

OTTAWA COMMUNITY HOUSING CORPORATION

# 2021 ANNUAL REPORT



## CORPORATE REPORT ON STRATEGIC PERFORMANCE AND ORGANIZATIONAL HIGHLIGHTS

### Building Stronger Communities Together

Waterstone  
CANADA'S  
**MOST  
ADMIRED**  
CORPORATE  
CULTURES  
2020



[www.och-lco.ca](http://www.och-lco.ca)



# Councillor Mathieu Fleury

## *Chair of the OCHC Board*

As we look back on the past year, I am honoured and proud to be able to attest to the commitment and dedication of the staff and Board of Directors at Ottawa Community Housing.

Despite the many challenges associated with the ongoing COVID-19 pandemic and our essential workplace environment, everyone at OCHC has displayed a tremendous ability to work with the circumstances and focus on addressing the needs of tenants in ways that are innovative, proactive, and always growing. We maintain open, multi-channelled dialogue with our tenants, so we may be certain that we are serving them effectively and with consideration.

At Ottawa Community Housing, a focal point has always been to preserve our communities to ensure quality homes for residents. To help facilitate this, OCHC has worked tirelessly with all levels of government to secure important funding, including \$65.4 million in Forgivable Loan funding and \$100.1 million in Repayable Loans funding by the Canada Mortgage and Housing Corporation (CMHC), which represents 55% of the total cost to repair and maintain communities for the next 8 years.

This application covered over 11,000 homes, and additionally helped to supplement our energy efficiency and accessibility targets. Overall, we are well-positioned to continue to boost the livability of our communities and provide a better quality of life to OCHC residents.

I would also like to extend my appreciation to Ottawa's City Auditor for their professionalism and due diligence. OCHC's partnership with my colleagues at the City of Ottawa is essential in providing the best service possible. The auditor's report reinforced the strength and longevity of this relationship as we adapt, evolve, and scale up construction of new affordable units as we strive to meet the City's affordable housing needs and the OCHC board objective of building 10,000 new homes over the next decade.

We also look to the future, and to what we can do to broaden our portfolio and expand access to affordable housing for the people of Ottawa.

Part of this solution resides in our 10-Year Housing Development Framework. Properties in development like Mosaïq at 811 Gladstone, which meets the Passive Housing Standard, and new construction projects like Mikinak, Jockvale, and Rochester Heights Phase II will address a growing and urgent need in Ottawa – that of affordable, safe, and quality housing.

Ottawa Community Housing has secured City and CMHC Funding to achieve this goal, and the organization is committed to the responsible and productive use of these funds.



“ With 2021 behind us and a new chapter ahead of us, I am incredibly excited about the progress we have made and the new developments underway. I want to thank everyone who has made this growth possible, including our partners, tenants, the Board of Directors, and the entire team at Ottawa Community Housing.

*Together, we work towards a day where stable and affordable housing is a reality for everyone in Ottawa.*

”

# Stéphane Giguère

*Chief Executive Officer of OCHC*

Over the course of 2021, I have witnessed firsthand what happens when people work together for a common goal, no matter the obstacles in our way. From the continued impacts of the COVID-19 pandemic to a constantly evolving socio-economic landscape, our team here at Ottawa Community Housing has met all challenges with hard work, empathy, and compassion.

As a result, we have been able to further support our more than 32,000 tenants, through initiatives like vaccination clinics, committing to build and preserve affordable and social housing, an online tenant portal to streamline access to maintenance services, and in 2022, a Complex Care Housing strategy that will allow us to better support the most vulnerable seniors and adults living in our communities.

Staff well-being also remains a top priority. Through consistent dialogue with our teams, OCHC has supported our employees in the ways that best serve them, whether that be through mental health support and service provision, workplace adaptation, and flexibility, or a Diversity, Equity, and Inclusion Strategy that aims to provide the space for long term dialogue and positive change. As a result, OCHC is proud to have been named a 2021 National Capital Region Top Employer.

The creation of a Long-Range Financial Plan ensured that we will continue to operate with an emphasis on responsibility, transparency, and accountability at the highest level. Through our work with the City of Ottawa, we have been fortunate to have government support and collaboration at all levels and look forward to everything this partnership holds in the future.



“ 2022 has not been without its own challenges thus far. From rising inflation and supply chain and labour shortages to geopolitical struggles around the world and a month-long convoy protest that directly affected over 1,500 OCHC residents, circumstances have proven that we must be able to adapt.

*I have witnessed the strength of our community firsthand, including tenants, our partners, and our team here at Ottawa Community Housing. I am more confident than ever that our commitment to our mandate is unbreakable, and our drive to serve the community unstoppable.*

”

This past year has proven to be one of many things: adjustment, resiliency, and collaboration, but namely that we are stronger working together.

Yet above all else, it was one of endless dedication to the work done at Ottawa Community Housing, and a commitment to exemplary care and service that is at the forefront of everything we do, because we make a difference each and every day. To all tenants, partners, and employees here at Ottawa Community Housing – thank you.

# OCHC 2021 BOARD OF DIRECTORS



**MATHIEU FLEURY**  
COUNCILLOR  
CHAIR



**RAWLSON KING**  
COUNCILLOR  
DIRECTOR  
(EX-OFFICIO)



**THERESA KAVANAGH**  
COUNCILLOR  
DIRECTOR



**CATHERINE MCKENNEY**  
COUNCILLOR  
DIRECTOR



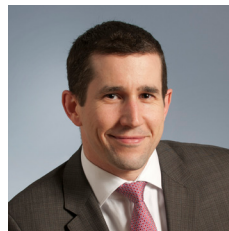
**SCOTT MOFFATT**  
COUNCILLOR  
DIRECTOR



**FERENAZ RAHEEM**  
CORPORATE  
SECRETARY



**MICHELE BRENNING**  
DIRECTOR



**DAN DORÉ**  
VICE-CHAIR  
DIRECTOR  
May 2014 - June 2021



**REBECCA HICKEY**  
VICE-CHAIR  
DIRECTOR  
Appointment June 2021

**BRENDAN LAWLOR**  
TREASURER\*

**JENNIFER MONDOUX**  
DIRECTOR\*

Joined June 2021

- \*Photos not available at the time of production



**GIRUM SIMMIE**  
DIRECTOR



**PAUL-ÉMILE FORTIN**  
TENANT  
REPRESENTATIVE  
DIRECTOR

## VISION

To be a leader in providing safe and affordable homes to enable OCH tenants to fully participate in the socio-economic opportunities of the City.

## MISSION

As a leader in the delivery of quality, affordable housing, OCH collaborates with others to develop safe and healthy communities.

## GOALS

- Nurture healthy, safe and inclusive communities
- Deliver quality services to every tenant, every home
- Innovate to meet housing and financial needs
- Foster an organizational culture of leadership, accountability and continuous improvement

**COLLABORATION    ACCOUNTABILITY    RESPECT    EXCELLENCE**



# ABOUT OTTAWA COMMUNITY HOUSING CORPORATION

The largest affordable housing provider in Ottawa

## Tenants

# 32,000



Seniors  
22%



Children  
20%



Youth  
20%



Adults  
38%

## Households



Seniors  
37%



Singles  
8%



Single Parents  
30%



Families  
17%

## 15,000 Homes

0.5% below market rent

87% subsidized

11% market rent

1% leased to partner agencies



41% Highrise

15% Midrise

6% Lowrise



33% Townhomes

4% Multi-Unit House



1% Rooming House



160+ communities





**KEY ELEMENTS**

- Housing is a key determinant of health
- Positive social environments are critical to successful tenancies
- Tenants must feel safe, proud and part of the broader community
- OCHC relies on effective partnerships to build communities
- Partners play a vital role in OCHC's need to balance resources with growing tenant needs
- Working with partners improves services to tenants

Most OCHC tenants live within Ottawa's greenbelt in homes clustered as townhome complexes and apartments that integrate with broader neighbourhoods.

