

# ANNUAL REPORT

ACTION. ACCOUNTABILITY. RESPECT

# 2024



LONDON & MIDDLESEX  
COMMUNITY HOUSING



# LAND ACKNOWLEDGEMENT

## LAND ACKNOWLEDGEMENT

London and Middlesex Community Housing provides housing on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Adda-won-da-run).

We acknowledge the local First Nations communities in this area, the Territory of the Chippewa (CHIP-I-WAA) of the Thames, the Oneida (OH-NY-DUH) of the Thames, and the Muncey (m-UH-n-s-ee) Delaware Nation.

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home.

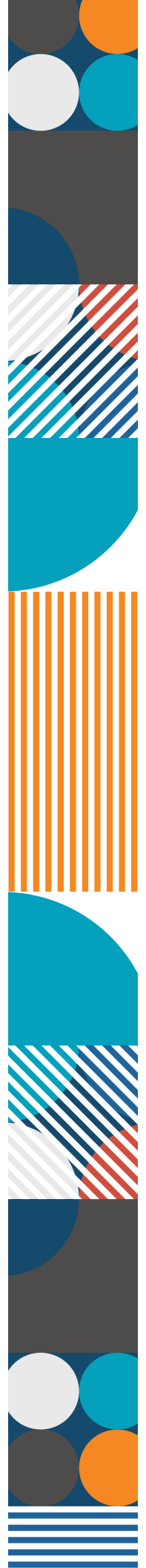
Today, the City of London & Middlesex County is home to many First Nations, Métis and Inuit people.

We are grateful to have the opportunity to work and live in this territory.



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# MESSAGE FROM THE CEO AND BOARD CHAIR

## Building Trust Through Action

2024 was a year of meaningful reset at London & Middlesex Community Housing. As we look back, it's clear that we are not just responding to issues—we're rebuilding the foundations of how we serve, listen, and show up for our tenants.

Over the past year, LMCH has taken significant steps to strengthen the organization from the inside out. This has meant addressing long-standing challenges with fresh eyes and firm resolve. We've begun to rebuild key services and functions—some from the ground up—so that we can serve tenants more effectively, more consistently, and with greater care.

One of the most visible changes has been the complete reset of our Pest Control Program. We recognized that reactive approaches were failing. In 2024, we began the difficult but necessary work of overhauling how we manage and prevent infestations—starting with improved protocols, clearer communication, and a stronger commitment to prevention. This is just one example of how we're shifting from short-term fixes to long-term solutions.

We also reset our Community Safety strategy, ensuring tenants feel safe where they live. We've expanded capacity, improved staff support, and aligned this work more closely with other frontline services. We introduced Tenant Administration Manager to bring more structure, accountability, and coordination to tenancy management. We restructured the Asset Management team to focus squarely on delivering our capital program, ensuring that infrastructure upgrades are timely, impactful, and well-communicated.

**PHIL SQUIRE**  
BOARD CHAIR

**PAUL CHISHOLM**  
CEO





We're not just rebuilding buildings. We're rebuilding trust—with every visit, every repair, and every conversation.



This has happened alongside a broader **Organizational Review** that began late 2024 and continues into 2025 with a restructuring of our operational teams. The review has involved listening deeply to our staff, community partners, and, most importantly, tenants. We've stepped back to examine the systemic barriers that prevent good service and real progress. We're committed to building a healthier, more responsive organization that reflects the values we want to see in the communities we serve.

Of course, change at this scale doesn't come without disruption. The work we're doing—especially in buildings that require major capital renewal—can be intrusive and inconvenient. Teams have been entering homes more often to inspect, repair, and upgrade vital systems. This work is necessary, but we know it's also exhausting. If you've had to rearrange your day or put up with noise or dust while we make upgrades, thank you.

To every tenant who has met these changes with patience and understanding, we see you. And we are deeply grateful.

At the heart of everything we do is this: **we want to build trust not just with better buildings but with better relationships.** That means showing up when we say we will. It means delivering the repairs, the safety measures, the services—and the respect—that tenants deserve.

Looking ahead, **2025 is about resetting our relationship with the community.** We are moving forward with a renewed commitment to collaboration, transparency, and care. We will continue listening, learning, and improving—and we'll keep working to earn tenants' trust.

On behalf of everyone at LMCH, thank you for your support and patience. Your voice, feedback, and lived experience are shaping the future of this organization. We're proud to walk alongside you as we continue building safer, stronger, and more connected communities together.



