

ANNUAL REPORT



Ottawa
Community
Housing

Logement
communautaire
d'Ottawa

2024

CORPORATE REPORT ON
STRATEGIC PERFORMANCE AND
ORGANIZATIONAL HIGHLIGHTS

More Than a Home
Because **WE CARE**

och-lco.ca



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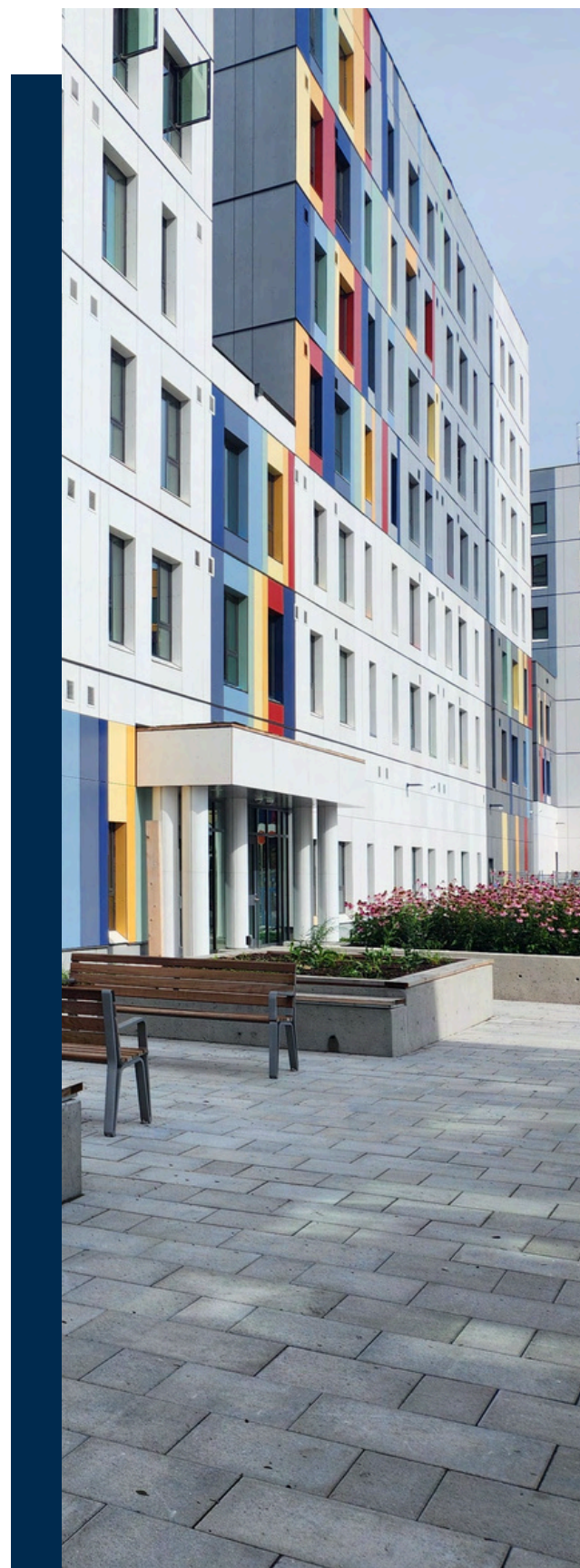
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THERESA KAVANAGH

COUNCILLOR AND CHAIR OF THE OCH BOARD

Ottawa Community Housing is dedicated to continuous improvement, driving innovative solutions that enhance tenant support and contribute to the City of Ottawa's housing development targets.



Momentum

Ongoing support from all orders of government is crucial for meeting housing needs at the required scale and pace.

For OCH, this means building mixed-housing neighbourhoods that foster community and inclusivity while enhancing the quality of life for all residents. OCH continues to develop partnerships with private and non-profit sectors to improve outcomes. It also means continuing to prioritize capital repairs as a critical way to prevent the loss of affordable housing and keep homes in a good state of repair.

Now is the time to sustain momentum through collaboration and mutual support and ensuring that no one is left behind.

Complex Care Housing and Safe Communities

As Chair of the OCH Board of Directors and an Ottawa City Councillor, I take pride in our shared commitment to strengthening community safety and supporting the efforts of OCH Community Safety Services. In 2024 alone, OCH conducted over 18,000 proactive visits, underscoring its dedication to helping improve security.

As a champion for OCH's Complex Care Housing Strategy, I am pleased to see their focus on preventing and reducing chronic homelessness through targeted actions. This approach, core to OCH's "More Than A Home, Because We Care" mission, includes:

- Building stronger partnerships with health and social service organizations to offer wraparound supports for about 12% of tenants facing health, mental health and/or substance use challenges.
- Assessing housing systems to offer better tenant support.
- Developing new partnership frameworks with supportive housing providers to increase supportive housing unit options.

By uniting our efforts and resources, we can create a more efficient and resilient housing system.

On behalf of the OCH Board of Directors, I sincerely thank the OCH staff for their unwavering commitment and ability to deliver. The continued trust and collaboration between OCH, the City of Ottawa, and the housing sector is something we can all be proud of.

STÉPHANE GIGUÈRE

CHIEF EXECUTIVE OFFICER OF OCH



As a responsible housing corporation, we make and attract investments to preserve affordable housing as a core part of how we help safeguard vital public assets and strengthen the foundation of thriving and inclusive cities.

In times of uncertainty, one thing remains: housing development is a key economic driver. It creates local jobs and strengthens the economy. We also know that every investment in housing is an investment in reducing and preventing homelessness.

As the largest provider of community and affordable housing in Ottawa and one of the largest builders in Canada, OCH continued to lead with trust, delivering efficient and innovative solutions throughout 2024. Using data to inform decision-making and planning, OCH remains resilient and resourceful, adapting to the ever-changing economic landscape.

Building on our strong corporate culture, by expanding strong partnerships with the private and public sectors, and with dedicated professionals working in health care and social services, our collective strengths are working to address Ottawa's housing needs.

Changing Lives By Providing A Place to Call Home

Every year, we provide more people a place to call home.

Since the start of the City of Ottawa's 10-Year Housing and Homelessness Plan in 2021, OCH has added over 700 homes to its portfolio through a combination of new construction and acquisitions to preserve affordable housing and help keep people housed.

OCH now manages nearly 15,500 homes and has approximately 2,000 homes under various construction stages.

Investing in Public Assets

Community housing is a cherished part of Canada's social fabric and a key part of a city's infrastructure. As a responsible housing corporation, we make and attract investments to preserve our affordable housing, which helps safeguard vital public assets and strengthen the foundation of thriving and inclusive cities.

Partnership

OCH partners with over 100 community organizations to support tenants and is initiating new projects with supportive housing providers to expedite the delivery of additional supportive housing. These efforts promote a more efficient housing system and strengthen community well-being.

The 2024 Annual Report highlights our ongoing progress in building and preserving homes while enhancing efficiencies through strategic partnerships to better support tenants.

Thanks to the many willing partners – the private sector, non-profit housing and homelessness organizations, healthcare and social services, the City of Ottawa and each order of government - working with OCH's dedicated staff, tenants and Board of Directors, I am inspired by the delivered outcomes.

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**



Girum Simmie
VICE-CHAIR



Brendan Lawlor
TREASURER



Adrian Larose



Jonathan Byrd



Seham Rabaa



Stephen Sauppe
TENANT
REPRESENTATIVE



Tracy Albert



CORPORATE PERFORMANCE COMMITTEE
provides guidance to the Board relating to its 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.

