



# ANNUAL REPORT 2016

## OTTAWA COMMUNITY HOUSING CORPORATION

CORPORATE REPORT ON STRATEGIC PERFORMANCE AND ORGANIZATIONAL HIGHLIGHTS





## MESSAGE FROM THE CHAIR COUNCILLOR MATHIEU FLEURY

I am pleased to submit the 2016 report to the Shareholder on behalf of Ottawa Community Housing Corporation. It operates at arm's length from the City of Ottawa, its sole shareholder. It is governed by a Board of Directors comprised of the Mayor (Ex-Officio), City Councillors, community representatives and a tenant representative.

This report is based on the new Ottawa Community Housing Strategic Plan. It commits to a ten-year vision and to a set of business priorities. The Board of Directors has provided steady and effective governance reviews.

It has been a very productive year that has been full of organizational and community-building achievements. Management has advanced important initiatives to deliver essential services to residents in Ottawa who need a safe and stable home.

Some of the key highlights include: the Integrated Pest Management strategy which has brought a dedicated group of staff and a tactical approach to the pest issue; the one-telephone number initiative where anyone looking for a service or information from the Corporation can connect with a live employee by dialing 613-731-1182; and the most important report has been the validation and implementation of the dynamic Portfolio Management Framework. This allows Ottawa Community Housing to be in a very active and competitive position to invest, innovate with public and private sector partners, as well as lead nationally in terms of its readiness towards any provincial and federal funding sources offering the highest value of return for those public dollars.

This report highlights how the corporation has improved the quality of life in our communities, innovated to sustain and expand affordable housing in the City and demonstrated tremendous leadership in the public and affordable housing sector.

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER STÉPHANE GIGUÈRE

Ottawa Community Housing serves 32,000 residents living across Ottawa. Many of our tenants would face difficult circumstances without the services that we provide 24/7. Ottawa Community Housing has a unique social responsibility. Our employees are committed and care about providing healthy and safe communities. We are much more than a landlord; with close to 15,000 homes, Ottawa Community Housing is the largest social housing provider in Ottawa and the second largest in Ontario. We collaborate with over 120 community and private sector partners to serve and support tenants living in Ottawa Community Housing homes.



This report is a public account on the performance of Ottawa Community Housing. While it is a fundamental requirement of governance and accountability, it is so much more than this. This report meshes Ottawa Community Housing's growing capacity to strategically measure and analyze its performance with a series of highlights of community and business achievements.

I encourage readers to explore our public website if you would like to learn more about Ottawa Community Housing's activities. There you will find a new feature called *Ottawa Community Housing - A Year in Review* that comes to life in pictures and reflects the lives of people who live, visit and work in our communities.

I wanted to offer a special thank you to the volunteer Board of Directors and Committee members who provide ongoing guidance and stewardship to the Corporation. Ottawa Community Housing management and staff are truly appreciative of the leadership they provide.

## ABOUT OTTAWA COMMUNITY HOUSING CORPORATION

Ottawa Community Housing Corporation (OCHC) reviewed and updated its Strategic Plan in 2015. OCHC confirmed its overall strategic direction through its Mission and Values statements and established four critical strategic goals to guide the organization to 2025.

### VISION

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





### MISSION

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

### VALUES

Collaboration | Accountability | Respect | Excellence

### STRATEGIC GOALS

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

### OCHC TENANTS



32,000 tenants



6,000 seniors

### THE PORTFOLIO



Approx. 15,000 OCHC homes

47 years Average age of buildings

2016 Most recent construction

Portfolio valued at \$2.7 Billion

### BUDGET HIGHLIGHTS



Operating Budget  
\$157.1M



Revenues  
Tenant Rent  
\$65.6M  
(47% of revenues)

### BOARD OF DIRECTORS



Mayor  
Jim Watson,  
Ex-Officio Director



Councillor  
Mathieu Fleury,  
Chair



Deputy Mayor  
Mark Taylor,  
Director



Councillor  
Catherine McKenney,  
Director



Councillor  
Jody Mitic,  
Director



Dan Doré,  
Vice Chair and Treasurer



Monika Ferenczy,  
Director



Cathy Jordan,  
Corporate Secretary



Sarah Kambites,  
Director



Carole Ladouceur,  
Director



Claude Lloyd,  
Director



Anthony Pizzaro,  
Director



Nicole St-Louis,  
Director

## STRATEGIC GOAL NURTURE HEALTHY, SAFE AND INCLUSIVE COMMUNITIES

Supporting the belief that housing is a key determinant of health, OCHC's strategic vision includes nurturing healthy, safe and inclusive communities; consisting of homes where a positive social environment exists, and where tenants feel safe, proud and a part of the broader community.

