



Ottawa
Community
Housing

Logement
communautaire
d'Ottawa

2023 Annual REPORT

CORPORATE REPORT ON
STRATEGIC PERFORMANCE AND
ORGANIZATIONAL HIGHLIGHTS

More Than a Home
Because **WE CARE**

och-lco.com



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THERESA KAVANAGH

COUNCILLOR AND CHAIR OF THE OCH BOARD

2023 has been proven to be a pivotal time for affordable housing in Ottawa and a year full of momentum at Ottawa Community Housing.

What a proud moment in 2023 when the Ottawa City Council approved the 2024 budget, which doubled the city's capital investment in affordable housing to \$30 million. I applaud the Mayor and all my Council colleagues for investing in building more homes so non-profit organizations like OCH can advance their development plans.

It was exciting to witness OCH break ground on the planned second phase of Mosaiq Ottawa. The development involves the construction of 273 affordable homes. In addition, OCH announced an innovative partnership with Dream by purchasing 19 affordable apartments included in the first purpose-built rental building within the Zibi community on the Ontario side – known as *Common at Zibi*.

With a new 2024-2027 Strategic Plan in place, OCH will be guided by four core priorities: Build and Preserve, Client Experience, Partner and Support, and Innovate and Grow. This is designed to support tenants, and support community and affordable housing needs in our city. While OCH has always been at the forefront of addressing emerging housing and tenant needs, the team has a deep commitment to focus their efforts for continued progress.

OCH's OneTeam approach is tackling challenges head on, whether by building new affordable homes, integrating them into private market buildings, preserving existing affordable homes through acquisitions, maintaining the quality of existing community homes, or fostering a strong network of collaborative partnerships.

It continues to be an honour to serve as Board Chair and to be able to make an impact in our community. I thank the staff at OCH and our Board of Directors for their hard work and dedication.



“ I APPLAUD THE MAYOR AND ALL MY COUNCIL COLLEAGUES FOR INVESTING IN BUILDING MORE HOMES SO NON-PROFIT ORGANIZATIONS LIKE OCH CAN ADVANCE THEIR DEVELOPMENT PLANS. ”

STÉPHANE GIGUÈRE

CHIEF EXECUTIVE OFFICER OF OCH



OneTeam

OCH's OneTeam approach leads our teams' everyday actions, from frontline staff to senior leadership. It is embedded in our culture journey to create corporate alignment and efficiencies in planning innovative and collaborative approaches to meet our communities' evolving and complex needs. OCH strives for everyone to be the best version of themselves to make OCH a better place to work and live. This year's annual report demonstrates how the team helps drive priorities forward today to shape a better, more inclusive, and supportive tomorrow for tenants.

2024-2027 Strategic Plan

In 2023, OCH achieved a monumental milestone by releasing its 2024-2027 Strategic Plan, marking a commitment to inclusivity, transparency, and accountability. The plan is filled with ambitious and practical goals to guide the organization toward a future of growth and continued success. While developing this plan, OCH conducted extensive consultations, ensuring that valuable insights from various stakeholders were incorporated into the plan. These insights reinforced the message that strong partnerships can have a significant impact on the success of OCH.

More than a Home, because WE CARE

Inspired by our mission to "Provide more than a home, because we care," OCH remains a trusted partner in the City of Ottawa for building, preserving, and maintaining community and affordable housing. This year, the team has launched the Complex Care Housing Strategy, which helps address expanding and complex challenges and aims to bring more support into community housing.

This past year has delivered action on the innovative thinking that drives our team and supports our city's housing needs. We have been leading the construction of over 900 new homes, developing strategic opportunities to preserve existing affordable housing through the acquisitions of 311 homes, which also creates new assets that can be leveraged into the financing of new homes, and building private sector partnerships that will integrate affordable housing into private market rental buildings, while preserving and nurturing our existing 15,000 homes.

All three orders of government have a role in addressing the growing housing affordability challenges in cities, including Ottawa. As we move forward, OCH will continue collaborating with partners across the city. This will ensure that more people have access to safe, stable homes with the support they need to lead the life they desire.

We want to express our sincere gratitude to the City of Ottawa for investing in affordable housing. We are also grateful to our Board of Directors for their unwavering guidance and support and our employees for providing exceptional services and a great housing experience through their expertise and care. We would also like to acknowledge the contribution of our 100+ partners, with whom we collaborate to fulfill our mission and make a difference every day. And lastly, we are honoured to serve our tenants at OCH and thank them for the privilege of doing so.

The Board of Directors oversees the management of Ottawa Community Housing and monitors performance against the **Strategic Plan**. The Board of Directors delegates authority to its committees to advise the Board on matters relating to each Committee's areas of responsibility.



**Councillor
Theresa Kavanagh**
CHAIR



**Mayor
Mark Sutcliffe**
EX-OFFICIO



**Councillor
Marty Carr**



**Councillor
Glen Gower**



**Councillor
Stéphanie Plante**



Tracy Albert



Rebecca Hickey
VICE-CHAIR



Adrian Larose



Brendan Lawlor
TREASURER



Seham Rabaa



Stephen Sauppe
TENANT
REPRESENTATIVE



Girum Simmie



CORPORATE PERFORMANCE COMMITTEE provides guidance to the Board of Directors relating to the Board's governance structure and processes, policies, performance measures and corporate strategic planning.



CLIENT SERVICES COMMITTEE provides guidance to the Board relating to quality client experience, strengthening tenant engagement levels (individual and community) and building safe and secure communities.



PORTFOLIO MANAGEMENT COMMITTEE provides guidance to the Board on matters relating to oversight and guidance on the strategic management and development of the portfolio, including increasing the supply of affordable housing and the overall management strategy for the OCH/ARRIV Properties' portfolio.



FINANCE AND AUDIT COMMITTEE provides guidance to the Board on matters related to financial health and diligent oversight of financial management of the Corporation.

2024-2027 STRATEGIC PLAN


The 2024-2027 Strategic Plan outlines OCH's refreshed long-term priorities and provides a roadmap to achieving its vision, mission, and goals over the next four years.

The development of the plan involved extensive collaboration with employees, tenants, partners, the Board of Directors, and other stakeholders.

It was coupled with an environmental scan that examined the key trends, challenges, and opportunities for our sector and organization.

Accountability to our stakeholders, including transparency with how we are performing, is a key pillar of the Strategic Plan. We will regularly monitor our progress and set goals and work plans to support our four strategic priorities. Ongoing reporting will be provided to the OCH Board of Directors and Committees, and progress updates will be included in our Annual Report.

The strategic plan aligns our organization, inspires our stakeholders and employees, and guides us toward a future of growth and success.

Detailed Plan: [Read more here](#) 



OUR MISSION
More Than a Home
Because We **CARE**



OUR VISION
Changing Lives by Providing
a Place to Call Home



OUR VALUES
C.A.R.E.



OUR STRATEGIC PRIORITIES

Collaboration **A**ccountability
Respect **E**xcellence

➤ **B**uild and Preserve ➤ **P**artner and Support
➤ **C**lient Experience ➤ **I**nnovate and Grow

We modernized our branding during the Strategic Plan refresh to reflect the communities we serve.

We introduced a new logo in the summer of 2023 and refreshed our website, paying homage to our history while looking to the future.

The new and old logos will co-exist during this transition as we gradually update materials with the new logo to reduce cost and waste.