~15,500 HOMES

**4TH LARGEST
COMMUNITY HOUSING
PROVIDER IN CANADA**



**OPERATING
COSTS**

\$146.6M



\$65.2M

**CAPITAL
INVESTMENT
TO PRESERVE
EXISTING HOMES**



~\$4B

PORTFOLIO VALUE



~500

EMPLOYEES



1,000

CONTRACTORS



~1,400

VOLUNTEERS

**BUILDING AGE: ~55
MOST RECENT: 2024
OLDEST: 1865**

**Building
Spaces:
17.59M
Square
Feet**

**Total Land:
415 acres**

~33,000 TENANTS

**AVERAGE MONTHLY
INCOME
(INDIVIDUAL)**



\$1,739

**SUBSIDIZED
OCH TENANT**

INCOME TYPES



34%

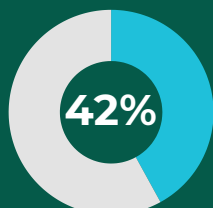
**ONTARIO DISABILITY
SUPPORT PROGRAM
OR ONTARIO WORKS**

66%

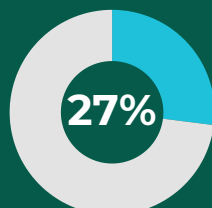
**EMPLOYMENT,
PENSION &
OTHERS**



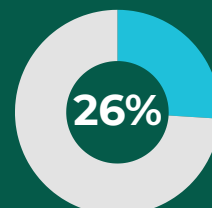
**HOUSEHOLD
TYPES**



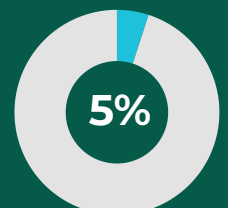
Families



Seniors



Single Occupant



Multi-Adult Household



**37% children
and youth
(0-24)**



**39%
adults
(25-59)**



**24%
seniors
(60+)**



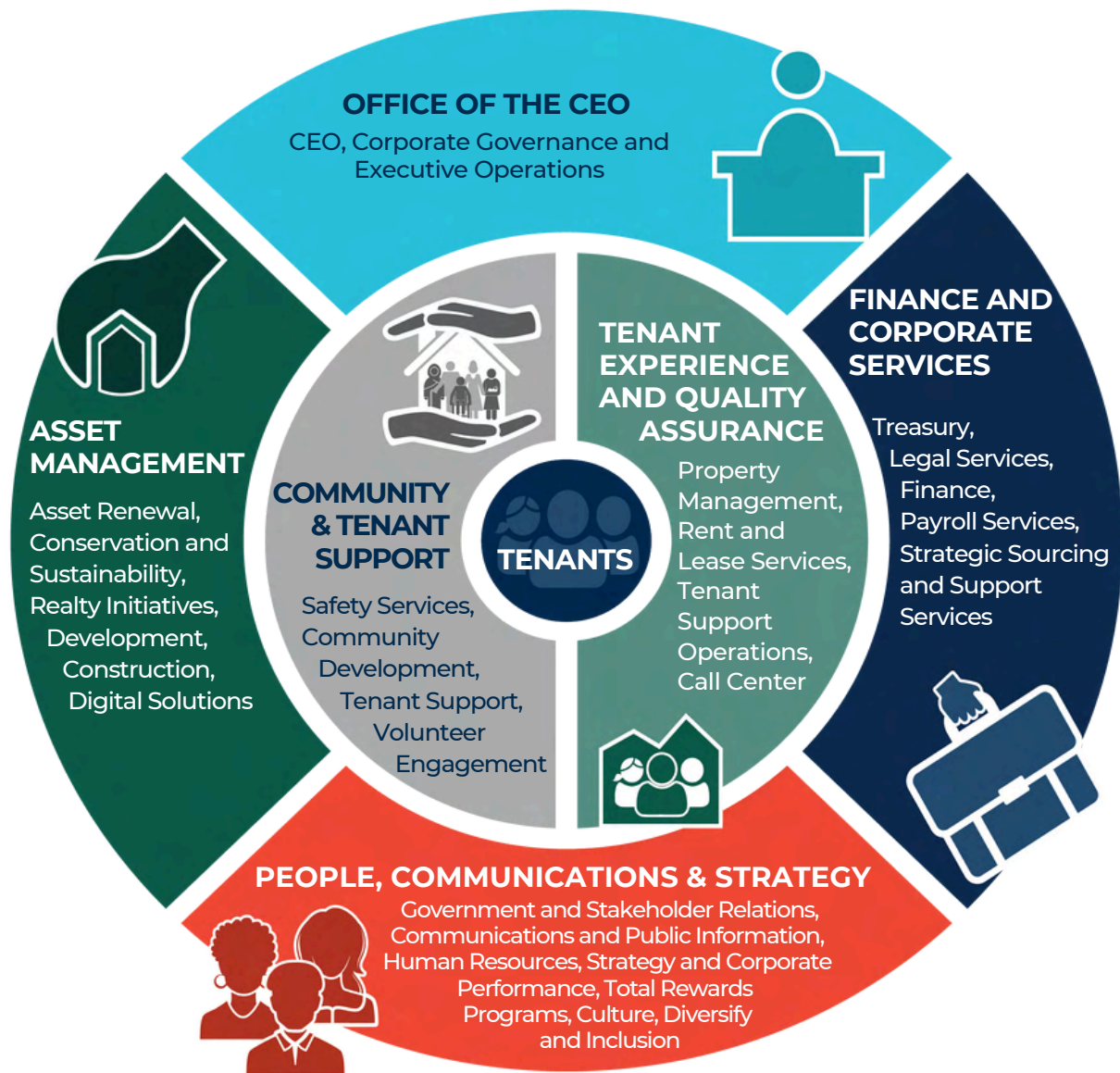
**~7,300
seniors**

**~ 3,400
seniors living
alone**



**~5,500
children in
single parent
households**

OCH SERVICE MODEL



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.

Collaboration
Respect

Accountability
Excellence

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 ending December 31, 2024. OCH has independently submitted the audit results to the Shareholder and Service Manager.

There were indicators of strong financial performance in 2024 contained in the auditor's report. They are as follows:

2024 FINANCIAL STATEMENTS

An unqualified audit opinion confirming the 2024 financial statements are fair, accurate and consistent.

FUNDS

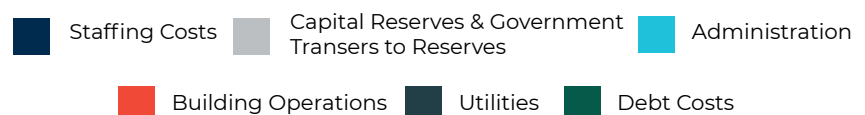
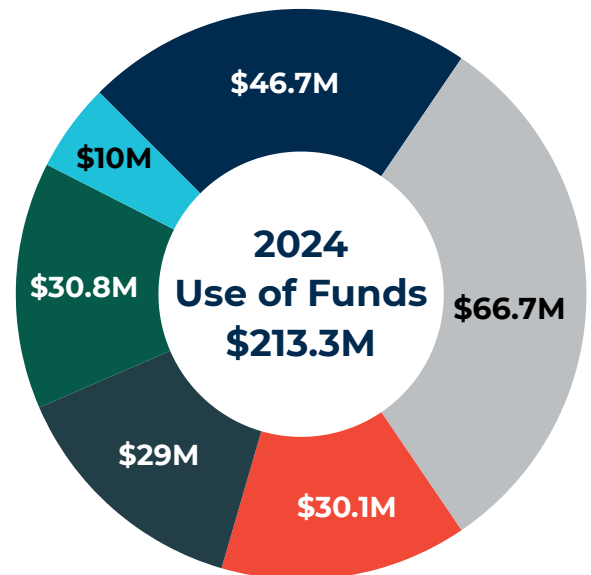
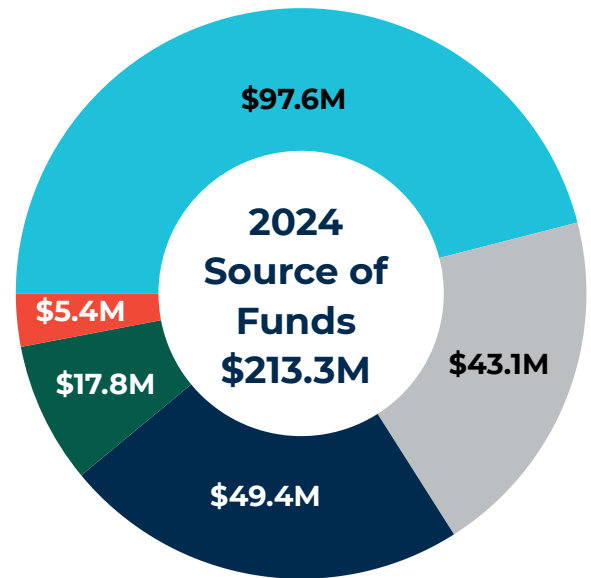
A fund balance of \$118.2 million, sufficient to support strategic goals and OCH's commitment to housing development.

OPERATING RESERVE

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

The overall impact of increased interest rates and higher than expected building systems and restoration-related events presented OCH with operational and financial challenges. OCH adjusted practices and applied effective control of expenditures to ensure the delivery of tenant services.

OCH ended the year with an overall fund balance of \$118.2 million, supporting its strategic plan goals and approach to renew and maintain the portfolio over the long term. These funds are earmarked to support our operational, capital and redevelopment requirements.



BUILD AND PRESERVE

At OCH, we are committed to providing safe and affordable housing. We are building affordable homes and preserving our existing ones to keep them safe, well-maintained, and energy-efficient. As the largest provider of community and affordable housing in Ottawa, with nearly 15,500 homes, we are expanding our efforts to meet the growing need for affordable housing, ensuring more people have a place to call home.

UNDER OUR STRATEGIC PLAN, WE ARE COMMITTED TO:



Expanding affordable housing options across Ottawa.

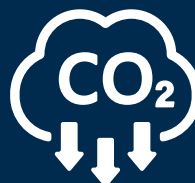
Securing land, funding, and partnerships to build new homes.



Regularly inspecting homes and buildings to maintain safety and quality.



Enhancing and beautifying our communities for a positive living experience.



Improving energy efficiency and low-carbon standards.

ARRIV PROPERTIES: EXPANDING AFFORDABLE RENTAL OPTIONS

Launched in 2023, ARRIV Properties is the brand for Ottawa Community Housing's affordable housing portfolio—homes built and rented by OCH at or below average market rent, offering an affordable, competitive alternative in the rental market.

ARRIV addresses a critical shortage of affordable rental housing for low- and moderate-income households. It offers modern, sustainable, energy-efficient, and accessible homes in mixed-income, mixed-use communities located near public transit and essential services.

By bridging the affordability gap, ARRIV delivers high-quality apartments and townhomes while fostering vibrant, inclusive communities at an affordable price.

All ARRIV Properties communities are proudly owned, managed, and operated by Ottawa Community Housing Corporation.

