



# ANNUAL REPORT

**Centretown Citizens Ottawa Corporation  
Centretown Citizens Housing Cooperative**



**Centretown Citizens  
Ottawa Corporation**

**Prepared for the 2016 AGM  
May 19, 2016**

# PRESIDENT'S ADDRESS

CCOC's Mission is to create, maintain and promote housing for low and moderate income people. That's an important statement, as much for what it says as for what it doesn't say.

It doesn't say "promote social housing" or "promote housing for CCOC tenants"; it says "promote housing for low and moderate income people". So when we advocate for policies like inclusionary zoning, or getting the private sector back into building rental housing, that's part of our Mission. It's about more than just CCOC and our model of affordable housing: it's about housing affordability for all low and modest income people.

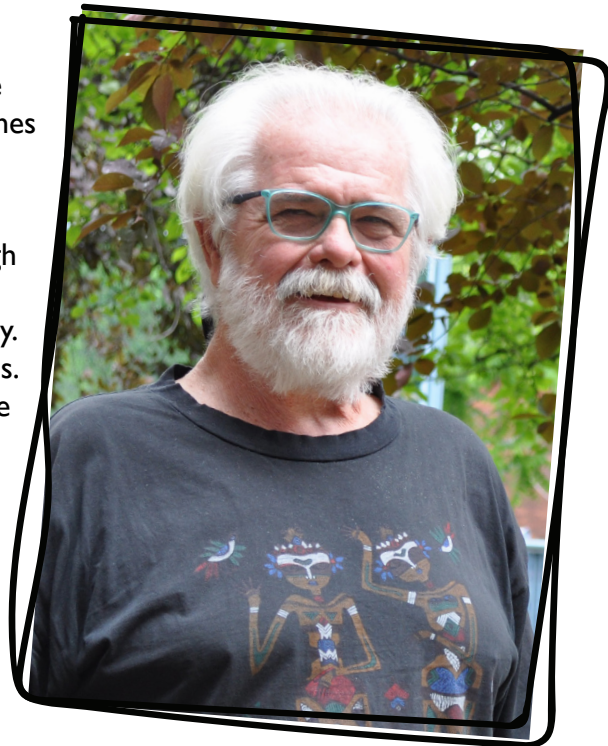
Our Mission says "maintain housing for low and modest income people"; it doesn't say "maintain CCOC's housing" or "maintain housing for CCOC tenants". So when we enter into a maintenance service agreement with another non-profit, as we did with OCISO Non-profit Housing, that's part of our Mission too.

And our Mission doesn't say "create housing for CCOC to manage"; it says simply "create housing for low and modest income people". In fact, we have done this from the beginning, acting as a development consultant to other non-profits and charities to help them build new housing. And in 2015, we took it to a whole new level, investing in Cahdco, our sister corporation, so that CCOC now supports a development department of four full time staff, and a handful of consultants – creating new homes not just for CCOC, but for Ottawa Salus, Multifaith Housing and others. It's part of our Mission.

Over our 42-year history we've grown, partly through our determination to fulfill that Mission, into one of the largest private non-profit landlords in the country. We've learned a lot of things over those four decades. We achieved an ability and a resilience that means we have time to think about the bigger picture, we have the capacity and the skills to help other non-profits, and we have the leadership to exert our influence beyond the neighbourhoods where our tenants live.

We do it because it's what our Mission says, and because we aren't limited by what our Mission doesn't say.

- Bill Rooney, CCOC President



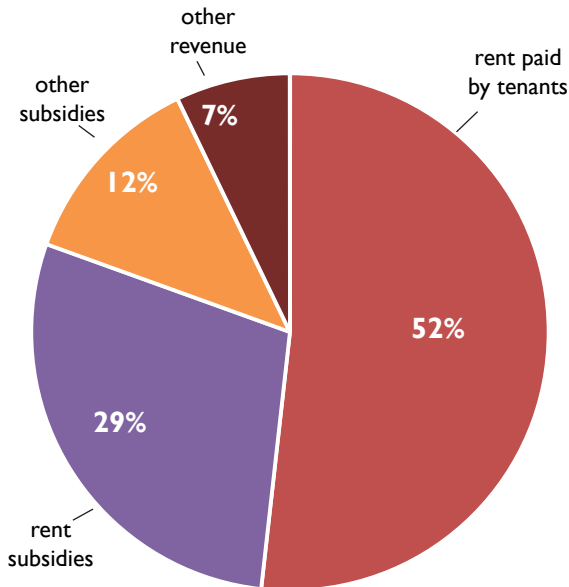
# FINANCIAL SNAPSHOT

CCHC ended 2015 with a small \$4,417 surplus, much better than the \$2,486 deficit that was budgeted. Much of this is due to saving \$4,925 in water costs compared to 2014; this is the direct result of installing new low-flow toilets in all apartments.

