

Report to/Rapport au :

The Shareholder of the Ottawa Community Housing Corporation/
Actionnaire de la Société de logement communautaire d'Ottawa

May 23, 2012
23 mai 2012

Submitted by/Soumis par :

Contact Person / Personne ressource: Councillor Steve Desroches, Chair, Ottawa Community Housing Corporation Conseiller Steve Desroches, Président du conseil d'administration de la Société de logement communautaire d'Ottawa and/et Jo-Anne Poirier, Chief Executive Officer, Ottawa Community Housing Corporation présidente-directrice générale de la Société de logement communautaire d'Ottawa
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CITY WIDE / À L'ÉCHELLE DE LA VILLE

Ref N°: ACS2012-OCH-0002

SUBJECT: OTTAWA COMMUNITY HOUSING CORPORATION ANNUAL REPORT
AND ANNUAL GENERAL MEETING OF THE SHAREHOLDER

OBJET : RAPPORT ANNUEL ET ASSEMBLÉE GÉNÉRALE ANNUELLE
DE LA SOCIÉTÉ DE LOGEMENT COMMUNAUTAIRE D'OTTAWA

REPORT RECOMMENDATIONS

1. That the 2011-2012 Ottawa Community Housing Corporation (OCHC) Annual Review be received (Document 1);
2. That the Signed Audited Financial Statements of Ottawa Community Housing Corporation (OCHC) for the year 2011 be received. (Document 2- 2011 Financial Statements);
3. That the Update re: the 2008-2011 Ottawa Community Housing Corporation (OCHC) Strategic Plan be received;
4. That the 2012-2015 Ottawa Community Housing Corporation (OCHC) Strategic Plan be received (Document 3);

5. That Ernst and Young be appointed as the Auditors of Ottawa Community Housing Corporation (OCHC) for the year 2012; and
6. That the Mayor and the City Clerk be authorized to sign a written resolution on behalf of the City of Ottawa as Shareholder of OCHC setting out the resolutions approved by City Council.

RECOMMANDATIONS DU RAPPORT

Que le Conseil approuve :

1. que soit reçu le rapport annuel de 2011-2012 de la Société de logement communautaire d'Ottawa (SLCO) (pièce jointe 1);
2. que soient reçus les états financiers vérifiés et signés de 2011 de la SLCO (pièce jointe 2, les états financiers de 2011);
3. que soit reçue la mise à jour de 2008-2011 du plan stratégique de la SLCO;
4. que soit reçu le plan stratégique de la SLCO 2012-2015 (pièce jointe 3);
5. que la société Ernst and Young soit désignée vérificatrice de la SLCO pour l'année 2012; et
6. que le maire et le greffier municipal soient autorisés à signer, au nom de la Ville d'Ottawa à titre d'actionnaire de la SLCO, une résolution écrite énonçant les résolutions approuvées par le Conseil municipal.

BACKGROUND

The report provides information to support the holding of the Annual General Meeting with City Council as the sole Shareholder.

DISCUSSION

RECOMMENDATION 1 (RE: 2011-2012 ANNUAL REVIEW)

2011-2012 has been a period of considerable achievements for Ottawa Community Housing Corporation (OCHC).

This year's Annual Review entitled *Building Beyond*, included as **Document 1**, highlights achievements related to providing the best possible housing and service to all OCHC tenants, as well as celebrating new initiatives and partnerships.

RECOMMENDATION 2 (Re: 2011 FINANCIAL STATEMENTS)

In accordance with section 11.01 of Ottawa Community Housing Corporation By-Law No. 7, OCHC is required to present its audited financial statements for information to its Shareholder. The firm of Ernst and Young are OCHC's auditors. Ms. Deanna Monaghan of Ernst and Young attended the May 7, 2012 Finance and Audit Committee meeting to respond to questions and comments.

The 2011 audited financial statements were submitted to the OCHC Board of Directors for approval on May 10, 2012.

The 2011 OCHC signed financial statements are appended to this report as **Document 2**.

RECOMMENDATION 3 (RE: STRATEGIC PLAN UPDATE)

The OCHC Strategic Plan (2008-2011) was approved by the Board in 2008 and, at that time, circulated to City Council for their information. The key initiatives throughout that timeframe continued to be aligned with the direction provided by the Shareholder which was to implement initiatives to improve the condition of the housing stock, maintenance standards, provide community safety and security services, and to develop healthy community initiatives.