## MISSION

To provide clean, safe, and well-maintained homes, to meet the needs of the people we serve in our communities.

## VISION

To build inclusive communities where safe, affordable, and accessible housing is the foundation for positive change.

## VALUES

To Collaborate To be  
Accountable To be  
Responsive To promote Equity

## BOARD OF DIRECTORS

**Phil Squire**

Chair

**Mayor Colin Grantham**

Mayor, Strathroy-Caradoc  
Vice-Chair

**Shawn Lewis**

Deputy Mayor and Ward 2 Councillor, City of London  
Director

**Hadleigh McAlister**

Ward 1 Councillor, City of London  
Director

**Gary Bizaire**

Director

**Gregory Thompson**

Director

**Sara Piñeros Castaño**

Director

**Cara Awcock**

Director

**Kathleen Savoy**

Director

## LMCH EXECUTIVE LEADERSHIP

**Paul Chisholm**

Chief Executive Officer

**John Krill**

Director, Asset Renewal

**Andrea Mackenzie**

Director, Tenant Services

**Rob Cunningham**

Director, Finance and Corporate Services

**Christine Poirier**

Senior Manager, Property Services

**Dirk Volschenk**

Manager, Human Resources



## WHO WE SERVE



**5,000+** Tenants



**3258** Units  
**32** Properties



**\$1B** Portfolio Value



**100%** Rent-Geared-  
Income Housing

Family Communities – 26%



**834** Units



**11** Communities

Adult Communities – 32%



**1219** Units



**9** Building

Senior Communities – 37%



**1046** Units



**12** Buildings

Scattered – 5%



**159** Units

*Inclusive of London and Middlesex County*

## LMCH BY THE NUMBERS

### TENANT PLACEMENT



**300** New  
Tenancies



**2.6%** Vacancy  
Rate



**51** Families



**112** Seniors



**137** Adults



# LMCH BY THE NUMBERS

## SERVICE REQUESTS



**25,394**

Completed Service Requests



**24%**

Pest Control



**18%**

Plumbing



**9%**

Keys and Doors



**8%**

Building General



**7%**

Electrical



**34%**

Other

## TENANT SUPPORT



**47**

Intake of  
tenants/families



**50**

Crisis  
Intervention



**676**

Referrals to  
Partner Agencies



**26**

Successful discharges  
from support program



**1,281**

Home visits



**97%**

Eviction  
prevention rate



**65**

Tenants/families  
supported into 2025



**68**

Individuals supported  
into 2025

# BUILDING SAFER COMMUNITIES

## HOW LMCH ENHANCED SAFETY THROUGH INNOVATION AND COLLABORATION

### Safety is more than security, it's peace of mind

At LMCH, we know that tenants can focus on building their lives, families, and futures when they feel safe. That's why safety has been a core priority in our 2024–2027 Strategic Plan. In 2024, we took bold steps to modernize our approach, grounded in innovation, collaboration, and tenants' voices.

### From Concerns to Change: Addressing Tenant Safety Together

At the start of 2024, underreporting, outdated systems, and limited after-hours support contributed to safety issues across LMCH properties.

Tenants were frustrated with everyday issues, including:

- Unwanted trespassers in common areas
- Noise and disturbances without follow-up
- A lack of visible security presence
- Slow or no response from emergency services



LMCH Community Safety Unit.

At the same time, broader challenges like rising mental health and substance use concerns were impacting the entire community. LMCH needed to continue to evolve and improve our approach to community safety.

### The Solution: A Tenant-Centred Community Safety Strategy

#### Modernizing Our Infrastructure

- Unified Reporting Systems: Combining data sources ensured consistent tracking and faster response to tenant concerns, allowing us to better understand issues across our communities.
- Daily Briefings: Keeping CSU staff coordinated and informed.
- Marked Vehicles: Improving visibility and making help easier to identify.
- Extended Hours: Providing support when tenants need it most.

#### Improving Engagement & Communication

- We made it easier for tenants to flag concerns and feel heard.
- Increased CSU presence meant over 5,000 unauthorized people who should not have been in our buildings were denied access.
- We addressed 634 noise complaints.

