



2015

Annual Report



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OTTAWA COMMUNITY HOUSING CORPORATION • **BUILDING STRONGER COMMUNITIES TOGETHER**



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

ACCOUNTABILITY

RESPECT

EXCELLENCE





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 Councillor Mathieu Fleury,
Chair, OCH Board of Directors →

MESSAGE FROM THE CHAIR AND CEO

It is our pleasure to present Ottawa Community Housing's 2015 Annual Report.

We would like to thank the City of Ottawa and Council for their ongoing support towards the delivery of quality, safe and affordable housing in Ottawa. In 2015, we said goodbye to two very dedicated and valued Board Directors, Peggy

Feltmate and Linda Hoad. We also welcomed two new Board Directors, Cathy Jordan and Nicole St-Louis.

The development of the OCH Portfolio Management Framework has been critical in the provision of a blueprint for the future which will guide activities and maximize the use of OCH's physical and

financial resources. During 2015, OCH continued with its annual minimum investment of \$20M in its Capital Works Program to improve the housing portfolio. This stable annual investment has been enabled through refinancing and other financial strategies such as the \$3M tax exemption approved by the City in 2014. We also added innovative new housing

to our portfolio at Michele Heights and Hayley Court. Our new methods of construction highlight designs that maximize space, utilize energy efficient technologies and reduce overall maintenance costs.

Financial sustainability is vital to our survival and growth as a social housing provider. We are in a good financial position and continue to implement strategies to ensure long term stability. We have raised funds through debt financing without adding to our annual debt servicing costs. In 2015,

 Stéphane Giguère,
Chief Executive Officer →



as part of our long term finance strategy, we raised \$7.5M for our Capital Works Program by working with Infrastructure Ontario and the City of Ottawa to extend the amortization period on some of our mortgages and to achieve fixed low interest rates. We will continue to identify and pursue opportunities to reduce costs, increase revenue streams and leverage OCH assets.

Following extensive research and consultations, OCH has developed the 2016–2025 Strategic Plan. It outlines

OCH's 10-year strategic goals and lists key strategies and indicators of success in reaching these goals. OCH will undertake annual reporting against the plan and its success measures.

OCH contributes a strong social housing presence among key stakeholders by sharing our expertise on the Board of Directors of a number of organizations such as Crime Prevention Ottawa, Ontario Non-Profit Housing Association, Canadian Housing and Renewal Association, Professional

Association of Volunteer Leaders and Ottawa Administrators Volunteer Resources.

The launch of the “Tenant Experience” program in 2014 and the new OCH website in 2015 renewed OCH’s focus on delivering a client-focused, results-oriented service. In 2015 OCH partnered with Ekos Research Associates to carry out a satisfaction survey to over 1,000 tenants. With strong results, including an overall 75% satisfaction level, OCH is most proud of its staff who received an 87%

rating for their politeness and respect. Areas identified for improvement are being targeted to enhance delivery of our services.

The success of OCH in providing safe and healthy homes depends on many factors, key among these is tenant involvement and participation in maintaining safe and healthy living environments. We will continue to support and encourage initiatives and partnerships that enhance tenant participation in making our communities places people are proud to call home.



⦿ (Left to Right Seated) Sarah Kambites; Councillor Mark Taylor; Councillor Catherine McKenney; Councillor Mathieu Fleury, Chair and Carole Ladouceur, Tenant Representative
(Left to Right Standing) Claude Lloyd; Anthony Pizarro; Cathy Jordan, Corporate Secretary; Nicole St-Louis; Dan Doré, Vice-Chair and Treasurer; and Stéphane Giguère, CEO. ←

⦿ Mayor Jim Watson, Ex-Officio Director ↓

BOARD AND COMMITTEE MEMBERS

⦿ (Absent) Councillor Jody Mitic →





**CORPORATE AFFAIRS
COMMITTEE**

Sarah Kambites,
Chair

Cathy Jordan,
Director

Councillor Mark Taylor,
Director

Sandra Pilote,
Tenant Member

Alex Carr,
Community Member

Monika Ferenczy,
Community Member

Ferenaz Raheem,
Community Member



**FINANCE AND AUDIT
COMMITTEE**

Dan Doré,
Chair

Sarah Kambites,
Director

Carole Ladouceur,
Director, Tenant Representative

Councillor Jody Mitic,
Director

Anthony Pizarro,
Director

Brendan Lawlor,
Community Member

Edward Rychlik,
Community Member

Ben Sorensen,
Community Member



**ASSET MANAGEMENT
COMMITTEE**

Anthony Pizarro,
Chair

Councillor Catherine McKenney,
Director

Claude Lloyd,
Director

Nicole St-Louis,
Director

Derek Watkins,
Tenant Member

Linda Hoad,
Community Member

Fred Smith,
Community Member

Rick Furano,
Community Member



**BOARD GOVERNANCE
SUB-COMMITTEE**

Cathy Jordan,
Chair

Monika Ferenczy,
Community Member

Sandra Pilote,
Tenant Member

Ben Sorensen,
Community Member

Jenna Sudds,
Community Member

ABOUT OTTAWA COMMUNITY HOUSING

Ottawa Community Housing (OCH) provides approximately 15,000 homes to 32,000 tenants, including seniors, parents, children, couples, singles and persons with special needs, within many communities across the City of Ottawa. OCH houses a diverse population of varying languages, ethnicity and cultures. OCH is the largest social housing provider in Ottawa, managing two-thirds of the City's social housing

portfolio, and is 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. OCH collaborates with nearly 100 community and private sector organizations to serve and support tenants.