The following sections describe the progress made over the past four years in the key areas identified within the Strategic Plan.

I. Building and Maintaining Adequate, Appropriate Housing Stock

From 2008 to present, OCHC has laid the foundation for many innovative approaches to addressing the maintenance and development needs of its housing portfolio.

The Building Condition Assessment (BCA) completed in the fall of 2008 identified the capital need in OCHC's entire housing stock. Not only did that work position OCHC to be a shovel-ready recipient of government grants, it guided the focus of an extensive Capital Works Program of \$167 million in capital repairs to date, of which \$47 million was invested in 2011. This was the largest capital program in the history of the Corporation. The findings of the original BCA are currently being updated through OCHC's Integrated Building Condition Assessment to direct future capital and financial planning. Along with the building condition data, a new capital tracking system has enabled OCHC to effectively report on funding and project status for repairs and capital investments.

Capital investments were funded through a series of government grants, with the balance financed through its own capital reserves. Grants were received from the Federal/Provincial Social Housing Renovation and Retrofit Program (SHHRP), the Infrastructure Ontario Program and the City of Ottawa's Housing Poverty Reduction Investment Plan. In collaboration with the City of Ottawa and the Ministry of Municipal Affairs and Housing, debt financing through Infrastructure

Ontario secured an additional \$18.7 million to fund capital repairs. These same stakeholders have also laid the foundation for innovative refinancing strategies that will provide additional funds for repairs to this aging housing portfolio.

The Capital Works Program, over the past four years led to significant improvements in a number of OCHC communities, including the renewal of Banff/Ledbury, Britannia Woods and the rejuvenation of Lebreton Flats, while other communities benefited from extensive and much needed capital works, such as new windows, elevator modernization and balcony repairs.

Long Range Financial Strategy identifies strategies for long term financial sustainability

In the wake of this successful program, OCHC has developed a Long Range Financial Strategy in order to access and increase capital funds for repair, renewal and development with the goal of ensuring the stability of the portfolio over the coming years. The strategy identifies the risks and opportunities associated with leveraging assets and other debt financing approaches. OCHC will continue to capitalize on opportunities to divest, acquire and renew assets and to strategically position the organization to access all available grants as steps towards achieving financial sustainability.

New conservation initiatives in our Green strategy reduce operating costs

As a way of reducing operating expenditures, OCHC adopted a conservation-based green strategy. OCHC spent \$24 million on utilities in 2011. A pilot retrofit project at OCHC's high-rise property at 215 Wurtemberg Street in 2010 resulted in a fifty percent reduction in the building's water consumption while a follow-up project at 1365 Bank Street saw water usage drop 46%. These pilot projects demonstrated that major cost savings could be achieved through conservation, and that grants and rebates could be sought to help fund a large scale green plan. A portfolio-wide retrofit project incorporating water and electricity-saving features is currently underway at a cost of \$4.7 million. It is expected to yield approximately \$3 million in annual operational savings when completed in early 2013. Other green initiatives, such as the solar power generation capability added to several OCHC buildings, are expected to benefit the Corporation through modest increases to revenues and cost reductions.

Community Capital Program funds tenant-led community beautification projects

OCHC's tenants are key partners in the improvement and beautification of its communities. Introduced in 2009, strong tenant leadership and engagement is behind the Community Capital Program, where community groups apply for funding from OCHC's \$100,000 annual budget for neighbourhood improvement projects. Tenants must participate through fundraising and recruiting volunteers as their contribution to the project. A total of 38 OCHC communities benefitted

from this program in 2011. The positive results of this program are not only seen in the improvements to the specific communities, but include increased interest on the part of tenants to get involved as well as public awareness through media celebrating these efforts.

Enhanced maintenance service proactively addresses maintenance and health and safety issues

Among the many improvements made to OCHC's service delivery model in recent years has been the enhancement of maintenance service. Increased monitoring and performance management have resulted in bi-annual performance reports to the Board of Directors indicating progress on approved service targets. The consistently positive trend of all key performance indicators demonstrates staff commitment to, and success in delivering excellent service.

In order to monitor the condition of its portfolio, OCHC launched its annual Unit Assessment Program in 2011, following a pilot project in the previous year that illustrated the benefits and opportunities of implementing this approach.