One of the main components of OCHC's strategy and future success is effective partnerships. The ability to convene and collaborate with partners plays a vital role in successfully balancing resources with growing needs. These partners also deliver services to tenants and have increased pressure for the services with limited resources to deliver these services. Working together and optimizing resources helps improve the services to tenants.

OCHC homes are mostly located within Ottawa's greenbelt and clustered as townhome complexes and apartments to integrate with the broader neighborhoods.

The people who make up OCHC communities come from many backgrounds and life experiences. What is common is that without OCHC, these people would significantly struggle to find a healthy and safe place to call home. Home ownership and market rental homes are beyond what they can afford. Clients include single parent families, adults with disabilities, senior citizens on fixed income and new arrivals to Canada. For many tenants, OCHC plays a critical role as it provides and organizes other support services for tenants to establish and maintain successful tenancies.

### COMMUNITY DEVELOPMENT STRATEGY

---

OCHC has four prime areas of focus related to community development:

- Strengthen tenant leadership and levels of civic participation
- Enhance social inclusion and engage tenants who reflect the diversity of the community
- Create and sustain safer communities
- Build and sustain community development partnerships

OCHC relies on partnerships with other organizations to develop communities. Some of these partnerships are formal and are based on Service Level Agreements and Memoranda of Understanding; for example the Ottawa Police Service and Ottawa Salus Corporation. Some partnerships are less structured and evolve based on need and contact requirements.

### PARTNERSHIP SURVEY

---

Given the significance of strong partnerships, an *OCHC Partnership Survey* was developed to gather performance feedback from community partners. It was distributed in March 2016 to 72 partner organizations. These organizations work closely with OCHC to provide services to OCHC tenants and communities across Ottawa.



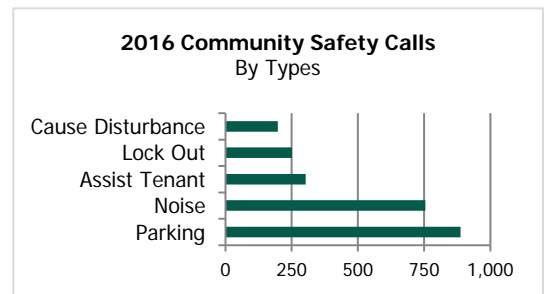
The survey produced an overall rating of 80% for partnership satisfaction. Satisfaction was consistently strong across the survey categories, varying from 77% to 83%, (*Collaboration, Accountability, Respect and Excellence*). Partners described the relationships with OCHC as honest, open, mutual and professional. The survey did identify an opportunity for improvement.

Partners, particularly those with little partnership structure in place, recommended that OCHC clarify and communicate its roles, responsibilities and standards for services so that they could better align their business practices.

Based on the survey findings, several partnership relationships are being reviewed and strengthened. The survey will be conducted again in 2018 and will provide data to determine trends and expand analysis.

COMMUNITY SAFETY SERVICES

Community safety across the City of Ottawa had significant attention in 2016 due to a spike in criminal firearm discharges. While firearm discharge frequency within OCHC communities has not increased over the last three years, the overall perception of safety across the City has been affected. OCHC reports on the number of significant impact calls that it receives related to criminal activity. Most of these calls would result in a response from the Ottawa Police Service.



OCHC Community Safety Services respond to safety-related inquiries. There were slight increases in call volume in four of the seven call categories. The most common types of complaints relate to parking and noise issues that occur within OCHC communities.

In 2016, OCHC introduced general positioning system (GPS) tracking in its fleet of safety patrol vehicles. This permits stronger monitoring of patrol activity and increased accuracy in deploying and responding to safety needs.

FIRE LIFE SAFETY PROGRAM

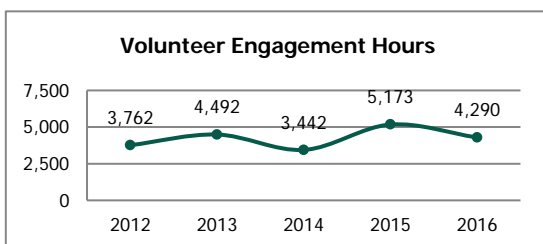
A critical part of community safety investment is related to fire safety. In 2016, OCHC launched a Fire Life Safety Program and made an additional annual capital investment of \$2 million, covering areas such as fire panels, doors, signage and inspections. Program investments will be between \$11 million and \$14 million over the next few years. OCHC has also improved data sharing with Ottawa Fire Services to assist in targeted tenant education campaigns on the most significant causes of fires.

