

Changes in Human Resources

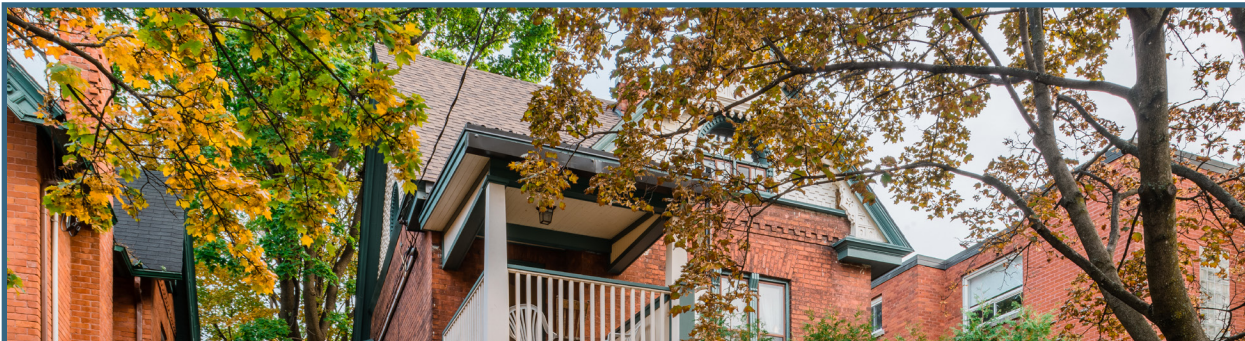
Human Resources came into its own in 2021 because of a Department restructuring that took place in September. In the past, the Human Resources & Corporate Services Director role was split between the Corporate Service Supervisor and the Executive Director. Hiring an HR Director in 2020 led to a lot of internal changes.

As the “youngest” and newest department, we needed to catch up to the work other teams have done to better support CCOC’s mission. We reinvented the Corporate Service Supervisor role to support the Service Desk (Tenant Service Representatives) and office management. These additional roles have helped HR become more effective in its capacity to lead CCOC through change management.

In addition to the pandemic, since 2018, we have undertaken many change projects with direct impacts on staff. CCOC’s story is not unlike “The Little Engine That Could”. We have grown from a grassroots beginnings and evolved into a medium-sized organization that continues to grow—and with growth comes growing pains. This year highlighted the resilience of employees to adapt to:

- A new “normal” – learning how to stay connected as a team when some staff work remotely and some work in the field
- New processes – digitizing and optimizing our work has led us to revisit why we do things a certain way and how we can improve
- New configuration of roles and teams – considering multifunctional and specialized roles with an emphasis on scalability of jobs; and
- New staff– 35 hires and internal transfers in one year, further proving the need to document and retain valuable corporate knowledge.

The ability and eagerness to adapt to new, and sometimes unknown, situations is essential to our success. We are confident it will continue to drive CCOC forward.



Centretown Citizens Ottawa Corporation - Centretown Citizens Housing Cooperative

CCOC 2021 Annual Report

Resilience: Moving Forward with Intention

Prepared for the 2022 Annual General Meeting,
May 19 2022



President's Address: AnaLori Smith

To my community, my neighbours of Centretown,

With my whole heart, thank you for embracing me as the CCOC President and for trusting my abilities, lived expertise, and decision-making. In 2021, the Board of Directors welcomed failure and growth to inspire innovation and leaned into vulnerability to embrace difficult conversations.



CCOC led by example; we amalgamated with Taiga Non-Profit Housing. We made strategic choices to enable the full potential of our Capital Projects team, tenant Services Representatives, and Operations Coordinators. We invested in CCOC's future by strengthening our Human Resources and Corporate Services functions. And we planned for the redevelopment of properties at Armstrong, Carruthers, and Putman – work that will begin in 2022.

The Transforming Tenant Engagement project was a 2021 priority. We are creating more opportunities for tenant involvement, emphasizing tenant representation at governance tables, and empowering participation in housing-related decision making.