To assist the process, staff were trained to ensure consistent inspections and equipped with improved tools including new technology. The program identifies and preemptively addresses a variety of maintenance and health and safety issues that could become costly if not detected early. For example, staff found and were able to address water leakage problems as well as issues such as hoarding.

OCHC and its tenants have also benefitted from collaborative efforts with the City of Ottawa. In 2009, a new Operating Agreement between the City and OCHC created a new funding model for the Public Housing Program and the Municipal Non-Profit Program, and provided for an enhanced use of Rent Geared to Income (RGI) subsidies across a range of housing programs.

While changes to organizational structure, enhancements to service delivery and community improvements were the hallmark of the previous few years, OCHC has also grown its housing portfolio through new developments. In 2011, construction began on the 26 unit Carsons Road project, the \$6 million cost was in part funded by \$4 million from the City of Ottawa's Housing and Poverty Reduction Investment Plan.

Coinciding with OCHC's housing stock growth was its access to additional rent supplements. OCHC was able to assist 136 households, thanks to additional rent supplements secured through the City of Ottawa's Housing and Poverty Reduction Investment Plan. These additional rent supplements will provide up to \$850,000 in annual revenue.

The beginning of 2012 marked the move-in date for the tenants of OCHC's 245 Crichton Street development, a three storey, six-unit building that was created through an unprecedented community partnership led by the Ottawa Convention

Centre Redevelopment Partners. Diverse partners, including the Ottawa Building and Construction Trades Council, the Ottawa Gatineau Hotel Association, the New Edinburgh Community Alliance, and all three levels of government helped create a funding model that brought the project to fruition. With rent supplements provided, 245 Crichton Street housed six homeless families and is OCHC's first non-smoking community.

More redevelopment is expected in the short term, specifically the Old St. Patrick project, and planning for the Rochester Heights community is currently in the very early stages.

II. Ensuring Safety and Security

Emergency Management Plan in place to protect tenants and OCH properties

To ensure the health and safety of its communities, OCHC has recently implemented a number of initiatives. As the landlord of approximately 32,000 residents, OCHC needed to ensure that plans were in place to counter any hazard or disaster affecting a large number - or all - of the tenant population. Large-scale emergencies such as natural disasters or viral pandemics require a comprehensive approach. In 2010, the OCHC Emergency Management Plan (EMP) was developed to outline how the Corporation and its staff must respond in terms of prevention, preparedness, response and recovery during emergencies that impact its operations, its tenants and its properties. All staff has been trained, documentation is in place and an emergency tabletop exercise was held in 2011. OCHC is currently planning a mock disaster drill for 2013, with the assistance and support of the City.

Community Safety Services celebrates its 5th Anniversary and its success as a partner in creating safe OCH communities

Community Safety Services (CSS) plays a critical role in the day to day health and safety of OCHC communities. Since the formation of CSS in 2006, steady advancements in training and proactive safety approaches have occurred, especially in the area of conflict resolution, crime prevention and communication. CSS staff builds relationships with tenants during patrols and participate in numerous community events. They have improved information gathering and sharing to inform requirements of service delivery, ultimately strengthening the relationships between CSS and the tenants. Last year's fifth anniversary of CSS coincided with a service delivery review aimed at further engaging tenants and community partners.

The focus of CSS continues to be on crime prevention, effective enforcement as well as community development. To this end, CSS has expanded services to enhance integration with other services and strengthened relationships with many safety partners, including the Ottawa Police Service, Ottawa Fire Service, Crime Prevention Ottawa and the OCH Safety Steering Committee.

Expanded partnerships contribute to successful tenancies and healthy communities

In the broader community, OCHC has been an active partner in the City of Ottawa's Community Development Framework (CDF) since the creation of the initiative in June of 2008. OCHC's Chief Executive Officer has recently assumed a leadership role as co-chair of the Steering Committee. The CDF fosters collaboration and partnerships by bringing together funders, community organizations, residents, diverse interest groups, researchers and city services. These parties share information, coordinate municipal and community services, and leverage resources in order to address needs in high-priority neighbourhoods. The framework is a focused, coordinated and strategic effort to align services and resources. They engage communities in order to improve service delivery and improve the health of residents and their neighbourhoods.

To better support the diverse needs of its tenants, OCHC has intentionally increased active partnerships with community support agencies, in some cases helping them create new programs. For instance, in 2007, the 'Aging in Place' program was created through OCHC's partnership with the Champlain Community Care Access Centre (CCAC) and Ottawa-West Community Support. The program helps improve the lives of at-risk seniors. The Aging in Place program is currently successfully operating in eleven OCHC communities.