PROPRIÉTÉS
ARRIV
PROPERTIES



[arriv.ca](https://www.arriv.ca)

BY THE NUMBERS



\$65.2M

CAPITAL INVESTMENT
TO PRESERVE
EXISTING HOMES



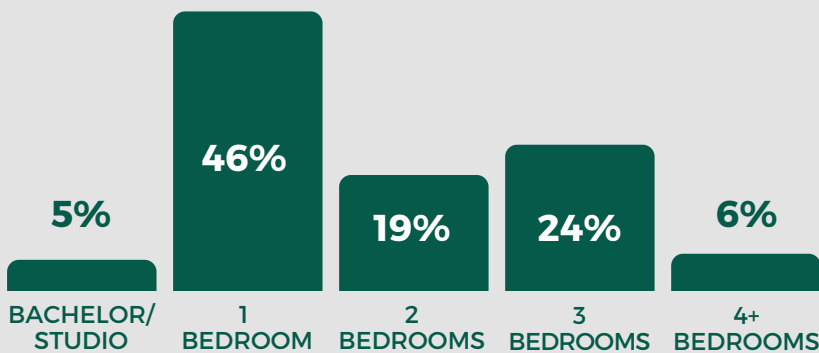
220 MAJOR CAPITAL REPAIRS

2024 NEW BUILDS:

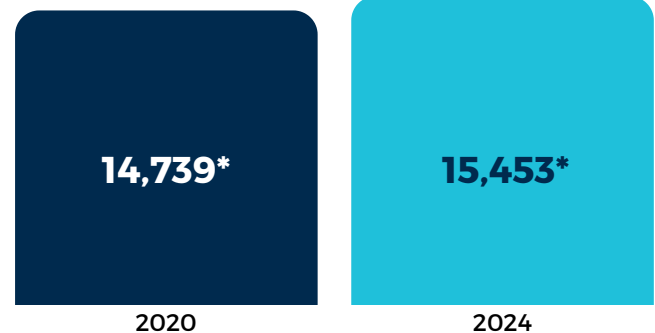
271 HOMES



OCH PORTFOLIO BY BEDROOM TYPES



RAMPING UP CONSTRUCTION DURING A HOUSING CRISIS



*TOTAL OCH HOMES, NET OF BUILDING, ACQUIRING, SELLING, AND DECOMMISSIONING.



ACQUISITIONS:
330 HOMES

~ 2,000 HOMES
UNDER VARIOUS
CONSTRUCTION STAGES.



2 OCH COMMUNITIES SELECTED "2024 QUEEN'S PARK PICKS"

BY THE
ONTARIO ASSOCIATION
OF ARCHITECTS.

24 Queen's Park Picks



Mikināk Ottawa Community Housing



Location: Ottawa, Ontario
Completed: 2024
Architect: Arcadis Architects (Canada) Inc.
Nominated by: Lucille Collard, MPP (Ottawa—Vanier)
Image: Courtesy of Arcadis Architects (Canada) Inc.

24 Queen's Park Picks



Carlington Community Health Centre



Location: Ottawa, Ontario
Completed: 2022
Architect: CSV Consultants Inc. Architects
Renovation Architect: James Edwards Architect and Frank Penman Architect (1992)
Nominated by: Joel Harden, MPP (Ottawa Centre) & Chandra Palma, MPP (Ottawa West—Nepean)
Image courtesy of James Edwards Architect and Frank Penman Architect

DEVELOPMENT STRATEGY

The need for affordable housing has never been more urgent. OCH plays a vital role in the broader housing system as a provider of choice. In support of the [City of Ottawa's 10-Year Housing & Homelessness Plan](#), our development strategy focuses on expanding affordable housing options and supporting density across the city.

Our goal is to deliver an average of 300 new homes each year. By taking a proactive approach to development, we maintain a strong pipeline of shovel-ready projects. Once funding is secured, the shovel-ready projects allow us to move quickly from design to approval, construction, and occupancy.



Somerset Ward

GLADSTONE VILLAGE PHASE 1

- Subdivision infrastructure completed
- Fully funded
- Groundbreaking event: September 2024



**UNDER
CONSTRUCTION**



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



**Expected
completion: 2027**



Somerset Ward

MOSAÏQ OTTAWA PHASE 2

- Partially funded
- Construction is progressing smoothly and on schedule

www.mosaiqottawa.ca



**UNDER
CONSTRUCTION**



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



**Expected
completion: 2026**

CONSTRUCTION UPDATE

SHEARWATER COURT



River Ward

- Shovel Ready Development
- 45 homes including 1, 2, & 3-bed
- Tenant Relocation: All tenants in the block designated for demolition have been rehoused.
- Construction Contract Award: April 2025.
- Demolition of Existing Townhouse Block: Scheduled to begin in March 2025.



CONSTRUCTION EXPECTED TO START: APRIL 2025

214 SOMERSET STREET EAST



Somerset Ward

- In Design Project
- A four-story building with 23 studio homes
- Supportive Housing on site
- Partner: Options Housing



CONSTRUCTION EXPECTED TO START: Q4 - 2025

BEAUSOLEIL DRIVE



Rideau- Vanier Ward

- Shovel Ready Development
- 159 homes including 1 & 2-bed
- Partially funded
- Building Permit: Expected Q1 2025



SITE PLAN APPLICATION EXPECTED: Q1 - 2025



PRESERVING AFFORDABLE HOUSING: MILESTONE ACQUISITIONS FOR OCH

As part of its Development Strategy, OCH strengthened its commitment to addressing Ottawa's affordable housing needs by expanding its portfolio. Through strategic acquisitions and innovative partnerships, OCH has secured new homes for low to moderate-income households, ensuring long-term affordability and sustainability.

VODA: AN INNOVATIVE PUBLIC-PRIVATE PARTNERSHIP

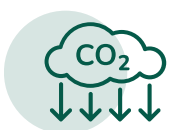
OCH acquired 19 affordable units in the newly developed Voda community (previously known as COMMON at Zibi), located at 300 Miwàte Private, just steps from the Pimisi LRT Station.



This acquisition was made possible through a unique partnership with Dream, a leading private-sector developer. The units, situated on the 9th and 10th floors of the seven-story building, provide high-quality housing for low- to moderate-income households. With easy access to downtown Ottawa and Gatineau, tenants enjoy seamless connectivity to key urban amenities. OCH welcomed its first tenant in the spring of 2024.



- OCH acquired 19 apartments, a mix of below-market rent, barrier-free, one- and two-bedroom units.



- Affordable Housing in a Private Development: A first-of-its-kind collaboration that integrates affordable units within a privately developed building.

- Sustainable Living: Located in Canada's first One Planet Living® community, featuring zero-carbon energy solutions.



- OCH manages the rental process, while Voda oversees the maintenance and upkeep of shared spaces.

This innovative model demonstrates how public-private partnerships can create sustainable, inclusive housing solutions for Ottawa's growing community.

SECURING 311 AFFORDABLE HOMES FOR THE FUTURE

In one of Ottawa's most significant real estate acquisitions, OCH secured the long-term affordability of 311 townhomes across two communities—Tanglewood Estates and Chesterton-Bowhill in Nepean. The \$86 million purchase, recognized among Ottawa's top 10 commercial real estate transactions of the year, strengthens OCH's ability to provide and maintain quality housing for hundreds of households.

By bringing these properties into its portfolio, OCH is ensuring stability for families and individuals while enhancing operations, investing in sustainability, and improving tenant services. This acquisition comes at a crucial time when market pressures continue to challenge affordability across the city.

For residents, these milestones represent more than just a transaction—they provide security, stability, and the reassurance that their homes will remain affordable for years to come.

CHESTERTON-BOWHILL COMMUNITY



**BUILT IN
1969**



**154 three-bedroom
homes and 35
four-bedroom homes**



**Acquisition finalized
on February 15, 2024**

TANGLEWOOD ESTATES COMMUNITY



**BUILT IN
1975**



**122
three-bedroom
homes**



**Acquisition finalized
on February 15, 2024**

WELCOME HOME PROJECTS

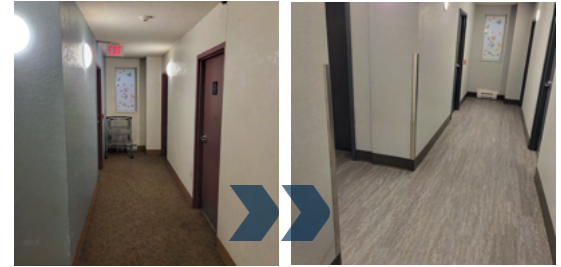
In 2024, we revitalized the lobbies and common areas of 10 buildings, improving the living environment for 1,280 residents. Through the Welcome Home Program, we are transforming shared spaces to be more inviting, comfortable, and reflective of the community. These enhancements go beyond renovations; they help foster a stronger sense of connection and belonging.

Guided by tenant input, upgrades included new flooring, lighting, fresh paint, and ceramic wall tile to create brighter, more welcoming spaces for them and their guests. With a \$1.7 million investment, these efforts reinforce our commitment to maintaining vibrant and well-maintained communities where people feel proud to live.

BEFORE AND AFTER



TYPICAL ELEVATOR LOBBY



TYPICAL HALLWAY

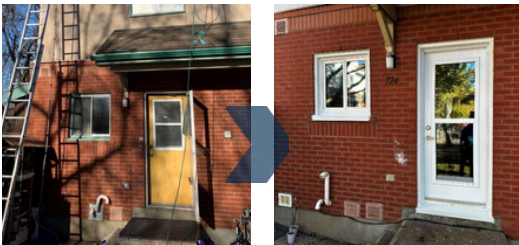
CAPITAL REPAIRS: STRATHCONA-SENTIER MULTI-PHASED TOWNHOUSE RENEWAL

Strathcona-Sentier, a 49-home community within the larger Strathcona neighbourhood, is located on Sentier Private, Wiggins Private, Chapel Street, and Mann Avenue. A multi-phased, multi-year renewal program began in 2019, with the final phase completed in December 2024. This initiative demonstrates how strategic capital planning can be effectively implemented to preserve and revitalize a community.

