



**Centretown Citizens  
Ottawa Corporation**

# **2014 Annual Report**

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

***Looking forward, looking outward...***

Prepared for the  
2015 Annual General Meeting  
May 21, 2015



# President's Address

Three weeks ago CCOC held our annual “plant days”. We’ve been sharing flowers with tenants for 27 years now. Over that time we have grown from about 500 apartments to more than 1500 apartments. We’ve been planting roots and growing steadily every year.

I’ve been a CCOC tenant since 2007, and President since 2009. Over those years, I’ve seen a lot of that growth first hand.

We’ve always built new homes, but over the past six years we’ve built five new properties (4 of them at Beaver Barracks!). That’s 283 new homes; almost 400 new tenants.

We’ve always helped other non-profits build new housing too, but over the past year we’ve really grown our partnerships. Through CAHDCO, our sister corporation, we’re now helping four other organizations develop new housing. Working with them, CCOC staff will guide the start of construction on 140 new homes before the end of this year, and we have even more planned for next year.

CCOC has now also branched out to provide new services. In 2014 we started providing maintenance services to Ottawa Carleton Immigrant Services Organization (OCISO) Non-Profit Housing Corporation. Their 200 tenants now get their cleaning from CCOC staff. They call us when their sink is blocked, and we keep their heat on, their grass cut and their homes in good condition. It’s a great partnership.

In 2014 we also worked with a broad coalition of private, co-operative and non-profit housing organizations, and other allies to encourage City Council to increase its commitment to affordable housing. While we’re still waiting to hear if we have been successful, we continue to build new alliances across the City and find new champions at City Hall.



We’ve been planting our roots for over 40 years now, and we’re still growing. Our mission remains the same: to create, maintain and promote affordable housing. But as we grow and stretch out, we find we can do these things for others as well. We can continue to do what we do best, and by working through others, expand our reach across the city. These are just new ways of achieving the same mission.

- **Calinda Brown, CCOC President**

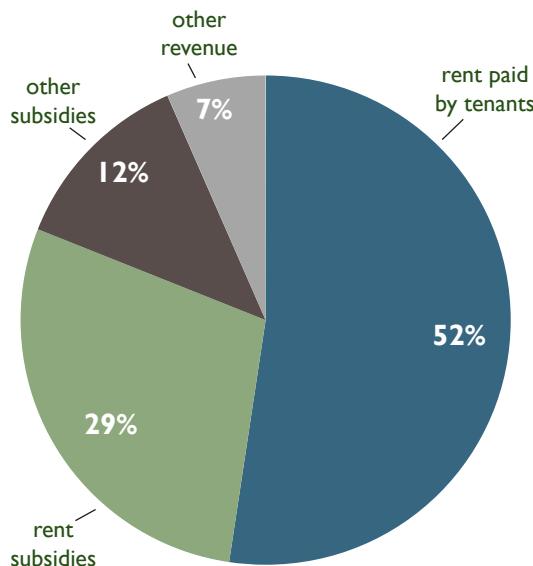
# Financial Snapshot

CCHC ended 2014 with a surplus of \$22,209. Vacancy costs were less than budgeted, and much less than in 2013. Maintenance costs were also under budget. The co-op is looking ahead about five years to when the mortgage at 240 Presland Road will be fully paid, and the federal operating agreement expires.

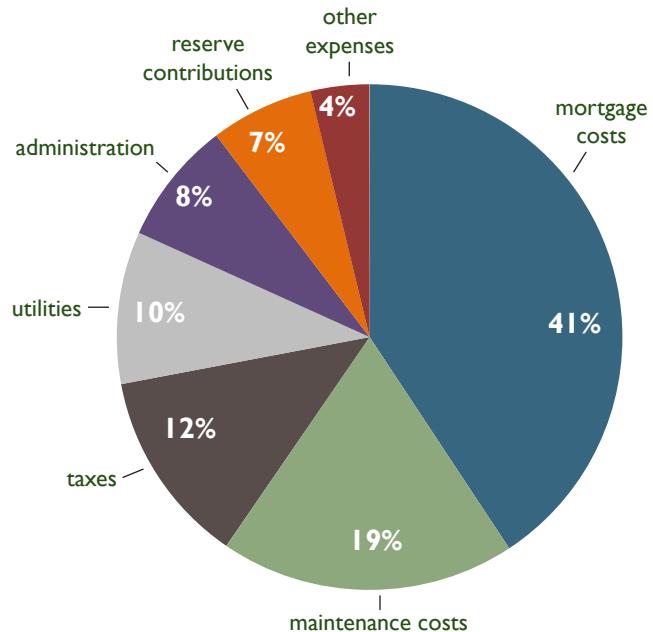
CCOC ended 2014 with a small net deficit of \$14,449 (0.07% of revenue). Two thirds of CCOC units are within programs that do not allow residential operating surpluses. In these cases, part or all of the operating surpluses are reallocated to capital reserves, so they don't appear on the bottom line.