Another example is OCHC's partnership with the John Howard Society. In addition to being a key partner with OCHC in the City funded Support in Social Housing Program, the agency has provided Mental Health First Aid training to key housing staff. This will assist them to be more effective in interactions with this tenant population. The Society also occupies a site office at OCHC's Somerset Rooming where they assist in ensuring successful tenancies.

Other partnerships with agencies such as Options Bytown, Ottawa Salus Corporation, Canadian Mental Health Association and many others have allowed OCHC's tenants to access services aimed at improving their quality of life and maintaining successful tenancies.

III. Fostering Tenant Engagement and Commitment

OCHC is committed to tenant engagement and has a long history of involving tenants in decision-making. The Community Development department helps to support tenant leaders to meet their goals. This strengthens the participation of tenants in developing OCHC policies and practices and increases tenants' capacity to benefit from programs and supports in the community.

Increased emphasis on creating strong tenant leadership and engaging tenants

Tenants are essential partners in creating healthy communities. OCHC has developed an accessible structure, which supports and encourages tenant participation through community-based Tenant Associations and quarterly meetings of District Based Committees. Formal mechanisms also exist such as a Tenant Advisory Group (TAG) representative participating as a Director on the OCHC Board.

Throughout the past several years, many changes have been made to strengthen tenant engagement and grow tenant leadership capacity. In 2008, OCHC hosted the first Annual Tenant Forum, a day-long event with education and discussions on topics of interest to tenants.

The event is also an opportunity to recognize the leadership of individual tenants and the work of tenant associations. The annual event's popularity continues to grow.

Building on the success and power of coming together as tenant leaders, a Tenant Leaders' Retreat was introduced in 2010 providing an opportunity for networking, sharing experiences and fostering leadership. Given its success, a third retreat was planned for May 2012.

Community development efforts of OCHC, community partners and tenants guided by the Healthy Communities Initiative

In 2008, OCHC created the Healthy Communities Initiative (HCI) as a framework to guide community development efforts. HCI promotes an examination of a community through the lens of four critical elements - positive social environment, safe place to live, tenant engagement in the broader community and pride of place. OCHC staff act as facilitators of Community Action Teams comprised of tenants, local Community Health Centre staff, Ottawa Police Service, and other partners to develop and implement community based plans.

HCI has proven to be a valuable framework to guide the work of OCHC, community partners and tenants to identify issues and solutions that are specific to that community. OCHC will continue to use this approach to guide future community development efforts. OCHC is at the forefront of community economic development opportunities with partners in the Ottawa community. OCHC is pursuing a flexible and responsive approach as the social enterprise sector is in its early stages of development and has seen several early successes in this area.

Many new opportunities created for tenants as part of our commitment to healthy communities

In 2009, social enterprise opportunities for OCHC and tenants were examined leading to the approval of a Community Economic Development (CED) Plan for OCHC in late 2010.

To date, OCHC has focused on developing and “brokering” partnerships with local enterprises including Good Nature Groundskeeping, Krackers Katering, CycleSalvation, and Bottleworks. These partnerships demonstrate that small concrete steps in this area can provide significant support to social enterprises, and valuable lessons for OCHC as it continues to roll out the CED Plan in the coming years.

Since 2011, OCHC has partnered with the City of Ottawa and the University of Ottawa in supporting the City’s Youth Futures Program, a growing initiative that provides post-secondary education opportunities for secondary school students from low-income families. Many of the students who participate in the program reside in OCHC housing.

OCHC now hosts the coordinator position for this program, and plays a key coordination role to ensure that students have successful and beneficial learning and work experiences.

OCHC’s Ron Larkin Scholarship Fund has been assisting young tenants in their post-secondary aspirations since its creation in 2008. In 2011, 10 students were selected for individual \$1,000 awards based on their history of leadership and volunteerism in the community. Since its creation, OCHC has awarded twenty-five of these scholarships to tenants. The organization takes pride in the fact that, to date, almost all of the Ron Larkin Scholarship funds have been donated by OCHC staff through their fundraising efforts.

To support tenants, OCHC has initiated the process to establish a foundation. The objectives of this independent charitable corporation would be to raise funds for the Ron Larkin Scholarship Fund as well as other tenant-focused programs and services.

