



Building Stronger Communities Together

10-YEAR STRATEGIC PLAN

2016-2025



12/15



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EXECUTIVE SUMMARY

This Strategic Plan outlines OCH's 10-year strategic goals, along with key strategies and indicators of success in reaching these goals. The plan will be executed via a cycle of three-year action plans, reviewed on an annual basis. OCH undertakes annual reporting against the plan and its success measures.

This Strategic Plan has been developed in collaboration with the OCH Board of Directors following months of consultation with OCH employees, partners, tenants, sector leaders and housing providers. The consultations involved in-person interviews, surveys, feedback forms and focus groups; resulting in extensive feedback which informed the strategic direction and strategies herein. In order to fully understand and address key trends, challenges and opportunities for the sector and OCH, an environmental scan was also undertaken.

As a result, the following were identified as the long-term 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



OCH MISSION, VISION AND VALUES

Ottawa Community Housing (OCH) is a landlord who provides 15,000 homes to 32,000 residents including seniors, parents, children, couples, singles and persons with special needs within many communities across the City of Ottawa. OCH is the largest social and affordable housing provider in Ottawa, managing two-thirds of the City's social housing portfolio, and the second largest in Ontario. OCH is a corporation operating at arm's length from the City of Ottawa, its sole shareholder. OCH is governed by a Board of Directors, comprised of the Mayor (Ex-Officio), City Councillors, community representatives, and a tenant representative.

MISSION

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

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.

VALUES

COLLABORATION	Convening and working together with tenants, partners and neighbourhoods – listening, challenging and sharing – to understand and address the needs of our communities.
ACCOUNTABILITY	Demonstrating integrity and responsible stewardship of our resources, expecting the best of ourselves and our colleagues.
RESPECT	Ensuring the dignity of all people and value of diversity demonstrated through our honest, caring and ethical interactions and practices.
EXCELLENCE	Providing the highest possible quality of responsive service informed by meaningful consultation and delivered in a professional manner.

SETTING THE CONTEXT FOR OCH STRATEGY

Strategy *“A general direction set for a company and its various components to achieve a desired state in the future”*

- Johnson and Scoles

Key social, technological, legal, environmental and political trends and drivers were identified as part of our environmental scan, and set the foundation for Ottawa Community Housing Corporation's (OCH) ten-year strategic plan. This plan has been developed following engagement and consultation with OCH employees, partners, tenants, sector peers, and housing providers. It outlines OCH's ten-year strategic goals, along with key strategies and indicators of success in reaching these goals. The plan will be executed via a cycle of three-year action plans, reviewed on an annual basis using our performance measurement map.

Nurture healthy, safe and inclusive communities

Supporting the belief that housing is a key determinant of health, OCH'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 OCH's strategy and future success is effective partnerships. The ability to convene and collaborate with partners will play 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 will help improve the services to tenants.

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 OCH'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, OCH deployed new enterprise-wide

technology solutions to streamline and modernize many of its business processes. This technology upgrade positioned OCH as a leader in applying modern housing administration to ensure delivery of quality services to tenants.

Innovate to meet housing and financial needs

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

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.

In a May 2014 report, the Conference Board of Canada called this the "Talent Decade." Based on a nation-wide survey, it summarizes that organizations and human resource functions that "find, develop and deploy the right talent will likely build sustainable competitive advantage."



OCH STRATEGIC GOALS



NURTURE HEALTHY, SAFE AND INCLUSIVE COMMUNITIES

Key Strategies

- a) Empower, directly and through partnerships, tenants to create the communities they want to live in
- b) Establish supports with partners to address tenant and community needs
- c) Engage with the broader neighbourhood and the City of Ottawa

Success Measures

- > Engaged tenants
- > Effective partnerships with agencies supporting tenants
- > Community-driven asset improvements





DELIVER QUALITY SERVICES TO EVERY TENANT, EVERY HOME

Key Strategies

- a) Improve our understanding and response to the needs of current and future tenants
- b) Facilitate access and availability of support services and programs needed by tenants
- c) Make best use of technology to enhance the tenant experience
- d) Improve standards and delivery of maintenance services

Success Measures

- > Satisfied tenants
- > Responsive and efficient service delivery
- > Healthy and safe living environments achieved through effective building system maintenance according to law and industry practice



INNOVATE TO MEET HOUSING AND FINANCIAL NEEDS

Key Strategies

- a) Manage housing stock through strategic acquisition, disposition and redevelopment
- b) Leverage funding, financing and partnership opportunities
- c) Leverage purchasing power to obtain greater cost efficiencies and improved service
- d) Evolve to more efficient and adaptable business practices
- e) Create and expand secondary sources of revenue

Success Measures

- > Housing portfolio in good condition
- > Business process efficiencies
- > Increase secondary revenue based on an established annual target
- > Capital investment plan executed
- > Budget aligned with revenue and expenditures





FOSTER AN ORGANIZATIONAL CULTURE OF LEADERSHIP, ACCOUNTABILITY AND CONTINUOUS IMPROVEMENT

Key Strategies

- a) Enhance team performance and the profile of the organization
- b) Encourage and support cross training and knowledge transfer across employees leading to greater adaptability within the workplace
- c) Invest in and develop effective tools and best practices based on our needs
- d) Create and optimize opportunities for development, knowledge and best practices exchange across the housing sector
- e) Keep our values alive in all that we do by embedding them in our daily practices and interactions

Success Measures

- > Talent fully optimized
- > Engaged workforce
- > Build strong and effective peer networks
- > Effective governance
- > Positive public perception

OCH COMMITMENT TO ACCOUNTABILITY

The Strategic Plan sets a long-term vision for OCH. This vision and strategies are actioned through corporate and departmental business and work plans. The execution of the plan is an iterative process, informed by various operational plans, reports and activities undertaken on an annual basis. These include:

- > Health and Safety reports
- > Capital Works plans and program
- > Policy Planning Framework
- > Information Technology Strategy
- > Building Condition Assessment and inspection reports
- > Service Delivery Standards and Protocols reports
- > Performance Measurement Map