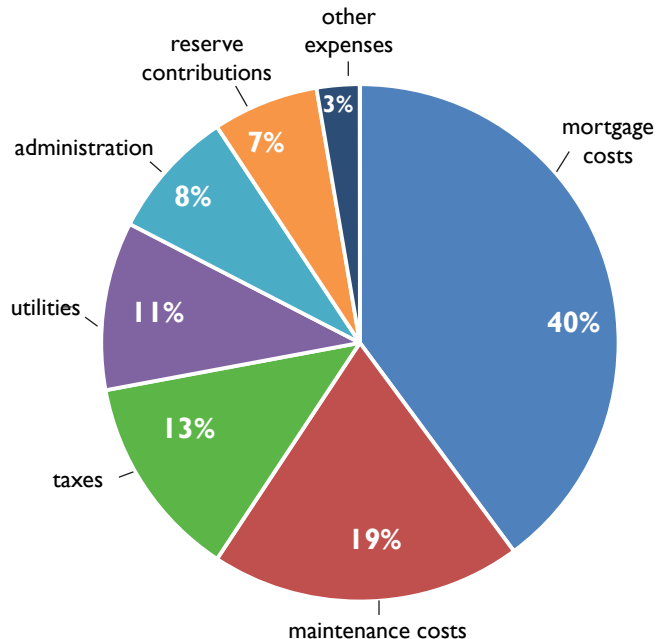
CCOC ended 2015 with a net surplus of \$355,506 (1.65% of revenues). This allowed the board to make special allocations to our Regeneration Fund and a new Replacement Reserve Top-up Fund to set aside funds to meet our needs and achieve our goals into the future.

## 2015 CCOC/CCHC OPERATING REVENUE AND EXPENSES

### REVENUE \$21,435,614



### EXPENSES \$21,147,158



# A LANDLORD OF CHOICE

CCOC properties had a vacancy rate of **1.64%** in 2015, up from 1.0% in 2014. In late 2015, we saw Ottawa's overall rental vacancy rate hit 3.0%.

**246** new households moved into CCOC properties last year. There was a **15%** turnover rate, which is on par with previous years.

## WE ASKED; YOU ANSWERED

38% of all CCOC tenants took the time to answer our tenant survey this year. We're excited to share some of the results with you!

### Top 3 Reasons People Chose to Live with CCOC



**Affordable Rent (76%)**

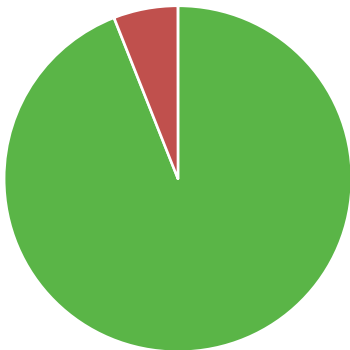


**Neighbourhood (56%)**



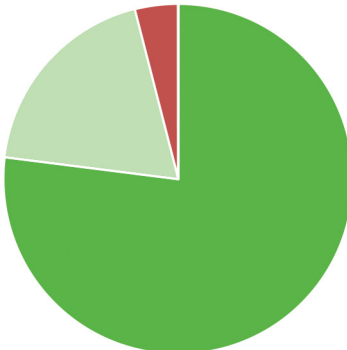
**Reputation (25%)**

**Would you recommend CCOC as a landlord?**



**94%** said yes  
**6%** said no

**Does CCOC give you good customer service?**



**77%** said yes  
**19%** said yes, but...  
**4%** said no

#### CCOC Report Card

**We tallied up your feedback and our grades are in!**

Laundry: **72%**  
Garbage/recycling: **72%**  
Sense of Community: **71%**  
Service of our staff: **82%**

#### Condition of...

Apartment: **75%**  
Common areas: **71%**

# HEALTHY BUILDINGS

## OPERATIONS

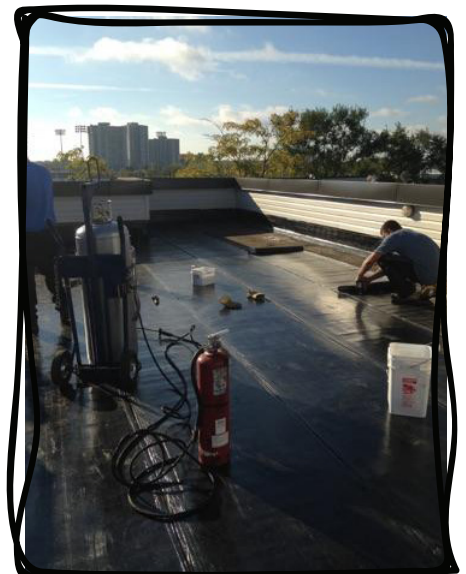
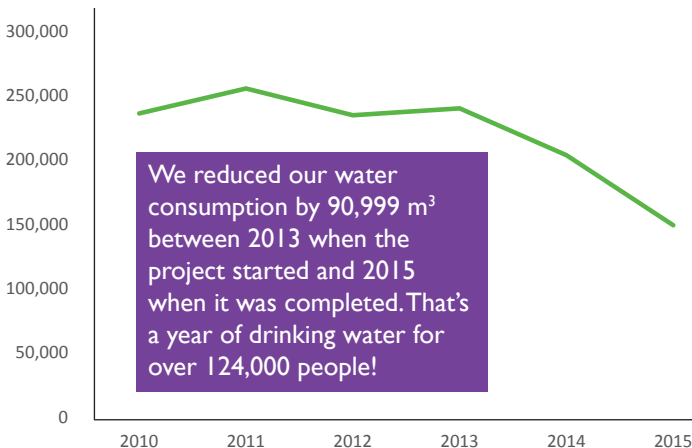
Our maintenance staff completed 6,618 workorders in 2015. The average time to complete a workorder was 4.5 days, and 90% of workorders were completed within our service standard times. We're constantly looking for ways to improve our processes and service delivery, and administrative changes to our workorder tracking this year mean we now have more accurate timing data than ever.

