

OTTAWA COMMUNITY HOUSING CORPORATION

# 2022 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 - Bay Ward

## Theresa Kavanagh

*Chair of the Board*

I am very proud to be the new Chair of Ottawa Community Housing's Board of Directors. As a past board member during the 2018-2022 Term of Council, I value the commitment the organization shows how every day and how they put tenants at the forefront of everything they do.

Following the three fundamentals of preserving community homes, supporting the needs of tenants and building affordable housing, OCHC strives to provide safe, quality homes. They do this through continuous investment in capital repairs and maintenance activities, forging strong community partnerships that offer mental health and other supports, by developing innovative solutions to new challenges by investing in their Community Safety Services program, which is focused on early intervention, and developing partnerships with tenants, and by striving to ensure more people in our city have a home they can afford.

OCHC is also creating a sustainable future by retrofitting existing housing and building housing to some of the highest environmental standards; Mosaiq at 811 Gladstone was Canada's largest affordable residential Passive House building when it welcomed its first tenant. In alignment with the City of Ottawa's Climate Change Master Plan, OCHC has signed the pledge to the Race to Zero, which goal is to reduce Greenhouse gas emissions by 2040.

As a leader in providing community and affordable housing, OCHC's proactive work to build more affordable housing is an asset to the City of Ottawa. Providing a home to close to 32,000 residents, they are Ottawa's largest community housing landlord and deliver a core service to low-moderate income households. With this type of housing in short supply across our city, I am so pleased to see OCHC's 10-Year Housing Development Strategy already in action. There are over 900 new homes in design or construction and a list of more shovel-ready projects.



“ In this current economic climate, many people struggle with living and housing costs, particularly young families and seniors on a fixed income. By initiating continuous collaboration with all orders of government, community service providers, OCHC and other non-profit housing providers, I am optimistic that our shared desire to tackle the housing crisis will make an impact.

As we begin the 2022-2026 Term of Council, I want to thank OCHC immediate past board chair, Mathieu Fleury, and our past board members for their service.

”



# Stéphane Giguère

*Chief Executive Officer*

2022 brought many challenges, and I want to recognize the incredible staff who were instrumental in managing many unexpected incidents, including the Derecho storm, the Convoy, the ongoing Covid-19 pandemic, while they continued supporting and prioritizing tenants. The strength shown by Ottawa Community Housing's front-line teams has been remarkable during this demanding time when everyone was required to do even more.

We also began to see the impacts of the economic downturn; inflation, supply chain and labour shortages, and the cost of living began to rise. As a result, we witnessed a collective economic, social, and political shift in the conversation around housing, which elevated the focus on affordable housing to become a top priority nationwide. Ottawa Community Housing (OCHC) is at the forefront of this conversation.

We are the largest community housing provider in Ottawa, supplying both community and affordable rentals to more than 32,000 people with an average monthly household income of approximately \$1,600. Providing and maintaining quality affordable homes is at the core of what we do. Thanks to the support of the City of Ottawa, the Province of Ontario, and the Government of Canada, we have been able to ensure OCHC rent prices remain affordable over the long term. In comparing rent prices over the past 20 years, the average 2-bedroom OCHC home rents for over 45% less than a 2-bedroom home in our city listed at the CMHC (Canadian Mortgage and Housing Corporation) average market price in 2022.

“

We remain committed to innovative solutions that best support tenants, preserve existing community housing, and build much-needed affordable housing faster. In 2023, we will lead the development of a Complex Care Housing Strategy that aims to better support our communities' most vulnerable, including seniors and adults.

”

Through consistent dialogue with our teams, OCH (Ottawa Community Housing) supported our employees in ways that best serve them, including mental health support, a commitment to support continuous learning, a Diversity, Equity, and Inclusion Strategy and through Re-Imagine OCH: Workplace of the Future. This hybrid work plan prioritizes intention and flexibility. As a result, we have once again been named a National Capital Region Top Employer.

By working together, we understand the impact we have and look forward to ongoing community partnerships and collaboration with the City and the other two orders of government.

To all tenants, community, and government partners, as well as the employees of Ottawa Community Housing – merci.

**BOARD OF DIRECTORS**



**MARK SUTCLIFFE**  
MAYOR  
DIRECTOR  
(EX-OFFICIO)  
(2023- )



**THERESA KAVANAGH**  
COUNCILLOR  
CHAIR (2023- )  
Joined 2018



**GLEN GOWER**  
COUNCILLOR  
DIRECTOR  
(2023- )



**MARTY CARR**  
COUNCILLOR  
DIRECTOR  
(2023- )



**STÉPHANIE PLANTE**  
COUNCILLOR  
DIRECTOR  
(2023- )



**SEHAM RABAA**  
DIRECTOR  
(2022- )



**TRACY ALBERT**  
DIRECTOR  
(2022- )



**ADRIAN LAROSE**  
DIRECTOR  
(2022- )



**REBECCA HICKEY**  
VICE-CHAIR  
(2018- )



**BRENDAN LAWLOR**  
TREASURER  
(2019- )



**GIRUM SIMMIE**  
DIRECTOR  
(2019- )



**STEPHEN SAUPPE**  
TENANT  
REPRESENTATIVE  
DIRECTOR  
(2022- )

**SPECIAL THANKS TO OUTGOING BOARD MEMBERS**

Mayor Jim Watson (since December 2015)  
Chair and former Councillor Mathieu Fleury (2010-2022)  
Former Councillor Catherine McKenney (2015-2022)  
Former Councillor Scott Moffatt (2018-2022)  
Councillor Rawlson King (2019-2022)

Ferenaz Raheem (2017-2023)  
Michele Brenning (2019-2022)  
Dan Doré (2014-2021)

**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.

**VALUES**

**COLLABORATION    ACCOUNTABILITY    RESPECT    EXCELLENCE**

**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

## ABOUT OTTAWA COMMUNITY HOUSING CORPORATION

The largest affordable housing provider in Ottawa



Improvements made to  
**4,000** homes  
for **\$24M**



**\$1,645/MONTH**  
AVERAGE  
HOUSEHOLD INCOME

## WHO LIVES IN OUR HOMES



**42%**  
FAMILIES

**27%**  
SENIORS

**25%**  
SINGLE  
OCCUPANT

**6%**  
MULTI-ADULT  
HOUSEHOLD



**32,000  
TENANTS**



**87%**  
COMMUNITY  
HOUSING



**13%**  
AFFORDABLE  
HOUSING

### COMMUNITY HOUSING

Or subsidized, rent-geared-to-income (RGI), social housing

RGI rent is no more than

**30%**

of household income

### AFFORDABLE HOUSING

Rent at or below  
Canada Mortgage and Housing  
Corporation (CMHC)  
market value.