The people who live in OCHC communities come from many backgrounds and life experiences. What is common is that these people face financial struggles in finding a healthy and safe place to call home. OCHC provides a range of housing solutions based on the requirements of tenants.

Clients include single-parent families, adults with disabilities, families, senior citizens on fixed income and new arrivals to Canada. For many tenants, OCHC plays a critical role as a liaison to other support services to help establish and maintain successful tenancies.



## 10-Year Volunteer Engagement Highlights

January 11: The first volunteer event of 2011, with a group of students from Algonquin College

7,700 volunteers donating over 31,000 hours

369 projects completed with the help of 80 volunteer groups

**10 YEARS OF VOLUNTEER ENGAGEMENT**

In 2021, the Volunteer Engagement Program marked its 10th anniversary. Volunteers from corporate partners have completed beautification projects throughout OCHC's communities.

These projects have included everything from painting to building new community infrastructures such as garden boxes or picnic tables. The Program has allowed local businesses to contribute to efforts in beautifying OCHC communities, benefiting thousands of tenants. It has also strengthened relationships between OCHC residents and the greater community.

We are grateful to all volunteers who have given their time to the OCHC Volunteer Engagement Program.





**A total of close to 2,000 tenants received vaccinations through these OCHC-led clinics.**

## VACCINATION CLINICS

In response to the global pandemic, OCHC joined with local health partners, including Ottawa Public Health and local Health and Community Resources Centres, to expand the reach of vaccine clinics in Ottawa.

Partners, Community Development employees, along with support from the Tenant Support Workers and Community Safety Workers groups, outreached in approximately a dozen OCHC neighbourhoods to encourage tenants to sign up for clinics in their buildings. Throughout the spring and again in the late summer, first and second dose clinics were held at tenant's homes. Over the 2021-2022 Christmas holidays and into February of 2022, an additional 25 clinics were held (primarily in seniors communities).

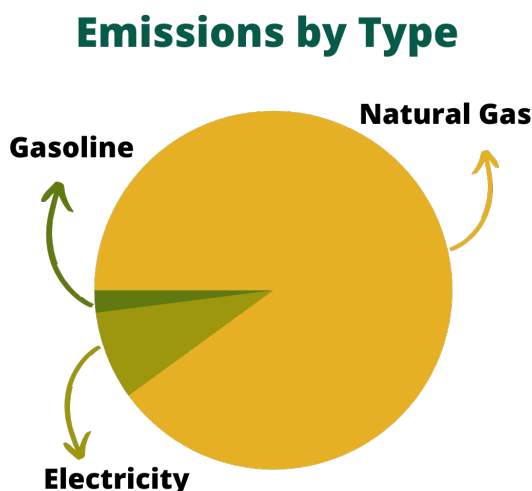
## CLIMATE CHANGE AND OCHC'S PLEDGE TO THE RACE TO ZERO

In 2021, responding to the growing urgency of Climate Change, Ottawa Community Housing committed to joining the Race to Zero along with multiple community partners like the City of Ottawa, Carleton University and the National Arts Centre. This ambitious pledge aims at eliminating 50% of OCHC's 29,000 tons of CO<sup>2</sup> by 2030 and 100% by 2040.

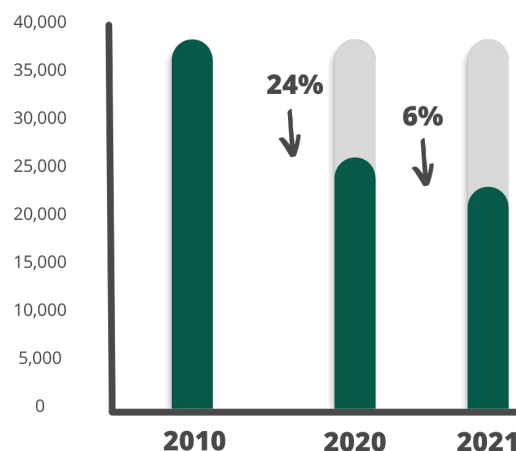
Through OCHC's Eco<sup>2</sup> Plan, we committed to several energy-reducing measures which have resulted in greenhouse gas emissions reductions of 6% from 2020 and 24% from 2010. As 90% of OCHC emissions comes from natural gas that provides heat and hot water in our communities, opportunities exist to reduce our GHG footprint.

In collaboration with the Canadian Mortgage and Housing Corporation and its National Housing Co-Investment Fund, OCHC has secured funding to decrease its emissions by an initial 25%. We will work with community partners towards the 2040 goal.

## BEAUTIFYING OCHC COMMUNITIES, ONE MURAL AT A TIME



### Total Emissions (tCO<sub>2</sub>e)



Through these murals, OCHC aims to engage tenants in meaningful conversations about their community, their sense of belonging as well as enhancing the beauty of these urban landscapes.

In August 2021, OCHC unveiled the city's tallest mural. The **"Wisdom Mural"** at 1365 Bank Street was developed through consultation with tenants, partners, Indigenous Elders and Knowledge Keepers. It was created by a community-engaged muralist, Claudia Salguero.

### The Wisdom Mural



I SEE BEAUTY,  
I SEE BEAUTY IN YOU

UZBEK GIRL  
PUBLIC ART

BE KIND  
MURAL



The **"I See Beauty, I See Beauty in You"** mural was also created by Claudia at 415 McLaren with the participation of tenants who helped paint the panels. OCHC partners, Ottawa Salus and Centretown Community Health Centre, also facilitated this project.

Another mural, **Uzbek Girl**, supported by the Hintonburg Community Association and the City of Ottawa, was installed at 395 Parkdale. The piece was painted by artist Kseniya Tsoy as part of her series to celebrate immigrants and combat racism.

The **"Be Kind"** mural was installed on August 12, 2021, in Beauséjour. It was supported by the Community Capital Fund.

In 2021, CCF funded 32 tenant-led projects.





### KEY ELEMENTS

- Focus resources on providing quality and responsive services to tenants
- Smart, diligent and lean customer-centred business model
- Strengthen understanding of client needs
- Growing needs for supports to address increasing complexity of vulnerable populations in housing
- Deploy new technology solutions to streamline and modernize service delivery

Approximately 32,000 people live in OCHC communities. OCHC recognizes that a positive tenant experience is critical to meeting its mandate.

OCHC has continued to build its service model to ensure that quality services are provided to tenants related to lease and rental coordination, safety, home maintenance and pest treatment services.

Significant investments have also been made to provide easier, more accessible options for tenants through an expanded call centre model and greater access to low cost internet services through local providers.



## SUPPORTING TENANTS DURING COVID-19

To decrease social isolation and continue to provide tenants with much-needed support, Community Safety Services worked together with the Community Development team to support community engagement initiatives, while respecting the COVID-19 restrictions in place at the time.

Those initiatives included tenant-led holiday celebrations – modified to ensure COVID-safe practices and vaccine outreach, wellness checks, and community improvements.