Ottawa
Community
Housing

Logement
communautaire
d'Ottawa



Old logo



THE LARGEST HOUSING PROVIDER IN OTTAWA



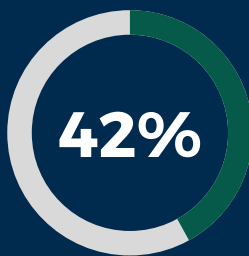
32,000 TENANTS



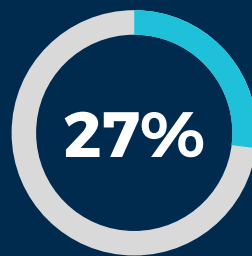
\$ 4B
PORTFOLIO VALUE

≈15,000
OCH HOMES

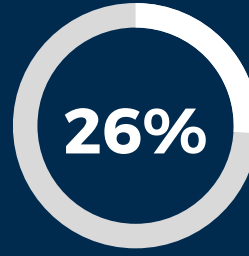
WHO LIVES IN COMMUNITY/SUBSIDIZED HOUSING:



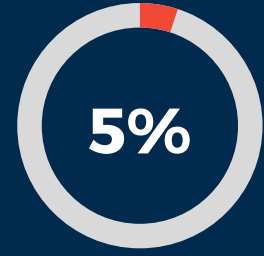
FAMILIES



SENIORS



SINGLE OCCUPANT



MULTI-ADULT HOUSEHOLD



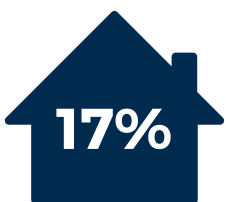
COMMUNITY HOUSING PORTFOLIO

also known as subsidized, rent-geared-to-income (RGI) and social housing.

RGI rent is no more than **30%** of household income.



Average household income (subsidized) \$1,772/MONTH



AFFORDABLE HOUSING PORTFOLIO

is when rent is at or below the Canada Mortgage and Housing Corporation (CMHC) market value.



Average household income (affordable) \$3,563/MONTH

ASSET MANAGEMENT

We are the Asset Management Department, comprised of four divisions: Asset Renewal and Digital Solutions, Development and Realty Initiatives, Construction and Development, and Conservation and Sustainability.

Our team of professionals is responsible for dynamically managing a 16,000,000-square-foot portfolio of land, buildings, and infrastructure in Ottawa. As innovators, we are committed to promoting community and affordable housing. At OCH, we follow a visionary Portfolio Management Strategy that aims to preserve and expand affordable housing in Ottawa by carrying out maintenance, repairs, and retrofit projects, land development, and construction of thousands of new homes. We prioritize high energy performance, low-carbon and sustainability standards, and well-integrated digital solutions to optimize operations, improve tenant experience, and plan for the future.

We have a team of diverse talent, including Project Managers, Architects and Engineers, Technical Experts, Technology Specialists, Analysts, and management professionals. With expertise in residential construction, digital and information technology, conservation and sustainability, and building system operations, we deliver projects that provide homes for tenants.

IN 2023 WE...



Completed
approximately

\$39 MILLION
in capital projects

supporting the preservation,
restoration, and renewal
of our existing buildings.

Implemented
PROJECT GUARDIAN
PHASE 1

Access control and Security Camera
standardization and modernization

across
13 properties

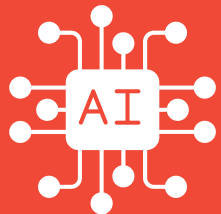


Completed internet
infrastructure upgrade to
business quality service for

80 properties
within the portfolio through
PROJECT CONNECT.

**PROJECT
SOCIAL**

Exploration of generative
artificial intelligence and
machine learning to improve the Tenant
Experience through customer service and
enhance operational efficiencies.



THE OFFICE OF THE CHIEF EXECUTIVE OFFICER (CEO)

We are a dedicated strategic business partner. We provide transformational leadership, steer the direction of the organization, and serve as a key liaison to the OCH Board of Directors, City Council, and the City of Ottawa.

Working within our dynamic team, the CEO leads and drives strategic and operational initiatives across the corporation. The CEO is supported by an Executive Operations Manager who ensures the efficient administration and successful implementation of the CEO's initiatives and OCH governance committees. In addition, our team includes Executive Assistants with expertise in supporting the strategic functions of the CEO's Office. Our commitment to active participation and representation underscores our dedication to the community and all OCH stakeholders.

IN 2023 WE...



ATTENDED MORE THAN

130

COMMUNITY, TENANT,
AND PARTNER EVENTS



KICKED OFF

15

CORPORATE VOLUNTEER
ENGAGEMENT EVENTS



PARTICIPATED IN

12

COMMUNITY TOURS
ACROSS OCH'S PORTFOLIO



ATTENDED

30 SPEAKING ENGAGEMENTS

ACROSS OTTAWA AND CANADA

REPRESENTED OCH AT THE FOLLOWING GROUPS:

- Ottawa Community Housing Foundation;
- HPC Housing Investment Corporation;
- Housing Partnership Network;
- Housing Services Corporation;
- University of Ottawa;
- Ontario Non-Profit Housing Association;
- Crime Prevention Ottawa (Community Safety and Wellbeing Plan).

COMMUNITY AND TENANT SUPPORT

We foster successful tenancies and a sense of belonging. We cultivate healthy, safe, and inclusive communities through working with tenants, partner agencies, and OCH staff.

As Community Safety Workers, Tenancy Support Workers, Community Developers, and Volunteer Program staff, we pursue our purpose through six distinct functions:

Supporting Vulnerable Tenants: Work with tenants facing housing challenges, particularly those leaving chronic homelessness or living with mental or physical health, disability, or substance use challenges.

Community Development: Help tenants envision and create the communities they want to live in.

24/7 Safety Services: Deliver a safety service that addresses safety issues reactively and proactively.

Tenant Engagement: Actively engage tenants in the decisions that directly affect them and support the work of OCH in doing so.

Volunteer Program: Manage a volunteer program that connects the broader community with OCH's tenants and communities.

Partner Agency Relations: Manage relationships with the agencies that provide important programs and services to OCH tenants and communities.

IN 2023 WE...



FINANCE AND CORPORATE SERVICES

We are the Finance and Corporate Services Team. We are an essential strategic partner that plays a comprehensive role in ensuring the efficient operation and management of OCH.

Our team provides key services in funding and treasury, financial analysis, strategic sourcing and procurement, accounting, legal, governance, and payroll services. We enable and contribute to organizational success and the achievement of strategic priorities.

IN 2023 WE...



Managed
\$208.8M
in support of OCH strategic goals, capital spend and operating expenditures

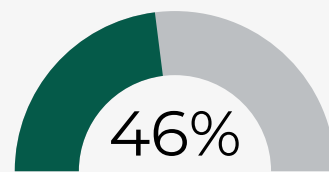


Raised
\$150.7M
of combined total funding for new developments and Capital Repairs.

PROCUREMENT

\$173.8 MILLION

sourced through procurement for multi-year contracts and activities



The largest investment was in architecture and new construction, representing **\$80 MILLION** including Mosaïq Ottawa (Phase 2) and Mikinàk



14,300
purchase orders issued



Social Enterprises:
total spent of **\$664K**
6 contracts

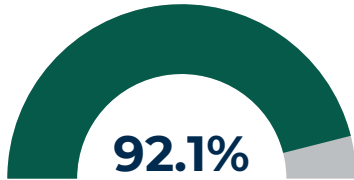


OCH Fleet:

4 electric full-size transit vans and 2 charging stations

LEGAL & GOVERNANCE

IN 2023 WE...