## 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.

## DEVELOPING A COMPLEX CARE HOUSING STRATEGY

As a community housing landlord, OCHC houses isolated seniors and vulnerable adults struggling with mental and physical health issues, addictions, and disabilities. Police, hospital, paramedic, and OCHC Community Safety Services data show that our most vulnerable tenants create a unique and complicated challenge.

The law governing Ontario's social housing clearly defines it as independent living and asks that tenants be able to "...carry out the normal essential activities of day-to-day living, either on (their) own or with the aid of support services..." (Housing Services Act O. Reg. 367/11, s. 24 (2)). A system's inability to acknowledge the unique needs of OCHC's most vulnerable tenants, especially those exiting homelessness, reduces the possibility of tenancy success and imposes a heavy burden on the tenants and the communities.

The current practice of housing tenants with multiple challenges and barriers, with no or inadequate assessment of their needs and limited support needed to live independently, is not sustainable and needs to be revised.

OCHC's Complex Care Housing Strategy recognizes the challenge. The vision for this strategy is to create successful tenancies and healthy, safe, and inclusive communities by effectively assessing tenants at intake for housing supports to ensure they are appropriately housed and adequately supported in the community upon arrival and throughout their tenancy.

The four objectives of the strategy are:

- Collaboration with the housing, health and social service systems to better align efforts.
- Advocacy for investments in the supports needed for tenants to live healthy, independent, and dignified lives.
- Shared accountability and transparency with partners who support OCHC tenants.
- Improve OCHC internal tenant support within OCHC's budget and mandate limits.

## COMMUNITY SAFETY ENGAGEMENT TEAM: VIRTUAL PATROL

In response to the pandemic, Community Safety Services (CSS) created the Community Safety Engagement Team (CSET) to deploy specialized frontline units tasked with addressing the unique community safety risks created by the pandemic (e.g. loitering, home takeovers) and to support them and other CSS patrols with an innovative Virtual Patrol function which utilizes new technologies, especially cameras.

Over 2,600 calls for service were handled entirely by the Virtual Patrol, thus reducing wastage and increasing CSS's overall effectiveness and efficiency. An additional 1,400 calls for service were initiated by Virtual Patrol using OCHC's suite of cameras. This resulted in lives being saved as CSS were able to quickly reach people in medical distress and administer Narcan (Naloxone). At the same time, the Virtual Patrol could request emergency medical assistance or police backup.

The Virtual Patrol function also increased OCHC's ability to provide timely and accurate video evidence to the police. It also allowed to conduct regular camera audits and functionality tests, significantly reducing camera outages.

## PARTNERING WITH COMMUNITY TENANT SUPPORT (CTS)

The Community Development team supports tenants by working with partners who offer resources and programming. Tenants also participate and contribute to building better communities.

### Harm Reduction

Partners and OCHC staff continued important work around addressing the needs of vulnerable residents.

In June, Recovery Care and Pathways to Recovery partnered with Ottawa Inner City Health and Ottawa Public Health. The Mobile Health Clinic provides substance abuse and infectious disease care to patients facing complex health challenges without judgment or stigma. This program has received funding to operate in five OCHC communities for three years. In 2022, the mobile health clinic staff engaged with tenants more than 2,400 times.

The Harmony Program is a partnership with Montfort Renaissance. Out of 1030 Du Père Charlebois, it aims to support tenants at risk of losing their housing and aids in harm reduction. It continues to be very successful. A group of residents embarked on journeys towards sobriety

that focuses on preserving successful tenancies. OCHC Tenancy Support Workers and onsite staff from Montfort Renaissance support the program.

Before participating in the program, one tenant had several unit takeovers and was in danger of being evicted. Since being part of the Program, he has paid his rent on time and has had no complaints.





## Food Insecurity

OCHC partners help support various programs that address food insecurity. In 2022, our partners launched two notable initiatives:

The Ottawa Mission's food truck served residents in 14 OCHC communities providing an average of 300 meals per week.

The Public Foods Community Fridge and Pantry was an innovative project spearheaded by the Glebe-St. James United Church. The pantry was built by Carleton University's Azrieli School of Architecture and Urbanism. The food is available on a take-what-you-need basis and is replaced daily by church volunteers.

## Tenant Engagement

OCHC is fortunate to work with many engaged residents who volunteer in their communities in one of the 59 tenant groups that OCHC supports through funding and capacity building. For the first time since the pandemic, OCHC relaunched in-person District-Based Committees (DBC) and the Tenant Appreciation event, which brings together tenants and celebrate their leadership. OCHC continued to engage tenants in Tenant Talks to gauge the effectiveness of various initiatives and programs by seeking direct inputs from tenants.

## EMERGENCY MANAGEMENT RESPONSE

As the largest community and affordable housing landlord in Ottawa, there is an expectation that Ottawa Community Housing will support its most vulnerable tenants during an emergency. In this regard, 2022 was an eventful year for Ottawa residents and OCHC tenants alike, as several large-scale emergencies impacted their lives and sense of safety and well-being.