The main accomplishment of my first term as Board President was the recruitment and hiring of the current Executive Director. With the support of Erica Braunovan, Courtney Lockhart, and Court Miller, we found the perfect fit. Sarah Button's collaborative and proactive approach to governance, and knowledge of housing advocacy and policy make her a great fit. We are excited to see where her empathetic and humble leadership takes us.

Finally, CCOC will create a new Strategic Plan in 2022. We need to earn our reputation as a landlord through our everyday actions, while staying mindful of staff and tenant capacity and morale and the impact high-level decisions have on the day-to-day experience of CCOC. After several years of pandemic-related restrictions, we need to re-invest in our tenants, our staff, and the core reason we exist: to provide safe, accessible, affordable housing.

Thank you for supporting me in cultivating a culture of psychological safety, and allowing me to bring my whole, vulnerable self to the table and to lead with imperfection. We are choosing to advance a shared understanding of the need for diversity and inclusion, and we rely on your collective experience to lead CCOC into the future.

With empathy and humility, AnaLori your CCOC President

Taiga Merger

2100 Scott Street

In 2021, we welcomed a new building to the CCOC portfolio when we merged with Taiga Non-Profit Housing Corporation. This merger protects 104 affordable homes in a great location—right beside the Phase 2 LRT line, and within walking distance of the shops and services along Wellington street West.



2100 Scott Street, building exterior

The Taiga Board of Directors initiated the idea for a merger. They approached CCOC to talk about their goal of maintaining the affordable housing they managed in the community for the long term. CCOC was the chosen partner because of our reputation as a great landlord, and because Taiga and CCOC actually share the same mission and values—CCOC helped Taiga when they were getting established.

CCOC's mission is to create, maintain and promote housing for low and moderate income people. The merger allows us to use our larger capacity to stabilize and preserve housing for low and moderate income tenants. Over time, other smaller non-profits may also seek stability through mergers once their original program obligations and mortgages end. Our experience can help these other groups learn.

How did the merger come to fruition?

- Late 2020 – Taiga's Board approached CCOC to discuss a merger
- February 2021 – CCOC met with Taiga tenants to talk about upcoming changes
- March 2021 – CCOC Members approved the merger
- May 2021 – A transition Board of Directors was established with a mix of CCOC and Taiga Directors
- July 2021 – CCOC became the property manager for 2100 Scott Street
- December 2021 – The legal merger was completed!

All of CCOC would like to extend a warm welcome to the new CCOC tenants who live at 2100 Scott Street. This has been a big transition for folks living there, and we're looking forward to learning more about each other in the coming years.

Anti-Racist Organizational Change (AROC)

In 2021, CCOC completed Phase I of the AROC project with the support of Kaafi Consulting. Phase I focused on education and planning: baseline anti-oppression training for staff, Board, and committee members. Kaafi Consulting also developed a “To-Do” list to inform Phase 2 of CCOC’s AROC project.

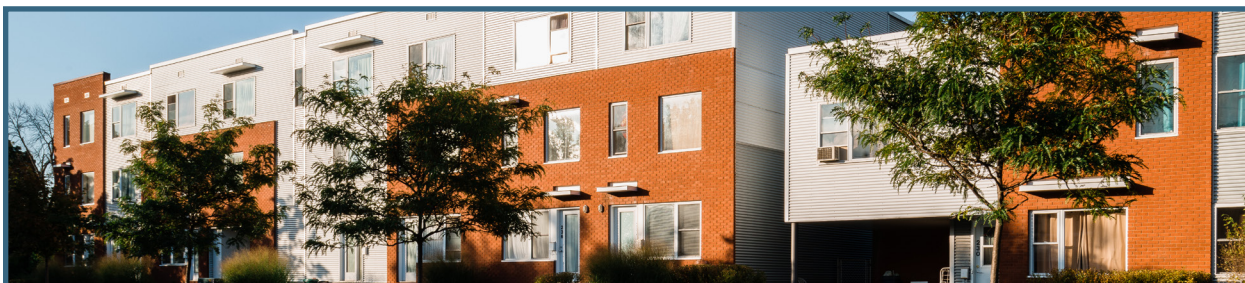
Later in 2021, we hired Connect2Knowlegde (C2K) to support Phase 2. This work focuses on longer-term organizational change, co-creating an implementation plan with staff, and developing measurable objectives toward our goal. A change team, made up of staff from every CCOC department, meets monthly to direct this work.