Overall governance score since 2019.



Developed and led the implementation of new procedures on crisis moves and accommodation for people with a disability.

Held two Board Learning events:



First **Board Volunteer Event** planting trees in the community to provide fruit and shade



Diversity Equity and Inclusion Workshop: led by Angela Cooke, Assistant Deputy Minister, Ministry of Municipal Affairs and Housing

ORGANIZED



3
new Board and Committee onboarding events

ESTABLISHED



formal Enterprise Risk Management Program.



UPDATED
11 Corporate Policies

PEOPLE, COMMUNICATIONS AND STRATEGY

We are People, Communications and Strategy. Our department includes human resources, corporate communications and business strategy professionals. We engage with all OCH departments as strategic business partners. We help drive the OCH of today and shape the OCH of tomorrow by planning innovative approaches to meet our communities' evolving and complex needs.

We foster growth and success for OCH employees through training programs, professional development initiatives, and talent attraction and retention strategies. We work to increase public awareness of OCH as a leader in delivering social and affordable housing in the City of Ottawa while mitigating reputational risk. We also create opportunities to educate, engage, and deliver compelling content to tenants and OCH employees. We measure success through key performance indicators and lead strategic planning processes to ensure that OCH is working in alignment with our vision, mission and strategic priorities while remaining agile.

IN 2023 WE...



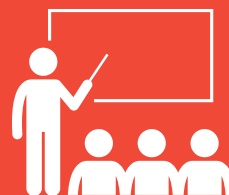
RECEIVED
3,966
RESUMES



RETENTION RATE



POSTED
53
JOB
OPPORTUNITIES



DELIVERED OVER
12,000
HOURS OF TRAINING

HIRED  **39** SUMMER STUDENTS

6 EMPLOYEE RESOURCES GROUPS (APPROX. 60 EMPLOYEES)

- Multigenerational Workforce
- Diversity of Thought
- Telling HERstory
- Wellness Committee
- Rainbow Resource Group
- Anti-Racism/Black, Indigenous & People of Colour

ORGANIZED 6 GUEST SPEAKER SESSIONS

- Canadian Asian Experience
- Mental Health and well-being in the workplace
- The Black tenant experience
- Trans 101 workshop
- SheTalk Circle (an opportunity to connect with other women and chat about what it means to be a female in today's working world.)
- Canadian Mental Health Association Speaker session & conversation circle



REFRESHED AND LAUNCHED
New OCH Branding and website



Ottawa Community Housing

Logement communautaire d'Ottawa

och-lco.ca



TENANT EXPERIENCE

We are the Tenant Experience department, delivering Tenant Services, including a 24-hour, 7-day Call Centre, Property Management, Maintenance, Pest Management, and Rent and Lease Services.

We are client-centric, focusing our work on providing well-maintained homes and communities. Through our quality service, we support tenants in fostering successful tenancies.

Our team offers various expertise from Property Management overseeing day-to-day operations and contracted services, Maintenance and Landscape Services ensuring homes and communities are well-kept and Pest Management Services mitigating pest presence in our buildings. The Preventative Maintenance and Programs conducts annual home assessments, proactively repairs, and ensures compliance with Electrical Safety Authority and Fire Life Safety standards.

The 24/7 Call Centre records all incoming tenant service requests. Tenancy Administration, which includes Rent and Lease Services, facilitates tenancy transactions and interactions.

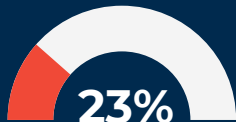
The Tenant Experience teams are dedicated to delivering operational excellence and continuous improvement through service delivery.

IN 2023 WE...



23,000

subsidy calculations



23%

REDUCTION
IN ARREARS

TENANT SERVICES PULSE SURVEYS



28,600

responses
received



86%

TENANT
SATISFACTION



1,216

new households
welcomed from the
centralized waitlist



9,409

NON-SMOKING
LEASES



65%

HOMES



WASTE DIVERSION INITIATIVE, SAW THE INTRODUCTION
OF ORGANIC WASTE DIVERSION

ACROSS 30 COMMUNITIES

MY HOME

1,967

TOTAL ENROLLED



**OCH 24/7
CALL CENTRE**



315,900
CALLS RECEIVED



139,500
WORK ORDERS
RECORDED
AND DISPATCHED

2023 AWARDS

OCH was honoured with 11 awards in 2023.

WINNER OF:

- Ottawa Urban Design Awards: **811 Gladstone** (Mosaïq Ottawa Phase I)
- Top 100 Employers National Capital Region
- Waterstone Canada's Most Admired
 - Corporate Culture
 - Chief People and Culture Officers - **Shaun Simms**
- Canadian HR Reporter: 5-star Diversity, Equity and Inclusion Employers
- Canadian HR Reporter: **Innovative HR Team**
- Regroupement de gens d'affaires: Woman in Business: **Melany Chretien**
- ONPHA Lifetime of Service: **Claude Louiseize**
- Salus Ottawa: Community Partner Award: **Amanda Ryan**



FINALIST :

- Canadian HR Awards: Excellence in Financial, Physical, Mental Wellness
- Volunteer Ottawa: Pathway to Possibilities Award: All Tenant Volunteers

OCH FOUNDATION

We are the Ottawa Community Housing Foundation. We operate at an arms-length from OCH, supporting tenants in OCH communities through various programs & initiatives.

We are a catalyst for empowering, inspiring, and equipping tenants of OCH with access to programs that respond to their needs and enhance their quality of life and well-being. The OCH Foundation offers a wide range of initiatives that help our tenants achieve personal success. These initiatives include:

RECLINK

connects children and youth, ages 6 to 18, to arts, camps, and sports programs in OCH Community.



1,000+
participants

25 POP-IN & PLAY PROGRAM EVENTS



186 new
registrations

INSPIRED BY LEARNING BURSARY

provides **\$1,000** to tenants of OCH who are undertaking post-secondary studies and who demonstrate financial need.



25 students awarded
\$1,000 bursary

PACK-A-SACK

provides school supplies and backpacks for children and youth in OCH communities.



1,463 backpacks
delivered

YOUTH FUTURES

helps OCH youth ages 16-21 build important skills to prepare for post-secondary education and employment. This six-month bilingual program is offered in partnership with the City of Ottawa.

143 students
graduated from the
program

HOP ON BIKES

provides refurbished bicycles, helmets and locks to children and youth in OCH communities.



387 bicycles
gifted



OCH FOUNDATION

LAUNCHED TOMORROW READY

Tomorrow Ready supports tenants of OCH with perishable, non-perishable and hygiene products through our partnership with Khalsa Aid Ottawa.