## TENANT TALKS KEEPS THE CONVERSATION GOING

In 2021, we hosted six corporation-wide virtual sessions. Some of the initiatives that resulted from Tenant Talks participants' input include improved Call Centre features, input into the rollout of the online tenant self-serve portal My Home, and a renewed Tenant Promise with a new visual representation.

## OCHC CALL CENTRE 24/7

### TOP CALL TYPES

Maintenance Requests  
Pest-Related Issues  
Safety Services  
Building Systems Issues

### WAIT TIME

87% of calls answered in less than 60 seconds



### CALL VOLUMES

252,300 calls  
(additional 78,000 calls for Tenancy-related matters)

12% increase from 2020

### QUALITY SERVICE

5,500 surveys conducted  
88% tenant satisfaction

## RENTAL HOUSING PROPERTY MANAGEMENT BY-LAW

The Rental housing property management by-law (By-law no. 2020 – 255) came into effect on August 31<sup>st</sup>, 2021. It is designed to outline specific obligations for landlords and tenants, focusing on preventing common issues, clarifying the roles and responsibilities, as well as, ultimately, improving tenant and landlord experience.

The by-law requires landlords to establish plans for various services, including

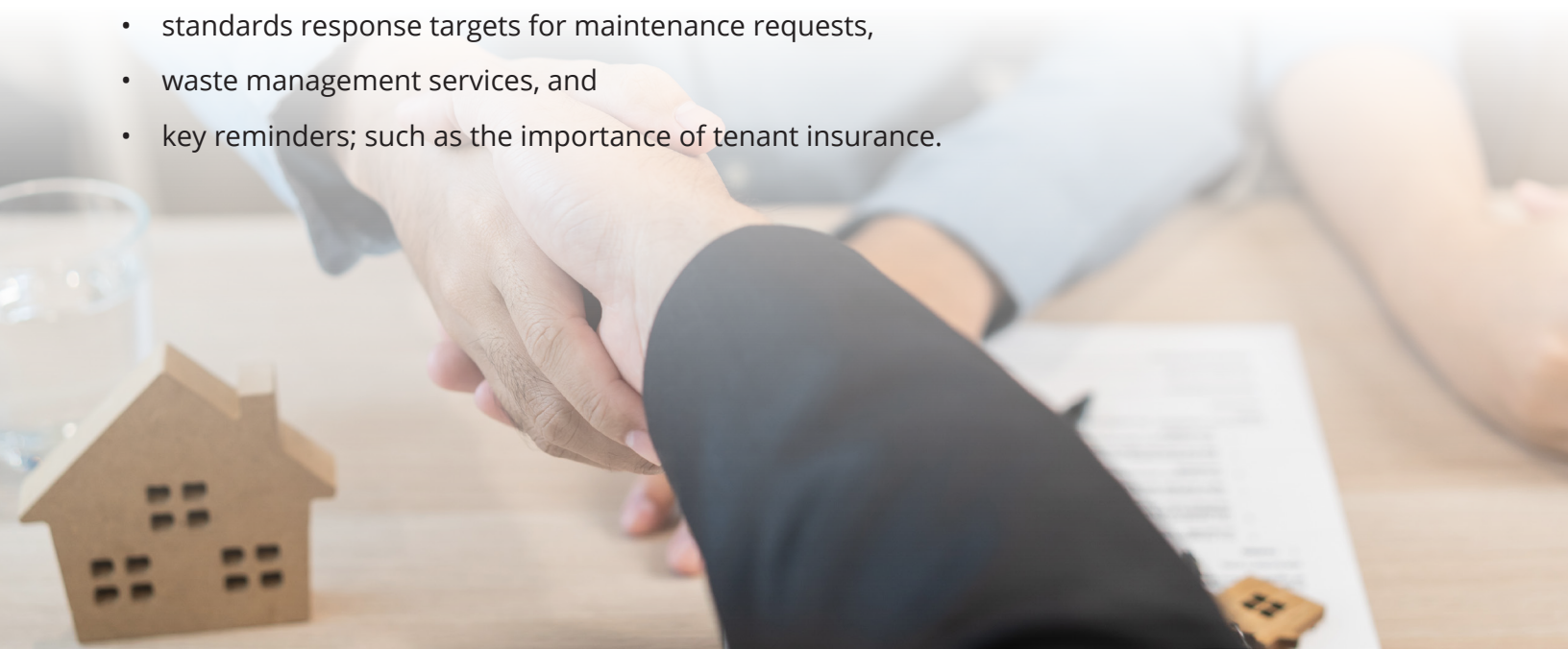
- capital maintenance,
- tenant service requests, and
- develop an integrated pest management plan.

OCHC has been leading and advancing these initiatives through our commitment to delivering quality services to every tenant, every home, and will continue through existing processes and systems.

In addition, the by-law required landlords to inform tenants of key information about their homes.

The Property Management team led this tenant awareness campaign and distributed the “Information to Tenants” letter to all tenants in early August 2021, which included the following:

- fire life safety equipment,
- contracted services such as cleaning, landscaping and snow removal service,
- standards response targets for maintenance requests,
- waste management services, and
- key reminders; such as the importance of tenant insurance.



## TENANTS IN GOOD FINANCIAL STANDING

The financial impact of the COVID-19 pandemic for tenants has been significant. Some tenants have experienced lost wages, unpredictable income or sources of revenue.



**93.8% Rent Collection Performance**

**1%**  
versus the 5-year average (2016-2021)

OCHC assisted tenants by delivering various supports to help them maintain good financial standing which was demonstrated in the strong rent collection performance in 2021.

These supportive actions included:

- Increasing the number of payments options,
- Educating tenants on emergency funding support programs,
- Creating payment arrangements,
- Procuring support from community agencies to pay arrears,
- Picking up payments from those who experience challenges with their mobility,
- Partners have offered complimentary tax clinics for tenants to ensure they receive their Notice of Assessment to maintain their subsidy, and
- Hand delivered letters to thousands of tenants at risk of losing their subsidy.

## FOCUS ON PROACTIVE WORK FOR PEST DETECTION

In 2021, the Integrated Pest Management program was modified to offer the tenants a renewed multifaceted approach to prevent, mitigate, and respond to the presence of pests in OCHC communities. The team of 22 licensed Integrated Pest Management Workers proactively inspected all homes. Where they detected pest activity, the team identified pest levels and initiated early interventions in partnership with tenants.

### 2021 Highlights:

- Completed over 35,000 service requests, with a 95% “on-time” response rate.
- 10% reduction of the pest activity overall.
- 50% reduction in homes with elevated levels of pest infestation. Homes with elevated pest levels are often the leading cause of pest infestations in the community because of underlying issues, such as sanitation, hoarding and mental health.
- Proactively inspected all homes to identify, track, report, and action integrated pest management services.
- Optimization of supply and inventory management systems.
- City of Ottawa Rental Housing Property Management by-law was introduced in August 2021; OCHC took this opportunity to upgrade its pest-related pamphlets to add individualized pest management plans, and other educational information for tenants.
- Initiate referrals for our clients requiring mental health support to the Tenancy Support Workers to assist with the impacted tenants.

The Integrated Pest Management team is committed and takes pride in the quality of the service delivered, resolution of the problem and responsiveness to the client needs to provide a positive client experience.