The benefits of establishing a foundation are many. The foundation is expected to attract greater monetary donations as well as volunteers, specifically geared to tenant education and development. Tenants will benefit from scholarship funds including the potential of matching funds that could be established with other scholarships, funding for tenant initiatives and assistance during extraordinary circumstances. The application is being submitted to Canada Revenue Agency for their consideration.

IV. Nurturing Community Partnerships

Partnerships are renewed and expanded to support OCHC's mandate

In 2009, OCHC hosted its first Partnership Forum with representatives from over 40 different programs and agencies providing input for the development of an OCHC partnership framework. The popularity of these forums continued to grow in subsequent years fueled by a broadly held commitment that ongoing collaboration among OCHC and its community partners leads to more coordinated service delivery, well supported front-line service providers, and an enhanced capacity for advocacy – all of which translates into benefits for tenants. This forum has become an annual event and an excellent opportunity for networking and information sharing within the broader social services community.

Partners have consistently played a critical part in the delivery of OCHC's mandate. Throughout this strategic plan period, OCHC has strengthened existing partnerships and identified new partnership opportunities to expand the resources that support the organization's goals of ensuring successful tenancies and building healthy communities.

OCHC communities benefit from growing Volunteer Engagement Program

OCHC's partnership base has grown as increasing numbers of partners in both the non-profit and private sectors recognize the opportunity to work collaboratively to meet common goals. Corporations participating in the United Way Day of Caring have an opportunity to give back to the community, while increasing the pride of place in OCHC communities when they work to renew community spaces. Many corporations and their volunteers have returned each year, demonstrating their commitment to the Ottawa community.

Ottawa's generous volunteer spirit has significantly impacted OCHC and its communities. Hundreds of individuals have donated thousands of hours to assist OCHC reach its mandate. OCHC's returning volunteers include groups such as the Young Construction Executive Club (YCEC). Since 2009, the YCEC members recruit skilled labour volunteers and seek construction materials and services donors to help rejuvenate an OCHC community. Some examples of their contributions include building a basketball court and playgrounds, planting trees and painting.

In 2011, OCHC communities benefitted from a constant stream of volunteers thanks to the Year2Give (Y2G) volunteer project. The Y2G volunteers not only helped beautify communities, they encouraged further volunteerism in Ottawa. Their enthusiasm attracted the help of Algonquin College which joined the Y2G team in an unprecedented one-day volunteer effort in OCHC communities in the fall of 2011.

V. Enhancing Organizational Capacity and Effectiveness

Organizational renewal efforts build capacity in key functions throughout OCHC

A comprehensive organizational renewal process began in 2008 with engagement of staff, managers and tenants. The focus of these efforts was to improve tenant service, increase community development, asset management and build organizational effectiveness and capacity.

Executive leadership was established for five key business areas, new positions were staffed to build capacity, and processes were improved to support the achievement of these goals. Organizational renewal is the predecessor to OCHC's current focus on continuous improvement.

New Human Resources Plan supports a focus on employees

As part of the organizational renewal process, OCHC introduced an annual Human Resources Plan to guide activities that enhance organizational effectiveness through the creation and implementation of programs, policies, practices and processes that engage OCHC staff, students and volunteers.

The Plan demonstrates OCHC's commitment to be an excellent employer, provide excellent service and to support the governance role of the Corporate Affairs Committee and the Board of Directors for people management practices.

Highlights of accomplishments in this area over the past several years include increased investments in training and development, introduction of a new recognition program, and implementation of policies in the areas of Harassment, Code of Conduct, Conflict of Interest, and Training and Professional Development.

New performance management programs help support a culture focused on results

Over the past several years, new performance management practices have been introduced at OCHC as a critical element of building a performance culture. Performance tools and supports have been put in place to plan and measure the achievement of performance objectives, and to assess and develop management competencies. Performance scorecards were introduced in 2009 beginning with senior levels of management and gradually expanding to all managers in 2011. These scorecards create focus on key priorities, help managers understand their role in achieving broader corporate objectives, and provide a practical tool to monitor and assess progress.

A new management competency framework was introduced in 2011 to confirm the expectations of all management staff. As support to meet these expectations, a Management Development Program has been implemented and will continue in 2012 and 2013. The performance appraisal process has been revised to reflect the introduction of scorecard objectives and new competencies. In addition, multi-rater feedback is now incorporated for senior managers in the performance appraisal process.

