

Ottawa Community Housing Corporation

COMMUNITY COMMITMENT COLLABORATION



2010-2011 • Annual Review



TENANT SERVICE PROMISE

We promise to:

Serve you with respect and dignity.

Listen to your question or concern to serve you with accuracy.

Respond to your inquiry in a timely manner.

Keep you informed of when we will get things done.

Offer you the best information to assist you in making informed decisions.

Make sure you get to the right person when you contact us.

Acknowledge our mistakes, work with you to find a solution and learn from the experience.

VISION

Fostering a stock of affordable, well-managed and maintained rental housing in the City of Ottawa to meet the needs of low and moderate income households.

MISSION

Ottawa Community Housing provides and manages quality, safe and affordable housing for low and moderate income households. In collaboration with our tenants, community partners, and as a leader in affordable housing, we promote the development of healthy, diverse, sustainable and secure communities.

Ottawa Community Housing Corporation

39 Auriga Drive, Ottawa, Ontario, K2E 7Y8 - Telephone: 613.731.7223 - www.och.ca



*Front row, left to right:
Ms. Johanne Lacombe;
Ms. Sarah Kambites;
Ms. Peggy Feltmate
(Vice-Chair);
Ms. Sandra Pilote;
Ms. Linda Hoad
(Corporate Secretary)*

*Back row, left to right:
Councillor Tim Tierney;
Mr. Shaun Baron
(Treasurer);
Councillor Steve
Desroches (Chair);
Ms. Jo-Anne Poirier
(CEO);
Councillor Diane
Holmes;
Mr. Denis Chartrand*

MESSAGE FROM THE CHAIR AND CEO

We are pleased to present the Ottawa Community Housing (OCH) 2010-2011 Annual Review. This year marked the completion of OCH's organizational renewal – building a strong foundation for the successful achievement of our mission for years to come.

During 2010, OCH managed an unprecedented Federal/Provincial capital works investment. While implementing this major project, however, we did not lose sight of our other priorities – including the introduction of an enhanced performance management system that enables us to better plan, measure and deliver on our objectives.

The well-being of our tenants is at the heart of all that OCH does, and we continued to strengthen partnerships with governments, agencies, and businesses in order to help us meet tenants' needs. Our partners also include hundreds of volunteers who bring immeasurable benefits to our communities, and help us raise public awareness of

affordable housing issues. We thank each and every one of them.

Following the municipal election last October, our Board's composition changed. We said farewell to three friends of OCH, former Mayor O'Brien and former Councillors Alex Cullen and Christine Leadman. We genuinely thank them for their leadership, vision and support. OCH welcomed Mayor Watson and three new Councillors to the Board.

There is no doubt that this year has brought about many positive changes. We are grateful for the recognition provided by our peers about the work of our tenants, staff and Board. We would like to thank City Council for its unwavering support in helping us fulfill our mandate.

Councillor Steve Desroches,
Chair, Board of Directors
Councillor Diane Holmes, Past Chair (2010)
Jo-Anne Poirier, Chief Executive Officer