1,165
tenants impacted



Launched our new
OCH Foundation
website



Raised \$104,697
with our OCH Foundation
Annual Golf Tournament



Annual Giving
Campaign
\$54,758



Published a video created
by Prezdenial highlighting
the **impact of the Youth
Futures Program**



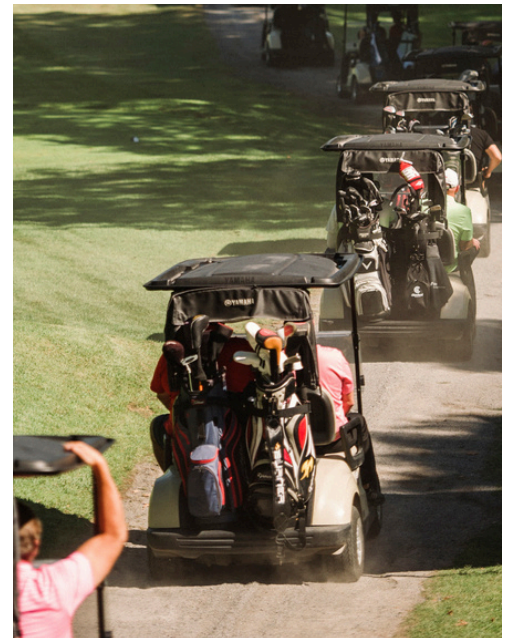
Inspired by Learning



reLINK



Charity Golf Tournaar

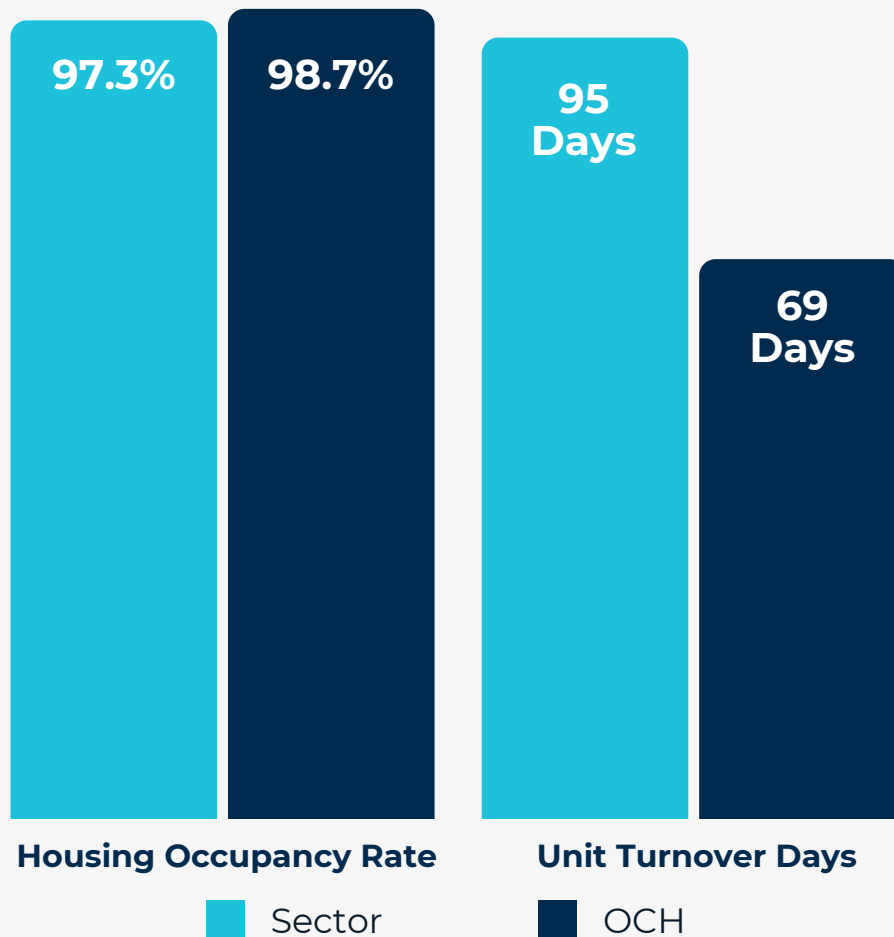


LOCAL HOUSING CORPORATION (LHC) BENCHMARKING GROUP

OCH participates in the LHC Benchmarking Group, a partnership of nine housing providers across Ontario. The group compares performance metrics and shares best practices for service delivery and operational effectiveness. Through our participation, OCH continues to identify new and innovative ways of providing a great Tenant Experience.

Occupancy Rate (% of rentable homes that are occupied) and Unit Turnover Days (average # of days homes remain vacant between tenancies) are two key metrics the group monitors, giving insight into common themes the sector faces due to the accelerating need for affordable housing. In the case of unit turnover, benchmarking helped OCH identify an opportunity to enhance our process, leading to an improvement from 101 Unit Turnover Days in 2020 to 68.5 in 2023. OCH continues to work towards its internal target of 50 Unit Turnover Days to be the housing sector leader.

Q4 2023 YTD: LHC BENCHMARKING QUATERLY RESULTS



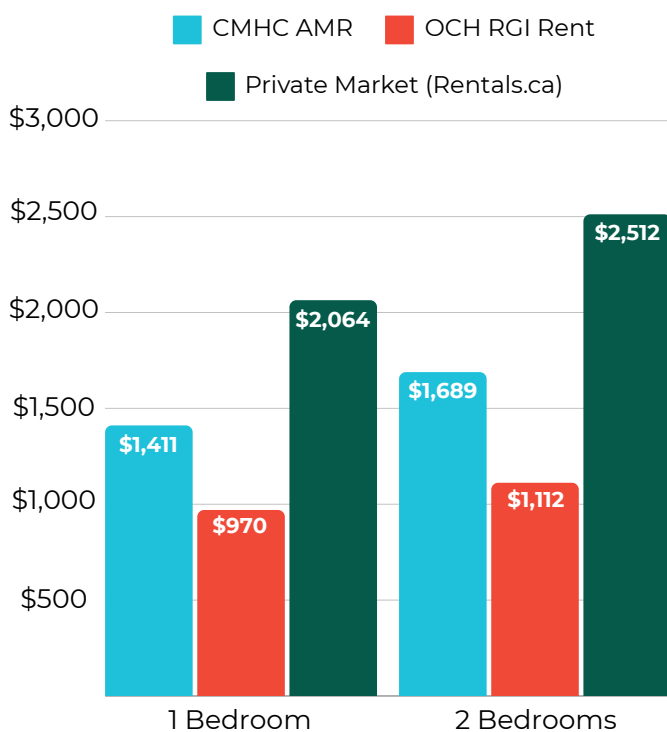
ECONOMIC INDICATORS

QUATERLY REPORT (INFLATION)

The Economic Indicators Quarterly Report was enhanced to provide a dynamic and comprehensive data source for OCH employees, governance committees, and key stakeholders.

The report features information on various economic and housing market measures, including inflationary indicators, rental and private market housing statistics, and lending trends. It compiles information from trusted national and local sources, expanding to 10,000 data points and over 70 unique metrics assisting in robust impact assessments across Quarterly, Yearly, and 5-year timelines.

This report provides a solid foundation for OCH to make more informed decisions about economic and housing market trends as they impact the organization and its stakeholders.



INFLATION

+2.63%	+4.10%	+6.32%
All-Items Consumer Price Index - Ottawa	Food Index - Ontario	Construction Price Index - Ottawa

AVERAGE MARKET RENT INCREASES (OTTAWA 2-BED)

+21%	+14.69%	+8.51%
Rent Increase on Turnover of Units	Rental Condos	Private Market Rental Units
+9.76%	+2.5%	
CMHC Average Market Rent	OCH & Rent Control Guideline Increase	

NEW FUNDING

\$150.7 MILLION

of financing and funding was raised in 2023. This significant amount indicates a strong commitment to advancing the OCH vision through the continued development of new homes and the preservation of existing homes. In 2023, OCH was actively engaged with multiple vendors in securing funding and financing to bolster its strategic priorities, including:



Proceeds from the refinancing of two properties with **Infrastructure Ontario**

\$12.5 MILLION

to support capital repair and renewal.



\$35 MILLION

CMHC - National Housing Co-Investment Fund (NHCF) **Housing Repair and Renewal Stream**

\$5 MILLION

in funding from **Canada-Ontario Community Housing Initiative (COCHI)** Year 5 for capital repair projects.



