

The next regular meeting of the CCOC/CCHC Board of Directors is:

**7:00 pm Wednesday, July 28, 2021**

Video Conference: [Click here to join the meeting](#)

### **AGENDA FOR THE CCHC BOARD OF DIRECTORS MEETING**

1. Call to order & Anti-Oppression Statement
2. Adoption of agenda
3. Declaration of conflict of interest
4. Adoption of the Board minutes of June 30, 2021
5. Business arising from the previous minutes
6. New business
  - a. CHF Fix the Funding Campaign
7. Adjournment

You can view all CCOC/CCHC policies, job descriptions, bylaws, past minutes and a veritable treasure trove of information on this website:

[ccochohousing.org/book](http://ccochohousing.org/book)

**Password: board**  
(it's case-sensitive)

## AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING

1. Call to order & Anti-Oppression Statement
2. Adoption of agenda
3. Adoption of June 30, 2021 minutes
4. Declaration of conflict of interest
5. Strategic Discussion
  - a) Personnel Committee Discussions
  - b) AROC phase 2 overview
  
6. Time-sensitive Motions & Recommendations
  - a) 2022 Rents
  - b) Taiga Board nominations
  - c) LeBreton Flats Development RFP (*in camera*)
  - d) Forward Avenue Funding & Financing
- [5 min break]
  
7. Business arising from the previous minutes
  - a) Bad debts & Bad Debts delegation (Finance)
  
8. Other Motions & Recommendations
  - a) Investment Policy (Finance)
  - b) Personnel Committee Memberships (Personnel)
  - c) September Board meeting (Executive)
  
9. Information Items
  - a) Executive Committee minutes
  - b) Development Committee minutes
  - c) Facilities Management Committee minutes (no meeting)
  - d) Finance Committee minutes
  - e) Personnel Committee minutes
  - f) Rental Committee minutes
  - g) Tenant & Community Engagement Committee minutes (no meeting)
  - h) Governance Subcommittee
  
10. Adjournment

**Next meeting: September 29, 2021**

**MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING  
7:00 pm Wednesday, May 26, 2021 (Videoconference)**

**Present:** AnaLori Smith (President/Chair), Sarah Button, Dougald Brown, Wayne Fan, Sarah Gelbard, Sandy Hung, Courtney Lockhart, Penny McCann, Court Miller, Erin Sirett, Jesse Steinberg, Christopher Yordy

**Regrets:** Erica Braunovan, Shelley Robinson

**Staff:** Ray Sullivan (recorder)

**1. Call to order & Anti-Oppression Statement**

AnaLori called the meeting to order at 7:01 p.m. Court read the Anti-Oppression statement. AnaLori welcomed new board members. She said she wanted keep meetings relaxed and comfortable for all.

**2. Adoption of agenda**

The agenda was adopted as presented.

(Moved/Seconded/Carried, Sarah Gelbard/Court Miller)

**3. Declaration of conflict of interest:** Courtney Lockhart declared a conflict-of-interest on #6a, since she works at CHF.

**4. Adoption of the Board minutes of April 28 and May 20, 2021**

The Board adopted the minutes as presented. (M/S/C, Chris Yordy/ Wayne Fan)

**5. Business arising from the previous minutes:** None

**6. New Business**

**a. Joining CHF and CHASEO**

Ray presented the recommendation from Executive committee that CCHC join the Co-operative Housing Federation (CHF) and the Co-op Housing Association of Eastern Ontario (CHASEO). This is an opportunity created by becoming mortgage-free which makes it easier to afford the \$2,382.22 combined membership fee. CCOC/CCHC already does advocacy work with CHF and CHASEO; membership will contribute to sector development.

Court wondered where the cost would land in the budget. Ray answered that membership fees are included in the administration budget.

**Motion:** That CCHC join CHF and CHASEO. (M/S/C, Jesse Steinberg/Wayne Fan)

**7. Adjournment**

The meeting adjourned at 7:14 p.m. (M/C, Chris Yordy)

**MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING  
Wednesday, May 26, 2021 (Videoconference)**

**Present:** AnaLori Smith (President/Chair), Sarah Button, Dougald Brown, Wayne Fan, Sarah Gelbard, Sandy Hung, Courtney Lockhart, Penny McCann, Court Miller, Erin Sirett, Jesse Steinberg, Christopher Yordy

**Regrets:** Erica Braunovan, Shelley Robinson

**Staff:** Ray Sullivan (recorder)

**1. Call to order & Anti-Oppression Statement**

AnaLori called the meeting to order at 7:14 p.m. The Board read the Anti-Oppression statement.

**2. Adoption of agenda**

Penny suggested moving the Forward Ave update before the CAP redevelopment item.