#### Connecting to the Bigger Picture

LMCH's safety model reflects evolving best practices in community housing where data, partnerships, and empathy go hand in hand. We are proud to align with the City of London's Housing Stability Plan, supporting:

- Health-focused responses (e.g., Naloxone distribution)

- Stronger tenant-staff relationships
- Transparent and accountable safety practices
- Community Safety Talks

## Looking Ahead: Building on Trust and Momentum

At LMCH, safety is more than a priority; it's a shared commitment built on trust, teamwork, and visible change in our communities. While 2024 marked important progress, the work continues with even greater focus in the year ahead.

- Trust is growing. More tenants proactively reach out, making "FYI" calls to flag concerns early and help prevent escalation.
- Response is quicker. Daily briefings and branded vehicles have improved coordination and reduced wait times.
- Voices are being heard. Tenant concerns are logged, followed up on, and acted upon.

## Innovating for Safer Communities

We're embracing smarter, more responsive approaches to safety:

- Remote CCTV Patrols now verify site patrols and allow real-time monitoring of high-risk areas.
- Targeted Patrol Routes in 2025 will reflect data and tenant feedback, ensuring resources are focused where needed most.

## What's Next in 2025

We're building on this momentum by expanding:

- Security coverage after-hours to reflect tenant needs
- Technology tools for real-time incident tracking and stronger accountability
- Partnerships with trusted organizations like the Canadian Red Cross, Crime Stoppers, and London Police Service

When tenants feel heard, supported, and safe, communities thrive. That's the future we're working toward.

## Community Safety By the Numbers

**5,000+** safety interventions

**284** noise complaints

**350** disturbances

**3,937** trespass incidents

**1,346** access control issues

**14+** daily CSU interventions



LMCH's Community Safety Unit with CEO Paul Chisholm.





Warren, a tenant at 580 Dundas secured a LMCH community grant that was used to build a community garden. Here he is seen with LMCH staff and partners.

**Top Left to Bottom Left:** East Village Animal Hospital volunteers at 241 Simcoe, providing care for tenant's animals. CEO Paul Chisholm with London Community Chaplaincy Executive Director Rev. Pam Cullen and LMCH youth at the Reimagine Southdale groundbreaking. LMCH staff and tenants of 872 William celebrate the completion of new elevators. Tenant Services Manager Breanna cooks up delicious burgers at the Dundas BBQ.





# BUILDING A STRONGER FUTURE THROUGH ASSET RENEWAL

## STRATEGIC INVESTMENTS THAT PUT TENANTS FIRST

### LMCH is not just repairing buildings. We're renewing homes.

From 2020 to 2025, LMCH delivered over 179 capital projects, investing over \$60 million to upgrade aging infrastructure and improve tenant safety, comfort, and dignity. Our Asset Management Plan (AMP) has helped us move from reactive repairs to proactive renewal, targeting the homes in greatest need.

These upgrades were about more than hardware. They directly impacted daily life for tenants, fixing chronic issues like unreliable elevators, recurring leaks, and drafty windows. Projects like new energy systems and modernized infrastructure meant quieter nights, fewer emergency repairs, and more reliable heating and cooling.

### Highlights

- Modernized elevators, boilers, electrical systems, and roofs
- Energy-saving upgrades with new Energy Management Systems and efficient appliances
- Over \$40M more planned in renewal work from 2026–2027
- Accessibility upgrades across multiple buildings

### Why It Matters

Better elevators mean tenants experience improved accessibility, reliability, and energy efficiency. Roof replacements mean no water leaks or mould. Energy-efficient systems reduce tenant costs and support sustainability goals.

We also broke ground on Reimagine Southdale in 2024, which will add 160 (98 net new) energy-efficient units by the time all phases are complete. These units will provide more families with reliable housing. Occupancy for Phase 1 is expected in September 2025.

### Facing the Challenges Together

Even with major progress, 76% of LMCH multi-residential buildings remain in poor or very poor condition. With under \$9M annually in base funding, we must:

- Advocate for increased, stable investment
- Leverage federal and provincial programs
- Ensure balanced improvements are at the center of renewal planning. Meaning improvements are based on infrastructure needs and tenant health and comfort.

### Improving Energy Efficiency Where Tenants Feel It Most

In 2024, LMCH continued embedding energy efficiency into our capital upgrades—not as an added feature but as a core strategy. Our goal is simple: to reduce costs, improve comfort, and align with broader climate goals while putting tenants first.



Newly restored mechanical room at 170 Kent St.