The program's objectives included rehabilitating the exterior building enclosure and structure, enhancing tenant comfort and safety, reducing future maintenance needs, and modernizing the community's overall aesthetics.

SUCCESS WAS ACHIEVED BY:

BEFORE AND AFTER



- Replacing old wood windows with new aluminum-framed double and triple-glazed windows for improved energy performance and long-term durability.
- Replacing old balcony doors with new ones incorporating operable windows for natural light and ventilation, eliminating the need for storm doors.
- Rehabilitating the stucco walls by retrofit anchoring and re-coating also allowed for modernizing aesthetics.
- Replacing deteriorated wood balconies with new wood-framed ones, with upgraded water shedding and additional structural supports for enhanced long-term safety and durability.
- Rehabilitating entrance stairs and landings, which included incorporating a slip-resistant waterproof coating to improve tenant safety and concrete durability.

OCH'S SUSTAINABILITY APPROACH

OCH's approach to sustainability is focused on minimizing our environmental impact, providing comfortable homes for our tenants, and improving operational efficiency through reduced utility costs.

We are implementing energy-efficient and low-carbon standards across both our existing properties and new developments. Aligned with the **City of Ottawa's Climate Change Master Plan**, we aim to reduce our 27,000 tons of greenhouse gas emissions by 96% by 2040, while prioritizing sustainable practices in our buildings and communities.

To support this goal, OCH has partnered with Hydro Ottawa through the Ottawa Retrofit Accelerator Program, funded by Natural Resources Canada's Deep Retrofit Accelerator Initiative. Starting in 2025, we will conduct a carbon pathway study of 38 OCH high-rise buildings. This study will assess emissions for each building, identify opportunities for upgrades and new technologies, and develop a plan to reduce emissions and improve energy efficiency.

SPOTLIGHT: 715 MIKINAK ROAD

Like all new developments, the Mikinàk community is built to Passive House standards, utilizing solar and geothermal energy. The building is also equipped with a state-of-the-art wastewater recovery system that supplies **80%** of its hot water needs, significantly reducing greenhouse gas emissions and utility costs associated with fossil fuels.



2024 SUSTAINABILITY HIGHLIGHTS



INSTALLED SOLAR PANELS ON THREE BUILDINGS

at OCH's newest development on Mikinàk Road, generating 300 kW of green electricity used directly on site.



INSTALLED 7 NEW

electric vehicle (EV) chargers for tenants and OCH fleet vehicles.



GREW

OCH's fleet of EVs to **16 IN TOTAL** saving greenhouse gas emissions and fuel costs.



ADDED 2 TINY FORESTS

to OCH communities, planting 600 trees, plants and shrubs.



INSTALLED 115 HEAT PUMPS

in OCH homes, improving comfort and saving utility costs.



INSTALLED LED LIGHTING IN 4,600 HOUSEHOLDS,

making homes brighter and energy efficient.



EXPANDED full organic waste diversion to 30 OCH COMMUNITIES.

CLIENT EXPERIENCE

At OCH, our goal is to offer an excellent housing experience through quality service. We offer safe, community and affordable housing. By engaging closely with tenants, we provide efficient, high-quality service while promoting community involvement and pride, helping tenants live healthy and independent lives.

UNDER OUR STRATEGIC PLAN, WE ARE COMMITTED TO:



Listening to tenant feedback and involving them in decisions that affect them.

Being responsive, consistent, and efficient in all tenant services.



Ensuring tenants feel safe in their homes, buildings, and communities.



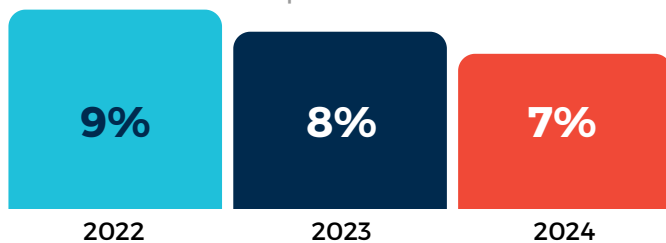
Making it easy for tenants to connect with OCH and access our services.



Encouraging tenants to engage positively with their community and care for their home.

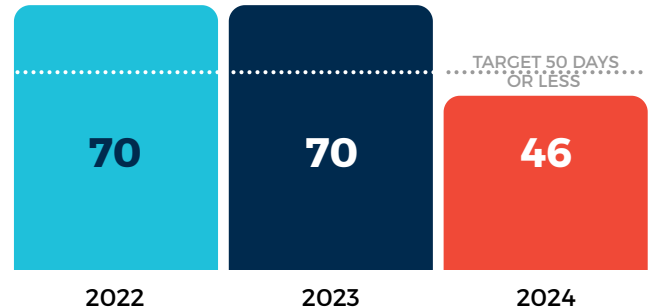
OVERALL PORTFOLIO PEST LEVELS*

TARGET 10% OR BELOW - in line with sector's best practice..



*Percentage of homes with pest presence: bed bugs, roaches, rodents, and crawling insects. ,

OCH HOMES: AVERAGE VACANT DAYS*



*Number of days a home remains vacant between tenancies for capital repairs and preparations for new tenants.

TENANT ENGAGEMENT

Through various communication channels, we gather valuable feedback to ensure tenant voices guide how we tailor our approach. Tenant satisfaction surveys offer real-time insights into tenant needs, while initiatives like Tenant Talks, Tenant Champions, and Tenant Fairs facilitate discussion, dialogue, and the sharing of ideas and recommendations.

These platforms give tenants a voice, fostering collaboration and transparency. By building strong relationships and encouraging community ownership, we ensure tenants feel heard and appreciated. The guiding theme, 'Nothing for Us without Us,' highlights our dedication to tenant-driven initiatives.

CLIENT SATISFACTION INDEX

We are committed to continuous improvement and how we collect and respond to improve services based on tenant feedback.

Acknowledging the significance of tenant feedback, and the need for further data on tenant satisfaction, we are expanding pulse surveys to create the Client Satisfaction Index (CSI), which will measure the overall tenant satisfaction with both homes and communities.

BUILD POSITIVE TENANT EXPERIENCES: SERVICE, HOME, COMMUNITY



SERVICES

**Satisfied with
quality of work
and interactions**

**First-time
resolution for
services**

**Satisfied with
service delivery
response time**



HOME

**Satisfaction with
safety inside
the home**

**Satisfaction
with comfort
& enjoyment**

**Proud of
their home**



COMMUNITY

**Satisfaction
with community
safety**

**Satisfaction
with upkeep
and standards**

**Proud to live
in the
community**

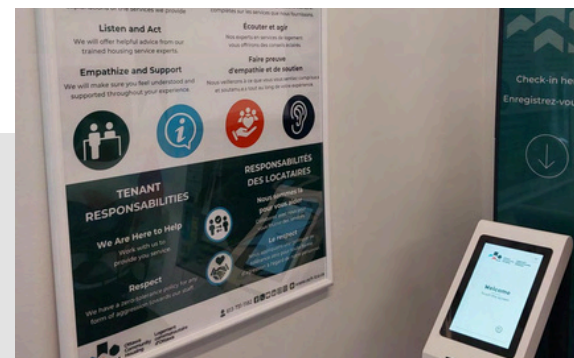
ENHANCED TENANT SERVICE DELIVERY

OCH's commitment to excellence has led to a significant transformation of our Rent and Lease Services.

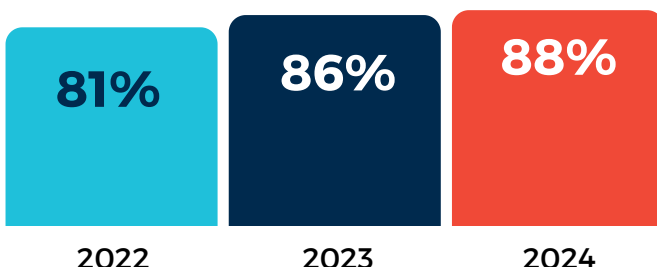
Guided by Lean methodology, we have improved our Tenant Service Centers to include accessible spaces, streamlined intake processes using private counters for greater privacy during tenant visits, and implemented a customer service ticketing system to facilitate efficient customer intake. Additionally, we have created a spacious waiting room to enhance comfort and incorporated a built-in system for collecting tenant feedback.

We also updated OCH's Service Promise to strengthen service delivery by focusing on building relationships and understanding tenant needs.

As a result of these improvements, workflows were reduced by **40%**, annual review processing times were shortened by **28 days**, and tenant satisfaction with Rent and Lease Services increased from **72% to 94%**. This transformation sets a new standard for affordable housing, blending operational excellence with a strong commitment to enhancing the tenant experience.



SATISFACTION WITH SERVICE DELIVERY* From Tenant Services Pulse Surveys



Pulse surveys are sent after service delivery for maintenance, pest management, home assessment, rental and vacant preparation, service intake (Call Centre and Rent and Lease Services), and in-office services.