Absent



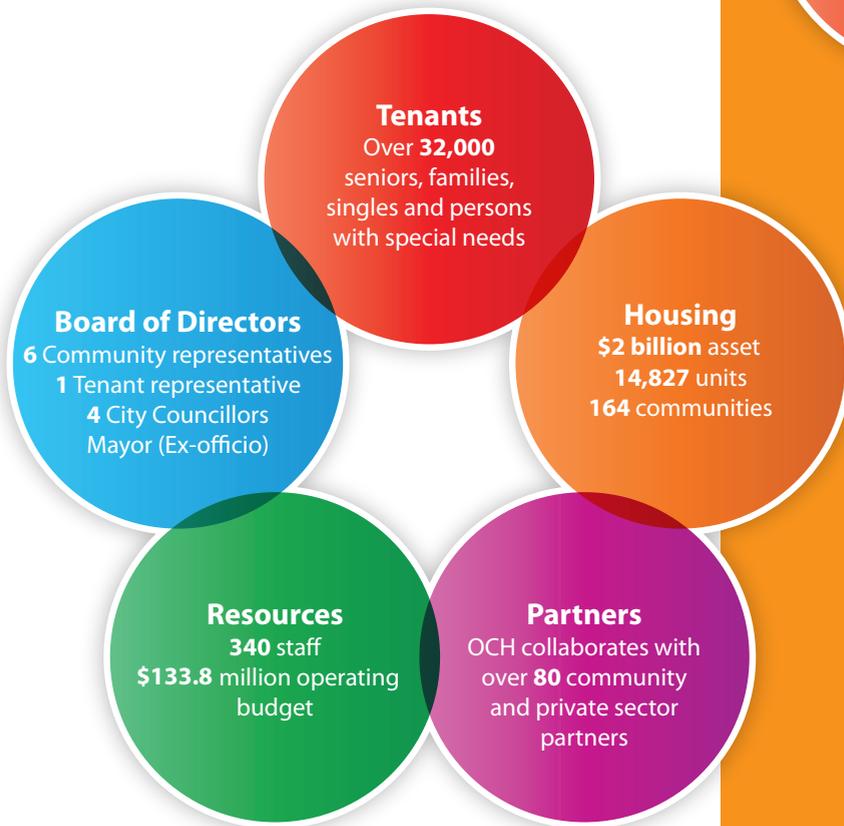
*Mayor Jim Watson,
Ex-Officio*



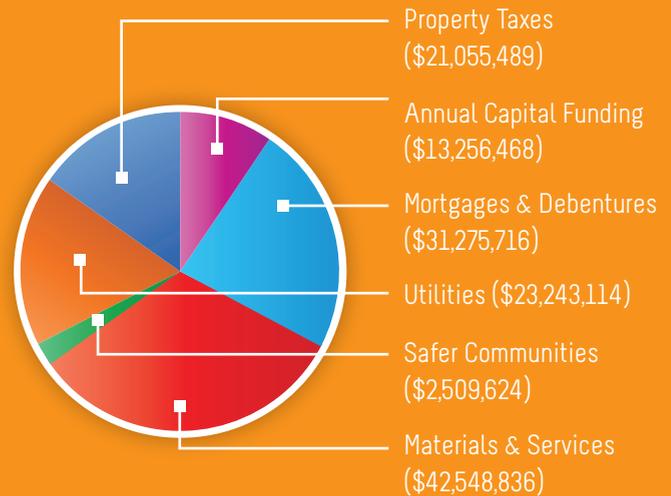
*Councillor
Mathieu Fleury*

ABOUT OTTAWA COMMUNITY HOUSING

Ottawa Community Housing is the largest social housing provider in Ottawa, and the second largest in Ontario. It operates at arm's length from the City of Ottawa, which is the sole shareholder.



2010 Expenditures



OCH revenues in 2010 were \$133.8 million. Revenues consisted of \$63 million in rents and \$68 million from subsidies. Another \$2.8 million in revenue was generated through non-rental activities such as parking and rooftop antenna rentals.

GROWING AND ENHANCING OUR COMMUNITIES

Lebreton Flats

This Central District community in the Lebreton Flats area has undergone extensive renovations valued at over \$7 million. When the multi-year project is completed, the 118 stacked townhouses will have new windows, doors, insulation, and landscaping, as well as other exterior improvements. A major renewal of the barrier wall facing Albert Street is a key feature of the Project.

"It looks fabulous! I can't wait to see it all finished. The staff and construction workers have all been extremely helpful and courteous throughout the whole process."

– Wendy O'Callaghan, Lebreton resident.

Britannia Woods

Housing approximately 800 residents in 178 townhouses, this community's renovation has a projected cost of \$6.8 million, including both interior and exterior work. A series of community meetings were held throughout 2010 to encourage community participation and to share information about plans.

OCH partners, including Britannia Woods Community House, the Pinecrest-Queensway Community Health Centre, the Boys and Girls Club and Aecon, have worked with staff and residents to help minimize the temporary disruptions caused by the large scale construction work.