## NEIGHBOURHOOD INTEGRATED CARE MODEL

Together with our partners at the Eastern Ontario Health Unit, Ottawa Community Housing launched a Neighbourhood Integrated Care Model pilot program to plan, fund, integrate and deliver community-based care.

Three OCHC apartment buildings for seniors (2651 Regina, 616 Kirkwood, 445 Richmond) were identified for the place-based community development approach pilot. Regina is a mixed-age building, while Kirkwood and Richmond house seniors, with on-site services provided at all three locations.

The dedicated employees work together with tenants and in collaboration with a host of allied partners to address the following goals:

- Ensuring proper care is provided in the right place at the right time,
- Strengthening partner and provider collaboration toward integrated care,
- Improvements in resident social well-being and quality of life, resident experience, engagement and health,
- Improving provider experience, and
- Optimizing resources and positive contribution to health system sustainability.

As part of the pilot, OCHC hosted an online seminar with Carlington Community Health Centre and Ontario Health East (formerly the Champlain LHIN), where the team developed a series of informational material for partners and service agencies who might be interested in duplicating the model.

## THE PREVENTATIVE BUILDING MAINTENANCE AND PROGRAMS



**COMPLETED 33,600+  
PROACTIVE WORK ORDERS**



**AVERAGE OF 2.6  
WORK ORDERS PER  
HOME**



**INCREASE OF 12%  
FROM 2020**

### ANNUAL INSPECTIONS

The Preventative Building Maintenance and Programs team is responsible for conducting annual home inspections across all OCHC communities and 15,000 homes. The safety of tenants is at the core of everything we do. OCHC endeavours to comply with various authorities such as the Ottawa Fire Department and Electrical Safety Authority.

The inspections include:

- Apartment door inspections to ensure we comply with the Fire Life Safety code
- Electrical inspections to ensure compliance with Electrical Safety Authority
- Testing of smoke and carbon monoxide detectors and electrical panels
- General maintenance inspections and repairs in homes and common areas
- Service Enhancements / Continuous improvements

In 2021, reporting transitioned from paper to digital: This paperless approach has enabled the team to focus on a proactive approach to tenants' service delivery.

We expanded the workers' skillset to enhance our preventative services to assist with Pest management-related instances. One of them is pest identification, treatments that ultimately increase our excellent customer service delivery to every tenant in every home throughout OCHC.

## PERSONALIZED ANNUAL TENANT LETTER

The OCHC Annual Tenant Letter was launched in 2021 to celebrate tenants with OCHC. Included in the letter were personalized data highlights related to their tenancy. It also provided an opportunity for tenants to call the office to update information on their file, promote new self-serve options, and highlight what tenants could expect in 2021. Tenants could also sign up for e-mail alerts by scanning the QR code provided.

*"I would like to thank everyone for the great letter I received recently of my staying at 181 Bruyere for 24 years. I was very touched, I was very moved by that letter. Thank you ever so much everyone!" - 181 Bruyere, Tenant.*



### ONLINE PORTAL OCH TENANT SELF-SERVE

Access your tenant account  
from this portal,  
Anywhere, Anytime!

[www.och-lco.ca/my-home](http://www.och-lco.ca/my-home)

## MY HOME – TENANT ONLINE SELF-SERVE PORTAL

My Home is an innovative and timely addition to the array of services provided to OCHC tenants, offering an accessible, safe, and easy way to communicate their needs during a global health crisis.

### Consultation Process

The platform was tested by some of OCHC's Tenant Talks Champions and developed through an inter-departmental working group.

The consultation remains an essential part of the product development process and continuous service improvement.

### Features

- Access their account
- Submit maintenance requests
- Accessible 24/7, anywhere and anytime where Internet service is available
- Set up work orders
- Submit requests for pest management treatments
- Update contact information



Launched July 2021



[www.och-lco.ca/my-home](http://www.och-lco.ca/my-home)



39,000 Visits  
1,000+ Visitors



**KEY ELEMENTS**

- Meeting housing needs with fiscal constraints
- Pursuing innovative solutions and alternative partnerships
- Extracting and leveraging portfolio value
- Renewing an aging portfolio
- Future capital investment

The housing stock of OCHC continues to age. Buildings are on average 52 years old, and OCHC continues to invest to ensure that homes are maintained in a good state of repair.

The 10-Year Housing Development Plan is being implemented to guide OCHC to leverage the value of OCHC assets, to address capital investment shortfalls and to increase housing capacity.

New developments will be concentrated near public transit, leverage green technology, and ensure capacity for both larger families and barrier-free living.

OCHC recognizes that partnerships with the private sector, the City of Ottawa, and senior levels of government to secure land, financing and supports are essential to the success of the plan.

**FINANCIAL STEWARDSHIP**

In compliance with the *Ontario Business Corporations Act*, Ernst and Young, the appointed auditors for OCHC completed an audit of financial statements for the period January 1, 2021, to December 31, 2021. An unqualified audit opinion has been provided, confirming that the financial statements are presented in a fair, accurate and consistent manner. OCHC has independently submitted the audit results to the Shareholder and Service Manager.

There were indicators of strong financial performance in 2021 contained in the auditor’s report. They are as follows:

**01. 2021 Financial Statements**

An unqualified audit opinion confirming the 2021 financial statements are fair, accurate and consistent

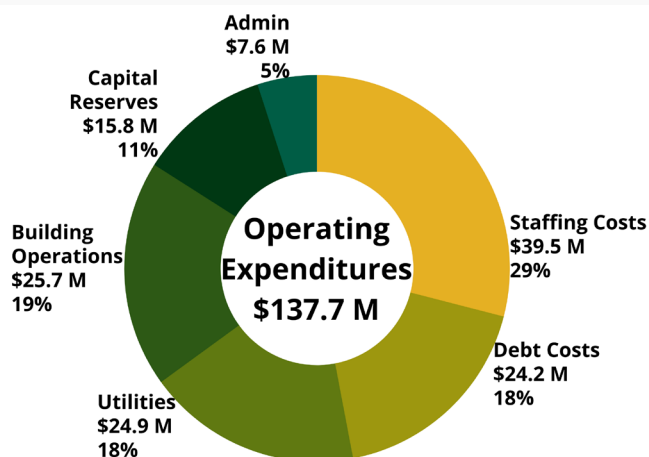
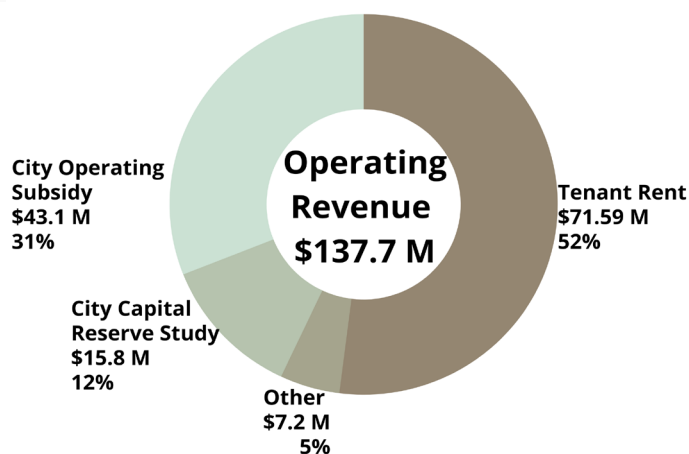
**02. Funds**

A fund balance of \$64.1 million, sufficient to support strategic goals and OCHC’s commitment to housing development

**03. Operating Fund**

An operating fund balance of \$3.5 million, in line with the budget.