\$98.2 MILLION

Contribution for New Developments



Financial Partners: City of Ottawa, CMHC - Ontario Priority Housing Initiative, Rapid Housing Initiative (RHI), National Housing Co-Investment Fund (NHCF) New Development, and Priority Projects for Municipalities Initiative Provincial funding.

FINANCIAL STEWARDSHIP

In compliance with the *Ontario Business Corporations Act*, Ernst and Young, the appointed auditors for OCH completed an audit of financial statements for the fiscal year ended December 31, 2023. OCH has independently submitted the audit results to the Shareholder and Service Manager.

There were indicators of strong financial performance in 2023 contained in the auditor’s report. They are as follows:

2023 FINANCIAL STATEMENTS

An unqualified audit opinion confirming the 2023 financial statements are fair, accurate and consistent.

FUNDS

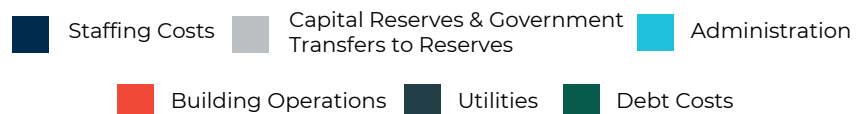
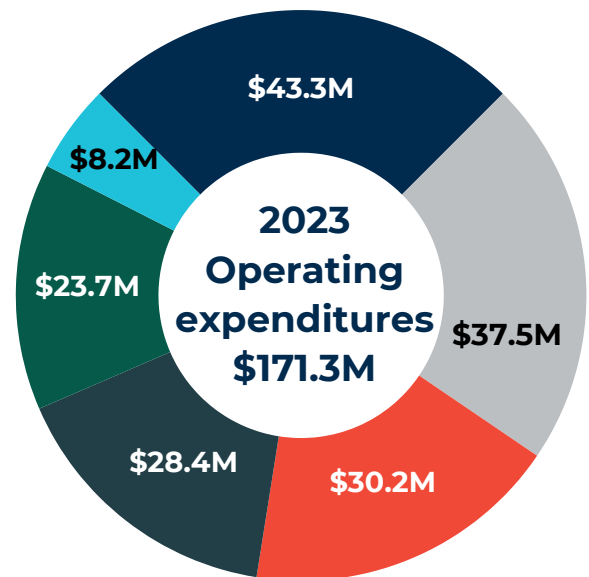
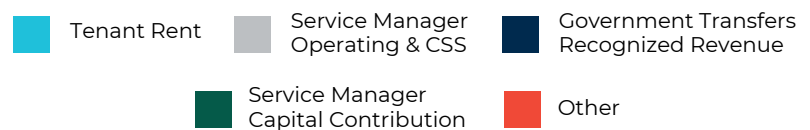
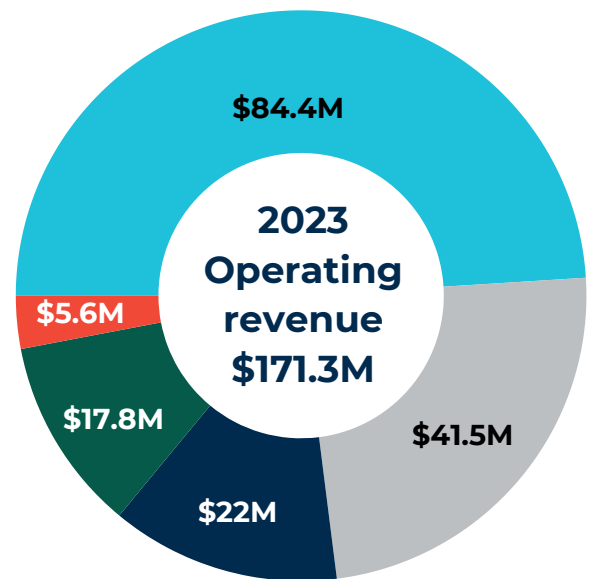
A fund balance of \$83.6 million, sufficient to support strategic goals and OCH’s commitment to housing development.

OPERATING FUND

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

The overall impact of increased interest rates and climate-related events presented OCH with operational and financial challenges. To ensure the delivery of tenant services, OCH adjusted practices and applied effective expenditure control.

The operating fund balance is included in the overall fund balance of \$83.6 million and supports the strategic plan goals and the approach to renew and maintain the OCH portfolio over the long term. These funds are earmarked to support our operational, capital and redevelopment requirements.



DEVELOPMENT STRATEGY

UPDATE

OCH is committed to maintaining and enhancing its existing housing portfolio through comprehensive, multi-year maintenance and renewal initiatives. These encompass various programs such as Project Guardian, Welcome Home project, mechanical and electrical system repair and renewal, the fire and safety system renewal program, window replacement program, structural repairs, elevator modernization, roofing program, and accessibility upgrades.

Our development strategy is focused on designing, funding, and constructing high-, mid-, and low-rise new-builds to respond to the affordable housing crisis. Aligned with the City of Ottawa's 10-Year Housing and Homelessness Plan, OCH aims to complete a minimum of 300 affordable homes annually, for occupancy, over the coming decade. This proactive approach is focused on urban sites, with unit mixes to respond to the needs of singles, seniors, couples, families and people with disabilities. Innovation and sustainability are central to our approach.

OCH is pursuing these new builds leveraging funding and various partnership opportunities. All affordable housing developments are managed through the ARRIV Properties banner, which is owned and operated by the corporation.

WHAT IS ARRIV PROPERTIES?

ARRIV Properties brings innovation to the Ottawa rental market with a unique approach. In response to the growing challenge of affordable rental homes, ARRIV Properties bridges the gap, offering quality apartments and townhomes at reasonable prices for moderate-income households.

Whether you are an individual or a family, ARRIV Properties is committed to providing you with a welcoming and comfortable space that you can call home. Interested renters can subscribe to receive email notifications regarding available affordable housing units.



VISITE OUR NEW
WEBSITE - [arriv.ca](https://www.arriv.ca)





Rideau-Rockcliffe Ward

MIKINÀK UPDATE

- By end of 2023, Building C (715 Mikinak Rd) was near completion. The rental and marketing activities were in full swing to rent the first of three buildings.
- Buildings A & B were on track to be completed in the summer of 2024.



NEARING COMPLETION

271 HOMES
including
studio, 1, 2 & 3-bed

Mixed Income / Affordable Housing



River Ward

SHEARWATER COURT UPDATE

- A community renewal project.
- Shovel-ready.
- Site plan application: May 2023.
- The first community consultation was held in July 2023.

SHOVEL READY DEVELOPMENT

45 HOMES
including
1, 2, & 3-bed

Mixed Income / Affordable Housing



Rideau-Vanier Ward

BEAUSOLEIL DRIVE UPDATE

- A community renewal project.
- Shovel-ready.
- Site plan application: April 2023.
- City Planning Community Consultation: April 2023
- OCH-led community consultation: June 2023.

SHOVEL READY DEVELOPMENT

159 HOMES
including 1 & 2-bed

Mixed Income / Affordable Housing



Somerset Ward

GLADSTONE VILLAGE UPDATE

- Subdivision infrastructure work under construction to prepare for the phase 1.
- Partially funded.
- Expected Completion: 2024.