Across the portfolio, dozens of properties received high-efficiency furnace replacements and window and door retrofits. These upgrades mean real change for tenants: no cold drafts in the winter, more stable temperatures year-round, and lower hydro bills.

We also installed Energy Star appliances through the Save on Energy program, supported by the provincial government, cutting electricity use by up to 33% per unit.

These upgrades are good for the environment and make daily life more comfortable and predictable for the tenants.

## Looking Ahead

In 2025 and beyond, we will:

- Replace elevators at Albert, Oxford, Walnut, and McNay, Albert (\$1.5M)
- Upgrade roofs at 13 sites (\$6.95M)
- Improve energy systems and accessibility (\$12.2M)
- Continue using risk-based assessments to target our most urgent needs

This isn't just capital planning—it's a promise to tenants that their homes will be safe, reliable, and part of a better future. While our buildings are aging, our approach is modern, strategic, and focused on long-term impact.

## Asset Renewal By the Numbers:

**\$21** million in new funding to support Reimagine Southdale Phase 2 and Regeneration

**\$50.3** million in capital projects in progress

**4** Elevator modernization projects - \$1.6 million

**3** Roof projects - \$404 thousand

**9** Electrical projects – \$1 million

**3** Mechanical projects – \$1 million

**8** Green projects – \$2.4 million

**118** Accessibility Upgrades - \$4.7 million



**Caption:** LMCH CEO, Board, and the Mayor of London break ground on March 8, 2024.

# BUILDING A HEALTHY ORGANIZATION

## PRIORITIZING PEOPLE, SAFETY, AND GROWTH AT LMCH

At LMCH, we understand that providing safe, stable housing begins with a safe, stable organization. In 2024, guided by our Strategic Plan and a comprehensive Safety Audit, we made significant progress toward becoming a more inclusive, accountable, and people-first workplace.

This transformation is not just about improving staff experiences—it directly enhances the quality and consistency of service tenants receive.

### Culture in Action: Aligning People and Purpose

Our vision for a healthy organization is grounded in four pillars:

1. Attracting and retaining value-driven talent
2. Fostering a culture of safety and engagement
3. Promoting professionalism and accountability
4. Investing in staff development and leadership

In 2024, we improved the organization's hiring, onboarding, and role clarity. These foundational changes helped staff better understand their responsibilities and see how their work supports LMCH's mission.

### Safety First: Responding to the Audit

Following a 2023 Safety Audit, LMCH launched a Staff Safety Improvement Program that started in 2024 and will be ongoing. Key actions included:

- Updating internal safety policies
- Enhancing cleaning standards and site maintenance
- Improving lighting, access control, and CCTV
- Strengthening procedures for incident response

This work reinforces our commitment to staff safety across all sites and builds confidence in how we serve our community.

### Investing in People: Growth and Support

We also made strides in professional development:

- New onboarding tools helped new hires feel equipped and supported
- Team role clarity and performance expectations were reinforced
- Cross-functional projects encouraged collaboration and shared ownership

Looking ahead, we'll continue to invest in staff training and development, including CPI Nonviolent Crisis Intervention® Training. This trauma-informed, person-centred model equips staff to manage complex interactions with empathy and skill.



Christine Lord leads a discussion during Black History Month to LMCH staff.



## Organizational Review: Structuring for Service

In 2024, LMCH conducted an Organizational Review to improve team structure and internal coordination by bringing operations together under a new single team. Staff across all levels shared feedback, helping to shape a more functional, future-ready model.

In 2025, we will begin a phased transition. A new Chief Operating Officer (COO) role will oversee daily operations with three Senior Managers leading:

- Building Services
- Tenant Experience
- Community Safety & Well-Being

This realignment is designed to create clearer leadership lines, stronger support systems, and a more unified approach to service delivery.

## Everyday Culture: Small Changes, Big Shifts

Change also shows up in smaller, everyday actions:

- A bi-weekly staff newsletter improves internal communication
- Quick cross-departmental teamwork prevents delays
- Staff-led morale initiatives build connection and trust

These moments reinforce a culture rooted in care, respect, and responsiveness.

LMCH's new structure puts staff and tenants at the center of every operational decision.

## Looking Ahead

In 2025, we will:

- Expand training across all frontline teams
- Launch a comprehensive staff development strategy
- Continue implementing Organizational Review recommendations
- Co-create solutions with staff to deepen engagement

A Stronger Team for a Stronger Community

A healthy organization is the foundation for tenant success. Investing in our people strengthens LMCH's ability to deliver with empathy, efficiency, and impact. When our team thrives, our communities grow stronger.