 **1,212**
NEW HOUSEHOLDS
WELCOMED

 **1,651**
SUBSIDIES SAVED

 **342,000**
CALLS HANDLED BY
THE OCH 24/7 CALL
CENTRE

 **133,000**
SERVICE REQUESTS
COMPLETED

ENHANCING COMMUNITY SAFETY: PROJECT GUARDIAN & VIRTUAL PATROL

At Ottawa Community Housing, safety is a key priority. Through innovative technology and proactive engagement, OCH is making significant strides in improving security.

PROJECT GUARDIAN: STRENGTHENING SECURITY THROUGH TECHNOLOGY

Launched in 2023, Project Guardian is a multi-year initiative designed to enhance security measures across OCH properties. This phased approach is modernizing access control, security systems, and camera coverage. Key improvements include relocating intercom systems to exterior entrances to reduce loitering, upgrading the key fob entry system for improved functionality, and expanding CCTV coverage for more comprehensive monitoring.

A core feature of Project Guardian is Virtual Patrol, which enables OCH's Security Operations Centre (SOC) to monitor cameras in real time. This system not only assists internal teams but also supports external agencies like the Ottawa Police Service (OPS). By leveraging technology, OCH can enhance security responsiveness while fostering safer communities.

In June 2024, a tenant satisfaction survey assessed the impact of Project Guardian's first phase. Future opportunities to further increase perceived safety include additional door hardening, expanded security patrols (particularly in stairwells), more cameras, and ongoing tenant education on building security practices.



Enhanced safety infrastructure
in communities home
to 12,000 tenants.



The results showed that
65% of tenants
felt safer due to
Project Guardian's
improvements.



COMMUNITY SAFETY ENGAGEMENT TEAM (CSET): PROACTIVE PROTECTION

Complementing Project Guardian, the Community Safety Engagement Team (CSET) was introduced in 2022 to address unique safety challenges such as loitering and home takeovers. Through specialized frontline units and an innovative Virtual Patrol operation, CSET has significantly improved efficiency and responsiveness in community safety.

In 2024, CSET strengthened collaboration with key partners, including OPS and its Neighborhood Resource Team (NRT), as well as internal OCH teams. Virtual Patrol alone managed over 2,600 calls remotely and initiated 1,400 calls, enabling rapid interventions and valuable support for emergency responders. This technology has enhanced evidence collection, reduced camera outages, and bolstered overall community security.

Beyond technology, CSET's proactive engagement has been instrumental in building trust with tenants, providing resources, and fostering a sense of safety and belonging. Continued investment in CSET ensures that OCH can uphold its commitment to tenant security through innovation, collaboration, and dedicated frontline service.

Together, Project Guardian and CSET are reshaping community safety, leveraging technology and strategic partnerships to create safer, more resilient neighbourhoods for OCH tenants.



QUALITY ASSURANCE: BUILDING ON A STRONG FOUNDATION

OCH has a long-standing commitment to quality service. With the recent approval of our Quality Assurance Policy, we have taken an important step in reinforcing this commitment. 2025 will see the launch of OCH ELEVATE, our Quality Standardization Program. This initiative will build on our strong foundation, setting a consistent standard for how we work, improving processes, and positioning us for long-term success across all departments.

WHY DOES IT MATTER?



For tenants: It will help ensure a more consistent and high-quality service experience, strengthening our commitment to meeting their needs.



For partners and stakeholders: It provides clarity and alignment, creating a stronger framework for collaboration and shared goals.



For the future: It embeds a culture of continuous improvement, ensuring we remain a leader in community housing while maintaining financial sustainability.

QSP program is a critical step in our ongoing efforts to refine, improve, and evolve. It reflects our bold ambition to do better every day—setting the stage for innovation, consistency, and long-term success.



PARTNER AND SUPPORT

At OCH, we work closely with partners across healthcare, social services, housing, the private sector, and volunteers to strengthen community well-being and engagement. Through these partnerships, our tenants have access to programs and support that help them live healthy, independent lives while building new skills and knowledge. Together, we are creating stronger, more connected communities.

UNDER OUR STRATEGIC PLAN, WE ARE COMMITTED TO:



**Expanding
partnerships and
collaboration
across sectors.**



**Ensuring tenants with
complex needs receive
the support to stay
successfully housed.**

**Helping tenants build
skills, knowledge, and
connections to live
independently.**



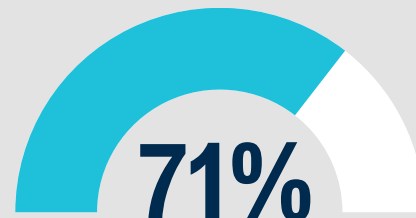
**Encouraging
volunteerism
and employee
engagement to
support our
communities.**

**STRENGTHENING RELATIONSHIPS
AND COLLABORATION WITH ALL LEVELS
OF GOVERNMENT.**

BY THE NUMBERS

100+

**COMMUNITY PARTNERS
AND AGENCIES**
supporting our tenants



OCH EMPLOYEES

contributed to community improvements
through the Employee Engagement Program



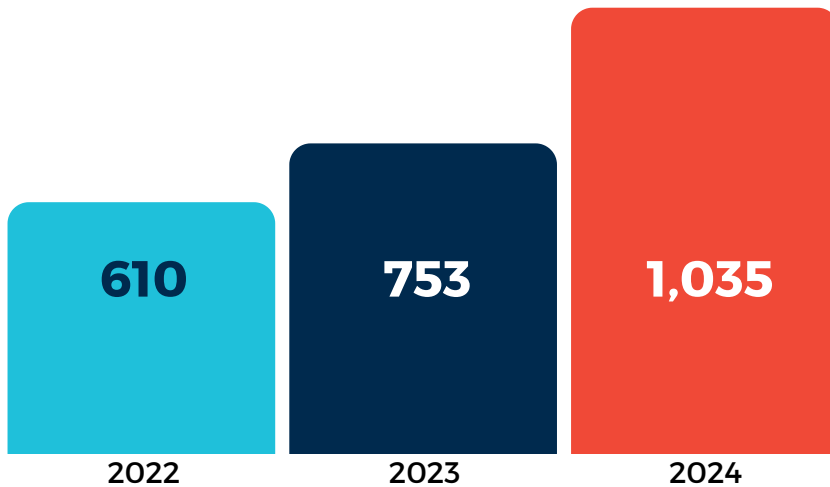
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**ACTIVE TENANT
GROUPS***

*OCH works with engaged tenants and tenant groups who volunteer to build connection and improve the well-being of their OCH neighbours

GROWING OUR IMPACT THROUGH ENGAGEMENT

EXTERNAL VOLUNTEERS*



*OCH's Corporate Volunteer Program engages individuals and organizations across Ottawa to empower and beautify OCH communities.



COMMUNITY SAFETY

Conducted

18,161

proactive safety visits to promote safe communities



BUILDING CONNECTIONS

Held

1,048

tenant meetings and outreach sessions



BUILDING CAPACITY

Employees helped tenants

5,297

times to learn new skills

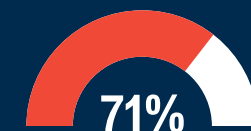


TENANT WELLNESS

Facilitated

2,708

activities focused on food security and health & wellness



EMPLOYEE ENGAGEMENT PROGRAM

OCH employees actively gave back to OCH communities

CORPORATE VOLUNTEER PROGRAM & EMPLOYEE ENGAGEMENT PROGRAM



46

COMMUNITIES BENEFITTED



1,401

VOLUNTEERS ENGAGED



7,897

HOURS COMBINED (VOLUNTEER AND ENGAGEMENT)



27

ENGAGED OCH TENANT LEADERS



65

EVENTS



39

CORPORATE VOLUNTEER GROUPS

SUCCESSFUL SUSTAINABLE TENANCIES

COMPLEX CARE HOUSING STRATEGY: CURRENT STATE & WHAT'S NEXT

Since launching our Complex Care Housing Strategy in 2022, OCH has been collaborating with sector partners to find effective ways to house and support tenants experiencing complex needs and create healthier, safer communities.

In 2024, we formed the Complex Care Advisory Group, bringing together six partner organizations from health, social and community services, and housing, along with four OCH tenants. Understanding that sustainable housing is a key determinant of health, the Advisory Working Group developed three initiatives for implementation in 2025:



Place-Based Support: In January 2025, OCH, Options Housing, and Respect RX Pharmacy launched *Health Collab Santé*, a 12-month pilot program offering low-barrier access to healthcare. This includes weekly visits from a Nurse Practitioner for tenants at 251 and 255 Donald Street.



HART Hub: Somerset West Community Health Centre, Ottawa Public Health, Ottawa Salus and OCH are partnering to launch a HART Hub in Ottawa. This will include stable housing with integrated support to people experiencing complex health and social issues related to substance use and addictions. This initiative was made possible through the group's successful submission to the **Ministry of Health** and the subsequent funding award.



Assessment Tool: In collaboration with partners, we are developing an Intake Assessment Tool to better understand each tenant's unique needs. This will help match them with the right home, community, and support services.

OCH remains committed to working with the health, social and community services and housing sectors to improve outcomes for residents with complex needs. Together, we're building a healthier future for our communities.



“

After their appointment at the Health Collab Santé, I want my patients to feel like they were heard, respected, and treated with kindness and dignity.