The year-end financial position was affected by ongoing changes related to the overall economic environment, COVID pandemic and related response. OCHC adjusted practices to ensure delivery of tenant services, including additional resources for Integrated Pest Management (IPM) and Community Safety Services (CSS) to ensure safety and wellbeing of OCHC tenants. The 2021 closing balance across all funds is \$64.1 million versus a budget of \$65.1 million. OCHC continued to be resilient through 2021 by limiting the financial effects on the corporation while advancing on key strategic goals of investing in our stock and developing new units.



## FINANCIAL PRESSURES, RESILIENCY AND FLEXIBILITY UNDER COVID-19

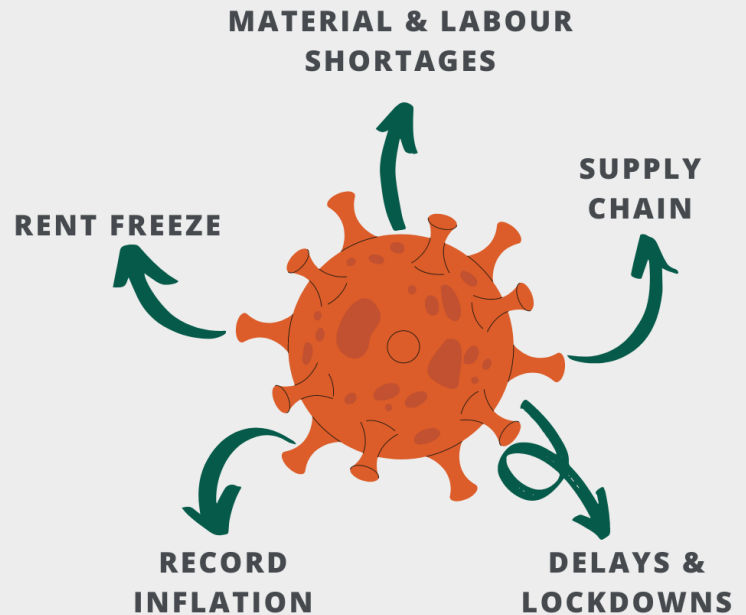
Year-2 COVID-19 pandemic continues to significantly impact OCHC. In 2021, OCHC navigated through a provincially mandated rent freeze, record inflation rates, material and labour shortages, supply chains delays and restrictions.

OCHC adapted its financial framework to a changing and sometimes unpredictable economic environment and has continued to deliver on its service mandates and meet strategic objectives.

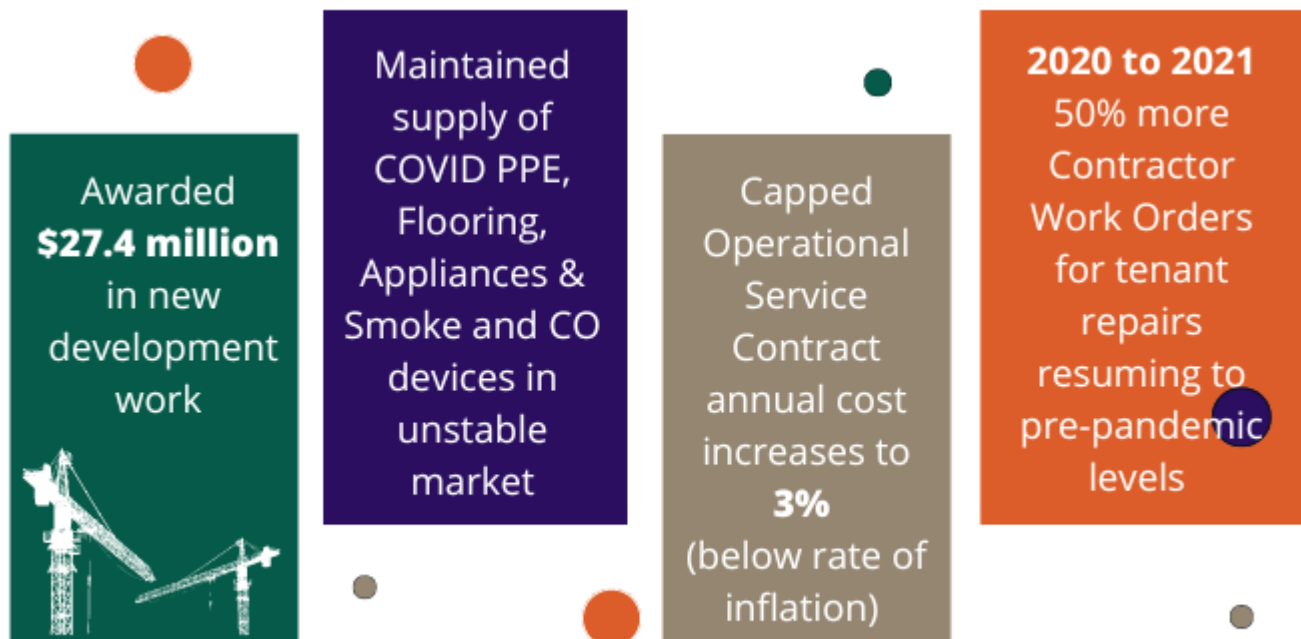
This was achieved through a combination of prudent financial management and resource allocation, including:

- Renewal of Long-Range Financial Plan,
- Implementation of robust short-term forecasting,
- Leveraging available government support,
- Management of reserves balance through the establishment of a new and distinct Stabilization Reserve Fund, and
- Emphasis on managing cash flow, bad debt, accounts receivable and tenant debt management.

### COVID-19 FINANCIAL PRESSURES



## PROCUREMENT STRATEGY & STATS



## LONG-RANGE FINANCIAL PLAN & CMHC FUNDING

OCHC delivered a Long-Range Financial Plan for 2021 - 2030 establishing a clear approach that details the required steps to achieve its goals and continue providing quality affordable housing for Ottawa residents. The current financial modeling has identified and quantified, over the next 10 years, the net requirement for capital repairs and new development.

The key requirements of the LRF are:

- \$50 Million Capital Funding to maintain the housing portfolio in a good state of repair.
- \$137 Million Development Equity Requirement to support the delivery of 3,000 new homes.

OCHC's aspirational goals over the next 10-year period are to develop more than 10,000 new homes. OCHC's financial model supports a required baseline of 3,000 new homes. If additional equity, debt, and private sector partnerships can be secured, it is scalable to support the delivery of an additional 7,000 homes over the same period.

In support of the 10-Year Long Range Financial Plan, OCHC secured funding through the Canada Mortgage and Housing Corporation's National Housing Co-Investment Fund (NHCF). The NHCF supports the construction of new homes and capital repairs and renewal by providing low-interest and forgivable loans. In late 2020/21, OCHC executed agreements with CMHC under the New Development (\$168M) and the Capital Repairs and Renewal (\$166M) Streams of the NHCF. Along with support from the City of Ottawa and the Province of Ontario, the funding from these programs will facilitate the construction of approximately 700 homes and capital repairs to over 11,000 homes.

The City of Ottawa has also provided significant support towards OCHC's 10-Year Long Range Financial Plan through consistent capital repair and development funding. Current capital repair programs such as the municipal HHIP program and the Provincial COCHI program need to continually be utilized to provide additional annual funding to address the 10-year gap identified in this projection. Through the City of Ottawa's Housing Services Long Range Financial Plan, OCHC has received equity contributions towards new development as well as development fee relief providing a benefit to date over \$28 million.