In the event of an emergency, the City activates its Emergency Management Plan (EMP) to coordinate resources and ensure residents' basic needs are met. Events such as the Convoy Occupation in January, the power outage caused by the Derecho tornado in May, and the ongoing challenges related to the pandemic disproportionately impacted Ottawa's most vulnerable residents, including those living at OCHC.

In the case of the Convoy, staff made regular visits, on foot, to Centretown OCHC buildings surrounded by protestors to increase our safety presence and distribute almost 1,000 earplugs to reduce the impact of truck horns.

During the Derecho storm, it meant doing wellness visits to tenants and organizing food distribution systems. In Overbrook alone, OCHC staff delivered over 5,200 meals to tenant's homes in two days and handed out an additional 2,000 plus meals to residents by establishing a food distribution hub at the Overbrook Community Centre the week after the storm.

OCHC leveraged its EMP to coordinate internally and collaborate with external agencies to assess the situations and ensure we can continue to carry out our responsibilities as a landlord. OCHC's EMP is undergoing a refresh in 2023 to update and include best practices and lessons learnt since its original creation and implementation in 2010.

CRISIS RESPONSE

## OCHC VOLUNTEER ENGAGEMENT PROGRAM

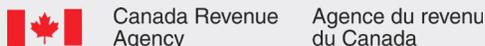
This year marked the return of many corporate groups to the OCHC Volunteer Engagement Program (VEP) since the beginning of the pandemic. Thirty partners completed 44 projects in OCHC communities. Many beautification projects would not have been possible without the support of these partners.



**VEP WON THE VOLUNTEER OTTAWA VOSCAR AWARD FOR THE OUTSTANDING VOLUNTEER PROGRAM IN 2022.**



OCHC launched a partnership with a pre-apprentice program called Tomorrow's Trades which provides training for those wishing to enter the construction trades. Students in the program completed unit turnovers and various repairs in OCHC communities, such as fence repair, rail and staircase replacement, decking, and many more. It was a mutually beneficial partnership.



OCHC worked with Canada Revenue Agency on the Community Volunteer Income Tax Program to prevent subsidy loss. As a result, volunteers completed six community tax clinics attended by more than 55 tenants at extreme risk of subsidy loss in two OCHC offices.



The Volunteer Program was heavily involved in support of the OCHC Foundation's Hop-on-Bike program, which distributed 300 bikes in OCHC communities. Families needing bicycles were identified by the Community Development team and distributed with the help of Volunteer Engagement Program staff.



## 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.

## MY HOME – OCH ONLINE TENANT PORTAL

OCH My Home launched in 2021. It is an innovative self-serve online portal for tenants that offers an accessible, safe and easy way to communicate with OCHC.

### 2022 Highlights

- MY HOME registration grew by 63% in 2022
- On average, 400 users a month log in to their MY HOME accounts
- The top 3 pages are My Accounts, Report a Repair and Contact Details
- On average, 60 work orders a month are created by tenants through the MY HOME self-serve online portal
- New functionalities will be introduced in 2023 to increase client service options

## OCH COMMUNITY BENEFITS AGREEMENT

In November 2022, OCHC became the first signatory of a Community Benefits Agreement (CBA) in Ottawa under the Ottawa Community Benefits Network (OCBN).

This historic agreement formally outlines how OCHC will continue recognizing socio-economic opportunities and benefits for tenants and communities in all its ongoing and future projects.

Benefits include workforce development for equity-deserving groups and Ottawa’s Indigenous

citizens, continued awarded aspects of projects and delivery of services and goods from social enterprises, and an applying an ongoing gender-informed and intersectional lens when determining opportunity creation.

This landmark CBA sets a foundation to explore new ways for OCHC tenants and communities to reach their full potential.



## INTEGRATED PEST MANAGEMENT

OCHC has experienced considerable progress in reducing pest presence in the communities. Below are the strategies and approaches that have resulted in these improvements.

- The implementation of the Ownership Model aligned Integrated Pest Management technicians with targeted communities and homes. This creates localized knowledge and experience that results in improved outcomes.
- The Tenant Assistance Program focuses on homes with elevated levels of pests, allocating additional time and resources to identify the causes and opportunities to work with tenants and partnering with internal and external supports to resolve complex challenges.
- The Standard Treatment Plan provides each household with a pamphlet about the specific pest identified, work completed, products used, next steps and follow-up appointment date. This increases tenant awareness and participation in mitigating and reducing pest presence.



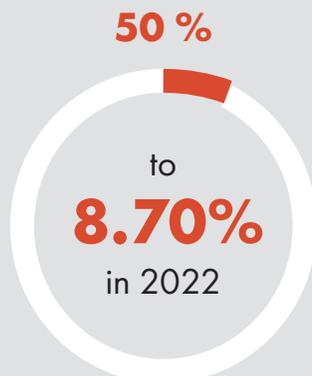
### PROACTIVELY INSPECTED ALL HOMES

to identify, track, report, and reduce pest presence as well as strategically allocate integrated pest management resources

COMPLETED OVER  
**32,000**  
SERVICE REQUESTS



HOME WITH  
PEST PRESENCE  
DECREASED BY



**3,078**  
TENANT SATISFACTION  
SURVEY

responses were received to measure the quality of the work and interactions, resolution and responsiveness of services delivered, we are proud to share that we achieved an

**89 %**  
TENANT SATISFACTION RATE

## PREVENTATIVE MAINTENANCE AND PROGRAMS SERVICES

The Preventative Maintenance Program is a proactive home assessment and in-home repairs service that includes pest treatments and door inspections in alignment with Fire Life and Safety.



14,564

**HOME INSPECTION  
COMPLETED**



37,921

**PROACTIVE REPAIRS  
COMPLETED**

avg. 2.3 per home



792

**PROACTIVE PEST  
TREATMENTS**

89 % of home identified  
were treated for pests.