- Rebecca, Registered Nurse
Practitioner with Health Collab Santé

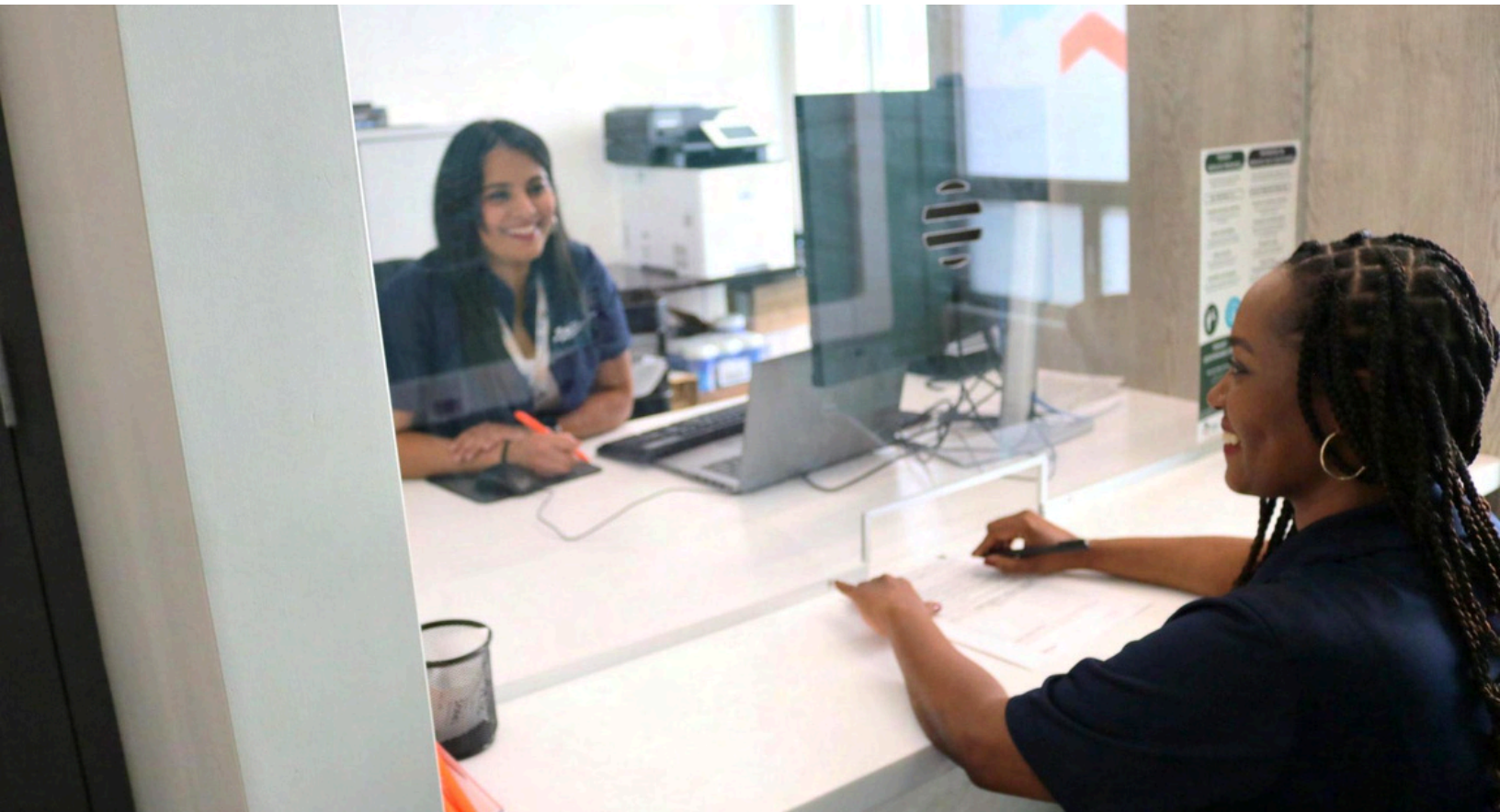
PROJECT RECLAIM: RESTORING SUBSIDIES AND EMPOWERING TENANTS

Launched in 2023, Project Reclaim is an ongoing initiative that supports tenants at risk of losing their housing subsidy. The project aims to build tenant capacity by providing the knowledge and support needed to maintain subsidies and prevent housing loss.

Project Reclaim addresses the root causes of subsidy loss, taking into account the complexity and uniqueness of each tenant's situation. Our teams work directly with tenants, tailoring support to individual needs and helping them understand the key steps, documentation, and deadlines required for subsidy renewal. By leveraging partnerships, like tax clinics run by external experts, we empower tenants to maintain subsidies and prevent future loss.

Since its launch, Project Reclaim has reinstated over 3,040 subsidies and recovered more than \$2 million in tenant debt.

Project Reclaim underscores our commitment to supporting tenants, building strong communities, and managing OCH's financial performance. We will continue to expand on its success so that every tenant has the tools and knowledge needed to thrive.



BUILDING STRONGER COMMUNITIES THROUGH LEADERSHIP AND PARTNERSHIP

Tenants face growing challenges, including homelessness, addiction, and complex tenancy needs. Ottawa Community Housing is empowering residents with knowledge, skills, and connections to navigate these issues confidently.

OCH's Community Development team, in partnership with Centretown and Somerset West Community Health Centre, developed a trauma-informed Resident Leader Training and Wellness Series.



**23 residents from
8 communities
participated,**

learning about the **Neighbourhood Post-Incident Protocol**, overdose prevention, and the new **Alternate Neighbourhood Crisis Response (ANCHOR)** program.

➤ Strengthening **tenant leadership**, focusing on **crisis response, self-care, and resiliency**.

OCH and its partners responded to

**39 critical incidents
citywide,**



ensuring residents had the support they needed. Through collaboration and training, OCH is building stronger, more connected communities.

PARTNERING TO BUILD SUPPORTIVE HOUSING

Ottawa Community Housing is collaborating with partner agencies on an innovative approach to address the challenges of building and funding supportive housing in Ottawa. OCH and four leading supportive housing agencies (Options Housing, Ottawa Salus, John Howard Society and Gignul Housing) are joining forces to drive system-wide change based on varying and scalable supportive and funding models.

By streamlining development processes and enhancing efficiency, this framework will accelerate construction while improving housing stability and wellness outcomes for tenants. The partnership combines affordable housing with tailored support services, empowering tenants to achieve stability and independence. It also offers a cost-effective solution by reducing reliance on emergency healthcare and shelters, delivering measurable community benefits and maximizing public investment.

Looking ahead, this approach aims to create a seamless pathway for individuals ensuring they can transition into supportive environments when necessary and, when ready, move toward greater independence. Future projects, such as those planned for 214 Somerset and the Matthew Perry House, will demonstrate how this model can be scaled to meet the growing demand for supportive housing.

TENANT VOLUNTEER APPRECIATION EVENT

More than 100 OCH tenant volunteers were recognized during a special appreciation event held at the Ottawa Art Gallery during National Volunteer Week.



In 2024, tenant volunteers supported more than

2,000 OCH COMMUNITY EVENTS

bringing residents, partners and OCH together to address community goals and opportunities.

As part of the event, OCH presented a video showcasing residents' work and impact on their communities.

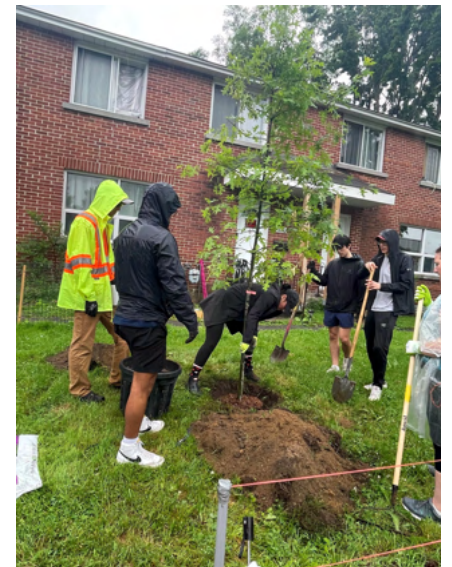
CORPORATE VOLUNTEERS MAKING AN IMPACT AT OCH

200 Export Development Canada volunteers got a chance to leave a legacy in OCH's Overbrook community.

Armed with ponchos and rain boots, volunteers braved the weather to plant nearly 60 trees in the community – which had lost several due to the Derecho Storm. They also replaced mulch in local playgrounds, cleared overgrowth and generally spruced up the neighbourhood.

The project was part of a city-wide, large-scale collaboration between Export Development Canada and Volunteer Ottawa called Community Investment Day. The day aims to provide charities and non-profits in the greater Ottawa region the opportunity to complete a big task or special project and raise awareness about their mission.

This event marked a milestone – it was the 14th time EDC volunteered with OCH since their first event back in 2016 and our largest group of corporate volunteers in more than five years!



COMMUNITY BENEFIT PROGRAM GIVES RESIDENTS THE TOOLS TO SUCCEED

A group of 15 youths got a head start learning about the construction trades at the Foster Farm Community House.

This learning opportunity was made possible thanks to a grant from the City of Ottawa and the Ottawa Community Benefits Network Workforce Development Program.

The program supports residents of OCH and of other affordable housing providers interested in learning skilled trades in the construction sector. During this one-week course, participants explore the skills, education, and certificates necessary for entry-level construction trades jobs and prepare for the next steps in their career journey, which could include pre-apprenticeship programming and entry-level maintenance jobs at OCH.