5

Top languages—English, French, Arabic, Somali, and Spanish

HOUSEHOLDS



41%

Family



29%

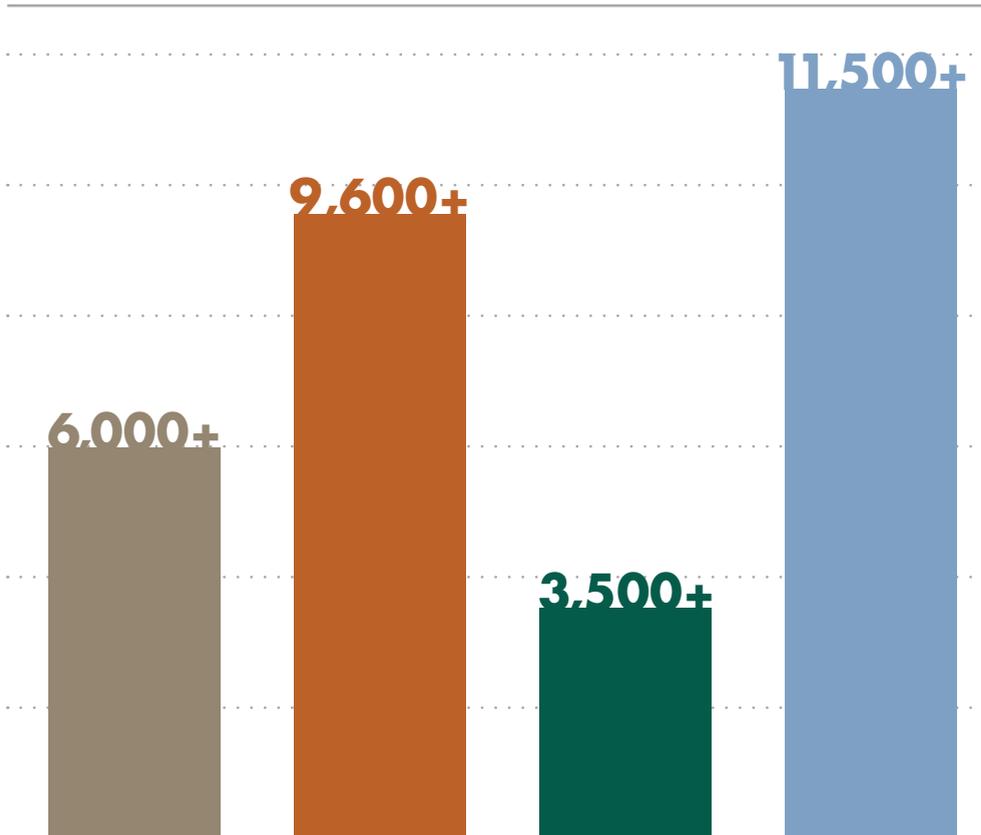
Single & couple



30%

Senior

2015 DEMOGRAPHICS
HOUSING 32,000 TENANTS IN ABOUT 15,000 HOMES



- **6,000+** seniors
- **9,600+** children and youth under the age of 18
 >5,850+ children and youth live in single parent households
- **3,500+** young adults (18-24)
- **11,500+** adults (25-59)



35

Average age



\$1,300

Average monthly household income



12%

Tenants that qualify for the Ontario Disability Support Program



1,697

Households that are move-ins and transfers

OCH PORTFOLIO



2014

Newest completed building



46 YEARS

Average age of OCH building



150 YEARS

Oldest building (1865)



\$2.7B

Replacement value

The housing portfolio includes apartments in lowrise and highrise buildings, townhouses and row houses, stacked townhouses, detached houses and 5 rooming houses.