It provides an opportunity to complete the following:

- an assessment of each apartment door to ensure it complies with Fire Life Safety (FLS) requirements
- the testing the smoke and carbon monoxide detectors to ensure smoke detectors are working as intended
- the inspection and repair of all light switches, electrical outlets, connections, and panels to ensure compliance with Electrical Safety Authority (ESA)
- the maintenance repairs in homes and common areas; the “Home Tune-Up” Program provides the opportunity to improve building and home conditions
- an inspection for pests, document the presence and level of pests, provide tenant education and complete an initial treatment if needed
- a health and safety and home condition assessment to identify the need for follow-up if needed.

## CALL CENTRE HIGHLIGHTS

### QUALITY OF SERVICES

The call centre introduced a satisfaction survey to measure the quality of the interaction, resolution and responsiveness of the service provided.

**TOTAL SURVEYS  
COMPLETED**

5,200

**TOP  
CALLS**

Home Maintenance Services  
Safety Services  
Pest Management Services  
Tenant Support Services



OF CALLS ANSWERED  
IN **LESS THAN  
60 SECONDS**



TENANT SATISFACTION  
ON **RESPONSIVENESS,  
QUALITY AND RESOLUTION**



TENANT SATISFACTION  
ON THE **QUALITY  
OF CALLS**

## TENANT SATISFACTION POST-SERVICE SURVEY (TOUCHLOGIC SURVEY)

We introduced tenant satisfaction surveys that are presented to tenants after they receive home maintenance, annual home assessment services, pest management inspections and treatments, as well as rent and lease services.

The survey aims to measure the quality of the work and interactions, resolution and responsiveness of the services. We are pleased to report that we received 29,636 survey responses with an overall tenant satisfaction result of 85.1%!

Tenant feedback is crucial in continuously improving the Tenant Experience.

We introduced Tenant Satisfaction Surveys post-assessment with the goal to measure the quality of the work, resolution and responsiveness of the service.

**2,460**

TOTAL SURVEY  
RESPONSES  
COMPLETED FOR  
HOME ASSESSMENT

**2,733**

ELECTRICAL SAFETY  
DEFECTS  
COMPLETED

**97%**

OF ELECTRICAL  
SAFETY DEFECTS  
CORRECTED WITHIN  
15.5 DAYS

**9,145**

APARTMENT  
DOORS INSPECTIONS  
COMPLETED

**81%**

TENANT  
SATISFACTION



## DEVELOPMENT OF THREE NEW PROPERTY STANDARDS

The property standards were developed as a framework to improve community consistency, alignment, and pride of place.

The standards are a resource for Property Managers to leverage, and serve as a way as to promote or maintain uniformity in the physical appearance of the community thereby optimizing the tenant's sense for pride of place.

They allow for greater consistency in all properties, serve as an educational resource when welcoming new tenants and/or when working with existing tenants and support Property Management efforts to reduce instances of sanitation issues,

unsightly modifications, dangerous structures, health, and safety risks etc.

The current OCH property standards can be found on our website:

- Balconies
- Backyard Area of your home
- General Property Areas
- Shed & Storage Units
- Basement Modifications
- Air Conditioners (A/C)

## PROJECT GUARDIAN

Project Guardian is a phased, multi-year approach that allows OCHC to implement the necessary technology as effectively and efficiently as possible to all OCHC properties.

The project involves multiple departments across OCHC working in unison. As part of Phase 1, the following properties have been identified as priority buildings based on several criteria spanning community safety, maintenance, well-being needs and existing technology in place.

- Bank and Clementine
- Charlotte and Lacasse
- MacDonald Manor (Cobourg / Augusta)
- Murray
- MacLaren
- Somerset
- Rochester
- Gladstone
- Russell Rd
- Wellington

The safety and security of tenants is OCHC's top priority, and innovative solutions like Project Guardian allow tenants greater peace of mind in our communities. Implementing this project across the portfolio will help keep OCHC communities safer and provide internal departments with the ability to monitor building security and maintenance systems, streamlining access and programming capabilities.

## PROJECT CONNECT

We also continue to roll out Project Connect, which focuses on upgrading OCHC's Internet infrastructure across our portfolio and goes hand in hand with the work completed through Project Guardian.





### 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.

A 10-Year Renewal Strategy is being implemented to guide OCHC to leverage the value of OCHC assets, to address capital investment shortfalls and to plan for future divestitures, acquisitions and the new construction of affordable housing.

### FINANCIAL STEWARDSHIP

In compliance with the *Ontario Business Corporations Act*, Ernst and Young, the appointed auditors for OCHC (Ottawa Community Housing Corporation) completed an audit of financial statements for the period January 1, 2022, to December 31, 2022. OCHC has independently submitted the audit results to the Shareholder and Service Manager.

There were indicators of strong financial performance in 2022 contained in the auditor’s report. They are as follows:

#### 01. 2022 Financial Statements

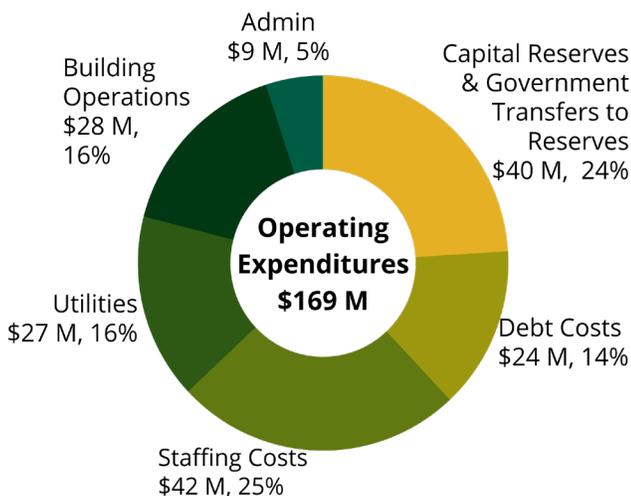
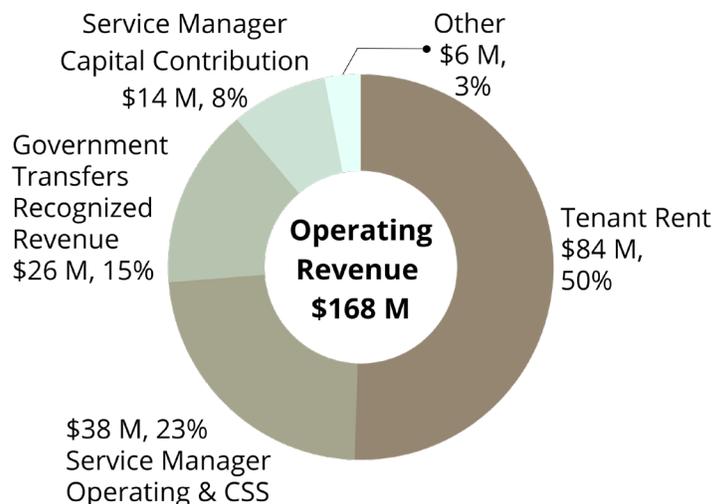
An unqualified audit opinion confirming the 2022 financial statements are fair, accurate and consistent.