NO-SMOKING POLICY

OCHC continues to take a leadership role in converting its stock to “smoke-free” social housing. In 2016, the conversion percentage for no-smoking leases reached 29.2%. This is an annual increase of 10% and was anticipated based on the pattern established since the No-Smoking Policy was implemented in 2014.

The conversion rate has largely shadowed turnover activity and reflects that new and transferred tenants must accept the no-smoking conditions contained in the lease. Based on current patterns, the conversion percentage will achieve 40% through 2017. By the end of 2018, half of the homes in OCHC should be designated as smoke-free.

CORPORATE VOLUNTEER PROGRAM



The OCHC Corporate Volunteer Engagement Program engages volunteers from the community, government, schools, and corporate volunteer groups to improve and beautify OCHC properties and contribute to programs that support tenants. The program has sustained positive results against all indicators.

In 2016, 38 volunteer projects were completed, matching the number achieved in 2015. For the second year in a row, the number of volunteers engaged in projects exceeded 1,000 people. There have also been growing efforts to engage tenant leaders in the program and to complete projects that have the greatest quality impact on communities.



18 Corporate Sponsors



1000 + Volunteers



38 Corporate Volunteer Projects

OTTAWA COMMUNITY HOUSING FOUNDATION

---

The Ottawa Community Housing Foundation supports OCHC in nurturing safe and healthy communities through its commitment to helping tenants achieve personal success through education, employment and community engagement.

In 2016, the Foundation has:

- Received \$600,000 over three years from the Ontario Trillium Foundation to fund *Keeping Youth Connected*, a unique program that provides one-on-one support to at-risk youth (ages 13-14) living in Ottawa Community Housing;
- Provided hundreds of children and youth with recreational opportunities in camps, sports, cultural and art programs through recLINK;
- Offered youth leadership, skills training and summer employment through Youth Futures
- Distributed over 455 backpack bags filled with school supplies to children and youth through *Pack a Sack*;
- Awarded ten scholarships of \$1,000 each to youth pursuing post-secondary education through the Ron Larkin Educational Fund;
- Raised over \$75,000 through the Charity Golf Tournament and the Food Truck Rendez-Vous.



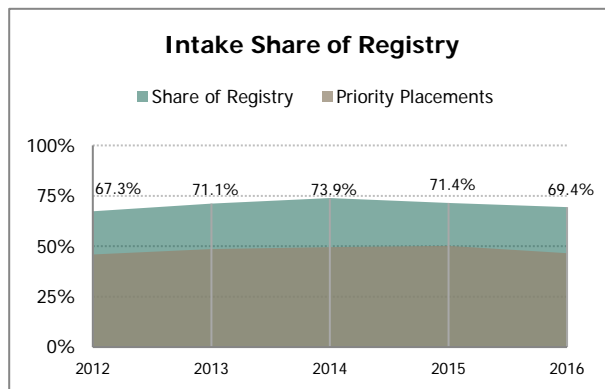
**STRATEGIC GOAL  
DELIVER QUALITY SERVICES TO EVERY TENANT, EVERY HOME**

Heightened expectations for accountability and meaningful results require a smart, diligent and lean business model to ensure that OCHC's controlled resources are focused on providing quality and responsive services. This must be balanced with the growing need for supports to address increasing complexity of vulnerable populations in housing. Greater understanding of client needs will help target the delivery of services. Technology is changing at an unprecedented rate. In 2014, OCHC deployed new enterprise-wide technology solutions to streamline and modernize many of its business processes. This technology upgrade positions OCHC as a leader in applying modern housing administration to ensure delivery of quality services to tenants.

Around 32,000 people live in OCHC communities. The capacity to provide additional homes has not changed significantly over recent years given that there have been limited opportunities to increase housing stock. New tenants do, however, find homes with OCHC. The typical annual turnover of tenants is 10%.

**SERVING RESIDENTS OF OTTAWA IN NEED**

OCHC is the principal provider of social housing in Ottawa. Its intake share is proportional to its relative size among social housing providers. OCHC maintains approximately two thirds of the social housing across the city. The intake share has averaged 70.6% over the last five years.