## Healthy Org By the Numbers

**25** job opportunities posted

**99%** employee retention rate

**5** employee training events delivered

**1** Guest Speaker Session

**10** Employee Engagement Events





Tenants of our Simpson location in Middlesex County relax during a summer gathering.

**Top Left to Bottom Left:** Tenant of 30 Base Line takes a trip down memory lane. LMCH youth tenants with London Police and John Krill, Director of Asset Renewal at a summer resource fair. London Police Youth in Policing Initiative pose at the Limberlost community event. LMCH youth pose during the Rookie Ball finals.





# FOCUSING ON THE FUTURE

## SUSTAINABILITY WITH PURPOSE, NOT JUST POLICY

Sustainability isn't a buzzword at LMCH—it's a daily responsibility. And for tenants, it's something they can feel in their homes: warmer rooms in winter, better airflow in summer, lower utility bills, and systems that work. From upgraded appliances to new energy systems, LMCH is making deliberate, strategic investments that improve environmental performance and quality of life.

Through a growing portfolio of green infrastructure and energy-efficiency projects, LMCH is helping build cleaner, safer, and more resilient communities for current and future generations.

### Greener Buildings, Healthier Homes

LMCH has embedded environmental sustainability directly into our asset planning, aligning capital renewal with climate leadership. The result is a series of high-impact upgrades that reduce energy use, cut greenhouse gas emissions, and make housing more comfortable and cost-effective for tenants.

### Key Environmental Investments

- **Window and Door Replacements** at family townhome sites for improved insulation and heat retention.
- **494 High-Efficiency Furnaces** installed at all family sites, ensuring reliable heat during cold months.
- **991 Energy Star Fridges** distributed through the IESO Save on Energy program—reducing energy use by up to 33%.
- **Exterior Door Replacements** in communities like Dorchester, lowering drafts and helping tenants manage utility costs.
- **Sensor Light Switches** in high-traffic areas to cut down on unnecessary electricity use.

### Innovation in Action: Building for Tomorrow

Environmental stewardship at LMCH goes beyond basic upgrades. We are exploring piloting technologies and testing new models that allow us to do more with less, benefiting tenants and taxpayers alike. One of the pilot programs includes:

- A new Building Automation System (BAS) at our Commissioners site, that will optimize HVAC systems in real time.

These projects allow LMCH to anticipate evolving climate requirements while keeping tenant comfort and reliability top of mind.

### Aligning LMCH and City of London Climate Goals

LMCH is excited to continue our green initiatives by building our Climate Action Plan. This ensures our priorities align with the City of London's Climate Emergency Action Plan (CEAP) by March 2026, highlighting our shared commitment to net-zero goals.

We've also partnered with the London Environmental Network (LEN) to conduct energy assessments across eight high-rise buildings and five family communities, helping identify opportunities for further retrofits and long-term cost savings.

LMCH's climate investments reflect three key goals:

1. Reduce operating costs
2. Improve tenant comfort
3. Lead by example in climate leadership



## Governance That Supports Sustainability

Sustainability doesn't end with construction. LMCH is committed to tenant-centred, transparent, accountable governance that supports long-term environmental goals:

- Sharing detailed project updates for all stakeholders
- Integrating climate and energy planning into all levels of capital and operational decision-making
- Identify opportunities to leverage projects that have a higher impact for the tenants

By embedding environmental governance into our broader strategy, we ensure that climate responsibility is not just a side project—it's part of how we deliver housing, manage public resources, and build community.

## Looking Ahead: Building a Sustainable Housing Future

LMCH's sustainability journey is far from over. As the effects of climate change grow more visible and as energy costs continue to rise, we will stay focused on:

- Scaling energy retrofits across our housing stock
- Embedding climate adaptation into redevelopment planning



LMCH staff with tenants of 30 Base Line at the 2024 Clean and Green Community Clean Up.

- Expanding partnerships with government, industry, and community-based climate organizations
- Advocating for new funding streams to support green upgrades in public housing

LMCH is committed to building a low-carbon, high-comfort housing system that is responsive to tenants and resilient to climate change.

