

2017 ANNUAL REPORT

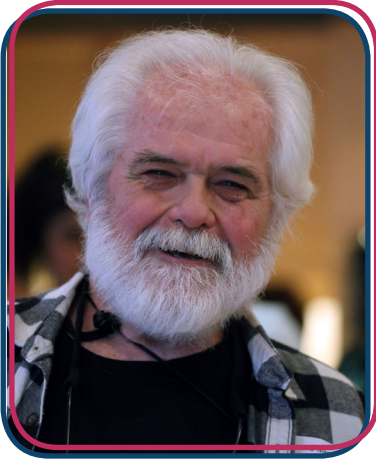
Centretown Citizens Ottawa Corporation
Centretown Citizens Housing Cooperative



**Centretown Citizens
Ottawa Corporation**

Prepared for the 2018 AGM
May 17, 2018

PRESIDENT'S ADDRESS



Everything old becomes new again. Back in the 1970s, it was the federal government, through CMHC, that created funding and programs to let CCOC grow and prosper. In the 80s and 90s, the feds got out of social housing, but in 2017, with the new National Housing Strategy, we're seeing a significant return of the federal government.

Way back in the 1970s, it was a proposal to build a highway through Centretown that sparked the neighbourhood movement that later created CCOC. It was part of a vision of how livable, inclusive neighbourhoods need good affordable housing, walkable streets, and good retail spaces. Everything is connected to everything.

Those connections between transportation and affordable housing are still part of CCOC's vision. In 2017 we hosted a bus tour that highlighted the intersection of transit and housing. And we've been working closely with the Healthy Transportation Coalition and other partners to make sure the City shares that vision.

In 1977 CCOC bought a small set of townhouses on Arlington that were already almost 75 years old at that point. Forty years later, in 2017, we joined with past tenants to celebrate the legacy of that property, and then we tore it down.

While providing a fine home for many over its century in Centretown, 143-153 Arlington was always the ugly duckling of CCOC's portfolio. By the end of this year, we will have built 16 high-quality new townhomes: more bedrooms, more energy efficient, more outdoor amenity space, and altogether better homes. We'll see that ugly duckling become a beautiful swan.

CCOC itself also saw a lot of renewal in 2017: a new software platform supporting our operations, the start of a new office we're building at 415 Gilmour. And in June of last year, we re-organized staff to create east and west property teams: more closely aligning responsibilities with tenants and properties. In some ways, we were trying to bring us back to that model in the 1970s where staff and tenants could get to know each other and focus on our shared responsibilities to make good homes at CCOC properties.

Everything old becomes new again. CCOC remains nimble and responsive to change. In many cases we are actively creating the changes we want to see in our city. We're looking ahead to a bright future, with the confidence of our rich past.

- Bill Rooney, President

CCOC RENEWAL

People

In 2016 we heard from tenants and staff through two in-depth satisfaction surveys. Tenants asked for better lines of contact and follow up. Staff said they wanted to feel more connected across departments to confidently give responsive service. In 2017 we reorganized the way we work. We created a one-stop tenant service desk for first contact about maintenance, rentals, rent payment, greening, and getting involved. And we divided front line staff into two teams to provide full service at CCOC properties, in tenants' homes and meeting tenants' needs.

Tools

One of the biggest projects underway at CCOC has been happening behind the scenes. In 2017 we replaced the database that holds all of the information we use in our operations: tenant records, property information and financial details. This project involved every department from design, to inputting data, to training and testing and learning new ways to work. The new database went live in early 2018.

Space

Another behind-the-scenes project in 2017 was the design of our expanded office space at 415 Gilmour. We can't wait to see the new space later in 2018!



All CCOC staff had the opportunity to share their vision for the renovated office—with some help from lego!

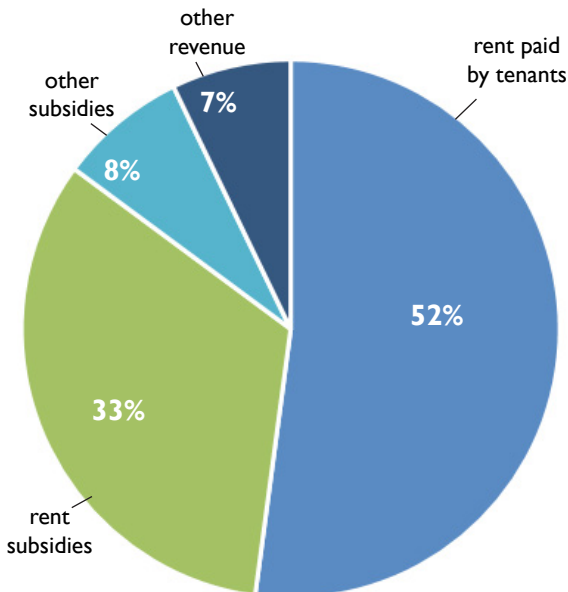
FINANCIAL SNAPSHOT

CCOC ended 2017 with a large surplus, which allowed us to contribute an additional **\$600,000** to capital reserves for future building repairs and upgrades. After that special allocation, the final surplus was **\$386,691**. As of December 31 2017, CCOC had 19 properties with fully paid-off mortgages (and two that never had any). This leads to larger surpluses that allow us to reinvest in our existing properties, and, eventually, to buy or build new ones.