OCHC's Long-Range Financial Plan has been developed to ensure OCHC will continue to demonstrate a financially stable position over the next ten years. Without a portfolio renewal strategy to address the financial challenge of increasing cost pressures from its aging legacy portfolio, OCHC would potentially face both operating and capital budget shortfalls. Without action to address the challenges, OCHC will face increasing financial pressure in providing safe and affordable homes that OCHC tenants expect and value.





# 10-YEAR DEVELOPMENT PLAN DELIVERING 10,000 HOMES BY 2030

## BASELINE DELIVERY OF 3,000 HOMES including 700+ currently in development!

270 HOMES

PARTIALLY  
FUNDED

COMPLETION  
2024 - 2025



### PRE-CONSTRUCTION/DESIGN STAGE



ROCHESTER HEIGHTS PHASE 2  
Site Preparation Summer 2022

300+ HOMES

SIGNIFICANTLY  
FUNDED

COMPLETION  
2022 - 2024



### UNDER CONSTRUCTION



MIKINAK  
Completion Summer 2024

JOCKVALE  
Modular Build  
Completion Late Fall 2022

140 HOMES

FULLY  
FUNDED

COMPLETION  
APARTMENTS  
2021  
TOWNHOMES  
2022



### NEARING FULL COMPLETION



MOSAÏQ

Staged Apartment

## MOSAIQ - WHERE COMMUNITY, GREEN LIVING, AND AFFORDABLE RENTALS MEET

Mosaïq, located at 811 Gladstone is home to 140 households fills a gap in the Ottawa rental market and sets the standard for quality, sustainable living at an affordable price.

- 108 apartments in a six-story, visitable mid-rise with spacious studio, one-, two- and three-bedroom layouts,
- 32 stacked townhomes, including two-, three- and four-bedroom plans with separate entrances,
- Onsite amenities allow you to open up your lifestyle and embrace your sense of community,
- Living in a community with Canada’s largest<sup>1</sup> residential Passive House apartment building spotlights Mosaïq’s commitment to healthy, sustainable living, and
- Non-smoking property.



Mosaïq at 811 Gladstone Avenue OCHC’s first offering to Ottawa renters looking for affordable housing. This flagship property reflects the high standards and ideals will strive for, including:

- **Great Locations** – Well-located and transit-oriented, this community is an attractive choice for young professionals, growing families, empty nesters, or senior citizens. Mosaïq is within walking distance of schools, shopping, restaurants, and entertainment, as well as the Somerset West Community Health Centre. It is also close to OC Transpo bus routes, a 13-minute walk to the Pimisi LRT station, and the future Corso Italia LRT Station will be 300 metres away.
- **Amenities and Features** – it offers modern amenities and features that fit with an urban lifestyle.
- **Reliable and Convenient Service** – our experienced and hard-working team sets a high standard for tenant customer service.
- **Sense of Community** – Mosaïq encourages a thriving, diverse, and socially inclusive place where people feel connected to each other.
- **Modern Building Designs** – these new rental homes are designed with green living in mind, including energy-efficient and eco-friendly features.
- **Affordable Living** – Mosaïq homes fill a gap in the Ottawa rental market, offering homes at average or below average market prices, setting the standard for modern living at an affordable price.

1 At time of completion

## PEER PILOT PROJECT

The Prefabricated Exterior Energy Retrofit (PEER) was completed in the fall of 2021. The goal of this project was twofold: to preserve four aging townhomes, make them more energy-efficient, and develop a repeatable process that could be duplicated in similar neighbourhoods across the OCHC portfolio. The process was developed in partnership with Natural Resources Canada, which provided expertise as well as a contribution of more than \$500,000 in capital investment.

The PEER Pilot Project was the first panelized, net-zero retrofit of its kind in Canada, and an important step towards improving the energy efficiency of affordable housing. This retrofit involved the installation of prefabricated, insulated panels to the exterior of the home without the need to re-locate tenants. To be able to complete the work, staff constructed a workshop dedicated to the creation of panels and brought the research to life with their innovation and hard work.

Furthermore, the PEER Project was recognized and awarded the 2021 Clean50 Top Project for its innovative approach and sustainability. It also received the Vancity Investment Bank Community Champion Award, which is designed to recognize “Community Builders”. It is awarded to an organization that is primarily bringing community and social benefits and taking action to bring environmental change

## CONSTRUCTION PEER PROJECT



## **CAPITAL WORKS PROGRAM: KEEPING OUR HOMES IN GOOD CONDITION**

The pandemic continued to present challenges that threatened to disrupt the capital work program. OCHC mitigated these challenges and managed to deliver on the planned capital investments in 2021. OCHC continues to successfully deliver capital projects in large part due to our valued contractor and consultant partners.

Keeping tenant’s homes in good condition and improving the overall tenant experience is OCHC top priority. OCHC has invested over \$24 million in 2021, improving over 4,000 tenant homes in its portfolio.

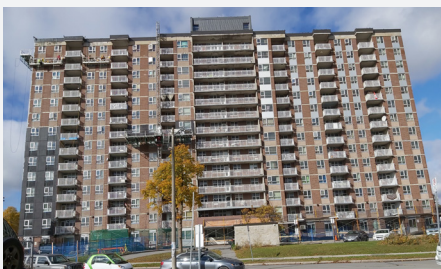
The Capital Works Program included a variety of community improvements, retrofits, and upgrades:

- Repairs, renewals or replacements of windows, doors, exterior cladding, roofs, generators,
- Heating systems,
- Hot water systems,
- Fire life safety systems,
- Elevators, and
- Exterior site and interior finishes.

Here are some of the significant projects undertaken in 2021:

**1465 & 1485 Caldwell:  
Renewal to Building Exterior &  
Interior to 320 Homes**

**BEFORE**



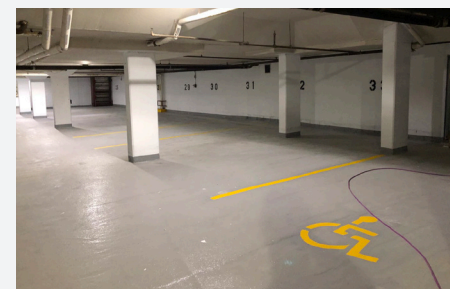
**AFTER**



**Michele Heights:  
Exterior Site Renewal to  
132 Homes**



**McAuley Place, 450  
Laurier Avenue: Structural  
Rehabilitation to the  
Underground Parking Garage**



## OCHC'S FIRE LIFE SAFETY PROGRAM

Fire Life Safety (FLS) is a critical component of ensuring the safety of 32,000 tenants. The FLS Program includes comprehensive fire life systems maintenance, smoke alarm and carbon monoxide alarm annual maintenance, combined other services such as Fire Alarm Monitoring and Fire Hydrant Inspection to the standard FLS systems maintenance.

FLS equipment replacements and upgrades are completed using consulting engineers and qualified contractors with the approval of the Building Department from the City of Ottawa. All work performed on FLS Systems respect the Ontario Fire Code and the Ontario Building Code.