Richelieu Court

The four-bedroom bungalow and 30 one-bedroom apartments that make up Richelieu Court were the latest additions to the OCH portfolio. One-bedroom apartments are in high demand. These homes were purchased in July 2010 for about half the cost of constructing a similar community today, and required a very modest capital investment.



HOUSING: RENEWAL AND INNOVATION

Community Capital Funding Program

This popular program, introduced in 2009, invites OCH communities to submit proposals for community-based capital improvement initiatives. Applicants must demonstrate how their community will secure additional resources through grants or in-kind contributions of labour or expertise in order to complete the project. In 2010, there were 28 successful applications. Projects included renovations to community kitchens, enhancements for community rooms, outdoor furniture, gardening supplies and recreational equipment. The innovation and motivation of these enterprising communities benefits us all!

Integrated Building Condition Assessment

The Building Condition Assessment (BCA) report on the long term capital needs of the OCH housing portfolio was released in 2008. Since then, capital repairs totaling about \$96 million have been completed within OCH communities. Building on the original BCA, OCH is developing an integrated program that will provide updated data on capital requirements, along with financial planning and project implementation planning. The enhanced system, known as the Integrated BCA will be the foundation for OCH capital decision-making.

Annual Unit Assessment Program

In 2010, OCH piloted a process for assessments of housing units to proactively address maintenance needs, regulatory landlord obligations and tenancy issues. This new structured process enables several functions to be combined into one visit, resulting in benefits to both tenants and the Corporation. Based on the success of the pilot, the Annual Unit Assessment Program has been extended to the entire OCH portfolio starting in February 2011.

Did you know?

The OCH housing portfolio is a total of 16 million square feet.

Social Housing Renovation and Retrofit Program (SHRRP)

The SHRRP is a joint federal and provincial capital grant program that funds the repair and rehabilitation of social housing. Over \$38.6 million has been allocated to OCH through this program, which has been used to undertake capital works projects in thirty-four communities. Improvements ranged from kitchen and bathroom replacements to elevator equipment and external building repairs.

Going Green

In addition to the above, the SHRRP has also provided over 3.4 million dollars to OCH through the Renewable Energy Initiative. This investment is being used to purchase solar thermal systems and photovoltaic systems compliant under the Ontario Power Authority microFIT program. The solar thermal systems will reduce natural gas consumption for hot water heating for Bellevue Manor and LePage Manor, while the photovoltaic

systems will produce electricity which will be sold to the grid, generating annual revenue of approximately \$250,000 for OCH. All 34 units will be functional by the end of summer 2011. This initiative is part of OCH's overall commitment to improving energy efficiency and greening its operations.

OCH Receives Home Depot Canada Foundation Grant

OCH received a \$25,000 grant from the Home Depot Canada Foundation's Affordable Housing Grant program. With an additional \$10,000 investment by OCH, all 113 households in the OCH high rise building on Wurtemberg Street received energy conservation upgrades and renovations, including energy efficient light fixtures. The upgrades have enabled residents to reduce their energy use and water consumption, saving an estimated \$30,000 annually in utility costs. In addition to the financial benefits, the grant has facilitated another step in the OCH Greening Strategy.



Left to Right: Former Councillor Georges Bédard; Rick Palmer and Jennifer McNamar from The Home Depot; Jo-Anne Poirier, CEO of OCH

NURTURING COMMUNITY PARTNERSHIPS

Crichton Street

Thanks to an unprecedented community partnership, the redevelopment of a three-storey building will soon create six new affordable apartments, one of which will be barrier free. Since the project, named “A Collective Act of Kindness,” was launched, volunteers representing every participating group have been conducting studies, creating schedules, coordinating donations and meeting with the community. By the fall of 2011, this unique collaboration will provide homes for six families at 245 Crichton Street. Welcomed by the New Edinburgh Community Alliance, the project goes beyond construction: the Ottawa Gatineau Hotel Association will donate furnishings, and the Building Owners and Managers Association will fund an outdoor gathering area. At their November 2010 meeting, the OCH Board celebrated the many partners involved in this extraordinary endeavour:

- Ottawa Building and Construction Trades Council
- Ottawa Convention Centre Redevelopment Project
- PCL Constructors Canada Inc.
- GBAssociates
- BBB Architects
- City of Ottawa
- Government of Ontario
- Government of Canada

Crichton Street Project Team Members



- Algonquin College
- Carleton University, School of Architecture
- BOMA Ottawa (Building Owners and Managers Association)
- New Edinburgh Community Alliance
- Ottawa Gatineau Hotel Association

Supports in Social Housing

Since 2009, OCH has been working in collaboration with four agencies to provide supports and housing to individuals who are homeless or at risk of being homeless. This innovative and successful partnership involves the Canadian Mental Health Association, Horizons Renaissance, Ottawa Salus, and the John Howard Society. With funding from the City of Ottawa, and the support of these partners, OCH was able to provide housing with support services to 40 formerly homeless adults in 2010. An additional 36 OCH tenants who were at risk of losing their housing began receiving intensive case management services through Ottawa Salus.

“There are tireless workers whose agencies are working hard to address homelessness with the resources they have. We do not have any magical solutions or immediate recommendations, but what we do know, is that mobilizing an entire community, working in partnership and goodwill, will get the positive results we seek.”



Richard Corcoran, President, Ottawa Building and Construction Trades Council

*Left to Right: Susan Nugent, Ottawa Salus Corporation;
Bonnie Boisvert-Marsh, Ottawa Community Housing;
Stephanie Boulet, Ottawa Salus Corporation.*



Young Construction Executives Club (YCEC)

For the second year in a row, volunteers from the YCEC of the Ottawa Construction Association donated their time, expertise and equipment to an OCH neighbourhood. This year, on September 22, 2010, this motivated group of volunteers improved the playground at the Albion-Heatherington community.



Partners Forum

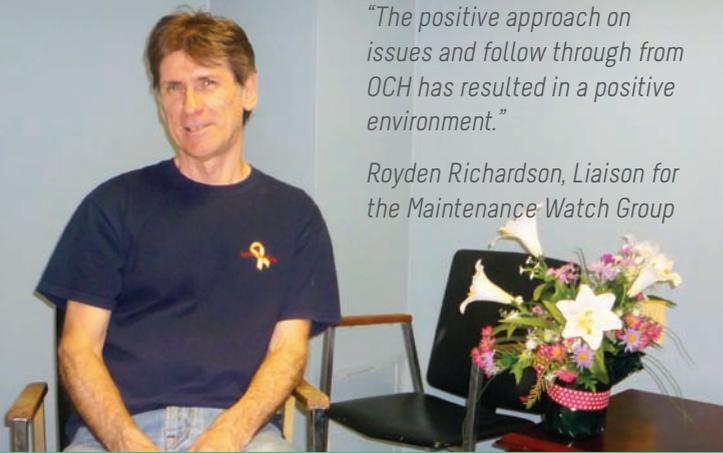
OCH held its second annual Partners' Forum on December 10, 2010. With the theme of Serving our Shared Communities, the event brought together 84 people representing 35 organizations from across the city. Presentations and discussions focused on four groups that could benefit from additional programming and strengthened partnerships: youth, seniors, new Canadians, and people living with addictions and mental health challenges. Participants had opportunities to share best practices and engage in dialogue to support the development of collaborations between OCH and service providers in meeting the needs of these key groups.

Community Economic Development Plan

Over the course of 2010, OCH developed its knowledge base in the area of community economic development (CED) and consulted with Ottawa's social enterprise sector to identify opportunities for CED that were in line with OCH's mandate as a social housing provider. The OCH Board approved the CED Plan in November, with the overall objective of combining social good for the community with value for money. An example of the plan in action is the leasing of unused garage space in an OCH building to Cycle Salvation, a social business launched under the umbrella of Causeway Work Centre. The space is used to store bicycles that will be refurbished by Cycle Salvation workers. As a next step, OCH is working with Cycle Salvation to explore ways in which this project can benefit tenants.

