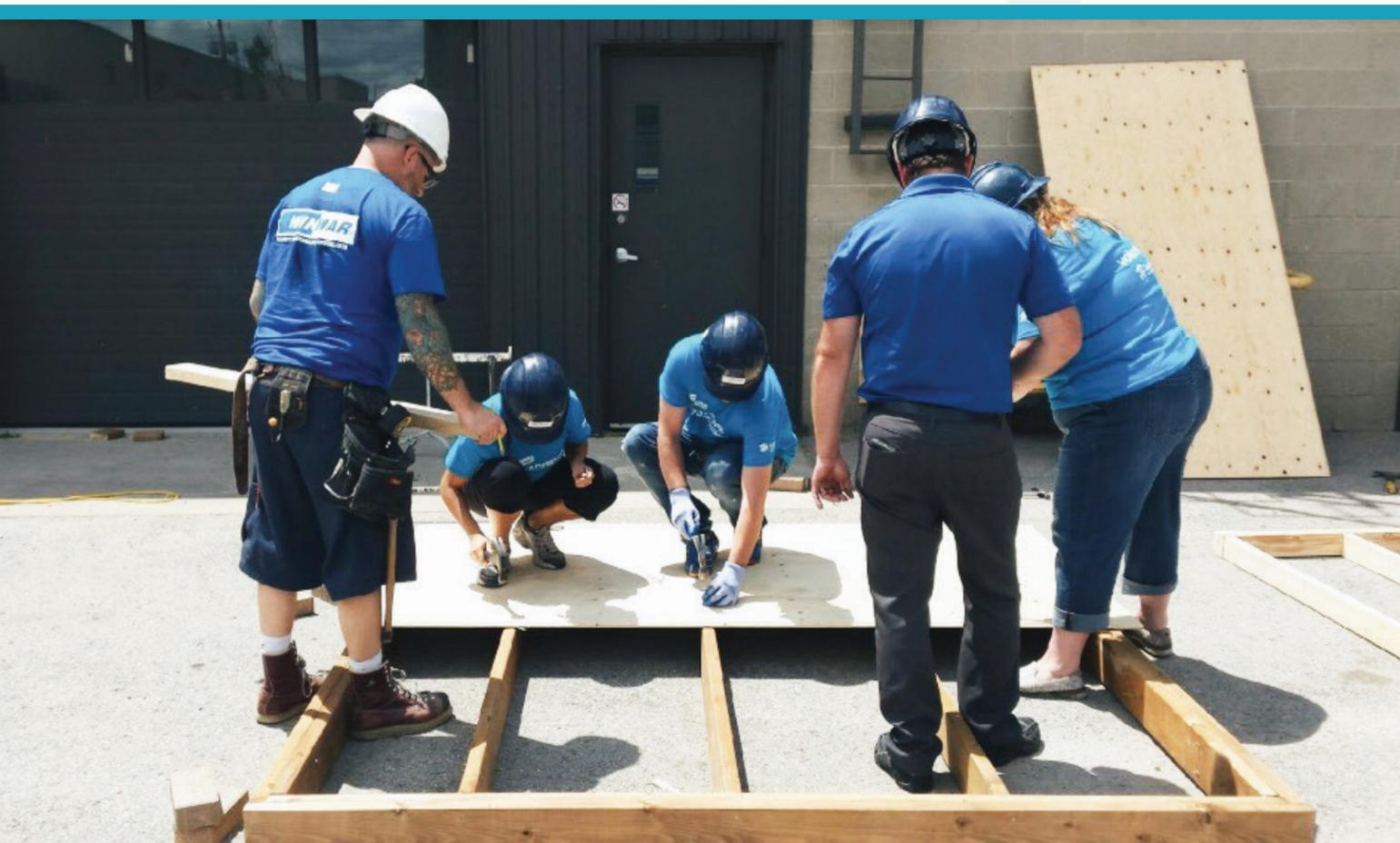
— Olesya, *Tenant Administration Manager*

## Community Partners

Thanks to our devoted Community Partners, we are able to make accessing helpful, necessary and important services easy for our community members. LMHC is grateful for the ongoing support of our Community Partners and looks forward to what the future has in store!