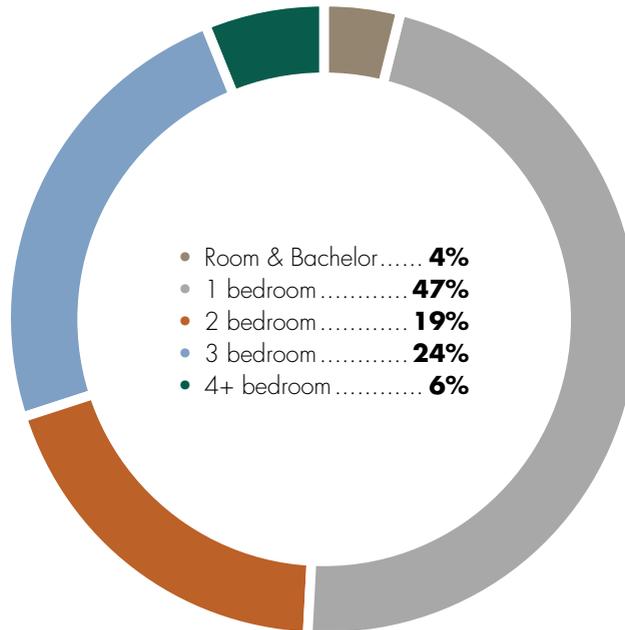
16 MILLION

Square feet



1%

Detached Houses



36%

Townhouses/Row houses



63%

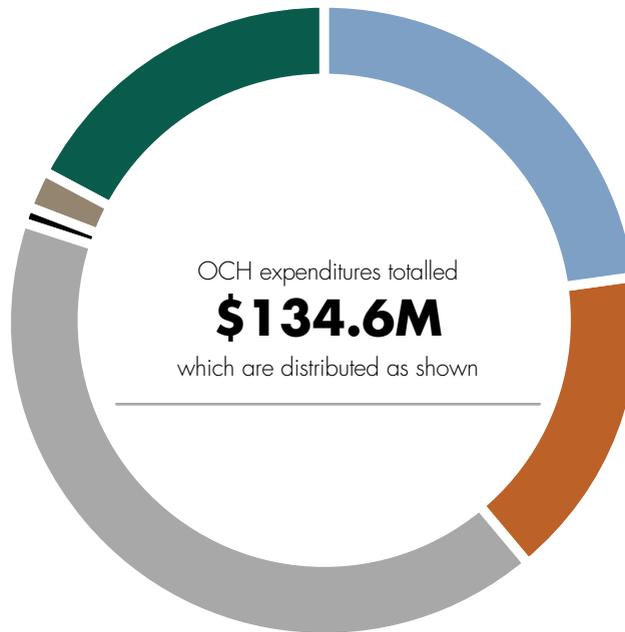
Lowrises and Highrises

FINANCIALS

In 2015, OCH had total revenues of \$134.6M including \$65M in subsidies, and \$65.2M in rent; and \$4.4M in non-rental activities such as laundry, parking and rooftop antenna rentals.

48%

Percentage of rent revenue



48%

Percentage of subsidy revenue

- Materials and Services* (\$55M) **41%**
- Mortgages and Debentures (\$31.3M) **23%**
- Utilities (\$23.4M) **17%**
- Capital Reserve (\$20.8M) **16%**
- Safer Communities (\$3M)..... **2%**
- Property Taxes (\$1.1M)..... **1%**

*includes staffing, administration, service contracts costs

Before, After

1065 Ramsey Balcony Repairs, Waste Piping and Domestic Water Boilers Replacement— Before/After Repairs and Replacements. →



OUR HOMES

In 2015, OCH continued with its annual minimum investment of \$20M in over 220 Capital Works Program projects. Improvements included repairs, replacements and upgrades of asphalt paving, balconies, cladding, elevators, fencing, garages, generators, grading, HVAC (heating, ventilation and air-conditioning), parking lots,

plumbing, retaining walls, roofs, sanitary pipes, steps, trees, wall assemblies, and windows and doors. Leveraging incentives from service partners like Enbridge and Hydro Ottawa allowed for more affordable, energy-wise improvements under our door and window replacement program.

ELEVATOR MODERNIZATION PROGRAM

OCH maintains 119 elevators in 65 apartment buildings. We are the second largest elevator owner in Ottawa. In addition to its annual preventative and maintenance program with a local elevator service provider, OCH has invested approximately \$5.3M to repair and upgrade 38 elevators over the last 5 years.

Going forward, OCH will continue to invest in improvements to elevators through the Elevator Modernization Program. The program aims at increasing the performance and reliability of all elevators across the OCH portfolio, ultimately improving the service to tenants.

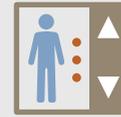
THE BLAIR HOUSE SINGLE ELEVATOR REPLACEMENT STORY—A LITTLE HELP GOES A LONG WAY

In single elevator buildings, it can be quite a challenge to replace aging elevator equipment. Blair House, a six-storey building, is home to about 55 seniors. A twelve-month planning and consultation process preceded their elevator replacement. Individual meetings were held with each tenant to review their needs and determine how to

accommodate during the three months without an elevator. Alternate OCH homes were arranged for some of the tenants. OCH employees assisted by arranging movers and packing supplies. They were also present and helped during the move-ins and move-outs. Monthly meetings kept tenants informed and updated as the replacement work evolved.

OCH partners were a great source of support:

- Ottawa Fire Services installed a seat in the stairwell as a resting station
- Centretown Community Health Centre (CCHC) arranged for a nurse visit once a month
- A grocery bus took tenants shopping and CCHC volunteers assisted tenants to get the groceries into their homes



While the elevator was being replaced, OCH Community Safety Services

patrolled the stairwell every evening. Tenants volunteered to assist each other and a 'buddy system' was set up. All in all, a resounding community success story!