**INFRASTRUCTURE
UNDER
CONSTRUCTION**



**1,100
RESIDENTIAL HOMES**



**Mixed Income /
Affordable Housing**




Somerset Ward

GLADSTONE VILLAGE PHASE 1 UPDATE

- Subdivision infrastructure work under construction.
- Partially funded.
- Phase 1 construction to commence in 2024.
- Expected Completion: 2026.



**UNDER
CONSTRUCTION**



336 HOMES
including
studio, 1, 2, 3 & 4-bed



**Mixed Income /
Affordable Housing**




Somerset Ward

MOSAÏQ OTTAWA UPDATE - PHASE 2

- Phase 1 (148 units) is complete and fully rented.
- Phase 2 is under construction.
- Project is partially funded.
- Official Groundbreaking ceremony took place in October 2023.
- Expected Completion: 2027.




**UNDER
CONSTRUCTION**



273 HOMES
including
studio, 1, 2, 3 & 4-bed



**Mixed Income /
Affordable Housing**

WELCOME HOME

PROJECTS 2023

**\$1.9
MILLION**

INVESTMENT



13 BUILDINGS



2,130 TENANTS



2,626 HOMES

Welcome Home projects target improvements that positively impact communities, tenants and overall pride of place. In collaboration with tenants, OCH reviews the community needs and opportunities for enhancing common tenant spaces. This umbrella of capital improvement projects can include lobby renewals, interior finishing upgrades and full corridor makeovers and will expand to include exterior beautification in 2024. In 2023, OCH invested \$1.9 million in modernizing the lobbies in buildings, where flooring, painting, lighting, drywall work, mailbox bank replacements, and other changes were made to brighten the first space enjoyed by tenants and their guests when they arrive home.

Through a combination of work in progress and planned for 2024, we will continue upgrading spaces in another 17 apartment building communities with a combination of interior and exterior upgrades for an estimated investment of approximately \$1.8 million.



PROPERTY MANAGEMENT

MAINTENANCE SERVICES

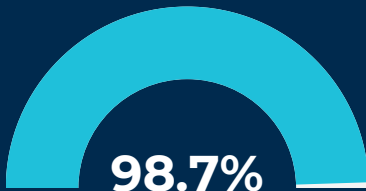
HOME MAINTENANCE SERVICES



COMPLETED

77,132

responsive maintenance
work orders year to date



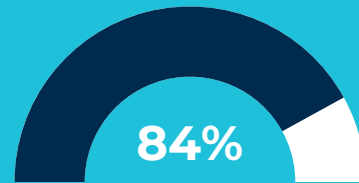
ON-TIME*

*exceeding target of 90%.



TOTAL OF
15,153

Satisfaction Surveys
completed



TENANT SATISFACTION

the feedback provided an opportunity to
improve processes, initiatives and training
to improve the Tenant Experience.

*on Home Maintenance Services Delivery

HOME ASSESSMENTS PROGRAM

COMPLETED

13,341

home assessments
and

29,350

proactive
maintenance repairs



COMPLETED

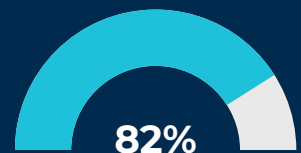
3,121

Electrical Safety
Authority (ESA) repairs



2,773

Home Assessment
Tenant Satisfaction
Surveys



**OVERALL
TENANT
SATISFACTION**

INTEGRATED PEST MANAGEMENT

There has been tremendous progress made by OCH in reducing pest presence in communities. The strategies and approaches implemented are well-structured and have evidently contributed to positive outcomes. Here's a summary:

1**OWNERSHIP MODEL IMPLEMENTATION:**

Approach: Aligning Integrated Pest Management (IPM) technicians with targeted communities and homes.

Positive Impact: Building localized knowledge and experience within the communities, leading to improved outcomes in pest management.

2**TENANT ASSISTANCE PROGRAM:**

Approach: Focusing on homes with elevated pest levels, allocating additional time and resources to identify causes and collaborating with tenants. This involves partnerships with internal and external support to address complex challenges.

Positive Impact: Enhancing the ability to identify and address root causes, resulting in more effective and sustainable pest management.

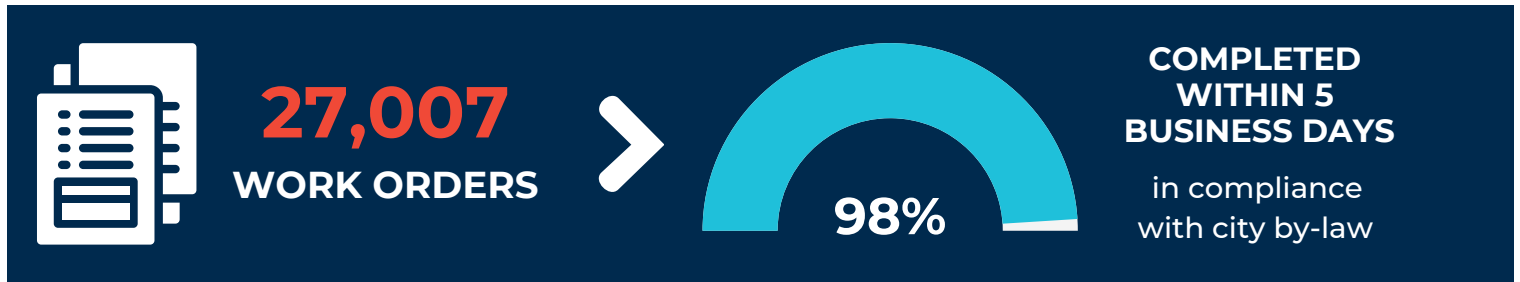
3**STANDARD TREATMENT PLAN:**

Approach: In addition to treatment, we provide each household with information about the identified pest, work completed, products used, next steps, and the date of the follow-up appointment.

Positive Impact: Increasing tenant awareness and participation in the reduction of pests, fostering a sense of collaboration between tenants and the pest management process.

These strategies collectively reflect a holistic and community-focused approach, combining localized expertise, tenant collaboration, and targeted assistance to address specific challenges. Transparent communication through pamphlets ensures tenants are well-informed and actively involved in pest reduction efforts. This integrated model contributes to the overall success in reducing pest presence in OCH communities.

2023 HIGHLIGHTS IPM:



COMMITMENT TO QUALITY SERVICE AND COST REDUCTION:

The IPM team’s commitment to delivering high-quality services is shown by reducing the reliance on contractors, resulting in improved responsiveness and resolution as well as a decrease in overall expenses.

These accomplishments demonstrate the IPM team’s effectiveness in addressing pest-related challenges and highlight a strong commitment to tenant satisfaction and a proactive approach to maintaining a pest-free living environment.

The achievements in 2023 reflect a well-executed and comprehensive pest management strategy.




FIRE LIFE SAFETY


The Fire Life Safety (FLS) Program maintains elements in a building that help ensure the safety of occupants in cases of fire emergencies. These elements are checked, tested, inspected, and maintained in accordance with the Ontario Fire Code, CAN ULC, and NFPA. The following table highlights the main elements and their frequency of inspection:

NAME	DAILY	WEEKLY	MONTHLY	QUARTERLY	SEMI-ANNUALLY	ANNUALLY
Fire Alarm Systems	X		X			X
Sprinkler Systems			X	X	X	X
Fire Extinguishers			X			X
Emergency Lighting			X			X
Kitchen Systems					X	
Smoke Alarms						X
Interconnected Smoke Alarms		X				X
Carbon Monoxide Alarms						X
Emergency Generators		X	X		X	X
Fire Doors			X			
Fire Safety Plans						X

To meet these requirements, we use the services of certified and licensed contractors and trained staff. Employees from across the corporation contribute to the delivery of the FLS program through Inspections, Testing, Maintenance, Capital Upgrades, Access Assistance, Education, or Ottawa Fire Service Outreach.