**Thank you for making a difference in our Communities.**

- Addiction Services of Thames Valley
- African-Canadian Foundation of London and Area
- Amica of London
- Animal Care and Control Services
- 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
- Elections Canada
- Families First CAPC
- Fanshawe College
- Friends of the Civic Gardens
- Gateway Church
- Glen Cairn Community Resource Centre
- Health Zone
- Jara Music Club
- Joe Kool's
- John Howard Society
- Knollwood Baptist Church
- Learning it Together (LiT)
- London CARES
- London Clean & Green
- London Community Chaplaincy
- London Community Foundation
- 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
- Mobility 1st Limited
- My Sister's Place
- Neighbourhood Resource Association of Westminster Park (NRAWP)
- Neighbourhood Watch
- North Park Community Church
- Northwest London Resource Centre
- Quad County Support Services
- Rogers Connect for Success
- Regional HIV/AIDS Connection
- ReForest London
- Salvation Army
- Search Community Mental Health Services
- South London Neighbourhood Resource Centre
- Stock Transportation
- St. George's Parish
- St. Vincent de Paul
- Trinity Church
- United Way of London and Middlesex
- Victorian Order of Nurses (VON)
- Western University
- Wings of Prayer Ministries



“I get by with a little help from my friends.”

— The Beatles

## 2017 Updates

In many ways, 2017 was the year that LMHC laid the foundation for what's to come in the years ahead. We are "Building Up" to offer more tenant focused approaches. We started by looking at the way we offer customer care, developing implementation plans, exploring new opportunities and engaging with our community members. In all endeavours, we are determined to show our communities that **We CARE**.

### Our 7 key strategies

### Our accomplishments

Improve, renew, and maintain the homes that we offer	Asset management resource framework, HDC
Invest in people to build long-term organizational capacity	Company-wide job shadow review
Stake out our critical role in supporting housing stability and preventing homelessness	Increasing LMHC's brand awareness
Engage, assist & empower tenants	Community development focus groups and surveys
Organizational effectiveness	Recruit resources to implement the Communication Strategy; Customer Service Lean project
Long-term financial growth and stability	Leverage new & existing federal and provincial housing programs
Maximize information and technology for informed decision making	Website 2.0 & Phase II of new ERP System project plans underway

## Our Impact

LMHC is committed to providing homes in a safe and supportive environment to meet the needs of our community members. We strive to couple housing with appropriate support services and welcome new approaches of data collection to help maintain positive tenancies.



# 283

saved tenancies through negotiated mediated agreements



# 622

referrals to partner agencies and service providers



# 474

new homes given



# 2,365

tenant concerns investigated and resolved



# \$74,100

energy rebates received



# 466

home restorations



# 16,400

completed repair and service orders

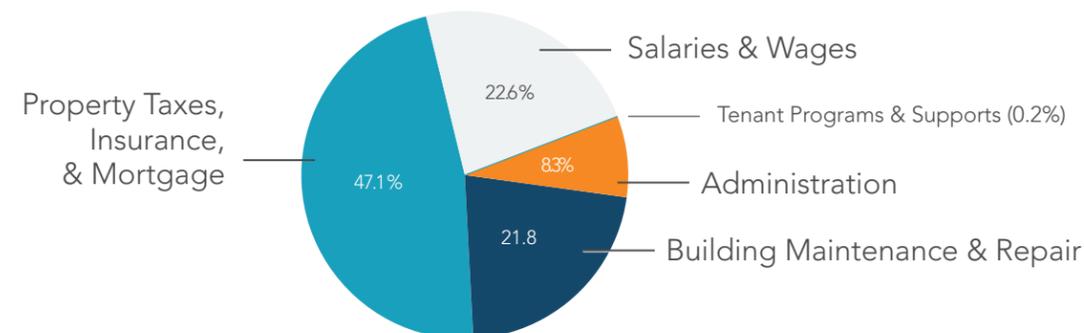
## Operating Investments

Utilities, property taxes and insurance cover approximately half of LMHC's expenditures and are, for the most part, beyond the corporation's control. As we continue to experience an uptrend in repair costs due to our aging housing stock, LMHC actively works to offset expenses through a number of different means, including continued exploration of shared services and energy conservation initiatives.