#### 02. Funds

A fund balance of \$92.6 million, sufficient to support strategic goals and OCHC’s commitment to housing development.

#### 03. Operating Fund

An operating fund balance of \$3.6 million, in line with the budget.



The year-end financial position was affected by ongoing changes in the overall economic environment, high inflation and increased interest rates, and climate-related events. OCHC adjusted practices and applied effective control of expenditures to ensure the delivery of tenant services.

The 2022 closing balance across all funds is \$92.6 million, most committed to the capital repairs and redevelopment projects. OCHC continued to be resilient through 2022 by mitigating the financial impact on the corporation while advancing on key strategic goals of investing in our current portfolio and developing new affordable homes.

### CAPITAL INVESTMENT IN OCHC PORTFOLIO

With an aging portfolio, there is a requirement for long-term investments in capital repairs. OCHC is anticipating multi-year projects that balance capital spending in an affordable and sustainable way.

In 2022, OCHC invested over \$65M in tenant homes, building and fire life safety systems, restoration, community projects and associated project management and support activities.

The total Capital Works Program alone reflected a budget of \$35.1M spend. The program included work being carried out under multiple funding sources. These projects are funded by OCHC, municipal and provincial funding programs, including the CMHC Co-Investment Fund and the Canada-Ontario Community Housing Initiative (COCHI).

 Elevator Modernization <b>\$740,000</b>	 Fire Safety System Renewal <b>\$1,840,000</b>	 Structural Repair Program <b>\$2,510,000</b>	 Site Renewal Program <b>\$2,600,000</b>	 Cladding Repair and Renewal <b>\$9,300,000</b>
 Welcome Home & Accessibility <b>\$2,650,000</b>	 Roofing Program <b>\$3,030,000</b>	 Mechanical and Electrical Repair <b>\$4,410,000</b>	 Project Guardian* <b>\$5,420,000</b>	*Project Guardian is a phased approach to implement the necessary technology in OCH properties to improve access control and security systems.



## ELEVATOR MODERNIZATION PROGRAM

### THE ELEVATOR MODERNIZATION PROGRAM IS AN IMPORTANT ASPECT OF THE CAPITAL WORK PROGRAM

With an aging portfolio, there is a requirement for long-term investments in capital repairs.

#### OUR OBJECTIVES

AFFORDABLE HOMES | SUSTAINABLE BUILDINGS | ENERGY SAVINGS



**BUDGET**  
**\$740,000**



**124**  
**ELEVATORS**



#### CONTRACT AWARDED

- 251, Donald St.
- 255, Donald St.
- 125, McLeod St.



**IN 67**  
**APARTMENT**  
**BUILDINGS**



**2**  
**BARRIER-FREE**  
**LIFTS**



#### DESIGN INITIATED

- 312, Cumberland St.
- 200, 201, Friel St.
- 380, Murray St.
- Regina Towers
- Walkley Manor



#### CONSTRUCTION UNDERWAY

- 1065, Ramsey Cres.
- 1365, Bank St.



#### COMPLETED

- 540, Thomson St.



**ASSET MANAGEMENT  
10-YEAR DEVELOPEMENT STRATEGY**



**COMPLETED**

**MOSAÏQ**

811 GLADSTONE AVE., OTTAWA



Pre-existing 1960s townhome site redeveloped into midrise and stacked townhomes.



**140  
HOMES**



**MIXED  
INCOME | AFFORDABLE  
HOUSING**



**COMPLETED  
IN 2020**



Ottawa Community Housing Corporation operating as ARRIV Properties



**UNDER CONSTRUCTION**

**MIKINÀK**

715 MIKINAK RD., OTTAWA



Mikinàk community will offer 271 units in three buildings, including studio, one, two, and three-bedroom apartments with different levels of affordability.



**271  
HOMES**



**MIXED  
INCOME | AFFORDABLE  
HOUSING**



**EST. START: Q1 2022  
EST. END: Q4 2024**



Ottawa Community Housing Corporation operating as ARRIV Properties



**IN DESIGN**

**GLADSTONE VILLAGE PHASE 1**

75 OAK ST., OTTAWA (NEW ADDRESS)

Gladstone Village Phase 1 will be comprised of 336 affordable housing units within an 18-storey building and 9-storey building. The towers will share a 4-storey podium.



**336  
HOMES**



**MIXED  
INCOME | AFFORDABLE  
HOUSING**



**EST. START: Q2 2023  
EST. END: Q4 2025**



Ottawa Community Housing Corporation operating as ARRIV Properties



IN DESIGN

## ROCHESTER HEIGHTS PHASE 2

820 GLADSTONE AVE.  
305 ROCHESTER ST. AND 440-460 BOOTH ST., OTTAWA

1960s townhome site redeveloped with two 9-storey buildings, 3 blocks of stacked townhomes and a central park.