MICHELE HEIGHTS COMMUNITY OFFERS NEW HOMES

Our first new construction in 2015, this development is located on a vacant piece of land and adds 6 homes to the Michele Heights community. Financing for the project consisted of \$845,000 from the City of Ottawa's *Investment in Affordable Housing* and Capital Grant Programs, and a \$390,000 contribution from OCH's Community Reinvestment Fund.

The new development includes 4 four-bedroom and 2 five-bedroom, modified barrier-free homes. The larger numbers of bedrooms in each home are a welcome addition to

the social housing stock and can accommodate larger families requiring a modified barrier-free house. The homes have been built using energy efficient technology, with LED lighting and polished concrete radiant floor heating. Also, a new construction method adopted by OCH enables for easy installation (or removal) of a wall, which could increase the bedroom count by one in all of the homes. This innovation introduces flexibility in the OCH portfolio to accommodate changing tenant needs.

The Michele Heights design has been developed as a

template that can be replicated in future housing developments. The design incorporates an efficient layout, durable, low maintenance construction materials and a joist system that eliminates sound transmission to adjacent homes.

The construction is expected to be completed in June 2016.

 Artists's Rendering of Michele Heights. ↓





Left to Right: Councillor Mark Taylor, OCH Board Director; Stéphane Giguère, CEO of OCH; Joy Tomkinson, Tenant Advisory Group member; Councillor Mathieu Fleury, Chair of the OCH Board of Directors and Mayor Jim Watson at ribbon cutting ceremony at Hayley Court. ←



HAYLEY COURT—NEW AFFORDABLE HOUSING ON LEES AVENUE (COVER PHOTO)

Destroyed by a fire in 2013, this \$4M townhouse complex has been redesigned and reconstructed on the old foundations, adding two homes and 10 bedrooms to the same footprint. The housing complex now offers 16 stacked townhouses; including 2 four-bedroom modified accessible townhouses, and a mix of one to four-bedroom townhouses. The ground floor of the two-storey modified accessible homes is fully accessible with a bedroom, bathroom, kitchen and living room.

Hayley Court features the latest architectural design to maximize space, utilize energy efficient technologies, as well

as materials that improve durability and reduce overall maintenance costs. A variety of design elements, guided by the OCH Green Plan, the Crime Prevention through Environmental Design approach and accessibility standards, were incorporated to provide safer healthier and smarter homes for tenants. Using the design template developed for the Michele Heights project, 2 of the three-bedroom homes can be easily modified to increase the bedroom count by one and accommodate larger families. This is another example of how OCH is integrating flexible design into its housing portfolio. Hayley Court welcomed tenants in March 2016.

Artist's Rendering of Carlington Community Health Hub. ↓



CARLINGTON COMMUNITY HEALTH HUB—A FLAGSHIP PROJECT FOR FUTURE SENIORS' LIVING

In November 2015, OCH, in partnership with Carlington Community Health Centre (CCHC), confirmed funding for the construction of a Community Health Hub with 42 new homes for seniors—the first of its kind in the City of Ottawa. The project was awarded \$4.6M in capital funding from the Federal and Provincial government under the *Investment in Affordable Housing Program* by the City of Ottawa. OCH will fund \$3.5M and CCHC will contribute the remaining \$4.8M.

The project is set to begin in 2016. OCH will lead the construction work as well as manage the new facility. Operating costs will be shared

between OCH and CCHC. It will provide a four-storey addition to the existing Carlington Community Health Centre. The ground floor of the new addition will house a medical clinic. The upper floors will each include 14 seniors' apartments for a total of 42 new one-bedroom homes. Each residential floor will have common amenity space, with laundry, kitchenette and seating for communal gatherings plus balconies to give each floor access to outdoor spaces.

This project would not be possible without the financial support of the City of Ottawa, the Government of Ontario and the Government of Canada.

OCH CONTINUES TO LEAD THE WAY TOWARDS ENVIRONMENTAL SUSTAINABILITY

In 2015, OCH implemented Phase 2 of the LED Lighting Retrofit Program, retrofitting all interior common area lighting with LED in 63 buildings. By the end of 2015, all common space fluorescent lighting across the portfolio was removed and replaced with LED with predicted annual energy consumption savings of \$190,000. In 2016, Phase 3 of the LED Retrofit Program is being completed and will target all exterior fixtures.

To better control the energy consumption in OCH's highrise buildings, an innovative heating management system was piloted in 2013. The system throttles the amount of heating energy available based on outdoor temperature to reduce waste and overheating. The pilot proved highly successful with heating consumption reductions of 30% in the test buildings. Based on this success, OCH rolled out Phase 1 of the Heating Management System Program which involved retrofitting 8 electrically-heated buildings in 2015. The program will continue to be rolled

out to the remaining electrically-heated buildings in the portfolio as funding permits.

In 2015, the 1,500 solar panels installed in 2011 produced over 350,000kWh of clean electricity which generated \$295,000 of revenue for OCH.