"The positive approach on issues and follow through from OCH has resulted in a positive environment."

Royden Richardson, Liaison for the Maintenance Watch Group



Community + Commitment + Collaboration = Innovation

As part of the Healthy Communities Initiative, a group of committed tenants at 2100 Russell Road created a "Maintenance Watch" committee. The committee, made up of tenants and OCH staff, meets monthly to find solutions to maintenance concerns. Tenants on the committee do a weekly walk through of the building and report any maintenance needs to the OCH Call Centre.

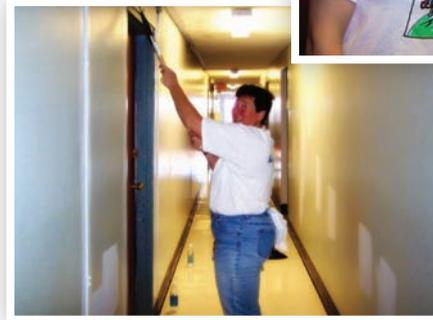
In addition to routine monitoring, the committee has worked with OCH staff and partners to develop innovative solutions to ongoing challenges. For example, pictorial instructions for garbage disposal were introduced to overcome language and literacy barriers – these pictures are now being used across OCH communities. Other OCH tenant groups are becoming interested in the Maintenance Watch model, and the Russell Road committee has generously shared their knowledge and experience.

Did you know?

OCH receives over 75,000 maintenance requests every year.

Community Action Day

Thanks to United Way/Centraide Ottawa, Volunteer Ottawa, and the City of Ottawa, OCH again hosted a series of Community Action Days in the fall. Volunteers from both the public and private sector contributed their time and worked in partnership with OCH staff in several communities. 110 volunteers from Hydro Ottawa, Janssen-Ortho, Ciena, Royal Bank of Canada, and Borden Ladner Gervais LLP painted common areas at Queen Mary Court and Hintonburg Place and the underground garage at Bellevue Manor.



Community Action Day, October 2010, Queen Mary Court

Architecture for Humanity

On September 18, 2010, OCH welcomed a group of volunteers from Architecture for Humanity. They worked with OCH staff to give a fresh coat of paint to the hallways on three floors of 1365 Bank Street. Both organizations view this first event as the beginning of a long partnership.

SUPPORTING AND ACKNOWLEDGING TENANT LEADERSHIP

Tenant Advisory Group

The OCH Tenant Advisory Group (TAG) is made up of eight tenants: four members who are elected as District Based Committee Chairs by tenant leaders and four members who are appointed by the OCH Board of Directors. TAG's main role is to provide input to the Board regarding tenant-related policies, programs and communication strategies.

During 2010, TAG members worked closely with OCH staff to revise the Tenant Association Handbook and to develop a strategy to enhance the development of Tenant Associations. TAG members also collaborated with OCH staff on several committees, including Tenant Forum Planning, Volunteer Recognition Selection, Fire Prevention, and Community Capital Program Grants Selection.

TAG hosted the first ever Leaders Retreat on May 29th, 2010. 41 Tenant Leaders representing 25 OCH communities attended and began discussions on the 2010-2011 TAG work plan, agenda items for the quarterly District Based Committee meetings,

workshops for the 2010 Tenant Forum, and other items of mutual interest.

Tenant Forum and Volunteer Recognition

One hundred participants gathered for the third annual Tenant Forum on October 23, 2010. This full-day event began with special guest speaker Michael O'Byrne of CTV News, followed by free workshops and a networking luncheon. Rosalyn Stevens, the former editor of EMC News, was presented with the "Media with a Heart Award" for her significant contributions to increasing public awareness and understanding of social housing.

Another highlight of the Tenant Forum was the presentation of the Volunteer Recognition Awards. These awards honour three OCH individuals or tenant organizations that have made outstanding contributions to their community. Congratulations were extended to the 13 nominees and to the three award recipients: the 2100 Russell Road Maintenance Watch Committee, Janet Hamill, Donald Court Tenant Association President, and the Rochester Heights Playground Fundraising Committee.