**270**  
HOMES



**MIXED INCOME** | **AFFORDABLE HOUSING**



**EST. START: Q2 2023**  
**EST. END: Q4 2025**



Ottawa Community Housing Corporation operating as ARRIV Properties



UNDER CONSTRUCTION

## JOCKVALE

505 BRANCH ST., OTTAWA

505 Branch (formerly known as 3380 Jockvale) is a City-owned site in Barrhaven transferred to Ottawa Community Housing Corporation. Modular construction of two buildings.



**32**  
HOMES



**LOW INCOME**



**EST. START: Q4 2022**  
**EST. END: Q3 2023**

## ARRIV PROPERTIES

ARRIV Properties is a new brand designated for all affordable housing communities developed by Ottawa Community Housing Corp. It represents a new concept to fill the Ottawa affordable rental market gap.

It is an exciting milestone because it signals another offering in the housing continuum by providing apartments and townhomes at affordable prices for low- to moderate-income households.

Mosaïq, by ARRIV Properties, is a flagship property that fills a gap in the Ottawa rental market. It offers homes at average or below average market prices, setting the standard for modern living and lifestyle at an affordable price.

ARRIV Properties is an important product line in OCHC's spectrum of affordable housing rentals in Ottawa.

Ottawa Community Housing operates as ARRIV Properties.



Modern quality. Affordable living.  
Qualité moderne. Logements abordables.

## DEEP REFURBISHMENT PROGRAM

A deep refurbishment synchronizes the building design, maximizing potential for energy savings while improving performance and building durability, as per funding agreement requirements. This typically requires significant capital repairs to address mechanical systems, building envelope and structure components that are nearing the end of their useful service life.

A deep refurbishment to a community may be implemented as a large scale single phased project, or coordinated projects phased over several years. The Deep Refurbishment Program modernizes as well as significantly extends the service life of the buildings.

In 2022, twelve OCHC communities were identified for a Deep Refurbishment feasibility study, the first stage of the process.

- Albion Gardens & Heatherington,
- Britannia Woods
- Michelle Heights
- Russell Heights
- 125 McLeod
- 255 Donald
- 251 Donald
- 1390 Lepage / 1400 Lepage Manor
- 303 King Edward
- 215 Wurtemberg
- 1180 Shillington
- Walkley Manor

## DEVELOPMENT OF A NEW PROPERTY STANDARDS

The property standards were developed as a framework to improve community consistency, alignment, and pride of place.

The standards are a resource for Property Managers to leverage, and:

- serve as a way as to promote or maintain uniformity in the physical appearance of the community thereby optimizing the tenant’s sense for pride of place
- allow for greater consistency in all properties
- serve as an educational resource when welcoming new tenants and/or when working with existing tenants
- support Property Management efforts to reduces instances of sanitation issues, unsightly modifications, dangerous structures, health, and safety risks etc.

## WELCOME HOME PROJECTS 2022

Welcome Home projects target improvements that have positive impacts on communities, tenants and overall pride of place. This umbrella of capital improvement projects can include lobby renewals, interior finishing upgrades and full corridor makeovers.



**\$875,000**  
INVESTED



**14 BUILDINGS**  
IN 12 COMMUNITIES



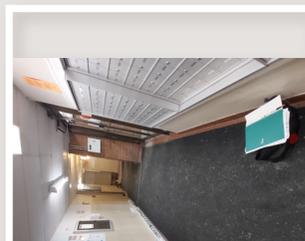
**2,154 TENANTS**  
IN 1,586 HOMES

BEFORE

AFTER

BEFORE

AFTER



Through a combination of work in progress and planned for 2023, we will continue upgrading spaces in another **17 apartment building communities** with an estimated **investment of \$3.5 million.**



## 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 2022, OCHC completed its seventh 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.

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.

## OCHC DIVERSITY EQUITY AND INCLUSION PLAN

OCHC is dedicated to creating a culture of inclusion and belonging, with a goal of being representative of the diversity found in the communities in which we work.

In 2022, we embarked on the second phase of our multi-year Diversity, Equity, and Inclusion Plan. This phase was focused on embedding Diversity, Equity, and Inclusion (DE&I) into everything that we do.

With the support of our Champions Table (an advisory committee that provides input into our plan’s ongoing development) and our six employee resource groups launched in 2020, OCHC has made great progress in the advancement of our Plan. We successfully embedded DE&I into all onboarding materials, job postings, and our external website. We also rolled out various workshops, speaker sessions, and mandatory DE&I training. Employees were especially engaged in participating in the in-person Capital Pride Parade with a fully decorated OCHC float.

With an emphasis on mental health, in 2022, OCHC rolled out the Peer Support Program, which provides support to staff going through various struggles. Taking care of our staff equips them to provide the best service to the tenants in return.

Looking forward, OCHC will continue to focus on endeavors to involve the broader community and tenants in our DE&I efforts, leveraging the work of our Community Development team, as well as partnerships with community organizations.

## EXCELLENCE IN GOVERNANCE PERFORMANCE

Governance performance remained high at 91% for a second year in a row. Consistent strong governance performance reflects OCHC’s focus on investing in its governance team and practices.

Since 2016, OCHC has conducted ‘real time’ monitoring of critical governance activities: meeting preparation, execution, follow-through, attendance, and learning – a practice that provides regular feedback to the governance team and identifies opportunities for improvement, if required. Board and Committee members complete an annual DICES survey assessing decision-making, internal relationships, capacity and engagement, ethics and fiduciary duties and strategic focus. In 2022, continued strong member participation in ongoing learning activities contributed to this strong performance rating.

## CULTURE ROADMAP UPDATE

The OCHC's Culture Roadmap was first developed in 2017 and refreshed in 2022. It integrates key elements to enable a high-performing organization as we transition to the Workplace of the Future. The Workplace of the Future includes the implementation of a hybrid work model, leveraging technology and focusing on the importance of mental health and wellness.