OCH received over \$1M in incentive funding from the Independent Electricity System Operator (IESO, formerly the Ontario Power Authority) for electricity saving projects and over \$20,000 from Enbridge for natural gas saving programs.

These initiatives were derived from the goals outlined in OCH's first Green Plan developed in 2011. OCH's renewed Green Plan was informed by a working group consisting of tenants and employees. While energy efficiency remains an ongoing objective for OCH, the new plan will expand and focus on diversion and waste management along with tenant awareness and education.



PORTFOLIO MANAGEMENT: WORKING TOWARDS A STRATEGIC AND SUSTAINABLE APPROACH

It has become increasingly important for OCH to undertake a more progressive approach to managing its portfolio. With an aging portfolio, the traditional "retain and maintain" approach will not be sufficient to sustain housing in good condition over the long term. A framework was produced to guide the activities and maximize the use of OCH's physical and financial resources and to assist in building the roadmap for the future. The approach will be implemented over time; and in 2015, the first step involved

developing a tool to assess each OCH property against a range of measures to identify properties which are best positioned for renewal. OCH recognizes that active engagement of tenants and the communities which will experience changes is key to its success. As such, through an advisory group, OCH plans to develop a tenant strategy which will inform and help manage potential impacts and opportunities as it relates to the tenant experience in implementing portfolio changes.



OUR COMMUNITIES

COMMUNITY CAPITAL FUND PROGRAM

The OCH-sponsored Community Capital Fund Program has been in operation since 2009. Tenants submit proposals to a selection committee, made up of Tenant Advisory Group members and OCH employees, in which they identify a plan to fundraise, recruit and manage volunteers to contribute toward community projects that will enhance and benefit their communities. In 2015, thirty applicants were successful and shared a portion of the

\$100,000 budgeted for this program. Some of the 2015 successful projects included:

- Community room and courtyard upgrades and enhancements
- Community kitchen upgrades and enhancements
- Community House renovations
- Gardening equipment
- Recreational equipment and furniture

RENOVATING THE PINECREST TERRACE COMMUNITY HOUSE

The Community House and the programming it offers is a vital touchstone in this community, which consists of 123 OCH-owned townhouses and walk-up apartments. It is home to about 415 tenants, over half of which are children and youth. The ground floor of the Community House was transformed into a more functional, bright and welcoming space thanks to a

\$10,000 contribution from the Community Capital Fund Program. Contributions from residents included money from fundraising activities and helping with the demolition. Several local churches donated funds. When asked to comment on the changes, Iman, a Pinecrest Terrace resident, said "I like the new kitchen with the décor. It is visible with a lot of space. It is really beautiful".

 Left: Renovated Kitchen
Right: Kitchen Demolition 

KARSH COURT COMMUNITY SPACE GETS A MAKEOVER

Karsh Court residents were able to access close to \$6,000 for much-needed renovations to their community space. These funds combined with a generous donation of \$5,000 from PCL Enterprises through

United Way, have enabled the improvements. The renovation has served as a springboard for the expansion of children, youth and community-building activities for Karsh Court and nearby tenants.



HEATHER MANOR TENANTS TRANSFORM THEIR LOBBY

With funding of \$4,500, Heather Manor tenants created a mural to beautify the lobby of their building. Artist Claudia Seguro worked with the tenants to assist them to achieve their vision.

 10 ft. x 20 ft. Heather Manor Mural [↑](#)

SAFETY IN OTTAWA COMMUNITIES

The CCTV (closed-circuit TV) pilot project was introduced in response to growing concerns from the public over a rise in violent incidents in Ottawa. As part of a collaborative effort with Ottawa Police Service, OCH initiated the pilot project in February 2015.

A temporary CCTV system was installed in the Michele Heights community in February 2015. The second system followed in the Britannia Woods community in May 2015. While cameras were being installed, other efforts were underway including increased visibility of OCH

Community Safety Workers, policing patrols and community awareness activities.

OCH signed a Letter of Agreement with Ottawa Police Service (OPS) to formalize and define a partnership that supports healthy and safe communities. It provides a focus on tenant engagement and a framework for timely information sharing which protects individuals' privacy and uses a strategic and intentional approach to address safety concerns. This agreement represents OCH's commitment to serve tenants through increased communication and collaboration.

COMMUNITY SAFETY SERVICES

29,340

calls for service

20%

increase from 2014

The top three types of calls were for



3,493

parking



3,397

noise



1,404

unusual/suspicious activity

STRENGTHENING COMMUNITIES THROUGH TENANT ENGAGEMENT

Tenant participation plays a vital role in maintaining and encouraging healthy and safe communities. There are between 70 to 80 active OCH Tenant Groups who receive funding and support from OCH to:

- Work with OCH and partners to identify and act upon community concerns and opportunities
- Help neighbours get to know each other and participate in the life of the community
- Create the types of communities they want to live in
- Organize community events and activities



HUNT CLUB HOMEWORK CLUB

The Hunt Club community, led by Aminah Ega, has been working towards the development of a Homework Club for the children

and youth who live in this townhouse community of over 200 residents. Aminah advocated for the conversion of a large onsite storage shed into a homework club. With the help of OCH Bank Street Community Development employees, South East Ottawa Community Resource Centre and a \$400 grant from Scholar's Choice, the Homework Club launched in January 2016.

