



Centretown Citizens Ottawa Corporation Strategic Plan 2023 - 2028

MISSION	To create, maintain and promote housing for low- and moderate-income people.					
VALUES	DIVERSITY, EQUITY, INCLUSION A diverse tenant, staff, and member population that treats everyone fairly and is inclusive for all.	COLLABORATION Working together as tenants, members and staff in ways which are responsible and supportive.	AFFORDABLE HOUSING Housing that is affordable, supports a high quality of life, and meets the diverse needs of low- and moderate-income households.	SUSTAINABLE COMMUNITIES Communities that are healthy, energy-efficient, and respect the natural environment.	INNOVATION AND CREATIVITY Fostering new ideas and supporting responsible risk-taking in how we do our work.	INCLUSIVE, OPEN DECISION MAKING Decisions that are community-based and engage tenants and members in the way they are made, communicated, and implemented.

AREAS OF FOCUS	Tenant Experience	Financial Sustainability	Organizational Capacity	Strategic Growth
Key Outcomes	Tenants are satisfied with the quality of their housing. Tenants feel valued in their engagement with CCOC. The value of CCOC Membership is more clearly articulated and understood by tenants.	CCOC has greater financial security and independence from external funding. CCOC has a strategy for leveraging rent revenues, including investing in building upgrades and reducing expenses.	CCOC has an effective and equitable governance model that is appropriate for the size and scale of the organisation. CCOC has effective and equitable People and Culture policies, programs, and processes, leading to increased employee satisfaction, engagement, and retention. CCOC has organizational management processes that are more consistent, leading to improved performance.	CCOC has a clear vision and plan for growth that will deliver a doubling in unit count, with a goal of increasing by a minimum of 50% by 2034. CCOC has a clear plan to finance the growth strategy which includes diversified sources of funding and revenue, and increases the long-term viability of the organization. CCOC can clearly and compellingly communicate our value proposition and outcomes, and has the capacity to advocate for the conditions and resources needed to grow and sustain them.
Key Initiatives	<ul style="list-style-type: none"> Develop and implement a clear strategy for how CCOC and tenants will communicate with each other. Monitor and use tenant feedback to inform decisions. 	<ul style="list-style-type: none"> Engage external experts to explore a charitable entity and an alternative endowment structure as potential additional revenue streams. Establish a CCOC rent and affordability approach in line with our mission and our mixed-income housing model. Review asset management processes to maximize long-term sustainability of the portfolio. 	<ul style="list-style-type: none"> Renew People and Culture policies, programs and processes, incorporating Anti-Racist Organizational Change recommendations. Implement recommendations from Governance renewal roadmap. Develop and implement real-time data-driven reporting dashboards to monitor organizational performance and enable timely decision-making and risk management. 	<ul style="list-style-type: none"> Develop mission-aligned growth strategies for: <ul style="list-style-type: none"> maximizing the value of existing assets to the organization redevelopments, new builds, acquisitions, and/or mergers and amalgamations Establish a strategy to finance the growth plan Develop a comprehensive and coordinated external communications plan to tell CCOC's story <ul style="list-style-type: none"> Expand and strengthen CCOC's relationships beyond the housing sector and existing partners and supporters Expand and strengthen the capacity of CCOC and its relationship network to tell CCOC's story Develop negotiation and communications strategies with other Housing Providers on the impact of HSA EOA/EOM and advocate to the City and the Province for change.
Key Performance Indicators (KPIs); TBC	<ul style="list-style-type: none"> % of members who are tenants Tenant satisfaction % Work orders completed within standards % of tenants who are connected to supports 	<ul style="list-style-type: none"> Rent Arrears Turnover duration and cost per turnover Average CCOC rent in relation to AMR % of portfolio with rents <80% of AMR Cash flow and Reserves \$ Debt coverage ratio FCI 	<ul style="list-style-type: none"> Board/Committee Attendance Demographics of Board/Committee members => KPI needed Employee turnover rates and tenure Employee satisfaction Eviction rate/N5s 	<ul style="list-style-type: none"> Break ground on at least 200 new units by December 31, 2026 Annual net increase in units (or total units per employee) Annual reduction in administrative cost per unit Number of comms pickups and engagements => KPI needed Unit mix (subsidized:unsubsidized)