The roadmap continues evolving our foundational programs and investing in key areas such as diversity, equity and inclusion and our agility as we transform as a business. The advancing Roadmap includes a refreshed multi-year plan that continues to promote and solidify a high-performance culture, establishing a solid foundation through leadership and broad-based employee engagement and focusing on desired behaviours that align with our values and mission.

## 20TH YEAR ANNIVERSARY OF OCHC

2022 marked 20 years of OCHC (Ottawa Community Housing Corporation) building better communities together with tenants.

In celebrating this major achievement as a corporation, we reflected throughout the year with an anniversary timeline highlighting significant milestones that have brought us to where we are today as a leader and innovator in the community and affordable housing sector. This timeline reflects on the learning and growth OCHC has gone through over the years. This is a testament to the corporation's continuous improvement mindset.

Teams across OCHC integrated the year-long anniversary into their everyday engagements and events with tenants across our communities. Everyone joined in on the fun, from Fire Safety Prevention week to a special 20th-anniversary cake baked by a tenant for the annual tenant leader's appreciation event.

We also asked for testimonials to mark the occasion. Carolyn and Dave on Monseigneur Lemieux Ave said it best. "My husband and I have been with OCHC since its inception. We have always felt you truly care about your tenants."

Although we have been around for 20 years, the common denominator remains that OCHC cares.

Looking to the future, we are committed to continuing to provide safe and affordable homes in Ottawa, thanks to the support of staff, tenants, community partners, governments, and stakeholders.



*OCHC staff, volunteers, and Tomorrow Trades participants create a "20" human-link formation during an event in June 2022*



*L-R: Former Chair Mathieu Fleury, Mayor Jim Watson, CEO (Chief Executive Officer) Stéphane Giguère, and former CEO Ron Larkin cut a cake at a 20th anniversary plaque unveiling at Head Office in August 2022*

## ECONOMIC INDICATORS - QUARTERLY REPORT

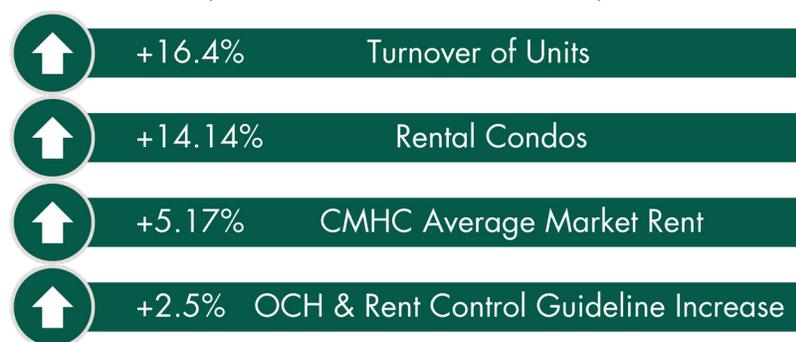
The Economic Indicators Quarterly Status Report was created to provide a comprehensive source of data for the Ottawa Community Housing Corporation (OCHC) staff and governance committees. It features information on a variety of economic and housing market metrics, including inflationary indicators, private and rental housing market statistics, and lending trends.

The report is based on more than 4,000 data points and 40 metrics, all derived from reliable sources such as Statistics Canada, CMHC (Canadian Mortgage and Housing Corporation), the Ottawa Real Estate Board, the Bank of Canada, and Rentals.ca. This report is intended to be used by OCHC as a basis for monitoring changes in the housing market and economy. The report provides an overview of the current state of each indicator, as well as 3-month, 12-month, and 5-year changes. It also includes commentary on the changes in the indicators and their impact on OCHC. With this comprehensive report, OCHC is better equipped to make informed decisions about the economic and housing market trends affecting the organization and its stakeholders.

### Inflation



### Average Market Rent Increases (Ottawa 2-bedroom)



## NEW OTTAWA COMMUNITY HOUSING CORPORATION BOARD

Following the 2022 municipal election, City Council appointed new members to the Board of Directors at OCHC. We are pleased to welcome the following Councillors to our Board of Directors: Councillor Theresa Kavanagh, Councillor Glen Gower, Councillor Marty Carr, Councillor Stéphanie Plante, Mayor Mark Sutcliffe



We want to recognize the contributions and offer best wishes to our 2022 departing Board Directors, who were celebrated at the first Board Meeting of 2023. Thank you to the retiring Board Directors: Councillor and former Chair Mathieu Fleury, Councillor Catherine McKenney, Councillor Rawlson King, Councillor Scott Moffatt, Ferenaz Raheem, Mayor Jim Watson.

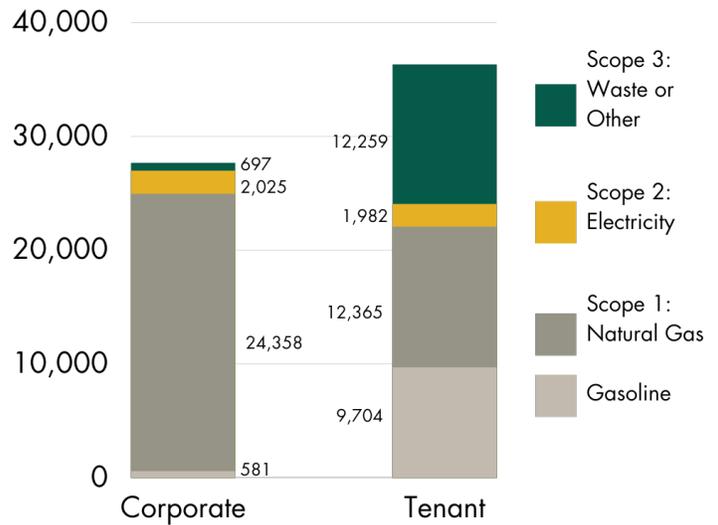
The work of OCHC would not have been possible without their valuable contributions and leadership in serving on our Board and helping to serve tenants and building strong communities across Ottawa.