Tenant Forum participants. ↓

Tenant Training Workshop—Tenant Forum. ↓

Held in October, the Tenant Forum is an annual gathering where tenant leaders are invited to network and participate in workshops. At the 2015 forum, four OCH tenant groups were recognized for their outstanding community work: Bank Street Tenant Group, Carson's Tenant Association, 181 Bruyère Tenant Group and the Regina Towers Tenant Circle. The *Media with a Heart Award* was also presented to 580News CFRA reporter Alison Sandor for her fair and balanced coverage of OCH tenants and communities.

Also in October, OCH launched a new program called the *OCH Ambassadors Program* to celebrate the many amazing people and success stories of tenants. Carissa Davis, part of the team of tenant ambassadors, was featured on *CTV NEWS at 6*; *CTV Amazing Person of the Week*.

Two OCH tenants, Danny Roberge and Chantal Hurtubise were among four people from across Ontario honoured with the 2015 Ontario Non-Profit Housing Association's prestigious *Tenant Achievement Award*. They were recognized for their accomplishments in making their communities great places to live.



STEADY PROGRESS TOWARD SMOKE-FREE COMMUNITIES

No-Smoking policies continue to become more prevalent in social housing. OCH was an early adopter of this approach to creating safe and healthy communities. Through a partnership with Ottawa Public Health, OCH implemented a No-Smoking Policy on May 31, 2014. Nineteen months after implementation, tenants are continuing to reduce

their exposure to second-hand smoke and create a healthier environment for all to live and work. By the end of 2015, 1 in 5 OCH homes were designated as smoke free. Although tenants continue to voluntarily opt into a no-smoking lease, the conversion rate is primarily due to new or transferred tenants who are required to sign a no-smoking lease.



BRINGING FAMILIES TOGETHER WITH A NEW PLAYGROUND AT FOSTER FARM

On Saturday, May 9th, 2015 more than 200 volunteers from Foresters, OCH, the OCH Foundation and non-profit KaBOOM created a new play area to serve close to 1,400 children and families who live in the Foster Farm community.

 OCH CEO Stéphane Giguère, OCH Board Chair Mathieu Fleury, Mayor Jim Watson, Councillor Mark Taylor and volunteers from KaBOOM, OCH and the OCH Foundation, build a new playground at Foster Farm. ↑

OTTAWA COMMUNITY HOUSING FOUNDATION HITS ITS STRIDE

With a focus on education, employment and community engagement, the Ottawa Community Housing (OCH) Foundation brings together community leaders to help families, seniors, and individuals achieve personal success.

The Foundation had a very eventful 2015. It mobilized residents of the Foster Farm community to build a larger, better and safer play structure for its children. It held its annual charity golf tournament which raised over \$20,000. Its Pack a Sack! campaign was also a tremendous success raising over \$18,000 to purchase school supplies for children in OCH communities. The Foundation also partnered

with ModBox Development to host its annual Ottawa Food Truck Event. Attended by about 2,000 participants, the event brought in over \$20,000 and supported an OCH resident's pursuit of a diploma in Culinary Management at Algonquin College.

 Left to Right: Mr. Ron Larkin, former CEO of OCH (2004–2008); Stéphane Giguère, OCH CEO; Councillor Mathieu Fleury, Chair, OCH Board of Directors; Councillor Catherine McKenney, OCH Board Director; Howard Whittaker, Executive Director, OCH Foundation and the 2015 Ron Larkin Scholarship recipients. ↓





Many new partnerships and initiatives were created in 2015. The OCH Foundation now hosts reLINK as one of its feature initiatives. The program provides children and youth with opportunities to participate in recreational programming, breaking down the social

barriers that prevent access. The OCH Foundation has also partnered with the City of Ottawa to help deliver the Youth Futures Program—an initiative that helps low-income youth become job ready and attain post-secondary education.

👤 Councillor Mathieu Fleury, Chair, OCH Board of Directors; Mayor Jim Watson; Hon Madeleine Meilleur and Stéphane Giguère, OCH CEO present the \$7,500 OCH Foundation 2015 Culinary Scholarship to Amanda Demers. ↑

TRAINING AND EMPLOYMENT FOR YOUTH

Founded in 2008, Youth Futures provides leadership training, employment, information, support and post-secondary orientation for low-income youth. Since its launch in 2008, the program has provided close to 400 young adults, aged 16 to 21, with the opportunity to broaden their knowledge and skills and the support needed to succeed in today's post-secondary institutions and workplaces.

Youth Futures is a partnership between the City of Ottawa, Ottawa Community Housing Foundation, Algonquin College, Carleton University, La Cité, Saint Paul University, University of Ottawa, and Ottawa Police Service, as well as other highly committed community partners. The seven-month program includes: leadership training, community volunteerism, university and college introductions and experience as well as paid summer employment. Ottawa Community Housing provided summer employment for seven Youth Futures participants. Over 50% of the seventy-five 2015 graduates are OCH residents.