The Board adopted the agenda as amended.

(Moved/Seconded/Carried, Sarah Gelbard/ Court Miller)

**3. Adoption of the Board minutes of April 28 and May 20, 2021**

The Board adopted the minutes as presented.

(M/S/C, Chris Yordy/ Sarah Button)

[During the course of the meeting, the following items were also deferred to a later meeting due to time: 8. c) Shopping Cart Pilot, 8.d) Bad Debts delegation]

**4. Declaration of conflict of interest: None**

**5. Time-sensitive Motions & recommendations**

**a) At-Large Executive Committee members appointment**

AnaLori called for nominations to fill the two member-at-large positions on the Executive Committee. She reminded the Board that Erin Sirett and Jesse Steinberg were nominated at the last meeting.

Erin nominated Courtney Lockhart. Courtney accepted the nomination.

Jesse withdrew his earlier nomination.

Erin accepted her nomination.

**Motion:** The Board moved to appoint Erin Sirett and Courtney Lockhart as members-at-large of the Executive Committee.  
(M/S/C, Sarah Gelbard/Chris Yordy)

**Motion:** The Board ratified appointments to the 2021-2022 Executive Committee: Sarah Button (Vice-President), Court Miller (Treasurer), Shelley Robinson (Secretary), Erin Sirett (member at large), Courtney Lockhart (member at large). (M/S/C, Court Miller/Sarah Button)

**b) Board Liaison for Cahdco**

Being named as the CCOC-Cahdco Board liaison means being a member of both Boards of Directors. Sarah Button held this role most recently.

AnaLori nominated Jesse Steinberg. Jesse accepted the nomination.

**Motion:** The Board named Jesse Steinberg as the CCOC-Cahdco board liaison.

Cahdco's Bylaws give CCOC the right to nominate Cahdco Board members. The Cahdco AGM is coming up on June 15.

**Motion:** The board nominated Ray Sullivan, James Clark, Catherine Boucher, Sarah Button, Pierre Dufesne, Josh Kardish, Susan Murphy, Stan Wilder and Jesse Steinberg to the Cahdco Board.

(M/S/C, Sarah Gelbard/Courtney Miller)

Sarah Button abstained.

**c) Forward Ave Update**

Penny presented an update on the Forward Avenue development project. The Class C budget reflects supply chain shortages and high lumber costs because of the pandemic. This has raised construction costs by \$1.4 million. At the same time, CMHC has raised their interest rate and asked us to increase our rate assumption to 2.5% (from 2%). That adds another \$1.2million to costs.

The Board gave staff a target of building the project with \$0 CCOC equity, which they had achieved as of mid May, but these two changes have increased that equity requirement to \$2.6 million. Construction is scheduled to begin this summer.

Penny reviewed several initiatives to close the gap: value engineering to reduce construction cost (different materials etc.); seeking a property tax reduction; seeking new rent supplements; seeking new or additional grant funding. There is also a strong possibility the CMHC interest will be lower than 2.5%, but this is only locked-in when we draw the first dollar of the loan.

Ray confirmed that staff have already met with the City to review options.

The Board's next decision point is when we received the CMHC financing agreement.

**d) CAP Redevelopments**

The Board moved *in camera*.

(M/S/C, Penny McCann/Sandy Hung)

While *in camera* the Board passed motions to proceed with the work.

The Board moved *ex camera* to resume the regular agenda. (M/S/C, Penny McCann/Sandy Hung)

**e) Committee memberships**

AnaLori encouraged each Board member to sit on at least one standing committee, and to make sure each committee has at least two Board members.

**f) Summer meeting schedule**

**Motion:** The Board agreed to cancel the August meeting. (M/S/C, Chris Yordy/Sarah Button)

One Board members asked for more explanation on the FMC “vertical expansion” initiative to come to an upcoming Board meeting.

**6. Business arising from the previous minutes**

**a) CCOC Market rents**

The Board asked the Rental Committee to have a more complete discussion on how CCOC sets market rents and present options with recommendations to the Board. The Board asked that all Board members be invited to that Rental Committee meeting.

Chris noted the high demand on staff right now, especially in the Rental Department.

**7. Other Motions & Recommendations**

**a) 2019 Shopping Cart Pilot** (Facilities Management Committee): deferred to next meeting

**b) Bad debts delegated authority** (Finance Committee): deferred to next meeting

**c) Overhousing Policy**

Chris presented the recommendations from Rental Committee to update the existing policy on overhoused tenants. Tenants with a subsidized rent are “overhoused” when the number of bedrooms is greater than the number of people in the household. Tenants are no longer eligible for a subsidy when overhoused and there is a process to offer transfers.