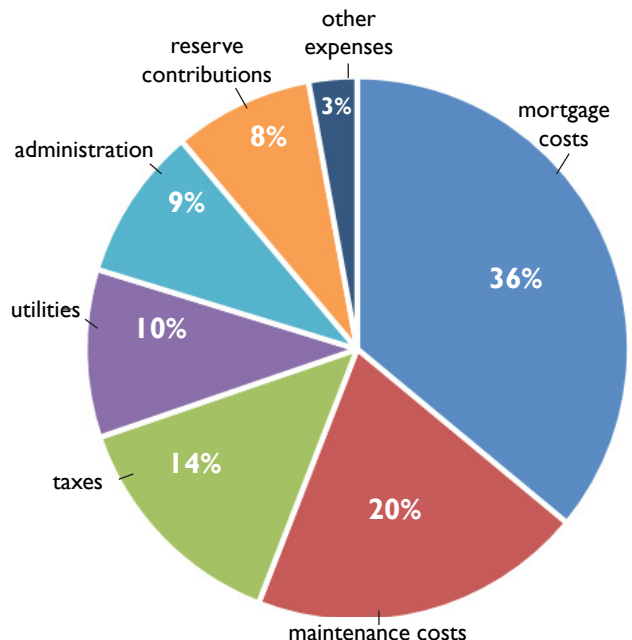
CCHC ended 2017 with a \$41,367 deficit. The board had forecasted a deficit of \$9,330, but high vacancy losses and high maintenance costs resulted in a much greater loss. The co-op's mortgage at 240 Presland will be fully paid off during 2021.

2017 CCOC/CCHC Operating Revenue and Expenses

REVENUE \$21,840,760



EXPENSES \$21,584,885



MAINTENANCE & RENEWAL

Operations

Our maintenance staff completed **6,997** workorders in 2017. The average time to complete a workorder was 3.7 days, and **87%** of workorders were completed within our service standard times. CCOC has different standards for different types of workorders. We're proud to not only meet but exceed our targets.

Emergency



Standard: 24 hours
Average: 14.4 hours

Priority



Standard: 7 days
Average: 4.6 days

Regular



Standard: 28 days
Average: 11.6 days

Capital Repairs

CCOC spent about **\$2.75 million** on capital repairs in 2017. Some of the larger projects CCOC worked on were the second phase of the Percy School rehabilitation project, waterproofing the podium at 264 Lisgar, repairing balconies at 520 Bronson and 145 Clarence, and replacing the roof at 151 Parkdale.

CCOC received funding approval for \$1,267,010 from the Social Housing Improvement Program for the work at 520 Bronson, 145 Clarence, 151 Parkdale, and 264 Lisgar. We have spent approximately \$800,000 to date and the remaining funds will be spent in 2018 at 145 Clarence and 520 Bronson. We also got \$162,000 in funding from the Housing and Homelessness Investing Plan for the podium waterproofing at 264 Lisgar.

CCHC received approximately \$140,000 from CMHC to pay for new balconies, flat roof, and flooring replacements at 240 Presland.



Renovations at 145 Clarence.

CCOC DEVELOPMENT

Cahdco

Cahdco is CCOC's sister corporation. In 2014 Cahdco relaunched with a bold new growth mandate to build affordable housing and social purpose buildings for CCOC, other housing organizations and on its own behalf. In three short years it has grown from a one person operation into a staff of eight and has created 140 new affordable homes in Ottawa, with another 155 coming in 2018. CCOC supports Cahdco with back office support (finances, IT, and HR) and benefits from Cahdco's expertise in our development projects. It's a great shared-services model.



The Arlington Project

Last fall we started construction on CCOC's first Passive House project. We are benefiting from Cahdco's experience building a Passive House for Ottawa Salus last year. The new building will have 16 stacked townhomes: eight 2-bedrooms and eight 3-bedrooms with a mix of market rent and subsidized homes. Passive House homes need very little energy for heating or cooling. It will include accessible and visitable homes.



Construction at Arlington is underway

A YEAR FOR PRACTITION!