The majority of intake applicants have priority status. Often times, priority applicants require additional services and support given that they may have been homeless, are fleeing domestic violence or have mental health problems. Consistent with previous years, approximately two thirds of new OCHC tenants in 2016 were identified as having priority.

Given the significant number of tenants with mental health needs, OCHC initiated discussions with partner organizations in 2016 to assess and explore the expansion of on-site mental health services to tenants within OCHC communities. By providing easier and

timely access to mental health services, the goal is to reduce incidents and costs of emergency services such as police interventions, paramedic responses and hospitalization. Working with partners, the plan is to pilot a place-based mental health service model in 2017.

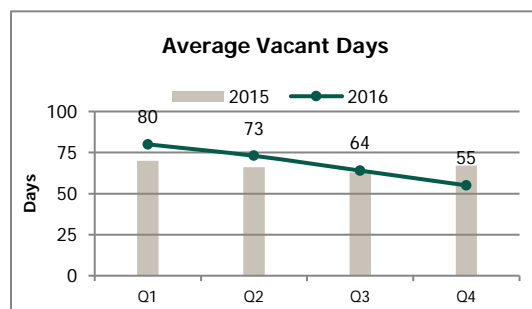
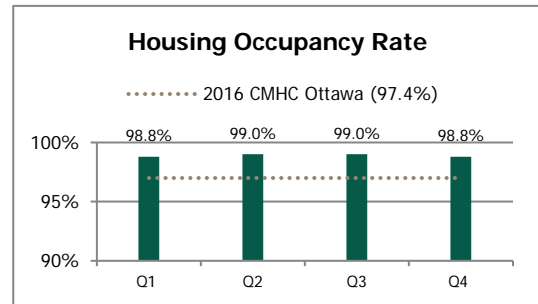
The Ottawa Social Housing Registry oversees the applicant process for social housing in Ottawa. It works closely with approximately 50 social housing providers to coordinate placements of people in need of social housing.

## HOUSING OCCUPANCY RATE

OCHC maintained a high level of housing occupancy through 2016 at 98.9%.

The occupancy rate compares favourably to the occupancy rate for Ottawa in 2016 as reported by the Canada Mortgage and Housing Corporation (CMHC) which was 97%.

The high level of occupancy demonstrates strong performance and service commitment to new tenants. Given that there are long waiting lists for social housing, every day counts for an applicant in need of a home. When the turnover process is efficient, new tenants get good service and overall occupancy increases.



In 2016, the *Average Vacant Day* period for OCHC homes was closely monitored and administrative delays to complete maintenance on homes for rent and to place new tenants were addressed. OCHC was able to reduce the vacant day period by 31%.

A performance standard of 50 days has been set for the vacant day period. Vacancy performance will be monitored through 2017 to confirm vacant day patterns, identify opportunities to maximize rental efficiency and establish trends.

## TENANT SATISFACTION SURVEY RESULTS

As part of the OCHC *Tenant Experience* initiative, a tenant satisfaction survey was completed in 2015. The survey was designed and conducted by an external consultant and results were shared with the Board of Directors in January 2016. The survey assessed tenant levels of satisfaction with the services that OCHC provides. The average satisfaction level was 75%. These results are similar or better than comparable surveys conducted in the social housing sector.

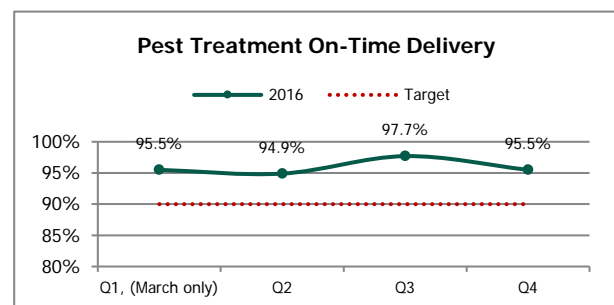
The main areas where tenants identified areas for improvement were:

- maintenance and cleanliness
- safety and security
- pest issues and remediation

## INTEGRATED PEST MANAGEMENT

OCHC continues to implement its *Integrated Pest Management* approach with a long-term objective to significantly reduce pest incidence including bedbugs and cockroaches in tenants' homes.

The improved and best practice approach in pest management involves a dedicated team, in-house treatment, effective pre-treatment preparation and tenant education and awareness. The holistic approach recognizes that key to the success of pest management is working together with the tenants.