## CAPITAL REPAIRS

CCOC spent close to \$1.5 million on capital repairs in 2015. This includes emergency work, like repairs following plumbing failures at 145 Clarence, 258 Lisgar, 151 Parkdale, and 210 Gloucester, but also planned work like roof replacements, furnace replacements, and new doors and entryways at numerous properties.

Most significantly, CCOC completed the big toilet replacement project: replacing all our toilets with new low-flow environmentally efficient models. This project has helped us reduce our water bill by over \$200,000 (25%) – and helped us lower our ecological footprint too!

**CCOC's Water Consumption (m3)**





# BUILDING BRIDGES

## CANADIAN HOUSING RENEWAL ASSOCIATION

The Canadian Housing Renewal Association (CHRA) played a lead role in housing advocacy during the federal election with its #housing4all campaign. CCOC participated in CHRA roundtables with local federal candidates and hosted a CHRA National Housing Day event with our newly-elected Member of Parliament Catherine McKenna and MPP Yasir Naqvi, in conjunction with ONPHA.



## CITY OF OTTAWA

Over the past several years, the City of Ottawa has been reviewing its local waiting list policies for access to social housing. CCOC Rental Department Manager Debbie Barton has played a leadership role on behalf of the whole housing sector, applying an on-the-ground perspective and CCOC's unique principled pragmatism to help the City get it right.

## HOUSING PARTNERSHIP CANADA

In 2015, CCOC's membership in a new housing association became official. Housing Partnership Canada (HPC) describes itself as a collaboration of Canada's housing leaders. It's a small group, but it includes the leadership of the most innovative and dynamic social landlords across Canada. Represented by our Executive Director Ray Sullivan, CCOC has led a working group on "talent management" to investigate programs to help people build strong careers in affordable housing.

# ACROSS THE SECTOR

## ONTARIO NON-PROFIT HOUSING ASSOCIATION

Since 1988 the Ontario Non Profit Housing Association (ONPHA) has been an independent, member-funded and member directed association. CCOC has been a strong ONPHA supporter since the very beginning. Over the years, several CCOC staff and volunteers have served on ONPHA's Board of Directors, including volunteers Derek Ballantyne, Rod Manchee and Nick Falvo, and staff Catherine Boucher, Debbie Barton, Ray Sullivan and Meg McCallum. In 2015, Meg McCallum, CCOC Membership and Communications Department Manager, was elected President of ONPHA.



## OTTAWA SOCIAL HOUSING NETWORK

The landscape of the affordable housing sector is evolving. Recognizing that there is both a need and an opportunity to change with the times, in 2015 the Ottawa Social Housing Network (OSHN) started a strategic planning process to create our own vision for the future of the sector.



Several CCOC staff participated in planning days and will be involved in ongoing projects. We even made a music video!

# SHARING BEST PRACTICES

## SIMPLE SOLUTIONS



CCOC introduced recycling bags for our tenants in 2008. They've been a huge success, and our Beaver Barracks properties now have some of the highest waste diversion rates in the city of Ottawa. We were pleased to see the City following our lead by starting their own recycling bag program for high-rise buildings in September 2015. These bags allow tenants to quickly and easily bring their recyclables down to a communal garbage room and properly dispose of them. CCOC hosted the City's program launch at 464 Metcalfe.

## GREEN COMMITMENTS

The launch of our new Green Commitment program took place at the 2015 AGM, and we've been sharing our learnings ever since. Sustainability Facilitator Natalia Snajdr has spoken at the conferences of the Ontario Non-Profit Housing Association, Federation of Canadian Municipalities, and the Canadian Housing Renewal Association to explain our unique software and approach to tenant engagement in greening.

## QUALITY MAINTENANCE

With positive feedback from their tenants and board, OCISO non-profit housing renewed their maintenance services agreement with CCOC in 2015. Our staff will continue to provide all cleaning, repairs, turnover work and capital project management to OCISO's 200 tenants. CCOC charges OCISO a rate based on our own internal costs.

CCOC continues to share what we've learned about affordable housing, expiring federal operating agreements, new development and being a green landlord through presentations and workshops with others. These engagements also help us to learn, grow and improve in our own work.