CCOC has put together an ad hoc sub-committee called PRAC! The Policy, Research and Action Committee reviews, discusses and takes action on policy proposals linked to the City of Ottawa Ten Year Plan on Housing and Homelessness, Ontario's Long Term Affordable Housing Strategy and the National Housing Strategy. It develops and advances CCOC policy positions and feeds into CCOC's coalition-building work around local, provincial and federal elections.



The committee has had a busy schedule reviewing and developing positions on inclusionary zoning, portable housing benefits, sector modernization and integrated city planning (linking housing into transportation and planning). There have been some early signs of success: CCOC's critical blog post on inclusionary zoning led to a request from the Minister of Housing for a meeting and significant revisions to the draft inclusionary zoning policy. And CCOC's voice is part of a groundswell of voices calling on Ottawa to ensure that new affordable housing development is included around the light rail transit stations.

We **toured our properties by bus** last September for a look at how affordable housing and affordable, accessible transportation go hand in hand. We partnered with the Healthy Transportation Coalition (HTC) and discussed challenges and opportunities in our neighbourhoods, including light rail, ParaTranspo, OC Transpo local routes, cycling, and complete streets. Almost 40 tenants, volunteers, staff and community members took part. Thanks to tenants Daniel Boyer, Rod Manchee, Linda Morrison, and Thérèse Mosole for sharing their experiences with good and bad transit in Ottawa.

Later that month, several CCOC staff and tenants took part in a **Transportation Equity Summit** hosted by the HTC. We helped connect the dots between housing affordability and transportation planning.

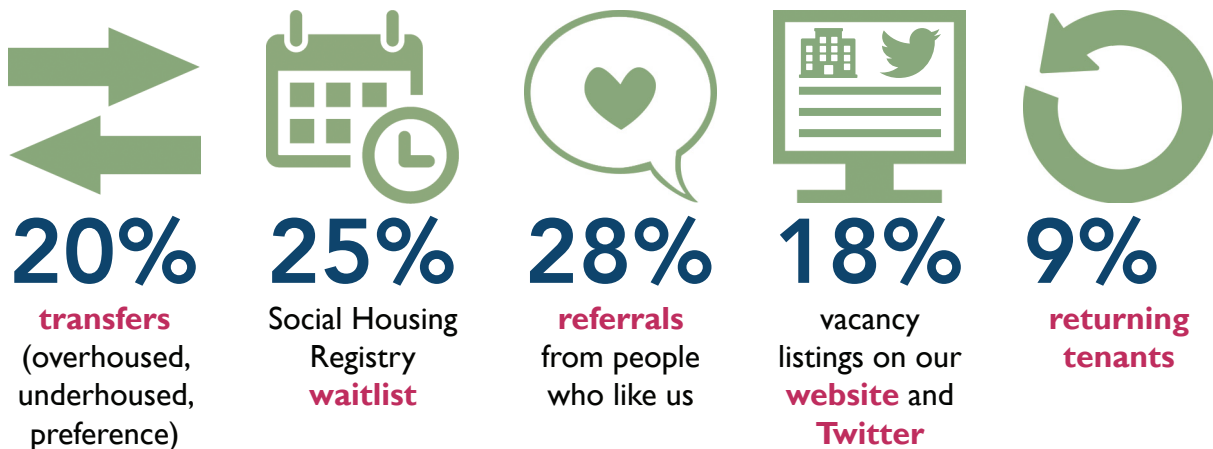
These opportunities led to meetings with city staff from the Planning, Transportation and Housing Branches and members of Council in early 2018. We are hopeful that the city will seize this once in a lifetime opportunity to include affordable housing along the LRT corridor.

A LANDLORD OF CHOICE

CCOC properties had an overall vacancy rate of **1.6%** in 2017, down from 2.25% in 2016 and well below the private sector vacancy rate of 3% in Ottawa.

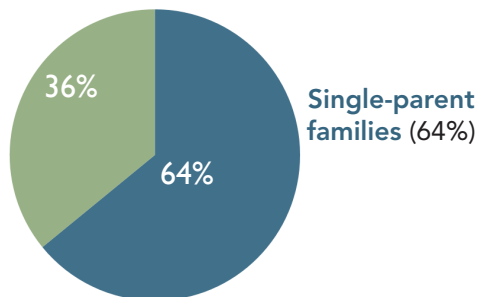
215 new households moved into CCOC properties last year. There was a **13%** turnover rate, which is our lowest turnover rate in 16 years! Low turnover rates are good for CCOC—this means tenants want to keep living with us and it's good for our bottom line. But it also means less options for people looking for affordable homes. This is why it's important we continue to create and promote affordable housing.

Where did tenants come from?



CCOC tenant profile

Households with children



Households without children