MESSAGE FROM THE OCH FOUNDATION

As we look back on 2024, we are deeply grateful for the steadfast support of the broader Ottawa community. Together, we have reached significant milestones that have transformed lives and strengthened our neighborhoods. Our programs have impacted thousands, fostering community resilience and breaking down barriers for OCH tenants.



RECLINK

837 children and youth accessed sports, arts, summer camp and recreation opportunities. Additionally, we extended the program to **45 seniors** through pop-in sessions like paint parties.



INSPIRED BY LEARNING BURSARY

32 students received \$1,000 bursaries, empowering them to pursue higher education and build brighter futures.



PACK-A-SACK

Over 2,000 backpacks filled with school supplies distributed to students from kindergarten to Grade 10, ensuring they returned to school ready to succeed.



TOMORROW READY

Through 18 aid drops, we provided food and essential supplies to **920 tenants** in collaboration with Khalsa Aid.



GOLF TOURNAMENT

Together, we raised over \$117,000 demonstrating the power of collaboration and community spirit.



HOP ON BIKES

Fulfilled its promise of a bike a day providing **315 children and youth**, and **50 adults and seniors** with bikes, helmets and locks, offering them a sense of independence, mobility, and joy.

VOLUNTEER SUPPORT



Throughout the year, our events were made possible by the support of over **150 volunteers**, including individuals and representatives from various organizations.

LOOKING AHEAD

This year's success shows our impact together. As we move toward 2025, we invite you to continue supporting our work to build stronger communities. Thank you for being part of this journey – one program, one family, one person at a time.

INNOVATE AND GROW

At OCH, we are committed to continuous improvement, providing innovative solutions for tenants while building an efficient organization. By adapting our systems, embracing new technologies and data, diversifying funding sources, and fostering a performance-driven culture, we are ensuring OCH's long-term success in a rapidly changing sector. Our inclusive teams are at the heart of everything we do, driving innovation for our tenants and communities.

UNDER OUR STRATEGIC PLAN, WE ARE COMMITTED TO:



Fostering a performance-driven culture that is agile, innovative, and inclusive.



Strengthening OCH's reputation as a leader in housing and innovation.

Simplifying operations to enhance efficiency and scalability.



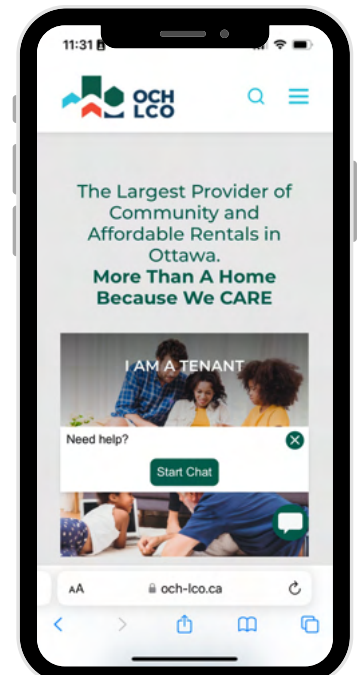
Adopting new tools, data, and artificial intelligence for smarter, more efficient work.

Exploring new financing methods for home building, repairs, and operations.

INTRODUCING CHAT SERVICES

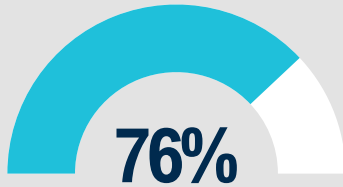
OCH is modernizing tenant interactions with the launch of Chat Services in January 2025.

- This innovative tool offers real-time support through live chat, video calls, co-browsing, and instant communication in 96 languages.
- It enhances accessibility and meets the growing demand for digital-first interactions.
- Future phases will include AI-powered features to streamline service intake across maintenance, safety, and rent services.
- It reinforces OCH's commitment to responsive, inclusive, easy access to information.
- It transforms how services are delivered to meet evolving tenant needs.



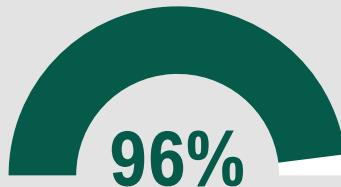
BY THE NUMBERS

EMPLOYEE ENGAGEMENT



engagement score,
3% above industry
benchmarks.

EMPLOYEE RETENTION



staff retention rate

EMPLOYEE FEEDBACK



300 EMPLOYEES

participated in
Culture Chat sessions

\$231 MILLION

in funding for housing
development projects, acquisition
costs, and portfolio preservation.

\$1.5 MILLION

in additional funding for
Community Safety Services.



48

**SUMMER STUDENTS
GAINED REAL-WORLD
EXPERIENCE AT OCH**



**PROJECT
GUARDIAN**

improved safety for
1,814 HOMES
with enhanced security
and access systems.



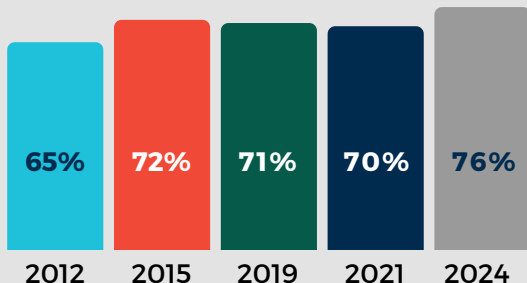
**PROJECT
ARTEMIS**

integrated business
automation in

11 BUILDINGS

for more efficient monitoring
of essential systems.

EMPLOYEE ENGAGEMENT SCORE



*Employee Engagement Survey
conducted and benchmarked by
TALENTMAP™

WINNER OF 6 AWARDS IN 2024:



Electrical Safety
Award Winner



CMHC Housing Research Awards – 2024
President's Medal for Outstanding Housing
Research under the National Housing Strategy
for "Sustainable Affordable Housing Total Cost of
Building Ownership Analysis"

HOW OCH IS BECOMING MORE DATA DRIVEN

To drive operational efficiencies, OCH is using technology and data to work smarter and more effectively. By leveraging innovative tools and data-driven insights, we will improve decision-making, streamline processes, and deliver results.

In 2024, we developed a data strategy to improve how we manage and use data across OCH. This strategy is designed to deliver benefits for tenants, employees, communities, and operations, including:



Tenants:

Personalizing services and support.



Employees:

Equipping employees with better tools and information.



Communities:

Understanding and responding to community needs.



Operations:

Preserving buildings by proactively identifying and making repairs.

In 2025, we will continue to advance our long-term roadmap developed in 2024. Starting with data governance, we're establishing clear standards and policies for how data is managed, used, and kept secure. Transparency and trust are top priorities, ensuring we protect data privacy, respect tenant confidentiality and equity, and use data responsibly to benefit tenants and communities.

PROJECT ARTEMIS: SMARTER BUILDINGS, BETTER LIVING MAKING HOMES MORE COMFORTABLE AND EFFICIENT

Project Artemis is bringing advanced automation to OCH properties, making them smarter, more efficient, and more comfortable for tenants. These upgrades allow us to monitor building conditions and prevent issues.

In 2023 and 2024, we installed systems in 11 OCH buildings, covering all mechanical systems. Future phases will expand smart automation to more properties, ensuring long-term efficiency and comfort.

Smarter Energy Use: The system reduces energy waste and boosts building performance, reducing costs.

Improved Comfort & Safety: Automated sensors for temperature, humidity, and air quality keep indoor spaces comfortable and help us respond to extreme weather events like forest fires.

Stronger Building Protection: Quick detection of issues such as flooding or sump pump failures prevents costly damage.

Efficient Operations: Remote monitoring and data-driven insights guide smarter equipment upgrades, saving time and money while extending the life of our buildings and systems.



PROJECT SOCIAL: TRANSFORMING THE TENANT EXPERIENCE WITH ARTIFICIAL INTELLIGENCE

OCH is testing advanced technologies like AI and machine learning to make our operations faster and more responsive to tenants. This project aims to provide better service, increase efficiency, and make every tenant's experience more personalized.



As an example, **PROJECT SOCIAL**, a new initiative piloted in 2024, will streamline the +15,000 annual rent calculations conducted annually, saving our Housing Administration team significant time when reviewing tenant files.

This will allow for:

- more proactive tenant engagement,
- better documentation collection,
- and improved outcomes, including:

- ☒ higher first-contact resolution,
- ☒ lower arrears,
- ☒ fewer errors,
- ☒ reduced risk of tenants losing their subsidies or their homes.