We have learned a lot so far:

- We must dedicate time and money to AROC. It can’t be a side project!
- We need to address anti-racism from multiple angles; and
- Communicating consistently with everyone involved helps increase support for necessary changes.
- We need to invest time and energy in building relationships to create safer environments for honest feedback.
- We need to accept and learn from our mistakes (we will all make mistakes as we learn and grow in this space).
- We cannot assume non-white staff want to lead this work or ask them how to do the work. There are lots of resources we can access to help us.

CCOC is strongly committed to anti-racist organizational change. We recognize this must be a long term project that informs every aspect of how we operate.

“If you are a person who believes in love, justice, integrity, and equity for all people, then you know that this work is non-negotiable.” – Layla F. Saad, Me and White Supremacy.



Governance Sub-Committee

The Governance Sub-Committee was created in 2020 to apply anti-racist and anti-oppression lenses to the governance structures, policies, and culture of CCOC, and recommend direction and strategies for adoption. In 2021, the Governance Sub-committee proposed two important amendments to CCOC and CCHC’s bylaws.

The first amendment introduced term limits for Board Members, which will:

- Allow more tenants and community members to join the Board;
- Help the Board of Directors look more like the community we serve; and
- Bring new ideas, energy, and community connections to the Board.

The second amendment included changes to CCOC and CCHC’s Bylaws to remove gender-specific language, and clarify our ability to host virtual meetings.

The Board of Directors has also worked to make Board meetings more accessible, and started implementing new practices like timed agendas and takings breaks.

Tenant & Community Engagement Transforming Tenant Engagement

In 2020, CCOC committed to strengthening our tenant-led governance program so tenants and community members are equipped and empowered to guide CCOC. This is the Transforming Tenant Engagement project. With the support of a three-year grant from the Community Housing Transformation Centre, as well as strategic visioning and direction from the Governance Sub-Committee, we made significant progress in 2021.

Preparing for Success

The Tenant and Community Engagement (TCE) Department hired evaluation consultants from Connect2Knowledge to identify the scope and desired outcomes of the Transforming Tenant Engagement project. Connect2Knowledge and TCE staff worked together and prepared strong groundwork to set this project up for success.

In 2021, we:

- Created value propositions that identify why tenants and community members choose to get involved with CCOC;
- Developed a better understanding of CCOC’s readiness for change;

(TCE Continued)

- Completed a thorough Objectives and Key Results exercise and set 10 challenging, ambitious goals with measurable results, as well as developed tools to track progress towards these goals; and
- Conducted a demographic survey of existing governance volunteers to assess the diversity profile of CCOC's volunteers and measure how representative volunteers are of CCOC's tenant population.

By doing this foundational work, we are going in to 2022 ready to improve CCOC's tenant engagement program for everyone!

Strengthening Relationships through Understanding

We are improving our volunteer management system so we can offer comprehensive, engaging, and tailored support to volunteers, who give so much to CCOC. Our existing volunteer database is a series of Excel spreadsheets—we know there is a better way!

The TCE Department acquired free access to Salesforce, a customer relations management software, thanks to the support of the Irving Greenberg Memorial Camp Fund Board of Directors.

In 2021, TCE staff completed Salesforce training and outlined what information we will collect in the new database. Once the new system is live, we will have a comprehensive picture of an individual's involvement with the organization.