Through 2016, 96% of pest treatment work orders were completed within priority objectives. Performance exceeded the performance objective by 6%. These early results are noteworthy, particularly given that this is a new service within OCHC that was implemented in March 2016, ahead of the original launch date.

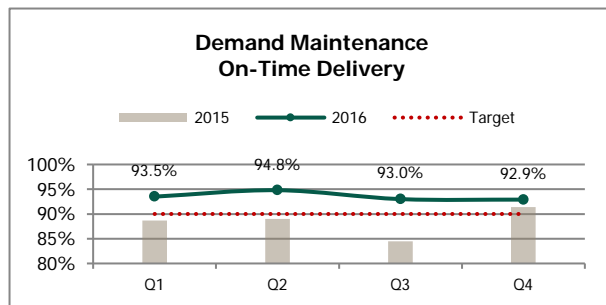


DEMAND MAINTENANCE AND REPAIRS SERVICE STANDARD

In 2016, OCHC experienced a sustained improvement in demand maintenance responsiveness. Quarterly performance exceeded the service standard, ranging from 3% to 5% above the standard.

*In 2016, on-time service was delivered 93.6% of the time.*

On-time service rates increased by 5.2% when compared to 2015 data. This is an important accomplishment, particularly given that there was a major increase in demand maintenance activity.



Factors that have influenced these positive results are:

- the introduction of a new service delivery model for maintenance services
- the full deployment of housing management technology that has automated maintenance work scheduling, assignment and reporting.

These changes improved the distribution of maintenance work within dedicated teams to enhance overall consistency, effectiveness and quality.

STANDARDIZATION OF CONTRACT CLEANING SERVICES AND BUILDING CLEANLINESS

In support of the *Tenant Experience* initiative, audits of contracted cleaning services and building cleanliness standards were conducted across 73 OCHC locations in 2016. The audit identified that cleanliness standards were being met or exceeded 77% of the time. Regular deficiencies were, however, noted in specific OCHC building locations, most often in stairwells. Audit findings have been used to strengthen cleanliness service standards and to provide feedback and direction to janitorial service providers. Ongoing audits will continue in 2017.

LOW-COST INTERNET ACCESS

Internet service has become increasingly important in everyday life and the affordability of the internet is a major challenge to many OCHC tenants with limited incomes. In 2016, OCHC consulted closely with two internet providers, Rogers and National Capital Freenet, who were able to establish low-cost programs and rates for tenants. OCHC's approach ensured tenant privacy was not compromised in accessing these programs. Tenants are now able to contact these providers directly and subscribe to more affordable plans.

ONE-TELEPHONE NUMBER APPROACH – 613-731-1182

An innovative project in support of the *Tenant Experience* in 2016 was the *Telephone Communication Project*. The project goal was to improve tenant satisfaction levels when it came to OCHC employees providing accessible, responsive and timely telephone services to tenants. The project was driven by an operational team of employees and it piloted the use of the LEAN methodology. The team completed training in LEAN and together it reengineered the business process for customer services using a new one number contact point. The new system ensures that tenants and other callers receive immediate and live responses to their inquiries and that they are provided with clear and consistent service information and referrals. Impressively, the new approach has reduced the client contact process points by 90%, making it more efficient and overall improving service to tenants. The one telephone number approach was launched in early 2017 and preliminary feedback from tenants and employees has been very positive.

## STRATEGIC GOAL INNOVATE TO MEET HOUSING AND FINANCIAL NEEDS

Pursuing innovative solutions and alternate partnerships among fiscal constraints and an aging portfolio are key to OCHC's long-term success. A strategy for portfolio management that allows OCHC to both extract value and renew the portfolio ensures that future capital investment and housing needs continue to be met.

The housing stock of OCHC continues to age. Buildings are on average 47 years old and a continuing investment is being made to ensure that homes are maintained in a good state of repair.

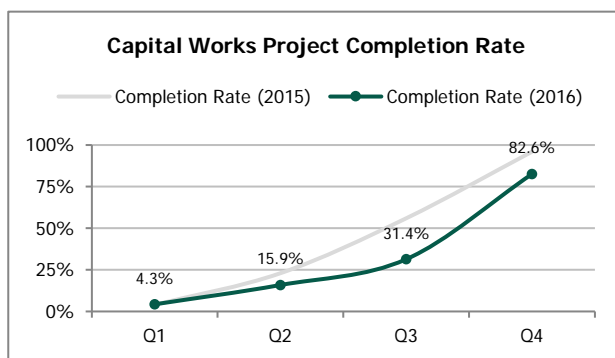
### PORTFOLIO MANAGEMENT FRAMEWORK

The long-term direction for the portfolio is guided by the Portfolio Management Framework (PMF). The PMF was established in 2015 to guide decisions on the maintenance, renewal, expansion and divestiture of properties. An aim of the PMF is to leverage the value of OCHC assets to address capital investment shortfalls. As part of the PMF, guiding values and targets have been created to aid in the direction of future divestitures and acquisitions of OCHC properties.