## 2021 FIRE LIFE SAFETY SYSTEMS



26,000 Smoke Alarms



6,000 Carbon Monoxide



100+ Fire Hydrants



100+ Fire Alarm System

## BUILDING SYSTEMS MAINTENANCE DURING COVID-19

The Asset Management Operations Team successfully performed all legislated maintenance on OCHC building systems under the many challenges of the Covid-19 pandemic in 2021. These building systems include Fire Life Safety Systems, HVAC, Secondary Electrical, and elevators which required OCHC to coordinate and perform legislated inspections, tests, and maintenance on our building systems.

OCHC implemented Covid-19 safety measures to protect OCHC staff and contractors completing maintenance or emergency services. For any work in a tenant home, these safety measures were communicated to tenants to ensure their safety and to promote awareness.

## SERVICED IN 2021



5,000 Furnaces



6,000 Hot Water Tanks



45 Emergency Generators

## ELEVATOR PERFORMANCE

The OCHC elevator portfolio currently includes 121 elevating devices and 3 handicap lifts at 69 sites.

Asset Management Operations ensures our elevators are maintained and available to service the needs of OCHC tenants. The team also works in collaboration with the Project Implementation Team, Tenant Experience and external consultants to properly assess the overall conditions to prioritize the retrofit through the Elevator Modernization Program.

## 2021 HIGHLIGHTS



8 Elevators Modernized



\$2.8 million invested in Retrofit & Maintenance



79 Elevators Modernized Since 2010





## KEY ELEMENTS

- Strategic focus and effective governance
- Business intelligence and results-based management
- Building organizational culture
- Human resources management
- Changing profile of the modern worker and the work environment
- Leveraging technology
- Lean and effective business processes
- Ensuring effective media and public relations

In 2021, OCHC completed its sixth year of operations under its current 10-year strategic plan.

The strategic plan looks to use stronger governance, management systems and innovation to ensure that OCHC is able to build and maintain the housing portfolio, deliver quality tenant services and support healthy communities.

Investing in the organization’s culture, employees and technology are critical elements of the strategy. In 2018, a culture statement was introduced: We are proud because every day we make a difference.

OCHC recognizes that it is part of a large housing ecosystem and that it must learn, share and partner to build capacity and play a leadership role in this critical work.

## DIVERSITY, EQUITY, & INCLUSION PLAN

In 2020, OCHC developed a formalized multi-year Diversity, Equity and Inclusion Plan (DE&I) designed to build upon the previously undertaken work and further engage employees in the process.

Throughout 2021, OCHC made significant progress through the implementation of initiatives designed to lay the groundwork for subsequent phases, anchor the plan, and identify new initiatives for key diversity groups, such as the Diversity and Inclusion Champions Table and the six (6) Employee Resource Groups launched in 2020. OCHC’s commitment to its DE&I Plan is summarized in this statement.

**Together, we build homes and communities that embrace diversity and inclusion.**

**At Ottawa Community Housing, we strive to represent the diversity present within the communities we serve. We are committed to engaging employees in creating a workplace culture of inclusion and belonging, where everyone can bring their authentic selves to work and feel valued. Our employees come from all different backgrounds, age groups, sexual orientations, speak a multitude of languages, and share different experiences and perspectives. We would not have it any other way.**



In 2022, the plan will center around three key objectives: 1) Integrating an inclusive lens approach to recruitment and retention, processes and procedures; 2) Further engaging employees in enhanced training and initiatives, and 3) Further development of partnerships that will enhance and complement OCHC’s commitment to creating an organizational culture of inclusion and belonging.

The key objectives outlined in this new phase align with OCHC’s Culture Roadmap and provide further opportunities for employees to participate in OCHC’s culture journey, emphasizing diversity, inclusion, and belonging.

## FOSTER AN ORGANIZATIONAL CULTURE OF LEADERSHIP, ACCOUNTABILITY AND CONTINUOUS IMPROVEMENT

### OCHC RECOGNIZED AS A LEADER IN THE HOUSING SECTOR

The annual Corporate Awards Program seeks to showcase OCHC as a leader in community housing, in addition to highlighting the excellent service we provide.

#### TENANT LEADERS

As an organization, we are proud to work with engaged tenant leaders. In 2021, two tenant groups were honoured for making their communities better.

- ONPHA Tenant Achievement Award - The Tenant Circle at 395 Somerset received the award for their contribution to making OCHC a better place to live.
- Crime Prevention Ottawa Award - The Caldwell Tenant Circle received an award for creating safer, more inclusive spaces for their neighbours.

#### SUSTAINABILITY

OCHC does its part to reduce our carbon footprint, building for the future, both with development that increases capacity, preserves our stock and protects our environment for future generations.

- 2021 Clean50 Top Projects and the Vancity Community Investment Bank Community Champion was awarded to OCHC for its Prefabricated Exterior Energy Retrofit (PEER) project on Presland Avenue, the first of its kind in Canada.
- 2021 ONPHA Innovation Showcase featured the PEER project.

#### BUILDING BETTER COMMUNITIES

- City of Ottawa's Urban Design Awards was awarded to OCHC for the community art installation in front of the building at 395 Parkdale Ave – The panel of judges described the work as a “major visual improvement.”

#### CORPORATE CULTURE

As a corporation, OCHC is proud of the continued recognition received for its corporate culture. With a focus on diversity, equity, and inclusion, it has developed a roadmap to ensure that staff is supported in their work and that they are reflective of the communities it serves.

- Recipient of a National Capital Region Top Employer - Top 100 Employers 'Winner' for “NCR Best Employers.”
- Recognized by the 2021 Canadian HR Reporter's Innovative HR Teams 2021.

#### LEADERSHIP

OCHC senior leadership received recognition for their continued positive role in the housing sector.

- The Housing Heroes Awards in the United Kingdom awarded to Shaun Simms, Chief Communications and People Officer who was Highly Commended in the Lifetime Achievement.
- The Regroupement des gens d'affaires de la Capitale nationale awarded the public sector executive of the year in Ottawa to Stéphane Giguère, OCHC's Chief Executive Officer.
- 2021 United Way Community Builder Award.
- Ottawa Administrators of Volunteer Resources (OAVR) Volunteer Management Leadership Award to Angela Begin for her work on the Board.
- Canadian HR Reporter's Young Influencers 2021 List – Jessica McPherson was included in this list in recognition of her leadership in Human Resources.





## RETURN TO THE WORKPLACE

OCHC's response strategy to the pandemic has been centred around the safety of staff, tenants and contractors. Led by a team comprised of functional leads across the corporation; members developed strategies and actions to address impacts on staff, tenants and business operations. Numerous Safe Work Practices were designed to manage safety protocols in the workplace. They regularly communicated to employees with critical information to help keep everyone safe.

OCHC continued to follow Provincial and Ottawa Public Health directions, supporting employees to work from home, which enabled those working in the field to have more space to do so safely while allowing physical distancing in the offices. This experience will inform OCHC's future workplace strategy, including establishing a hybrid workforce model.

## GOVERNANCE PERFORMANCE REACHES NEW HIGH

Governance performance improved, resulting in the highest aggregate rating since 2016 – 91%. The performance rating, up 2.9% from 2020, demonstrates the success of OCHC's focus on enhancing governance learning and participation in virtual meetings. The rating

reinforces the strength of the governance practices OCHC has implemented over the years. OCHC uses a standardized governance evaluation framework to monitor governance performance in six critical areas: DICES Governance Survey, meeting preparation, execution, attendance, follow-through and governance learning. In 2021, there was a significant increase - 13.1% in governance learning participation attributed to new learning techniques.