Over

102,800

maintenance work orders
were completed



OUR SERVICE

LEVERAGING TECHNOLOGY TO DELIVER INFORMATION TO TENANTS

OCH Launches a New Website

Extensive consultation with employees and tenants, including youth in the Youth Futures Program led to the development of OCH's new website. Launched in December 2015, the new website is easy to navigate, and provides information that has been identified as most useful by tenants. A number of new features have been

integrated into this first phase of the new website, including Google Translate which enables the immediate translation of most of the content into many different languages, Google Maps and direct form submissions. The new site is also responsive, so it reformats to be easily viewed on any mobile device such as a smartphone or tablet.

Social Media

Introduced as a pilot project in the second half of 2014, OCH Twitter account @OCH_LCO was formally adopted as a new communication channel in January 2015. Featuring content on newsworthy events, partnerships, programs, and important notifications affecting OCH tenants, employees, volunteers and partners, OCH sent out about 620+ tweets, had 451 mentions and 342 retweets to its 500+ followers. OCH plans to expand on the use of additional social media platforms moving forward.



OCH 24/7 Call Centre

The call centre serves as the communications hub for tenants requesting maintenance and security services.

Random satisfaction surveys are conducted weekly with tenants who have used the call centre within 10 business days, to rate the level of the service received.



220,431

inquiries and requests for service were received by the call centre in 2015

13%

of the total calls were for Community Safety Services

Over
90%

of tenants were satisfied with overall call centre service delivery



TENANT GUIDE

After extensive consultation with various stakeholders including senior management, tenants and other social housing providers, a comprehensive OCH Tenant Guide has been produced. It is intended as a one-stop reference provided to

new tenants. A key objective is to increase communication, transparency and awareness with tenants about services and service levels they should expect, while also clarifying the tenants' legal rights and responsibilities.

The guide will be distributed to all new tenants in their welcome package and is available electronically on the OCH website or upon request for existing tenants.

TENANT SATISFACTION SURVEY

OCH undertook a Tenant Satisfaction Survey in order to assess our current levels of service and to target areas for enhancement. The results were positive with 75% overall tenant satisfaction.

OCH partnered with Ekos Research Associates to carry out the Tenant Satisfaction Survey. The survey examined overall tenant satisfaction in three broad areas: their home, their community and the services provided by OCH, including maintenance, safety and security.

The sample size of tenants interviewed was just over 1,000, statistically reliable at a level of 95%, making the results highly representative of all the tenants living in OCH.

OVERALL SATISFACTION



75%

are satisfied with their homes



75%

are satisfied with their communities



74%

are satisfied with the level of service



MAINTENANCE AND REPAIRS

89%

find maintenance employees helpful and polite

72%

are satisfied with the quality of maintenance work



SAFETY AND SECURITY

91%

feel safe inside their homes

81%

feel safe outside



SATISFACTION AMONG SENIORS

87%

are satisfied with their homes

85%

are satisfied with their communities

90%

reported feeling safe



🌀 A group of young tenant volunteers paint garbage cans in the Strathcona community to help discourage littering in the neighbourhood. ↑

🌀 Volunteers from Youth Futures plant flowers in the Beausoleil/Beauséjour community. →



OUR PARTNERS

AMAZING GROWTH IN CORPORATE VOLUNTEER PROGRAM

Through its Volunteer Program, OCH engages many different types of groups from the corporate, governmental and community sectors to undertake projects that beautify our communities and improve the lives of tenants. Since its creation in 2011, there has been continuous growth and interest in this program, and 2015 was no exception.

In 2015, OCH welcomed Amsted, Carleton University, Ultramar and Volunteer Ottawa to the Volunteer Program.

An Employee Volunteer Program was launched as part of the Volunteer Program where employees assisted in painting, building a playground, planting trees and helping to host the OCH Foundation Food Truck event.



🌀 OCH volunteers painted the tenant lounge at Heather Manor on May 14, 2015. ↑



VOLUNTEERS

801

2014

1,012

2015

VOLUNTEER HOURS

3,404

2014

5,175

2015

PROJECTS COMPLETED

34

2014

38

2015



 OCH partners at the 2015 Annual Partnership Forum. ←

OCH ANNUAL PARTNERSHIP FORUM

Every year since 2007, the OCH Partnership Forum has been bringing organizations together to learn and share knowledge, collaborate and network on matters related to tenants and various aspects affecting the social housing sector, here and throughout Canada. On November 27, 2015, over 125 people representing 52 different organizations participated in 'Synergy Tables' where organizations highlighted their programming initiatives. The keynote speaker, Dr. Lindy Samson, Chief of the Division of Infectious Diseases at CHEO, spoke about 'Health Starts at Home'. The organizations included Community

Health and Resource Centres, Community Houses, Mental Health and Addiction agencies, Seniors' Wellness agencies, Youth and Children programming groups, supportive housing providers and shelters, other local social housing providers, Ottawa Police Service, Ottawa Fire Services, City of Ottawa and settlement agencies.