MAINTAINED
26,200
Smoke Alarms



MAINTAINED
6,200
Carbon Monoxide Alarms



MAINTAINED
99
Fire Alarm Systems



MAINTAINED
46
Emergency Generators



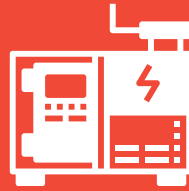
MAINTAINED
109
Fire Hydrants



8
Fire Prevention events held with OFS

\$1,956,175

FLS Capital investment



To **upgrade** Generators, Fire Alarm Systems and Fire Booster Pumps.

**SAVED BY THE
BEEP**

Safer Ontario participant



TEST YOUR SMOKE ALARM
on September 28 -
initiative led by the Ontario's Office of the Fire Marshall, in partnership with community stakeholders, agencies and sponsors.

**NFPA
CONFERENCE**

attended by OCH



Conference to share knowledge and help meet and maintain compliance with the **Ontario Fire Code, and prevailing codes and standards** in the operation of buildings.

**CANADIAN FIRE ALARM
ASSOCIATION ANNUAL
CONFERENCE**

attended by OCH



Conference on how to **maximize the effectiveness and use of fire alarm systems in the protection of life and property.**

**IMPLEMENTED
CAN/ULCS1001
TESTING**

in OCH buildings



Worked with the City of Ottawa for all Capital Fire Life Safety system installations

CAPITAL WORKS PROGRAM

UPDATE

OCH has an aging portfolio that requires long-term investments in capital repairs. OCH is anticipating multi-year projects that balance capital spending affordably and sustainably.

In 2023, the total Capital Works Program reflects a **\$39 million budget** investment. These projects are being carried out under multiple funding sources, including OCH, municipal and provincial funding programs, and the CMHC Co-Investment Fund.



TOWNHOUSE HYBRID HEATING PROGRAM

OCH's long-term strategy is to preserve and renew its buildings for the future while taking advantage of opportunities to lower greenhouse gas (GHG) emissions and improve the tenant experience. A significant part of this long-term strategy is to reduce OCH's reliance on natural gas in favour of cleaner alternatives. Starting in 2024, OCH will begin a program of retrofitting existing townhomes with new heat pump systems, which will be combined with the existing furnaces to provide hybrid heating. The existing furnaces will serve as a backup heating source.

Benefits of Hybrid Heating:

- Heat pumps provide heating and cooling (every home with a heat pump will now have central air conditioning in the summer).
- Installation of heat pumps is not very disruptive to tenants, with work expected to take between 1 and 2 days.
- This new hybrid heating model will come at no additional cost to tenants, allowing energy-conscious tenants to save on their monthly bills.

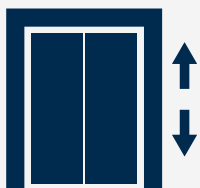
The townhouse hybrid heating program will start in 2024 in the following communities:

- Albion Heatherington;
- White Fathers;
- Cavan-Lepage; and
- Strathcona-Sentier and Strathcona-Wiggins townhomes.

ELEVATOR MODERNIZATION PROGRAM

This program includes the complete upgrade of elevator cabs, traction or cable elevator system, security system, machine room A/C unit installation, and other mechanical and electrical modifications. OCH maintains 124 elevators and 2 barrier-free lifts in 67 apartment buildings.

Elevator Modernization Program in 2023:



MODERNIZATION IN PROGRESS

- 1365 Bank St. (3 cabs)
- 251 Donald St. (2 cabs)
- 255 Donald St. (1 cab)
- Regina Towers (2 cabs)
- 1680 Walkley Rd. (1 cab)



MODERNIZATION/BUILDING COMPLETED

- 125 McLeod St. (2 cabs)
- 1065 Ramsay Cres. (3 cabs)
- 310 & 320 Wiggins Pvt. (1 cab/building)

CALL CENTRE HIGHLIGHTS

The 24/7 OCH Call Center services receives, records and dispatches various tenants' requests based on OCH's spectrum of services.

310,000
CALLS

RECEIVED



TOP CALLS
noise, parking, and loitering
complaints



65,000

**HOME MAINTENANCE
SERVICES**



143,000

**PEST MANAGEMENT
SERVICES**



13,000

**TENANT
SUPPORT SERVICES**



9,000

CALL CENTRE VERSUS TENANT SATISFACTION RESULTS:

5,700
SURVEYS
COMPLETED



92.79%
CALL QUALITY

91%
TENANT SATISFACTION

VOLUNTEER ENGAGEMENT PROGRAM

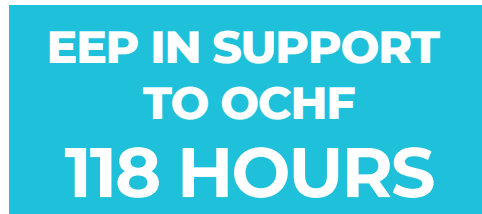
The Volunteer Engagement Program is crucial for the success of many community and tenant-led projects in our communities.

VOLUNTEER ENGAGEMENT IN 2023



highest number yet! ↘

EMPLOYEE ENGAGEMENT PROGRAM



More highlights:

- 6 landscaping and tree planting events (90 trees planted in 2023).
- 19 building projects (23 new intergenerational benches, 5 garden boxes, 1 Pergola, 2 picnic tables and 4 sheds).
- 13 painting projects.
- 10 washing pressure / community clean up.
- 14 events supporting external agencies and partners in OCH Communities. Partners include Ottawa Food Bank, Christie Lake Kids, Pauline Charron Centre, Russell Heights, Foster Farm Community House, and the Royal Ottawa Hospital.

TENANT ENGAGEMENT

Tenants are at the center of our service delivery approach. OCH holds multiple tenant engagement events annually to foster their sense of belonging and empowerment. Employees from all OCH departments and services attend these tenant engagement events.

Some of the topics discussed in various tenants' events in 2023 include:

- Safety and Security
- Community events
- Tenant participation and engagement
- Rent reviews
- Tenant Communications
- Homelessness and loitering in building
- Waste Management, Diversion and Recycling
- Community Cleanliness
- Smoking
- Tenant Newsletter
- My Home – Online Tenant Portal
- Tenancy Administration
- Tenant Satisfaction Survey
- Pest Management
- Diversity, Equity and Inclusion
- ARRIV Properties/New Development
- New OCH website
- OCH Strategic Plan Refresh
- OCH Branding Refresh
- Complex Care Housing
- Support for vulnerable residents
- SMS/text notifications
- OCH 24/7 Call Centre



COMMUNITY DEVELOPMENT

PILLARS

Tenant Capacity Building	Social Inclusion	Safe Communities	Sustainable Partnerships	Cross Departmental Supports
<p>Create opportunities to identify, build and strengthen existing tenant capacity, skills and knowledge to further the development of tenant leadership (engagement), cross-community networks and civic participation.</p> 	<p>Community development activities should be inclusive and address systemic barriers to engage diverse tenants.</p> 	<p>Develop a targeted approach to safety using available resources and seeking internal and external synergies to build safer, more inclusive communities.</p> 	<p>Intentionally build relationships and sustain partnerships of shared accountability, internally and externally, that support the work of creating informed, healthy, safe and inclusive communities.</p> 	<p>Enhance the CTS Team and OCH's capacity to work cross-departmentally to develop processes to assist tenants in building communities in alignment with our values of Collaboration, Accountability, Respect, and Excellence.</p> 