## 2014 CCOC/CCHC OPERATING REVENUE AND EXPENSES

**REVENUE \$21,095,759**



**EXPENSES \$20,974,221**

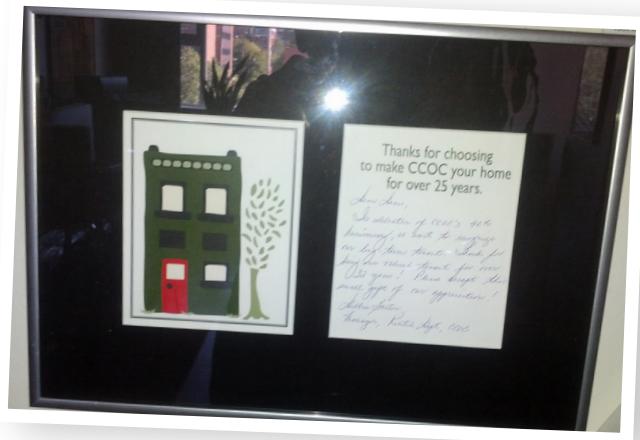


# A Landlord of Choice

CCOC properties had a vacancy rate of **1.0%** in 2014, down from 1.3% in 2013. Meanwhile, Ottawa's overall rental vacancy rate hit 2.6% in late 2014.

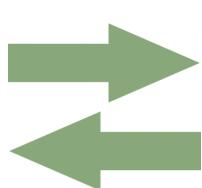
**252** new households moved into CCOC properties last year. We saw a **16%** turnover rate, which is consistent with previous years.

## RECOGNITION AND COMMUNITY



In 2014, we began an initiative to celebrate those tenants who have lived in CCOC homes for 25 or more years. Taking advantage of a new program by the Bank Street BIA, we bought \$100 gift certificates to be used at the many wonderful businesses along Bank Street. In 2014, we gave out **115** of these gift certificates, along with a thank you card. One of our longtime tenants even framed his!

## WHERE DID TENANTS COME FROM?



**26%**  
transfers  
(overhoused,  
underhoused,  
preference)



**24%**  
Social Housing  
Registry  
waitlist



**24%**  
referrals  
from people  
who like us



**21%**  
vacancy  
listings on our  
[website](#) and  
[Twitter](#)



**4%**  
returning  
tenants

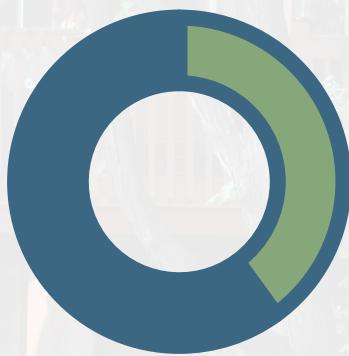
# Healthy Buildings

## OPERATIONS

In 2014, our maintenance staff completed 7,875 workorders: 93% of these exceeded our services standards, with the average time to complete a workorder within three days. This is an improvement over 2013, where an already impressive 89% of workorders were completed within the standard. Often when work isn't completed according to the standard it is because we are waiting for parts or some other complication has come up. Despite that, there is always room for improvement.

CCOC has service standards for different types of maintenance calls. We're proud to say that in 2014 we not only met, but exceeded these targets.

### EMERGENCY



**Standard:** 24 hours

**Average time:** 9.6 hours

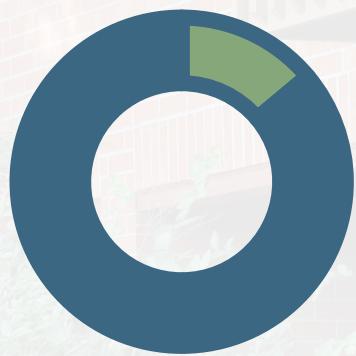
### PRIORITY



**Standard:** 7 days

**Average time:** 1.6 days

### REGULAR



**Standard:** 28 days

**Average time:** 3.9 days

## CAPITAL REPAIRS

CCOC spent \$1,949,546 on capital repairs and replacements in 2014. We have a \$7,772,568 capital reserve, and we contributed an additional \$1,371,003 to that reserve in 2014. It also grew \$682,815 from interest and small grants. While capital spending is balanced to growth in the capital reserve for 2014, CCOC has a carefully calibrated long term capital plan for each property. In the end, we will need every penny of that reserve to maintain quality homes at our properties.