OCH continues to take a leadership role in the social and affordable housing sector by delivering networking and collaboration opportunities for agencies working and supporting communities in need throughout Ottawa.

REACHING OUT TO OCH RESIDENTS AND THEIR PETS

Team members from the Canadian Mental Health Association, City of Ottawa Public Health, Community Veterinary Outreach and OCH partnered at two outreach clinics held in the 251 Donald Street community. Providing free preventative health care to animals,

the outreach clinic also linked pet owners to health care resources in the community, focusing on the benefits of smoking cessation due to the harmful effects of second-hand smoke on companion animals. Over 40 tenants with 64 pets participated in the clinics.





WORKING WITH OUR VENDORS

In October 2015, OCH hosted a Vendor Information session attended by over 150 vendors. The session focused on greater communication and collaboration with vendors with the aim of improved service to the tenant. This included an update on upcoming changes to vendor terms and conditions. The vendor evaluations of the session were very positive and indicated that they found it very helpful and informative.

A NEW PARTNERSHIP BETWEEN CEPEO AND OCH

In February, the Conseil des écoles publiques de l'Est de l'Ontario (CEPEO) in collaboration with OCH launched "Par ici!" the first after school community club delivered in French by CEPEO certified educators.

The club offers a variety of activities to residents of the Bank Street highrise to help students achieve a higher level in their academic journey. Activities include homework tutoring, workshops and family events.

 Councillor Mathieu Fleury, Chair of the OCH Board of Directors; Councillor Jean Clouthier; Denis Chartrand, Trustee and Past Chair, Conseil des écoles publiques de l'Est de l'Ontario; Stéphane Giguère, CEO of OCH; CEPEO representatives and children who attend the after school program, at the March 5, 2015, official launch of the "Par Ici!" program. ↑

OUR TEAM

EMPLOYEE ENGAGEMENT LEVELS ARE UP

OCH prides itself on being an inclusive and engaging place to work. A happy and healthy workforce is more productive and responsive to the needs of our tenants. OCH is committed to continuous improvement of our workplace and provides employees with opportunities to give their feedback on what can be improved.

In the fall of 2015, OCH conducted its second employee engagement survey. When contrasted with the first survey completed in 2012, overall

employee engagement is up by 7 percentage points. Of note is that over 75% of OCH employees are proud to tell others where they work and would recommend working at OCH to their friends.

Recognizing that the best ideas usually come from the ground up, OCH launched the Staff Ideas Program in June 2015. Two of the ideas were selected corporately for implementation and many more were forwarded on for possible implementation at departmental levels.



\$ GRANTS APPROVED IN 2015



80%

of up to a maximum of \$108,000 annual salary from SaveONEnergy Program funded by Ontario Power Authority for an Embedded Energy Manager



\$2.6M

from City of Ottawa's Housing and Poverty Investment Plan for capital repair



\$497K

from Ontario Power Authority Equipment Replacement Initiative



\$845K

from City of Ottawa Infrastructure and Housing and Capital Grant for Michele Heights



\$1.2M

from Councillor Jeff Leiper's office with cash-in-lieu of parkland funds.

REFINANCING INITIATIVES

OCH has demonstrated the value of refinancing debt in order to generate funds for capital repairs without increasing annual debt payments. From 2011 to 2014, OCH raised \$36.7M through debt refinancing without adding to annual debt servicing costs. Working with Infrastructure Ontario, the City of Ottawa and the Province to extend the amortization period, and to achieve fixed low interest rates, OCH generated \$7.5M in 2015 for capital repairs and reduced risk for all stakeholders.

By guaranteeing the repayment of this debt, without increasing current debt servicing costs, the City of Ottawa plays a key role in enabling OCH to raise funds for capital repair.

HEALTH AND SAFETY

2015 was a great year for Health and Safety at OCH. Initiatives such as a renewed landscape student orientation, new and updated procedures, a revamped first aid program, a corporate-wide review of workshops and several pilot projects were completed.

Employees at all levels are doing their part to reduce risk, and taking responsibility to ensure that OCH is a safe and healthy place to work!

LEADING THE WAY IN GOOD GOVERNANCE

A rigorous review of OCH governance occurred in 2014. The review produced 18 recommendations to enhance governance practices. By the end of 2015, 10 of the recommendations were fully implemented as planned: some highlights include the skills assessment and recruitment of 7 new Board Committee members, the development and implementation of a more comprehensive orientation process for new Board and Committee members, the introduction of a multi-year learning plan and streamlining of operational reports to the Board.

OCH CORPORATE AWARDS

Delta Group's Canada Clean50 Award: honouring men and women who have made a measurable difference in advancing sustainability and clean capitalism in Canada. [Individual: Daniel Dicaire, OCH Energy & Sustainability Officer]

Immigrant Women Services Ottawa Service Provider Award: recognizing efforts and dedication to helping members of the community and working in ending violence against women issues.