## Every Upgrade Counts

From solar walls to smart thermostats, from high-efficiency fridges to climate-aligned construction, LMCH is making sustainability real—one home, one system, and one community at a time.

These investments support more than environmental goals—they support people. They send a clear message: sustainable housing isn't optional—it's essential.

## Environment and Governance By the Numbers

**16** Green Capital Projects

**2** Board of Director Learning Events

**6** Corporate Policies Updated

# COMMUNITY DEVELOPMENT IN ACTION

## CONNECTION, CONSISTENCY, AND QUIET TRANSFORMATION

For LMCH's Community Development (CD) team, 2024 was defined by meaningful progress rooted in listening. Early in the year, the team conducted community needs assessments across multiple sites, hearing directly from tenants about their priorities. Two themes came through clearly: the need for greater food security and a stronger sense of community.

These insights shaped the year's programming—from food access initiatives to connection-building events—ensuring that what we delivered reflected what tenants said they needed most. While the Asset-Based Community Development Strategy continued to guide the approach, the work became more focused, personal, and responsive to the day-to-day realities of LMCH communities.

### Listening, Learning, and Acting on Data

What sets LMCH's CD model apart is its foundation in data and lived experience. In 2024, Community Needs Assessment (CNA) data was used for planning and accountability. Quarterly infographics kept stakeholders and staff informed.

The team also introduced CD Pop-Ups—casual, mobile engagement opportunities designed to meet tenants where they are. Whether it was a conversation in the hallway or a quick survey, these moments helped connect with tenants who might not otherwise participate.

### Empowering Tenants Through Engagement and Choice

In 2024, tenants weren't just participants, they were decision-makers. Through Participatory Budgeting and an enhanced Community Development Grant program, tenants had real influence over funding, programming, and community priorities.

Two tenants at our Commissioners Road property used the CD Grant Program to host a vibrant community celebration. Their story—shared in an LMCH blog—showed what's possible when people are supported to lead, even with modest resources. It was about more than an event; it was a reminder that tenants know what their communities need.



Tenants, Judy and Bernadette relax in their beautiful garden at Commissioners.

## Seasonal Moments and Everyday Essentials

The CD team supported seasonal programming that brought joy, connection, and visibility to tenants across the portfolio. Events for Seniors Month, Clean & Green, and National Housing Week built pride and community spirit. Meanwhile, food security efforts, including the Caring Cupboard and holiday meal distributions, remained a lifeline for many households.

Smaller initiatives made a big impact, too. Bingo nights, equipment tune-ups, and one-on-one check-ins may seem simple, but they build relationships and trust—one moment at a time.

## The Power of Partnerships

None of this work happens alone. From after-school programs with Boys and Girls Club of London to London Community Chaplaincy supports at Limberlost and Southdale to wellness pop-ups and income tax clinics, LMCH worked with a growing network of partners to bring services closer to where tenants live.

One standout was the Community Resource Fair at Limberlost, delivered in partnership with the Optimist Club and multiple local agencies. The event brought together housing, health, education, and family supports under one roof.

## Challenges Acknowledged, Commitment Renewed

While the year saw many wins, challenges remain. Engaging tenants who are disconnected from formal programming continues to be a challenge. Delivering consistent services across all communities requires ongoing creativity and collaboration.



Harvest Hands volunteer unloads produce for distribution at 580 Dundas.

Still, the path forward is clear. In 2025, LMCH's CD team will:

- Deepen partnerships to bring more specialized and culturally relevant supports
- Adapt the CNA process for complex buildings like Dundas
- Expand tenant-led and data-informed programming across the portfolio

### LMCH's Community Development team is guided by one principle:

Nothing **about** tenants **without** tenants.

## A Stronger, More Connected Community

The work in 2024 was built on quiet momentum—small interactions adding to real, meaningful change. Through shared meals, grant-supported ideas, hallway chats, and seasonal celebrations, tenants weren't just included. They were seen, heard, and empowered.

The model is still growing, but the foundation is clear: Listen to tenants, work with partners, use data, and consistently show up.

## Community Development By the Numbers

**400+** tenants participated in CD programming

**94** tenants joined in community conversations

**1193** tenant-led events supported



CEO Paul Chisholm along with local MPs, MPPs, City Council and Mayor celebrate the opening of 345 Sylvan.

**Top Left to Bottom Left:** Reimagine Southdale Project Manager Scott Robertson with Jackman LTD. LMCH youth tenants at Rookie Ball. LMCH youth tenants at a tenant fair. LMCH staff celebrate London Pride.