Building a database is slow and often tedious work, but we know that by doing this work now we are investing in our volunteers and creating a scalable framework for the future.

COVID-19 Updates

2021 was marked by new variants of Covid-19. Our community faced new lockdowns and restrictions, often on short notice, and everyone had to adjust. CCOC's Pandemic Plan guided our cautious approach and helped us weather the waves of the pandemic.

It's been a stressful time. We changed how we do a lot of things to keep our staff, tenants, and volunteers safe. Some practices are things we will probably keep – like taking payments via e-transfer. Some practices we may choose to let go of as the Covid-19 situation changes and risks are reduced. The pandemic isn't over yet, but CCOC will continue working to keep our community safe.

Development Department 147-159 Forward Avenue



Forward Avenue, building rendering



Forward Avenue, construction

In Fall 2021, CCOC began construction of 49 new homes at 147-159 Forward Avenue. The 4-storey building will include, 14 three-bedroom, 8 two-bedroom, and 27 one-bedroom and bachelor apartments. Construction should finish in Spring of 2023 with tenants moving in soon afterwards.

We are targeting Passive House building performance standards. Passive House is an advanced construction and design standard that produces homes that require very little energy for heating or cooling. We will also be installing solar panels on the roof.

Farewell Ray

After 12 dedicated years, we said goodbye to Ray Sullivan. For those who don't know him, Ray is a dedicated change maker. His strategic advocacy at the municipal, provincial, and national levels has increased the stock and funding of affordable housing. Beyond this crucial impact, Ray also leaves behind a legacy of collaboration. In his own words:

"CCOC has been an inspiration to me for the last 22 years, ever since I became a tenant in the spring of 1999. (...) Most of all, I've been inspired that CCOC doesn't draw lines between tenants, volunteers and staff. Most of our volunteers are tenants, some of our staff are volunteers, and 1 out of 4 staff are current or former CCOC tenants. We're all in this together—neighbours working side-by-side—and that's what makes CCOC great."

Ray embodies all of CCOC's values but most importantly, he brings heart to everything he does. Thank you for your dedication to CCOC, to affordable housing, and to community.

Facilities Management & Capital Projects

Maintenance & Renewal



210 Gloucester Street, building exterior



170 Booth Street, building exterior

In 2021, CCOC carried out over 11,000 maintenance requests (work orders) with over 95% on time delivery for urgent repairs and 98% for priority repairs, despite pandemic restrictions.

We budgeted over \$4 million to complete many important safety updates, including emergency lighting upgrades, modernizing fire systems, improved lighting, security improvements and structural work.

Larger projects included essential balcony repairs at 210 Gloucester Street, retaining wall repairs at 170 Booth Street, and column repairs at our Rochester Street properties.

We were once again grateful to receive over one million in funding towards our capital program from the City of Ottawa. The Facilities Management Department also implemented accessibility upgrades with the aid of city funding.

2021 was a record breaking year for our Building Standards team. We completed our project to bring our pest control department in house. This has successfully reduced infestation rates to levels on a par with those expected in owner-occupied condominium properties!

Despite the pandemic being at its height we still managed to deliver high quality service for our tenants.

2021 Financial Snapshot

Centretown Citizens Ottawa Corporation

CCOC ended 2021 with an operating surplus of \$36,478. As of December 31 2021, CCOC had 21 properties with fully paid-off mortgages. This leads to larger surpluses that allow us to reinvest in our existing properties, and, eventually, to buy or build new ones.

CCOC also received a settlement from MPAC for property taxes for prior fiscal years, which allowed us to contribute an additional \$1,300,000 to capital reserves for future building repairs and upgrades.

Centretown Citizens Housing Co-operative

CCHC ended 2021 with an operating surplus of \$37,256, after contribution of \$30,000 to capital reserves. The co-op's mortgage at 240 Presland was fully paid off in February 2021.