OPERATING REVENUE	2017	2016
Rental Revenue	11,122,354	10,773,462
Municipal Base Funding	9,758,730	8,991,668
One-time Funding	-	115,000
Other	354,605	507,622
<b>Total Revenue</b>	<b>21,235,689</b>	<b>20,387,752</b>

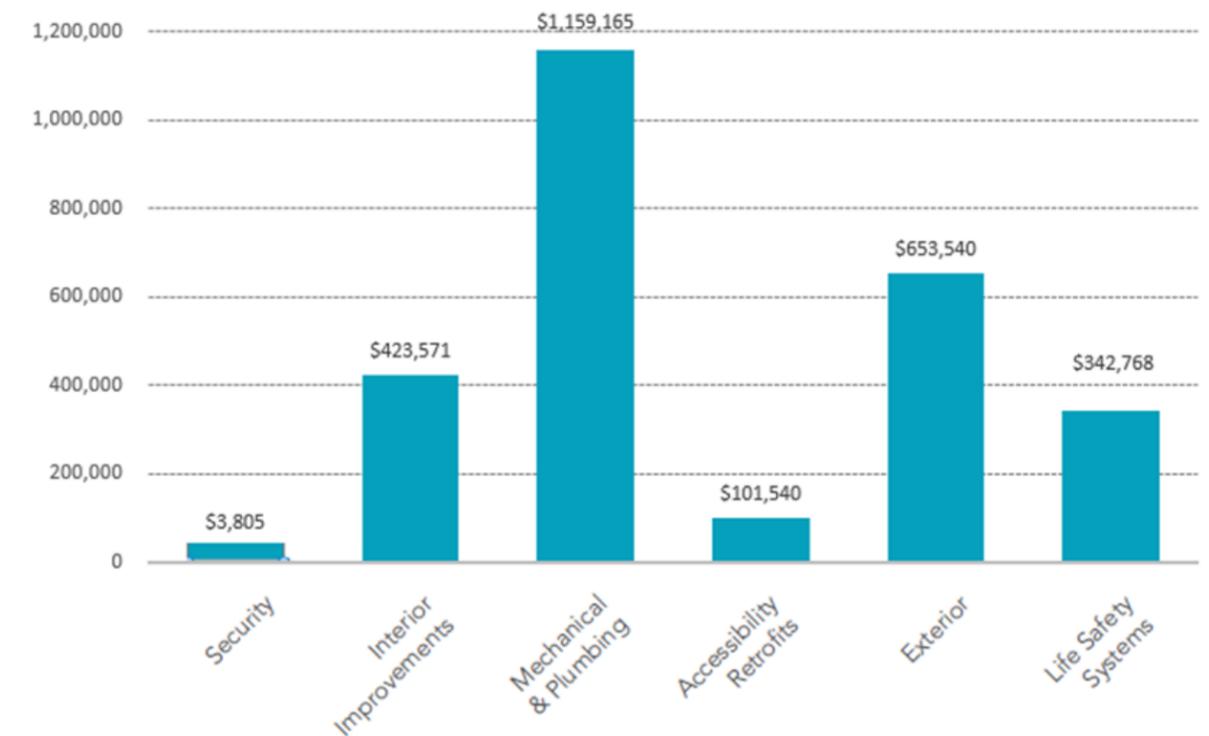
OPERATING EXPENDITURES	2017	2016
Salaries, Wages & Benefits	4,790,722	4,465,301
Property Taxes, Insurance, & Mortgage	5,968,535	5,789,595
Building Maintenance & Repair	4,631,855	4,210,484
Utilities	4,031,625	4,325,303
Administration	1,765,400	1,617,865
Tenant Program & Supports	43,046	29,770
<b>Total Expenditures</b>	<b>21,231,183</b>	<b>20,438,317</b>
<b>Net Surplus (Deficit)</b>	<b>4,506</b>	<b>(50,565)</b>

### % OF EXPENDITURES



## Capital Investments

There was a significant increase in activity in LMHC's Capital Program in 2017. Thanks to the additional funding from the City of London, SHIP and SHARP, we were able to support capital investment levels as set out in the table below. LMHC received \$74,000 of external funding by way of energy saving rebates to provide capital upgrades that aid with energy and environmental efficiencies.



The Revenues and Expenditures outlined on the opposite page are shown before capital funding and amortization of tangible capital assets. Please visit: [www.lmhc.ca/2018-board-meetings.php](http://www.lmhc.ca/2018-board-meetings.php) to view LMHC's 2017 Audited Financial Statements and budget variance explanations.



## *Final Message*

LMHC is changing the way we think about housing. In the last year, LMHC began implementing our approved 2017–2020 Strategic Plan. We shifted to a results-based governance model and initiated LMHC’s first Tenant Services Committee. With the ongoing support of our Community Partners, Staff, Shareholder, and Board of Directors LMHC is ready for the next phase of our journey. We have been growing and learning through community development initiatives that will shape the future direction of our corporation. Our staff and community partners are dedicated and caring people who embrace change and welcome new challenges. Our success is the community’s success. LMHC is **Building Up** our capacity so we can break ground on innovative ways to support our communities.



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**lmhc.ca**

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