In 2016, OCHC completed the evaluation of its housing stock using an instrument called the Property Evaluation Tool. The tool uses measurement filters to identify properties that are best positioned for divestiture, retention, redevelopment and infill. Given that the PMF has the potential to advance large-scale projects, an advisory group of community members and tenant representatives was also established and met throughout 2016 to ensure tenant issues and communication needs were considered. The PMF has set target goals for both divestitures and new development to be used in overall planning.

The PMF has significantly assisted OCHC to position itself to respond to opportunities for potential growth and redevelopment.

### CAPITAL WORKS PROGRAM



As part of the minimum \$20 million annual Capital Works Program, OCHC managed 209 major capital works projects in 2016. The number of projects is similar to 2015 although the scope of projects was significantly more complex in nature in 2016.

The completion rate for capital work followed a similar curve to the 2015 baseline. The completion rate at 82.6% is seen as normal and was influenced by known factors including weather, project approvals and contractor scheduling.

There were 36 projects that were initiated in 2016 that have been carried over for completion in the 2017 Capital Works program. Funding has been committed and work continues.



**209**  
Major Capital Works Projects



**\$20M**  
Annual Minimum Investment  
in Capital Works Program

NEW BUILDS

---

While most OCHC efforts were focused on the upkeep of existing buildings, there are three development projects that have generated significant interest as they have advanced in 2016:



Michele Heights Community Expansion (six homes in 2016)

The Michele Heights community expansion was completed in July 2016 and is now fully occupied. It has added six homes, each with four or five bedrooms to this community. Features include enhanced accessibility and high energy-efficient technology. This new build cost \$1.8 million.

Ashgrove Community Expansion (16 homes in 2018)

The Ashgrove community expansion is in the planning pre-construction phase. The homes will be constructed in line with OCHC's ECO<sup>2</sup> Plan – energy-efficient, environmentally conscious and sustainable.



The Ashgrove expansion was awarded \$2.4 million from the shared federal-provincial Investment in Affordable Housing for Ontario (2014 Extension) Program's capital funding. OCHC will contribute an additional \$2.6 million toward the construction of these new homes.

Carlington Community Health Hub (42 homes in 2020)

Construction of the Carlington Community Health Hub (CCHH) will commence in 2017 through a partnership agreement between the Carlington Community Health Centre (CCHC) and OCHC. It will include new affordable homes for low-income seniors, integrating primary medical care and support services under the same roof. The CCHH will see an expansion for the current health clinic and 42 new residential units for seniors, including 12 barrier-free, and 30 visitable homes.

This project will cost approximately \$18 million. In addition to the \$4.6 million in capital funding being provided under the federal-provincial Investment in Affordable Housing for Ontario Program and the City of Ottawa's 2015 Action Ottawa, OCHC will fund \$5.1 million and CCHC will contribute the remaining \$8 million.



AWARDED GRANTS TO SUPPORT REPAIRS AND RETROFIT INITIATIVES

---

There has been increased government dialogue and announcements of major initiatives to support social housing.

One provincial program, the **Social Housing Apartment Retrofit Program (SHARP)** was announced on February 12, 2016. This program aligns with the Ontario government's commitment to its climate change strategy and is specifically focused on energy retrofits in large, social housing highrise buildings. OCHC was awarded \$11.6 million under this program and this has funded 39 projects across 16 buildings. This work will be completed by 2018 and will result in an improved living environment for residents, reductions in greenhouse emissions and annual utility cost savings of approximately \$250,000.

Another program, the **Social Housing Improvement Program (SHIP)** provides funding from all levels of government to complete critical capital repairs in specific areas. OCHC was able to secure \$8.7 million through this program. These funds will result in the completion of 19 projects for much needed improvements related to fire and life safety systems, structural restoration and a window and door replacement project. SHIP projects are underway and will be completed within a two-year period.