Board practices enhanced to support governance responsibilities

OCHC's Board of Directors includes the Mayor (ex-officio), City Councillors, a tenant and community members. Board governance practices have continued to evolve over the past several years based on opportunities identified through an annual Board evaluation process.

The Board evaluation process looks at the effectiveness of the Board and its Committees and identifies areas to strengthen governance practices. There is also an increased emphasis on ongoing education including such topics as mental health and addictions, and Code of Conduct.

Committee composition was expanded in 2009 to include additional community members, providing greater access to specialized skills and expertise and increasing community involvement in OCHC. Community members are also recruited to participate on specialized Advisory Committees on an as needed basis to provide guidance and advice on specific initiatives such as the current IT system implementation.

Media outreach part of enhanced external and internal communications

As part of organizational renewal efforts, a significant focus has been placed on enhancing external and internal communications. The external focus has been to encourage positive and balanced media coverage by being responsive to media enquiries, and proactively engaging and informing the media of OCHC success stories of interest to the general public. OCHC has also created the Media with a Heart Award, an award for media representatives who demonstrate a commitment to fair, balanced reporting and to increasing awareness and value of social housing, particularly in OCHC communities. Internal communications efforts include an annual All Staff Meeting, CEO visits at all offices, and a new Intranet to support increased collaboration and information-sharing across departments.

Service excellence commitment leads to new business practices and renewal of information technology systems to support our business

OCHC continues to enhance business practices and processes to improve service delivery to tenants. To support the significant infusion of capital funding over the past several years, OCHC has developed and adopted new project management practices to increase stakeholder engagement and ensure

accountability for project results. New mobile information technology solutions have been implemented for field workers, making site review and unit inspection activities more efficient.

In support of OCHC's service excellence commitment, a new Tenant Service Promise and customer service protocols were introduced which establish the level of service tenants can expect from OCHC. Tenant services staff have received service excellence training and each June OCHC celebrates Service Excellence Week. This is an opportunity to welcome tenants to Tenant Service Centres and to recognize staff for the work that they do serving tenants each day. New tools also support tenant service improvements including a new phone system to help tenants easily access the right staff person to answer their inquiry. New information technology systems being implemented in 2013 will present further opportunities for innovative approaches to serve and engage tenants.

Working with dated technologies impacts the organization's ability to effectively deliver its services. In 2009, OCHC began a review and evaluation of its information technology (IT) systems, infrastructure and practices.

As a result of that review, an IT strategy was developed to guide future planning and improvement efforts, which includes the implementation of new IT solutions to support OCHC business. In 2011, OCHC contracted with two information technology software providers to develop and implement systems to support delivery of tenant services, property management, asset planning and functions such as finance, payroll and human resources. This project will extend into 2013 and provide a unique opportunity to renew OCHC's system and business practices in support of its goal of service excellence. Given the magnitude and complexity of this undertaking, oversight is provided by an IT Advisory Group that reports directly to the Board of Directors.

Work has begun in two important areas that will enhance not only our business practices, but identify and address potential areas of risk. OCHC is working with consultants to develop a new purchasing program to streamline and update the process and ensure every opportunity for cost savings and appropriate protocols are realized. As well, a corporate risk profile is being developed that will ultimately inform decision making, planning and priority setting for quality control and evaluation activities.

OCHC is actively engaged in the housing sector

Understanding the environment that has an impact on OCHC and its mandate requires active participation and collaboration in the sector. OCHC is an active participant in the local, provincial and national housing arena. OCHC works with the Ontario Non-Profit Housing Association (ONPHA), Canadian Housing Renewal Association (CHRA), Housing Services Corporation (HSC) and local housing peer organizations on a wide range of policy, research, and advocacy initiatives.

RECOMMENDATION 4 (2012-2015 OCHC STRATEGIC PLAN)

The Strategic Plan for 2012-2015, titled *Looking to the Future*, was approved on February 9, 2012. It is appended to this report as **Document 3**.

The strategic planning process began in early 2011 with a series of workshops with senior staff, the Board of Directors, and City Council as well as key stakeholders and tenants. The Board dedicated significant time to this process, both in workshops leading to an initial draft of the Strategic Plan and in Committee meetings, providing direction and feedback to evolving versions of the Plan. There was a comprehensive consultation process conducted with tenants, partners, staff, our shareholder and other stakeholders.