## INCREASING TENANT PARTICIPATION IN GOVERNANCE

OCHC believes effective governance must include tenant participation.

A three-year research and consultation process, involving OCHC tenants throughout the City, and the Tenant Advisory Group (TAG) of the Board of Directors, culminated in new way for tenants to participate in OCHC's formal governance process in 2021. In addition to formal tenant engagement processes for operational decisions, and the Tenant Experience Framework to enhance direct service delivery, OCHC's 12-member Board can now include up to two OCHC tenants. In addition, the Board's Client Services Committee has been expanded to incorporate two positions reserved for OCHC tenants.

Tenants, and the Board of Directors supported a diversity and inclusion lens, and competency-based selection process to recruit OCHC tenants.

Increased tenant participation, integrating tenants' experience and expertise in OCHC decision-making supports OCHC's work to build and support successful tenancies, and healthy, safe and inclusive communities.

## OCHC HOUSING LEADERSHIP

OCHC takes a leadership role in supporting sector organizations across Ottawa, Ontario, Canada, and internationally to support a vibrant community housing sector. Senior executive team members participate in the boards of Ottawa Social Housing Network, Social Housing Registry of Ottawa, Alliance to End Homelessness Ottawa, Ontario Non-Profit Housing Association, the Canadian Housing Renewal Association, Housing Partnership Canada, and International Housing Partnership. In addition to governance participation, OCHC supports our sector and community partners through knowledge sharing at conferences and webinars and participating in numerous steering and advisory committees and working groups.



## NEW EMPLOYEE ONBOARDING

Attracting talent and providing an engaging and effective onboarding experience for new hires has remained a top focus at OCHC even in the midst of COVID. The emerging needs of the changing workforce has forced us to rethink our traditional onboarding strategy and enhance our approach as we transition to the workplace of the future.

- Introduced a New Employee Onboarding page on the corporation's intranet platform – including videos, links to relevant policies & procedures and How-To's
- New page consolidated all information in one central location streamlining the onboarding process for new hires in their first few weeks with OCHC
- New page is part of an ongoing enhancement of the new hire onboarding program
- 62 Staff on-boarded in 2021



## BOARD AND COMMITTEE MEMBER RECRUITMENT

Through a recruitment campaign that imbedded a Diversity, Equity and Inclusion lens, five new community members and two tenant members, with diverse skillsets and experiences, were recruited for the OCHC Board and its Committees:

- Two tenant members on Client Services Committee, one of whom was also appointed to the Board of Directors
- Two community members on Portfolio Management Committee
- Three community members on Finance and Audit Committee

## MENTAL HEALTH INVESTMENTS



OCHC is committed to supporting employee mental health and overall wellness. Throughout 2021, OCHC developed and implemented numerous programs and initiatives to help employees achieve optimum health and wellbeing.

A mandatory Mental Health Leadership Certificate Program was launched for leaders, demonstrating our commitment to a mentally healthy workplace from the top down. As a result, our leaders are better equipped to offer support to their employees.

Furthermore, OCHC enhanced its Employee and Family Assistance Program with access to additional counselling sessions, enhanced its virtual health care offerings, and implemented a P.E.E.R Support Program to provide opportunities for employees to support each other in the workplace.

A "Benefits and Wellness Page" was launched on the corporation's intranet to increase the visibility of OCHC's comprehensive benefits program. It provides a one-stop-shop for employees to access information about their group health benefits and various tips on how to be mentally and physically healthy.

# FOSTER AN ORGANIZATIONAL CULTURE OF LEADERSHIP, ACCOUNTABILITY AND CONTINUOUS IMPROVEMENT

## REIMAGINE OCHC



Since the onset of the pandemic, OCHC has continued to deliver critical services to

tenants and communities. This was made possible by employees continuing to work from home and those serving tenants directly in the field while maintaining public health and provincial guidelines.

Reimagine OCHC is about leveraging what we have learned from the pandemic to continue to innovate, reinvent ourselves, and adapt in providing services to our tenants.

The first component of Reimagine OCHC is the development of a Hybrid Workplace Strategy. A project team, representing three key corporate pillars: workplace strategy, innovating and leveraging technology, and the physical workplace were created to guide the project. Supported by the expertise of external resources and engaging staff at every level, we will work together to develop and implement plans to realize our workplace of the future. This work is anticipated to be completed by the fall of 2022.

## CORPORATE COMMUNICATIONS

The team continued to collaborate and support OCHC departments in delivering compelling content to tenants, vendors, stakeholders, staff and partners through different campaigns and platforms.

## SUMMER STUDENT EMPLOYMENT

In 2021, OCH provided 43 students with the opportunity to apply the knowledge and skills learned in their post-secondary programs in a professional work environment. Half of the students supported landscape and maintenance departments, while the other half supported various office functions. We are honoured and humbled they chose to work with us and make a difference in their community every day, as we learn so much from their contributions.

This placement is made possible through the Canada Summer Jobs Program, which provides wage subsidies for not-for-profit organizations, public-sector employers and small businesses, covers close to 40 percent of the total salary for each student.



## OCHC CYBER SECURITY

As the ongoing reality of remote work continued for many employees in 2021, Cyber Security remained a focus for OCHC's Digital Solutions Team. OCHC has a duty to protect tenants' personal and private information. OCHC's cyber security and computer incident response process

have been key to ensuring the confidentiality, integrity, and availability of OCHC data and networks.

Here are some key initiatives delivered in 2021:

- Protecting all OCHC's hard drives using a new encryption program to protect and mitigate risk in cases of lost or stolen devices as well as for unauthorized access.
- Provide continuous cyber risk monitoring and remediation of gaps and vulnerabilities in OCHC's cyber security program by achieving an advanced score and improving the security rating by 17%.
- OCHC continued its efforts with cyber security education for all OCHC employees to keep security top-of-mind, especially during remote work conditions.

### MEDIA COVERAGE



445

### SOCIAL MEDIA Followers



9,504

# 2021 Year in Review



OCH FOUNDATION  
for healthy communities

FONDATION LCO  
pour des communautés saines

## OUR PRIORITIES

A vibrant and healthy community is one where everyone counts. We enhance the health and social well-being of 32,000 tenants through leadership, action and collaboration under the following organizational priority areas: Education, Employment and Community Engagement. Our programs and initiatives are developed to empower and support tenants of OCH to take a proactive role in their financial, educational and personal situations and to inspire them to embrace a healthier future outlook for their family and for the community.

## OUR MISSION

The Ottawa Community Housing Foundation for Healthy Communities exists to break down barriers and alleviate the effects of poverty and inequities faced by people living in OCH.

### ANNUAL GIVING CAMPAIGN

Our Gifts for Good Catalogue helped to raise important funds that will be invested directly in programs and initiatives

**\$26,900**

### PACK-A-SACK

The average cost to outfit a child with a backpack and essential school supplies is approximately \$50/person. More than 400 families received support.

**\$20,000**

### HOP ON BIKES

More than 100 refurbished bicycles, along with helmets and locks were distributed to children and youth.

**100**

### INSPIRED BY LEARNING BURSARY

A record number of applications for assistance to help fill the gaps associated with books, transportation and childcare.

**\$15,000**

### YOUTH FUTURES

More than 130 youth completed intensive training and skills development including a 6-week paid employment placement.

**130**

### reLINK

More than 400 families and their children participated in quality arts, camps and sport programs at no cost.

**414**

[www.och-lco.ca](http://www.och-lco.ca)