# FINANCIAL OVERVIEW

In 2024, LMCH maintained a balanced budget while continuing to invest in safe, affordable housing for London and Middlesex tenants. The year ended with a small surplus of just over \$26,000, demonstrating strong financial management in a challenging fiscal environment.

Total operating revenues reached \$31.2 million, primarily from tenant rents and base funding from the City of London. These funds supported the day-to-day operations of more than 3,200 homes, including essential maintenance, tenant support, and property services.

Spending was closely aligned with revenue. Major cost areas included staffing, building repairs, property taxes, insurance, and utilities. Our disciplined approach ensured that every dollar was directed to where it was needed most—supporting tenants and sustaining the housing portfolio.

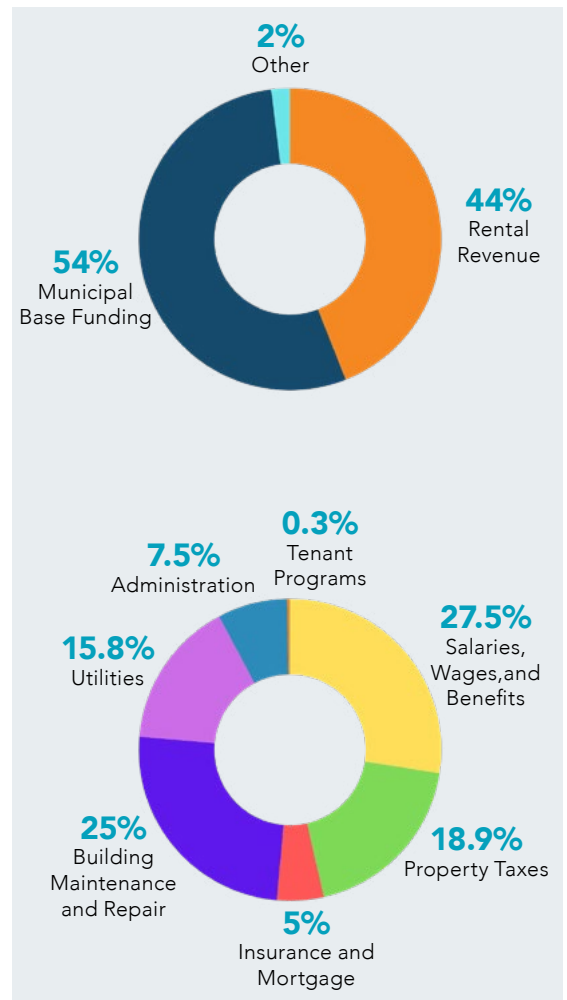
This responsible financial performance was confirmed by an independent audit and reflects our commitment to transparency and accountability. It also gives us a stronger platform to invest in future improvements, helping us deliver not just housing, but better outcomes for tenants.

With stable footing and a clear direction, LMCH is building toward a more resilient and responsive community housing system.

## OPERATING OVERVIEW

Operating Revenue	2024	2023
Rental revenue	13,772,275	13,308,789
Municipal base funding	16,781,288	14,676,651
Other	671,995	630,072
<b>Total Operating Revenue</b>	<b>31,225,558</b>	<b>28,615,512</b>

Operating Expenditures		
Salaries, wages, and benefits	8,614,607	7,792,335
Property taxes	5,842,854	5,434,420
Insurance & mortgage	1,513,076	1,172,583
Building, maintenance and repair	7,840,583	7,394,368
Utilities	4,969,368	4,698,891
Administration	2,337,900	2,093,583
Tenant programs	80,985	62,697
<b>Total Operating Expenditures</b>	<b>31,199,373</b>	<b>28,648,876</b>
<b>Net Surplus (deficit)</b>	<b>26,185</b>	<b>(33,364)</b>