# Looking Forward



## GREEN COMMITMENTS

Since the first building opened in 2010, all Beaver Barracks tenants have signed a Green Commitment pledge form to help CCOC reduce its environmental impact. With our experience from this pilot project, and tenant feedback from a survey in 2011, we rolled out the Green Commitments to all CCOC tenants in 2013. In 2014, we received a grant from the Ontario Trillium Foundation to develop a way to measure the impact of tenants' actions. Going forward, we will give out annual report cards for each household, each building, and for CCOC overall, to show the big impacts tenants' actions have on the environment.



## NO SMOKING BUILDINGS

With the experience we've gained at Beaver Barracks since it opened as a no smoking property in 2010, and with tenant feedback from a survey in 2013, we launched a second no smoking pilot project at 455 Lisgar Street in 2014. With the support of 71% of current tenants, all new tenants now sign a no smoking clause in their lease. Going forward, we will seek out tenant champions and roll out the no smoking policy in their buildings.

# Looking Outward

## CREATING

For the past year, CCOC has been one of the drivers of a new community initiative called **Broadening the Base** (BtB), a catalyst to bring together land, money and experts to enhance the supply of new affordable housing in Ottawa. In 2014 CCOC hosted a number of community consultations, and in 2015 the project moves into the “design phase”, exploring affordable housing development models and partnerships, land assembly strategies, philanthropy, social impact investment and community engagement.

## MAINTAINING

CCOC prides itself on our high-quality affordable housing. In 2014, we received LiveWorkPlay's **Housing Partner of the Year** award for leading by example in championing the benefits of communities that include and value people with intellectual disabilities. Canadian Housing and Renewal Association (CHRA) gave us a **Sustainability Award** for breaking new ground in sustainable affordable housing with our innovative staff and tenant engagement strategies to encourage sustainable behaviour and lifestyles.

## PROMOTING

With municipal and provincial elections in 2014 and the federal election in 2015, CCOC has worked with a number of partners to advocate for affordable housing. **The Housing Answer** coalition asked for an increased financial commitment from City Council. The **Making Votes Count Where We Live** project got tenants engaged and out voting. The **Ontario Non Profit Housing Association** met with provincial politicians and bureaucrats to advocate for the Long Term Affordable Housing Strategy and the Poverty Reduction Strategy. And CHRA's **#Housing4All** campaign is raising the profile of housing federally.



# Get Involved

## GET INVOLVED AT YOUR BUILDING

Weed, water and tend your front garden. Host a tenant gathering. Start a bike club. Decorate your lobby during the holidays. Set up a “have a book / leave a book” shelf. Help a neighbour. Share your garden produce. Start a recycling campaign. Lead a green team. We can help! We have funds to help get your projects off the ground, and staff who can provide advice and assistance to turn your ideas into actions.

## BECOME A CCOC MEMBER

With a CCOC membership, you will get our NewsNotes delivered each month, packed with articles and information. You'll also get invitations to CCOC events and meetings. Membership lets you become a committee member, stand for election to the board and vote at our AGM. Membership costs \$3 a year, but it's worth a whole lot more!

## JOIN A COMMITTEE

Everyone is welcome to attend the monthly committee meetings where we get into detailed discussions about how our housing is run. To become a voting committee member, you have to attend more than three meetings and be a CCOC member. CCOC has a fund to pay costs of family care and transportation, and there are always snacks at the meetings. Committee dates are listed monthly in the NewsNotes.

## RUN FOR A SEAT ON THE BOARD

Every year there are seven positions up for election on CCOC's board of directors. Board terms are two years long, and board members are strongly encouraged to also sit on at least one CCOC committee during their term. So if you love CCOC and enjoy the thought of spending at least two nights per month talking about housing with a great group of committed volunteers, consider running for a seat on the board!

## GET INVOLVED IN THE COMMUNITY

Join a class. Take a workshop. Join your community association. Have your say at a city meeting. Plant a tree or join a community garden. Take a walking tour. Share your ideas about how you'd like your neighbourhood to grow with your friends and neighbours, your local businesses, your councillor and community groups. CCOC is about more than just our buildings - it's about where we all live.