From left to right, back row: Sandra Pilote, Chair; Irene Reid, Derek Watkins, Ron McCooeye, André Duperé; Sitting front row, left to right; Carole Ladouceur, Valerie Williams

Thelma Martin and Thérèse Gervais at the Tenant Forum



Commitment to Safety

On November 8, 2010, Crime Prevention Ottawa recognized nine Community Safety Award winners at a special ceremony at Ottawa City Hall – two of the winning programs involved OCH communities! The Lepage Manor Neighbourhood Watch received the Community Safety Volunteer Program Award. This initiative has enhanced community safety over the past two years by educating the broader community about security issues and opening the lines of communication to safety services and police. The volunteers involved in this program are actively engaged in many activities which promote safety in their community. They also work with neighbours to keep an eye on the broader community, and help others establish their own local Neighbourhood Watch programs.

The winner of the Community Safety Program Award was Lowertown, Our Home. OCH, the Ottawa Police Service, social agencies and other service providers are all partners in this project managed by the Lowertown Community Resource Centre. Activities have included youth leadership initiatives, community clean-ups, information sessions and social events. The efforts are contributing to a feeling of pride within the community. Lowertown, Our Home was also recognized by the Ontario Association of Chiefs of Police with a Community Mobilization Award earlier in the year.



"I'm proud of the community we live in and the work we have done to help our neighbourhood become a really good place to live. I'm especially proud of the fact that our Neighbourhood Watch Program is pretty unique as it was formed in partnership with the wider community around Lepage Manor, the first one of this type for Ottawa!"

*Jerry Pool
Lepage Manor Neighbourhood Watch
Program representative*



Lowertown, Our Home receives Community Mobilization Award

L to R: Nicole Rhéaume, OCH Community Development Manager; Kathleen Vardon, Lowertown Good Neighbours Community House Coordinator; Uday Jaswal, Ottawa Police Services Staff Sgt.; Sandra Pilote, OCH Board of Directors; Vilma Luna, Coordinator, Lowertown, Our Home and Chantal Grégoire, Coordinator, Aging in Place.

GIVING TO OUR COMMUNITIES AND BEYOND

Clementine Tenant Association

The Clementine Towers Social Club and Tenant Association is always busy helping others. In addition to facilitating daily programming for tenants, they are active fundraisers. One of the beneficiaries of their efforts has been “Grandmothers in Africa.” In 2010 they raised \$1,500 for Doctors Without Borders to help earthquake victims in Haiti. These efforts prompted special recognition from the OCH Board, but news of their many charitable activities also reached the Ontario Non-Profit Housing Association (ONPHA). This special group of tenants was presented with ONPHA’s 2010 Tenant Achievement Recognition Award at its annual conference in Toronto.



Ron Larkin Scholarship

Congratulations to the five OCH post-secondary students who were awarded \$1,000 each at the Ron Larkin Scholarship Award ceremony held on September 9th, 2010 at the OCH Board meeting. The scholarship recipients were selected from among 34 eligible applicants, and have each shown outstanding levels of commitment to higher education and community involvement.

An OCH staff-led bowl-a-thon raised four thousand dollars for the Ron Larkin Scholarship Fund in 2010. To date, over \$15,000 in scholarships and bursaries have been awarded through the Fund.



Ron Larkin with three of the scholarship award recipients

*Marie McIntosh, President
Clementine Tenants'
Association, Jo-Anne Poirier,
CEO of OCH, Sharad Keru,
ONPHA Executive Director.*

CELEBRATING OUR ACHIEVEMENTS

Peer Recognition

The Ontario Non-Profit Housing Association's annual awards program recognizes leadership and celebrates success in Ontario's non-profit housing sector. At their annual conference in November, ONPHA presented its Award for Excellence to Ottawa Community Housing for its pursuit of excellence and responding to community and tenant needs with insight and imagination. Jo-Anne Poirier, OCH CEO, and representatives of the OCH Board of Directors proudly accepted the award on behalf of tenants, stakeholders and employees.