ECO<sup>2</sup> PLAN – ENVIRONMENTAL COMMUNITY OPTIMIZATION PLAN

---



OCHC has been a leader in energy conservation for several years and in 2016 green innovation continued. OCHC was honored for its green efforts when it received the Canadian Housing Renewal Association's 2016 Sustainability Award for its In-Suite Green Retrofit initiative that has reduced water consumption by 40% across the portfolio.

A new green strategy was approved by the Board of Directors in September. The ECO<sup>2</sup> Plan sets important goals for the next five years that focus on sustainable design, construction and management of the portfolio, tenant and staff education and engagement in waste diversion, and incorporating environmental considerations in business decision-making. Much of this work is being advanced in partnership with the City of Ottawa.

Two pilot projects were undertaken in 2016 to promote increased waste diversion. One project introduced the use of waste bins that were installed below grade for easier access and waste management. The other is an initiative across eleven OCHC locations to educate and facilitate waste diversion by tenants. This pilot will be evaluated in late 2017.

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

Human resource management is an essential component to core strategic planning. It must recognize the changing profile of the modern worker and the nature of the work itself. Factors such as aging and intergenerational workers, cultural diversity, mental health in the workplace, core competence gaps, employee engagement, and virtual teams must be continually assessed and addressed.

### 10-YEAR STRATEGIC PLAN

---

The cornerstone of accountability in a modern organization is its strategic plan. OCHC implemented its new 10-year strategic priorities in 2016. The plan was based on a comprehensive environmental scan, broad internal and external consultations and a series of facilitated management and governance consultations. Early in 2016, the strategy was communicated to employees and shared with partners and across the housing sector. Business planning and reporting processes and tools were also realigned to the strategic priorities. The plan will be executed via a cycle of three-year actions plans, reviewed on an annual basis.

---

*OCHC continued to build its overall accountability structure in 2016 through several undertakings.*

---

### STRATEGIC REPORTING Q-BIT

---

In support of the Shareholder Direction, OCHC incorporated additional performance measures into its overall strategic reporting model, (Q-BIT). Q-BIT performance measures provide graphical and narrative analysis that contributes to risk-based decision making. Sufficient elements of Q-BIT have been tested and are now in production. Q-BIT will be implemented in April 2017 with the introduction of OCHC's new intranet.

### FINANCIAL STEWARDSHIP

---

In 2016, OCHC continued to develop its financial controls to promote corporate financial responsibility. Board direction supported the modernization of OCHC policies that strengthen financial standards, processes and monitoring practices. OCHC continues to closely monitor its financial position, leveraging corporate and departmental dashboards.

In compliance with the *Ontario Business Corporations Act*, Ernst and Young, the appointed auditors for OCHC, completed an audit of financial statements for the period January 1, 2016 to December 31, 2016. Audit results have been independently submitted to the Shareholder and Service Manager.

OCH contributed \$22.7 million to reserves in 2016, \$4.4 million more than was budgeted. This was primarily driven by \$3.9 million in hydro rebates that were not anticipated. The remaining \$500,000 was the result of operational efficiencies. The additional contribution will enable the required investments in capital improvements and Green initiatives. The Corporation refinanced \$48.6 million in mortgages with Infrastructure Ontario that resulted in a \$31.5 million contribution to capital reserves for capital repairs and maintenance. Reserve spending for capital maintenance and repairs totalled \$33.2 million.

HUMAN RESOURCES

In 2016, OCHC approved its Human Resources Strategy. The strategy reflects the evolution of Human Resources practices from one of largely transactional services to a critical partnership role. The new Human Resources Strategy promotes an integrated approach to workforce planning, hiring, training and development, engagement and talent management. The strategy emphasizes the need for Human Resources to ensure compliance with legislation and be aligned with organizational culture.



**62**  
Summer Students

EMPLOYEE ENGAGEMENT

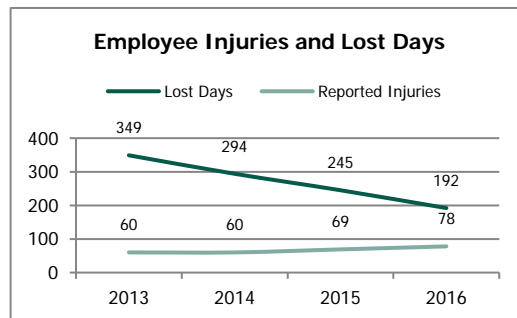
OCHC employee engagement levels are assessed in alternating years. While engagement was not measured in 2016, the 2015 survey identified areas where engagement could be further strengthened. Several initiatives were undertaken in support of employee engagement including:

- expanded use of internal newsletters and short bulletins to communicate initiatives
- development of training standards and centralized planning for corporate training and development
- revisions to employee performance management tools and processes that support ongoing coaching, and identify team and individual learning and goals for discussion.