TENANT ENGAGEMENT & CAPACITY-BUILDING AND SOCIAL INCLUSION



5,932

instances dedicated to equity and inclusion, system navigation and capacity/leadership building with residents



1,632

meetings with residents and outreach activities

2,437

recurring community events, large and small



+75

active tenant groups, such as Tenant Circles and Tenant Associations



3,511

food security initiatives and health & wellness activities



6

Tenant Talks events, including 2 Tenant Talks Fairs

219

new programs were implemented (including visual arts, singing, exercise groups, women's safety and wellness groups)



STRATEGY PROJECT UPDATE

Over the last decade, OCH and tenants have noticed the increasing number of tenants living with complex health and social needs, such as mental health challenges and substance use disorders. While their exact numbers are unknown, many of these tenants have difficulties living independently and meeting their tenancy responsibilities. This is the case, in large part, because they arrive mostly unassessed for needs and abilities. This can result in tenancy failure, negative impacts on neighbours and communities, and increased expenditures for OCH.

In 2022, OCH announced its decision to create a Complex Care Housing Strategy to effectively manage the flow of tenants with complex histories and needs, including mental health and substance use challenges, disabilities, neuro-cognitive issues (e.g. ABI, dementia), and histories of chronic homelessness. This strategy is currently based on four pillars:



Based on available data, over the course of 2023, OCH provided evidence that clearly shows that the current model of housing tenants with unknown complex needs and histories and inadequate or non-existent support is failing.

OCH has been working on various dimensions of the CCHS. The strategy has a 3-year plan (2024-2027) with clear objectives and goals. Our journey is anchored in our Strategic Plan's 4 pillars.

2023 INITIATIVES INCLUDE:

A Partnership Framework between OCH and




to increase our understanding of tenants' support needs in high-need buildings.

AWARENESS CAMPAIGN on the need for a strategy by engaging with City elected officials and employees, partner agencies, and provincial ministries.

FURTHER STEPS TAKEN TO ADVANCE THE STRATEGY:

Worked with Ottawa Public Health on **Healthy@Home** to increase services for tenants at risk of losing their housing due to health issues.



Potential primary health clinic in an OCH higher-need community.

AGING IN PLACE PROGRAM

Another major success is the expansion of the Aging in Place Program.

OCH's partner, Aging in Place, expanded their onsite services to **eight new communities** thanks to a funding commitment of over **\$1 million** from the Ontario Ministry of Health and Long-Term Care. This extra funding allowed place-based support services to **over 1,000 senior residents of OCH.**



\$1 MILLION

FUNDING COMMITMENT

Services at Aging in Place offices include:

- Service referral, coordination, and assistance filling out forms.
- Short-term homemaking service, emergency meals and medical transportation.
- Health education, events, and classes.
- Various outings, including running errands to the grocery store or social outings, such as visiting the sugar bush.

We are dedicated to improving support and partnerships to drive successful tenancies through our daily work and with the help of our social service partners. Aging In Place is an excellent example of a fruitful collaboration that enhances the quality of life for tenants, supporting the Complex Care Housing Strategy and the strategic priorities of Partner and Support, and Client Experience.



WHAT'S NEXT FOR CCHS IN 2024

In 2024, OCH will continue its works toward implementing and enhancing the Complex Care Housing Strategy through the following actions:

- Review and adopt OCH Tenancy Administration process improvements.
- Identify support needs of tenants transitioning from OW and ODSP to seniors' supports.
- Review housing service model for higher-need communities, including the creation of a multi-factor scale to rank communities by well-being for service delivery.
- Identify placement/housing practices to manage higher-need communities.
- Develop a communication strategy for the Complex Care Housing Strategy.
- Establish an advisory group consisting of tenants, OCH employees and external partners.
- Identify and deliver training for staff working directly with tenants and communities with complex and in higher need (e.g. Non-Violent Crisis Intervention).
- Identify potential funding sources.



Sector Data:

- Leverage data to develop baseline supports for OCH Communities.
- Annual health and hospitalization data in higher needs communities from OPH, Ottawa Paramedics, and the Ontario Health Team.
- UoO MITACS research on tenant support needs and integration.
- 2023 annual OCH and external partner data gathered on 15 higher-need communities.



Partners:

- Participate in the City's Housing and Homelessness Governance Review to ensure the integration of CCH objectives and outputs.
- Pursue existing partnership opportunities (i.e. Housing Stabilization Team (Healthy@Home) and primary care (Blue Door)) and new opportunities for health investment in OCH.
- Build OCH's relationship with the Ministry of Health and the Ministry of Municipal Affairs and Housing.



Tenant intake:

- City of Ottawa: Identify and articulate system improvements and opportunities with the Housing Branch.
- Assess and identify various tenant's support on arrival and throughout their tenancies.
- Develop/Implement tenant engagement and involvement in the design and delivery of the CCH strategy.

KEY PARTNERS SUPPORTING COMPLEX CARE HOUSING STRATEGY

Complex Care Housing is an initiative that seeks to create housing success, prevent homelessness, and cultivate healthy and safe communities for tenants experiencing complex care needs. This is accomplished in numerous ways, including working collaboratively with all partners and fostering a cross-sector approach that leverages peer support and community engagement.

We work with 100+ partners from various sectors, as well as internal departments at OCH. Some of these key partners critical to delivering this Strategy include:



Canadian Mental Health Association



OCH Partners' Forum

We continue to leverage new partnerships from the health, social services, government, (provincial and municipal) and academic sectors.

In April of 2023, OCH resumed its in-person Partners' Forum. The event welcomed 140 attendees from 60 different local organizations. The event led to key discussions on topics related to Complex Care Housing, and connecting attendees with various resources. Participants were grateful for the opportunity.

TENANT SUPPORT WORKER

AN ESSENTIAL ROLE

OCH tenants and employees, especially Tenant Support Workers, Community Developers, Property Managers, and Community Safety Workers, are critical agents in supporting the strategy and contributing to its implementation.

The work of a Community Developer touches nearly all OCH departments. At the core of their work, Community Developers use a collaborative approach with tenants and partner agencies to identify and address gaps and challenges. They support a diverse range of needs by taking a strength-based approach to building tenants' capacity through social inclusion, enhancing community safety, and sustaining and building partnerships.

“ AMANDA RYAN, A COMMUNITY DEVELOPER, WAS RECOGNIZED FOR HER WORK BY OTTAWA SALUS WITH A COMMUNITY PARTNER AWARD FOR HER EXTRAORDINARY COMMITMENT. SHE BURSTS WITH PRIDE AT COMMUNITY SUCCESSES AND HELPING TO BUILD CAPACITY TO SUPPORT RESIDENTS. SHE IS QUICK TO SAY THAT THE OCH TEAM AND STAFF FROM THE MANY PARTNER ORGANIZATIONS ARE COMMITTED TO THE SAME OUTCOME AND ARE GRATEFUL FOR THE RECOGNITION. ”



The Community Development Team, including Amanda, third from right.

OCH's Tenant Support Workers also play a critical role in supporting tenants facing challenges that may impact their tenancies or negatively affect their lives at OCH.

They provide support around conflict mediation, make referrals, and advocate for tenants. They collaborate with other OCH departments and leverage external partnerships and community resources for needs ranging from mental health and substance use to hoarding and other behaviours to prevent the loss of housing.



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