Celebrating Employees

OCH's success is sustained by the dedication and caring of its employees. Both tenants and management showed their appreciation to some remarkable staff members at the Employee Recognition Awards event held on September 23, 2010. Twelve OCH employees were nominated by tenants and given a 2010 Tenant Service Award. An additional thirty-one individuals were honoured in the following categories:

- Innovation Award
- Outstanding Team Player Award
- Community Service Award
- Outstanding Customer Service Award
- CEO Award of Excellence
- Years of Service



From left to right:

Hon. Rick Bartolucci MPP; OCH Board Directors: Shaun Baron, Councillor Peggy Feltmate, Linda Hoad and Sandra Pilote; Jo-Anne Poirier, OCH CEO; David Robertson, Prentice Yates & Clark representative; Keith Ward, ONPHA President; and Sharad Kerur, ONPHA Executive Director



CEO Jo-Anne Poirier, OCH Board Directors Peggy Feltmate, Linda Hoad and Sandra Pilote, and 2010 Tenant Service Award Recipients

ORGANIZATIONAL EXCELLENCE

OCH's two year organizational renewal plan has been completed. Some of the highlights of this broad-reaching corporate initiative include:

- Increased productivity through job redesigns and enhanced information technology tools
- Development of a new performance management program that focuses on progress toward objectives and the development of competencies
- Establishment of a preventative maintenance program
- Improvements to customer service
- Formation of an OCH Community Development Team
- Creation of an Asset Management Team to manage capital projects
- Development of a comprehensive Emergency Management Plan

Information Technology Strategy

OCH has adopted a plan to improve and integrate information technology systems and practices in order to support OCH business activities, from tenancy administration and asset management to finance and accounting. Steps already implemented include:

- Installation of fiber optic lines in all six OCH offices, enabling more efficient access to software and the development of a centralized telephone service;
- Installation of a new telephone system that allows callers to be transferred directly to any employee across the corporation;
- Introduction of software and handheld devices to support the new unit assessment program, and for data collection for the capital planning process.

Did you know?

The OCH Call Centre receives 130,000 calls a year.

Over the course of the next three years, OCH will replace outdated independent systems with an integrated software solution.

Building a Performance Culture

In 2010, Scorecards were introduced as active management tools by the CEO and all members of the Senior Management Team. Scorecards identify objectives and desired outcomes, which help the organization focus on priorities and monitor progress. The use of Scorecards will be expanded and the new Performance Management Program will be fully implemented for 2011.



"We enjoy attending all the Board meetings as it keeps us informed about the things that affect our lives."

Sophie Shtendera & Joe Peixoto, OCH Tenants

COMMITTED TO THE FUTURE

OCH is completing the final year of a four-year strategic plan. We have renewed and revitalized many aspects of our organization and operations – from performance management and realignment of organizational functions to our information technology infrastructure. In 2011, we are beginning the development of a new strategic plan that will lead us through the coming years. Although we have come far, there is still work to do, and OCH will continue to look for innovative approaches to enhance its housing portfolio, reduce costs, and improve service to tenants.

Over the past two years, OCH benefited from one-time grants provided by senior levels of government. While this funding has had a significant impact, our aging housing stock requires considerably more investment. We want to ensure that all our tenants enjoy homes that are kept to reasonable standards of comfort and maintenance – now, as well as in the future. To help achieve this, OCH developed a Long Range Financial Strategy to help guide us through the next 30 years. This plan, together with our Integrated Building Condition Assessment will support better forecasting and decision-making. This information will provide the foundation for our continued efforts to seek sufficient, sustainable funding to meet the needs of all our communities.

With an eye on the future, OCH has taken significant steps forward with the development of a Green Plan this year. We intend to keep this momentum going next year as we implement more upgrades to improve energy-efficiency and adopt environmentally friendly practices. We also look forward to realizing the cost savings that our recent investments in this area will yield.

In 2012, OCH will celebrate its 10th anniversary. As we prepare for this milestone, we are grateful for the many partners and supporters who continue to help us on our journey. We look forward to continuing these collaborations and forging new ones as we work together toward an even brighter future!