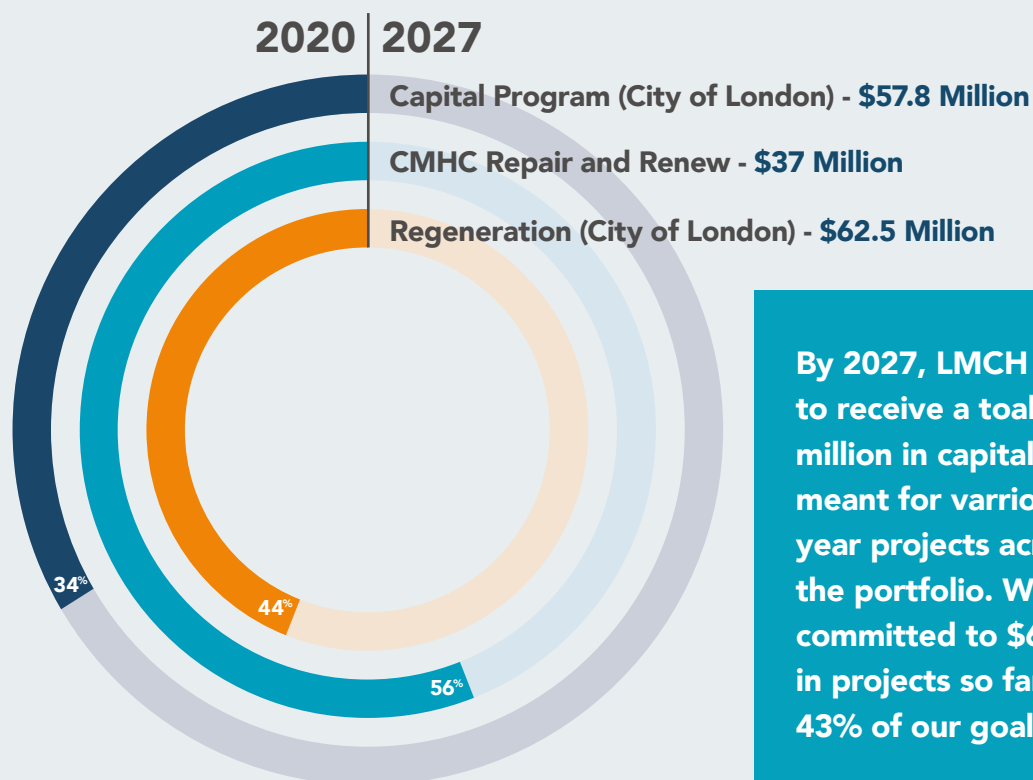


## CAPITAL OVERVIEW

Capital Revenue	2024	2023
Capital Funding - City of London	18,814,122	10,632,740
CMHC revenue	3,053,910	1,359,403
<b>Total Capital Revenue</b>	<b>21,868,032</b>	<b>11,982,143</b>

Capital Expenditures		
Buildings and Improvements	9,040,569	7,486,752
Site Improvements	1,623,528	3,102,887
<b>Total Capital Expenditures</b>	<b>10,664,098</b>	<b>10,589,639</b>

## CAPITAL FUNDING



By 2027, LMCH is expected to receive a total of \$157.3 million in capital funding meant for various multi-year projects across the portfolio. We have committed to \$67.9 million in projects so far reaching 43% of our goal.





# THANK YOU

At LMCH, we know that we are stronger together, and nowhere is that more evident than in our work with community partners. Throughout 2024, these partnerships have been the heart of our progress, helping us expand our reach, deepen our impact, and deliver services that reflect the real needs of our tenants.

Whether through shared programming, resource coordination, or joint advocacy, our partners bring insight, compassion, and innovation to everything we do. From food security and youth programming to housing stability and community well-being, your support has helped transform ideas into action.

Together, we've built more than services: trust, connection, and a growing network of support that reaches every corner of our communities.

Thank you for your ongoing commitment to collaboration. We look forward to growing this work in the year ahead and creating stronger communities side by side.

Age Friendly Ontario

Barkey's Buds

Big Brothers, Big Sisters of London  
and Area

Boys and Girls Club

Caring Cupboard

CMHA Thames Valley - Addiction  
and Mental Health Services

Crime Stoppers

East London United Church Outreach

East Village Animal Hospital

Families First Westminster

Family Centre - Huron Heights

Fanshawe College

Harvest Hands

Health Centre

Holy Family Parish

John Howard Society

Literacy Link South Central

London Community Chaplaincy

London Fire Department

London Intercommunity

London Police Service (Rookie Ball)

Merrymount Family Support  
and Crisis Centre

Middlesex-London Health Unit

Middlesex-London Paramedic Services

Mobility 1st

Northwest London Resource Centre

Quad County Support Services

Seventh-Day Adventist Church

St. Vincent DePaul

Victorian Order of Nurses (VON)



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