## OCHC'S ECO<sup>2</sup> PLAN (GREEN PLAN)

2022 has seen the completion of some amazing sustainability projects that can guide OCHC to the next step on its journey to align with the City's Climate Change Master Plan and our commitment to the Race to Zero. In 2022, OCHC completed its Green House Gas Liability report, which determined that OCHC emits over 27,000 tons of CO<sub>2</sub>e directly and that an additional 36,000 tons of CO<sub>2</sub>e are emitted from our communities from tenant activities. As such, OCHC has been working on the three major sources of GHG (greenhouse gas) emissions within its communities: existing buildings with natural gas equipment, organic waste diversion, and gasoline passenger vehicles.

Big or small, these environmentally friendly focused projects hold the blueprint for a more sustainable OCHC.

### OCHC Greenhouse Gas Footprint by Scope and Emitter, in tons CO<sub>2</sub>e/year



#### Organic Diversion Pilot Program

The High-Rise Organics Diversion pilot has transformed single-stream garbage infrastructure into community diversion rooms where landfill waste is reduced by 40% and recycling/organics diversion has increased substantially.

A pilot project derived from proactively engaging with the City of Ottawa's Solid Waste Master Plan reduced waste in a few OCHC properties in 2022. The project aimed to increase recycling and organics waste diversion in high-rise buildings through a waste room retrofit and tenant engagement. The first property completed was 215 Nepean, which saw a 40 percent reduction in waste in the first quarter.



#### Electric Vehicles CarSharing Program in Affordable Housing Communities – A first in Ottawa.

OCHC launched an electric vehicle carshare thanks to funding and support from Hydro Ottawa, Communauto Ottawa, Ottawa Community Foundation, EnviroCentre and Ottawa Climate Action Fund. The vehicle is stationed at OCHC's most recent affordable housing community, Mosaïq at 811 Gladstone. This partnership outlines how we can better serve our high-density communities' needs for affordable mobility while also reducing our emissions.



#### Presland Project

The award-winning Presland Net-Zero Project completed in 2021 has proved that the GHG emissions from our existing buildings can be eliminated by upgrading the building envelope, retrofitting the natural gas equipment with electric heat pumps, and deploying solar generation on-site.

## RE-IMAGINE OCHC - WORKPLACE OF THE FUTURE

Re-imagine OCHC is a corporate-wide initiative aimed at transforming and adapting OCHC to continue to evolve as a high-performance organization as we transition into the workplace of the future. This project is anchored in guiding principles of our Culture Roadmap and our commitment to fostering an engaged workforce through inclusion and belonging.

Re-imagine OCHC has four main pillars for success:

- Workforce – To support our people and how we work together
- Physical Workplace – To create inviting spaces that enable effective collaboration to drive innovation and continuous improvement
- Technology – To leverage and enhance technology for business transformation
- Operational Effectiveness – To seek operational efficiencies, benchmark with comparator organizations, and improve operational effectiveness

In 2022, there were four foundational projects underway in support of Re-imagine OCHC – Workplace of the Future, where we were leveraging third-party subject matter expertise, as follows:

- The Development of a Hybrid Workplace Strategy
- Baseline Assessment and Comparative Analysis
- Project Connect updating internet infrastructure across our portfolio
- Organizational Vision and Culture Workshops

The extensive staff and management consultations, recommendations, and projects support OCHC's vision, mission, and strategic goals.

## STRATEGIC PLAN REFRESH

OCHC is refreshing its strategic plan with input from tenants, staff, community partners, governance committees, and City of Ottawa as Shareholder. The goal is to create a new vision, mission and priorities for greater organizational alignment and success in achieving its goals and serving its tenants.

## SUMMER STUDENT PROGRAM

- Provided 42 students with summer employment opportunities in various fields
- Supported landscape and maintenance departments, as well as office functions
- Made possible through funding provided by the Canada Summer Jobs program
- Provided an approximate subsidy of 40% of the total salary for each student



## INNOVATIVE RECRUITMENT APPROACH

With such a dramatic shift in the labour market, OCHC, along with other employers, are currently competing for talent in one of the most challenging labour markets we have ever seen. This has presented OCHC with an opportunity to be increasingly innovative in our recruitment efforts. To develop a pipeline for our critical maintenance roles, the OCHC established a partnership with the YMCA's Pre-Apprenticeship Home Renovation Program. In 2022, OCHC provided eight candidates with placements, of which four were hired into maintenance positions.

# OCH FOUNDATION



200 BIKES

## HOP ON BIKES

Provides refurbished bicycles, helmets and locks to children and youth



20 BURSARIES

## INSPIRED BY LEARNING

Provides financial assistance to tenants of OCH who are undertaking post-secondary studies and who demonstrate financial need.



125 GRADUATES

## YOUTH FUTURES

Helps youth 16-21 years old build important skills to prepare for post-secondary education, including a paid internship



700 BACKPACKS

## PACK-A-SACK

Provides backpacks and school supplies to children in kindergarten through grade nine



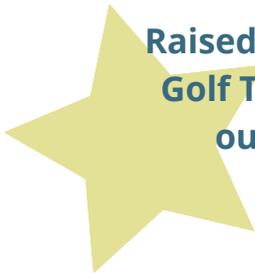
172 CHILDREN

## RECLINK

Helps connect OCH children and youth to Arts, Camps, and Sports programs

## 2022 HIGHLIGHTS

- ☆ Celebrated our 10th Anniversary
- ☆ Completed our 2023-2025 Strategic Plan
- ☆ Painted a Hop on Bikes mural
- ☆ Expanded our partnerships with new and existing partners



**Raised \$96,204 at our Annual Charity Golf Tournament and \$48,533 from our Annual Giving Campaign**



## STRATEGIC PRIORITIES

- ✓ INSPIRE AND PROMOTE
- ✓ SUSTAIN AND GROW
- ✓ COLLABORATE AND CONNECT
- ✓ ORGANIZATIONAL EXCELLENCE
- ✓ RESOURCE DEVELOPMENT