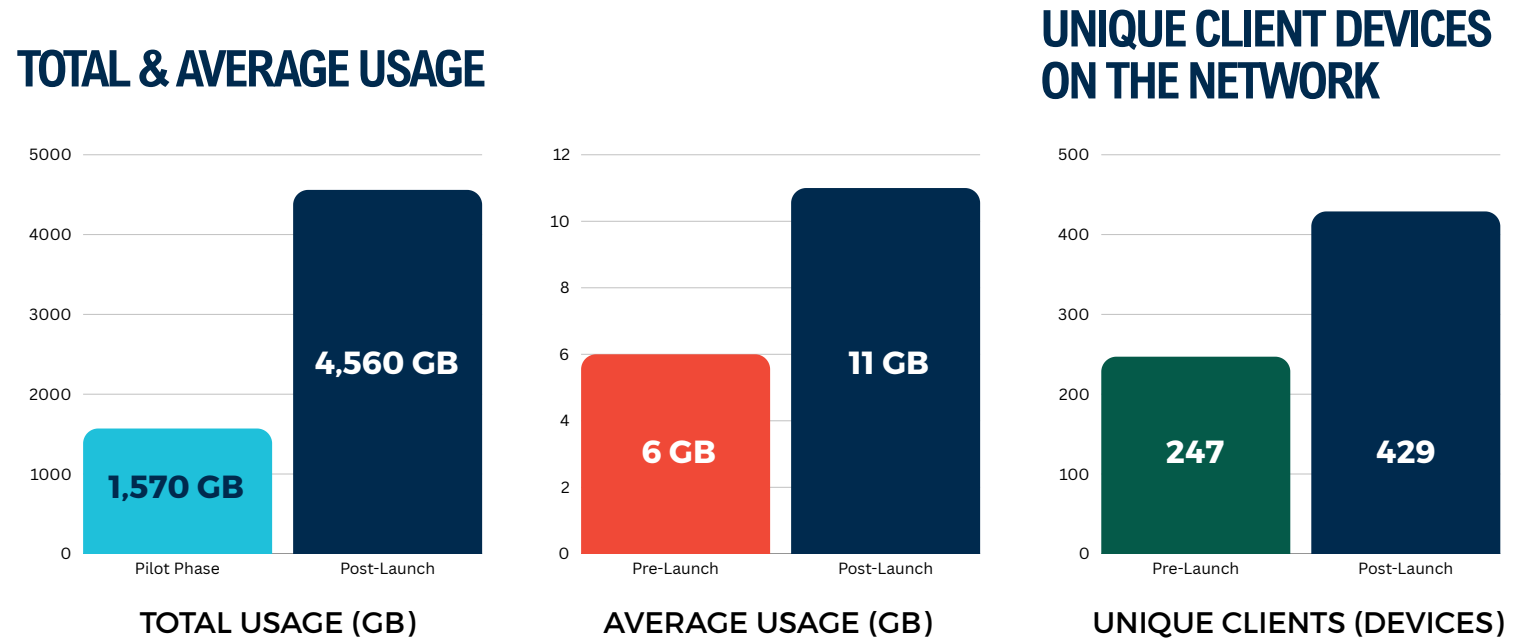


NATIONAL CAPITAL FREENET COMMUNIFI WI-FI PILOT PROJECT

In 2024, OCH joined National Capital Freenet, Canadian Internet Registration Authority and Hiboo Networks to implement CommuniFi, a two-year pilot project to provide free wi-fi in the common areas of OCH's 251 and 255 Donald Street buildings.

CommuniFi was born from a shared recognition that many low-income residents in urban Ottawa often struggle to afford home internet and cellphone data plans, which in turn limits access to essential digital services and opportunities.

With this new initiative, nearly 400 tenants can access free wi-fi in the community rooms, laundry rooms and outdoor common spaces.



This significant increase in data consumption and devices on the network shows the strong demand for internet connectivity. OCH is proud to continue playing a key role by hosting the necessary infrastructure to strengthen digital inclusion and build more connected communities.



OCH IN THE HOUSING SECTOR

Ottawa Community Housing plays a pivotal role in the housing sector, collaborating with different groups to drive innovative solutions to complex challenges. As Ottawa's largest community and affordable housing provider, OCH has a unique responsibility to inform local, provincial and national housing policies.

We continue to work closely with local organizations, the Ontario Non-Profit Housing Association (ONPHA), the Canadian Housing and Renewal Association (CHRA), and other domestic and international housing groups to address housing supply and homelessness prevention.

This leadership reinforces OCH's commitment to driving change and addressing the housing needs of many individuals who find private market housing unattainable.



A member of the CHRA board since 2021, **Shaun Simms** will be appointed Board President in 2025.



Alain Cadieux will continue as Chair of ONPHA's board for the second year.

EMPOWERING OUR TEAMS FOR SUCCESS

Employee experience is a key driver of OCH's success. Our culture is built on OCH's mission—**More than a Home Because We CARE**—and our C.A.R.E. values: **Collaboration, Accountability, Respect, and Excellence**. Our teams take pride in knowing that we make a difference every day for the tenants living in OCH communities.

To support a performance-driven culture, we actively listen to employee feedback through our Employee Engagement Survey and Culture Chats. This helps us engage all employees in improving our organization. In 2024, our Engagement Score reached 76%, a 6% increase from 2021 and 3% above the industry average. We also saw significant improvements in key engagement areas, including Client Focus (+15%), Team Engagement (+11%), and Immediate Management (+10%).

Using feedback to inform ongoing actions, we identified three key drivers of engagement and incorporated them into our Corporate Engagement Action Plan.

1



Organizational Vision & Culture

2



Diversity & Inclusion

3



Mental Health

ENSURING A SAFE AND HEALTHY WORKPLACE

As a people-first organization, health and safety are foundational to everything we do. We remain committed to proactive measures that promote the safety and well-being of our employees.

In 2024, we made key enhancements in the following areas:

- **Workplace Resilience and Safety Training:** Empowering employees with the knowledge and confidence to identify and manage workplace hazards.
- **Emergency Preparedness:** Partnering with the Ottawa Police Service to improve response coordination.
- **Safety Work Practices:** Providing enhanced toolkits to empower employees.
- **Automated Safety Alerts:** Ensuring timely reporting through email notifications.
- **Joint Health and Safety Committee Workplace Inspections:** Taking action to eliminate safety hazards.

Ongoing efforts led to a 13% reduction in employee time lost from safety incidents and a 20% increase in reporting minor incidents. These improvements reflect a strong safety culture, where employees actively contribute to identifying, reporting, and managing workplace hazards.

SUPPORTING OUR TEAM'S MENTAL HEALTH

Recognizing the dynamic and complex nature of what we do, we are committed to supporting the mental well-being of our employees. We provide resources and education to ensure our teams have the tools and support needed to navigate demanding and impactful roles.

In 2024, we took the following actions:

 <p>WORKSHOPS</p> <p>Hosted "OCH Let's Talk" mindfulness and self-care workshops.</p>	 <p>EVENTS</p> <p>Observed International Self-Care Day and World Mental Health Day with sessions on emotional resilience and stress management.</p>	<p>EMPLOYEE ASSISTANCE PROGRAM (EAP)</p>  <p>Introduced digital pharmacy with home delivery and pick up options and expanded access to Digital Cognitive Behavioral Therapy (CBT) and Children's Mental Health Services.</p>
 <p>LEADERSHIP</p> <p>Introduced Mental Health Support training for leaders and "Mindful Leadership & Emotional Intelligence" sessions.</p>	 <p>FINANCIAL LITERACY MONTH</p> <p>Held sessions on money management, investment strategies, and goal setting to enhance employee financial security and confidence.</p>	

Ongoing efforts led to increases in Workplace Safety Perceptions (+2%) and Mental Health Support (+6%) in our 2024 Employee Engagement Survey.

COMMITTING TO AN INCLUSIVE WORKPLACE

At OCH, inclusion is part of who we are and guides our actions every day. Our Diversity, Equity & Inclusion (DE&I) Multi-Year Plan has evolved into the OCH DE&I Framework for 2025-2027, further embedding inclusion in our culture and reinforcing our commitment to an organization where people belong and can contribute to their full potential.

With continued leadership from the Workplace Inclusion Champion's Table and six Employee Resource Groups (ERGs), this updated framework builds on past achievements and strengthens our commitment as outlined below.

OCH DIVERSITY, EQUITY & INCLUSION FRAMEWORK

Inclusion Plan (2025-2027): Elevating our Efforts

Attract and Retain Diverse Talent Pool

- Inclusive recruitment practices
- Further emphasis on accessibility and neurodiversity and psychological safety
- Mentorship programs
- Succession planning

Strengthen Collaborative Partnerships

- Enhance collaboration between ERGs and other teams to maximize impact
- Strengthen external partnerships
- Integrate inclusivity into procurement process

Enhance Culture of Inclusivity Through Leadership and Employee Engagement

- Enhanced education and training
- Data driven reporting and progress tracking
- Anti-racism strategy
- Creation of tenant facing DE&I plan

This framework underscores our belief that inclusion is not a project to complete but a value that defines who we are as an organization.



ATTRACTING AND RETAINING TOP TALENT

Our employee experience and culture position us as a leading destination for people to build and grow a career. With a strong focus on employee engagement, workplace safety, mental health, and diversity and inclusion, we attract and retain great talent.

In 2024, our voluntary employee turnover dropped from 8% to 4%, remaining well below the Ontario average of 12% (Source: Mercer's 2024 Canadian Turnover Trends). This underscores OCH's reputation as an employer of choice.

We continue to strengthen our employer brand and value proposition, clearly communicating what sets us apart and why talent should choose OCH.

Key enhancements in 2024 included:



Careers Page: Refreshed branding and improved functionality, making it easier for talent to explore opportunities and learn about OCH's impact and culture.



Internal Postings: More consistent and engaging promotion to encourage employee development, engagement, and career progression.



Communication with Candidates: An enhanced hiring process that offers a personalized and welcoming experience.



Summer Students: Hired 48 summer students and 4 OCH Foundation Youth Futures students, with one transitioning to full-time employment.



YMCA Placements: Welcomed 16 YMCA placements, providing a vital talent pipeline for our maintenance worker positions.



och-lco.ca