Several significant trends shaped the context for the 2012-2015 Strategic Plan. As indicated, OCHC received a significant increase to capital funding due to stimulus spending by upper levels of government. This large investment provided an opportunity to address some much needed repairs to our buildings; however, deferred maintenance continues to be the most significant risk to the sustainability of our housing portfolio.

In this time of fiscal restraint, a wide range of strategies from leveraging assets to cost reduction and revenue generation will be required to address the financial realities of our business. The demand for social housing in our community remains high and the needs of tenants have become more complex. This requires a greater focus on working with community partners to support successful tenancies, and to ensure appropriate community resources to create healthy OCHC communities.

The draft 2012-2015 Strategic Plan contains a refreshed mission, vision and values for the Corporation. The mission and vision statements reflect our desire to strengthen our leadership role in developing safe and healthy communities in Ottawa in collaboration with our partners.

Ensuring the supply of quality, affordable homes is one step in facilitating OCHC tenants' ability to actively participate in the socio-economic benefits that the City of Ottawa offers. Our values more accurately reflect the principles which guide decisions and actions of the Board and staff and describe our commitment to collaboration, accountability, respect and excellence in the work that we do with all stakeholders.

Strategic priorities for the next four years are organized under five broad categories – Our Homes, Our Communities, Our Service, Our Partners, and Our Team. Feedback confirms that this language resonates well because of its simplicity and clarity. Stakeholders have identified that they can readily see how they fit in the plan.

A number of strategic priorities were brought forward from the 2008-2011 Strategic Plan, and some new priorities were identified in workshops with senior leadership and Board and Committee members. OCHC will continue to focus on developing safe and healthy communities, enhancing maintenance of existing stock, and pursuing the goal of

financial sustainability. Over the next several years, we will increase emphasis on renewing and growing the portfolio and look for opportunities to partner with the private sector for the benefit of our tenants and communities. We will also deploy new technology to support our commitment to providing quality, responsive service to tenants and make significant progress toward investment in “green” initiatives.

As was referenced in OCHC’s letter to Council dated January 25, 2012, the strategic priorities described in OCHC’s Strategic Plan are very well aligned with the City’s Term of Council priorities in the areas of Environmental Stewardship, Healthy & Caring Communities, Service Excellence, Employee Engagement, and Financial Responsibility.

RECOMMENDATION 5 (RE: APPOINTMENT OF AUDITORS)

Part XII subsection 149 (1) of the *Business Corporation’s Act*, states as follows:

“The Shareholders of a Corporation at their first annual or special meeting shall appoint one or more auditors to hold office until the close of the first or next annual meeting, as the case may be, and, if the shareholders fail to do so, the directors shall forthwith make such appointment or appointments”.

Given that Ernst & Young are providing satisfactory service, and they are familiar with the operation of the Corporation, and given that they are auditors for the City of Ottawa, OCHC recommends that the Shareholder approve Ernst & Young as the auditors for OCHC, for the year 2012.

RECOMMENDATION 6 (SIGNING AUTHORITY OF MAYOR AND CITY CLERK)

That the Mayor and the City Clerk be authorized to sign a written resolution on behalf of the City of Ottawa as Shareholder of OCHC setting out the resolutions approved by City Council.

RURAL IMPLICATIONS

There are no rural implications associated with the report.

CONSULTATION

Notice of this meeting will be posted on the City’s website as per Section 77 of the City’s Procedure By-law.

COMMENTS BY THE WARD COUNCILLOR(S)

This item is citywide.

LEGAL IMPLICATIONS

There are no legal impediments to implementing the recommendations of this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications with respect to implementing the recommendations set out in this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with the approval of this report.

ACCESSIBILITY IMPACTS

There are no accessibility implications with respect to implementing the recommendations set out in this report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications with respect to implementing the recommendations set out in this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

TERM OF COUNCIL PRIORITIES

This section is not applicable to this report.

SUPPORTING DOCUMENTATION

Document 1: 2011-2012 Annual Review - *Building Beyond* (issued separately, embargoed until City Council meeting of May 23, 2012)

Document 2: [2011 Financial Statements of Ottawa Community Housing Corporation \(OCHC\) \(to follow report\)](#)

Document 3: [2012-2015 Ottawa Community Housing Corporation \(OCHC\) Strategic Plan - Looking to the Future \(to follow report\)](#)

DISPOSITION

Council Coordinator to convey the decisions of the Shareholder to the Ottawa Community Housing Corporation.