HEALTH AND SAFETY

OCHC saw a 21.6% decrease in the number of lost days from workplace injuries in 2016. While there was a slight increase in the number of reported workplace injuries, almost half of lost time injuries were one day or less in duration.

OCHC continued to strengthen its health and safety practices in 2016. The Joint Health and Safety Committee met regularly and health and safety training was provided to employees in areas such as infection prevention and control, asbestos safety and fall protection.



GOVERNANCE EFFECTIVENESS

In 2016, a standardized governance evaluation approach was implemented. Through ongoing risk monitoring and the administration of a standardized survey, performance feedback and regular reports were provided to the Board of Directors and its Committees based on six governance evaluation categories.

Overall governance performance for 2016 was rated at 85%.

An action plan has been developed for 2017 to sustain and leverage governance performance. Opportunities include the integration of a risk management model to inform and guide Board actions and the introduction of additional strategic planning processes to focus governance activity.

There were several other governance efforts in 2016 to ensure that governance is being delivered effectively, including a review and modernization of the By-Law, the recruitment of eleven new Board Committee members, a restructuring of two Board Committees with refocused mandates and the implementation on stronger planning tools to anticipate and align Committee and Board strategic efforts.

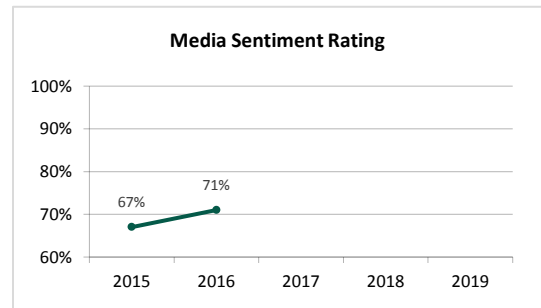


**Overall Governance  
Performance Rating  
85%**

CORPORATE COMMUNICATIONS

Media activity and media sentiment from both traditional and social media sources was monitored throughout 2016. The Media Sentiment Rating is established using a standardized media monitoring software.

The rating for 2016 was 71%. This is an overall 4% annual increase in positive tone across media sources. While sentiment is influenced by many external factors, OCHC did increase media outreach and social media usage in 2016.



Negative media attention was primarily focused on criminal activities, fires and maintenance and repairs. Positive media attention was mainly focused on community building activities, partnerships and new infrastructure developments. OCHC will continue its efforts to increase media outreach and leverage social media platforms to provide balanced information to the public in 2017.



Followers for all Social Media Platforms increased by an Average of **270%**

[www.och-ico.ca](http://www.och-ico.ca)  
Average of **26,500 pages** Visited Monthly

SOCIAL AND AFFORDABLE HOUSING SECTOR ENGAGEMENT

There was a significant amount of public policy consultation on the future of social housing in Canada through 2016. OCHC was well positioned and actively engaged in these discussions. The senior leadership team sits on the Boards of most affordable housing bodies at the municipal, provincial and federal levels such as Canadian Housing Renewal Association (CHRA), Housing Partnership Canada (HPC), Housing Services Corporation (HSC), Ottawa Social Housing Network (OSHN), and Ontario Non-Profit Housing Association (ONPHA). Furthermore, the Chair of the Board of Directors, the CEO and executive team participated in ongoing meetings and events to promote government and private sector support for social housing.

LEAN PILOT

As mentioned earlier in this report, a pilot using the LEAN business improvement model was completed in 2016 as part of a continuous improvement process for telephone services to tenants. A team of employees completed LEAN training as part of the pilot and, based on the pilot's success, OCHC will consider broadening the use of LEAN. The approach supports effective employee engagement, change management, and long-term solutions. A business case will be prepared in 2017 to fully assess and advance the implementation of LEAN.

INFORMATION MANAGEMENT

OCHC continues to evolve and empower staff and the organization by using the power of information through enhanced data analytics, dashboards and reporting. Over 60 on-demand reports are available to support staff and management to support effective decision-making and delivery of services to tenants. OCHC recognizes the value of information, and has taken measures to enhance controls that increase systems dependability and redundancy, and reduce the risk of system disruptions. This includes audits of system controls and phased-in transition to *cloud computing* for key business systems.