**Motion:** The Board approved amendments to the Overhousing Policy as recommended by the Rental Committee. (M/S/C, Chris Yordy/Wayne Fan)

**8. Information Items** (all adopted on consent)

- a)** Executive Committee minutes
- b)** Development Committee minutes (not available)
- c)** Facilities Management Committee minutes
- d)** Finance Committee minutes
- e)** Personnel Committee minutes (not available)
- f)** Rental Committee minutes

- g)** Tenant & Community Engagement Committee minutes (not available)
- h)** Governance Subcommittee (did not meet in May)

**9. Adjournment** – 9:07 p.m. (M/C, Sandy Hung)

**Next Meeting: June 30, 2021**



Co-operative Housing Federation of Canada  
Fédération de l'habitation coopérative du Canada

## **Resolution Endorsing CHF Canada's Fix the Funding Formula Campaign**

On June 13, 2021, CHF Canada delegates passed a [resolution to fix the funding formula for HSA co-ops](#) in Ontario.

CHF Canada is asking all housing co-op board of directors to:

- pass the following resolution endorsing our Fix the Funding Formula campaign
- Insert your co-op info where indicated, and
- email a copy of the passed resolution to: [sswail@chfcanda.coop](mailto:sswail@chfcanda.coop).

We will compile the resolutions and share them with the Minister of Municipal Affairs and Housing when the time is right.

If you have any questions or concerns, please contact:

Simone Swail  
Manager, Government Relations  
[sswail@chfcanda.coop](mailto:sswail@chfcanda.coop)  
1-800-268-2537 ext. 223

Learn more about the Fix the Funding Formula campaign: [www.fixtheformula.ca](http://www.fixtheformula.ca)

Thank you!



## [Co-op's letterhead]

### Resolution: Fix the Funding Formula for Co-ops

#### **We RESOLVE:**

**THAT** our co-op endorses the Fix the Funding Formula for Co-ops campaign;

**THAT** we call on the Government of Ontario to fix the funding formula in the new service agreement regulation that is under development so that the mortgage savings of Housing Services Act (HSA) co-ops can be reinvested in the repair and renewal of these communities once their mortgage is paid off;

**AND THAT** we commit to working with regional federations, CHF Canada and other housing allies to achieve these goals.

#### **OUR REASONS FOR THIS RESOLUTION ARE:**

1. Across Ontario, there are 21,000 families, approximately 61,000 people living in HSA co-ops.
2. These co-ops are vibrant mixed-income communities that provide affordable homes to low- and moderate-income households.
3. After 35 years these co-op homes need repair and renewal, so that they can continue to provide good-quality housing for the next 35 years.
4. If the funding formula is not fixed, a co-op may fall into a negative operating subsidy and lose municipal rental assistance, leaving these communities with no ability to reinvest in their buildings and address the capital repair backlog.
5. These co-ops could therefore be left perpetually dependent on grants from governments to look after their buildings.
6. Federal housing co-ops have already begun to pay off their initial mortgages. They have been able to access private investment to proactively address capital repair and renewal because the federal government committed to continuing to

provide support for low-income households, rather than penalize them for having paid off their mortgages.

7. Across Ontario, these federal co-ops have leveraged over \$200 million for repair and renewal from the private sector.
8. The Government of Ontario and municipal leaders should leverage the success of federal housing co-ops that have reached the end of their mortgages.
9. The Government of Ontario has recognized the need for change in the Community Housing Renewal Strategy.
10. With 47 different municipal service managers, the Government of Ontario should fix the funding formula in the service agreement regulation so that all HSA co-ops and non-profit communities are protected. Rather than allow each service manager to decide on their own whether or not to continue to provide rental assistance at end of mortgage.

Resolution passed on **[insert date here]**.

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President



# CCOC Anti-Racist Organizational Change

## **Governance & volunteer engagement**

- Vol orientation & support
- Role of Board/committees/staff
- Governance bylaws and policies

**June 2019 to Dec 2023**

(Laine/Hannah, Ray)

## **Staff and workplaces:**

**Phase 1: Education and Planning**

**Phase 2: Organizational Change**

**June 2020 to ongoing**

(Andrée-Ann, Ray)

## **Tenants & Community**

**2022 +**

(Hannah/Laine, Ray)



# CCOC Anti-Racist Organizational Change

## Governance & Vols

**Vision:** To work consistently towards being an anti-racist organization by identifying and removing structural and systemic barriers for the diverse tenant, staff, and member population so everyone can equitably participate in inclusive and open decision making.

## Staff and workplaces:

**Vision(Draft):** To work consistently towards being an anti-racist organization by identifying and removing structural and systemic barriers for the diverse tenant, staff, and member population so everyone can work together as in ways which are responsible and supportive.

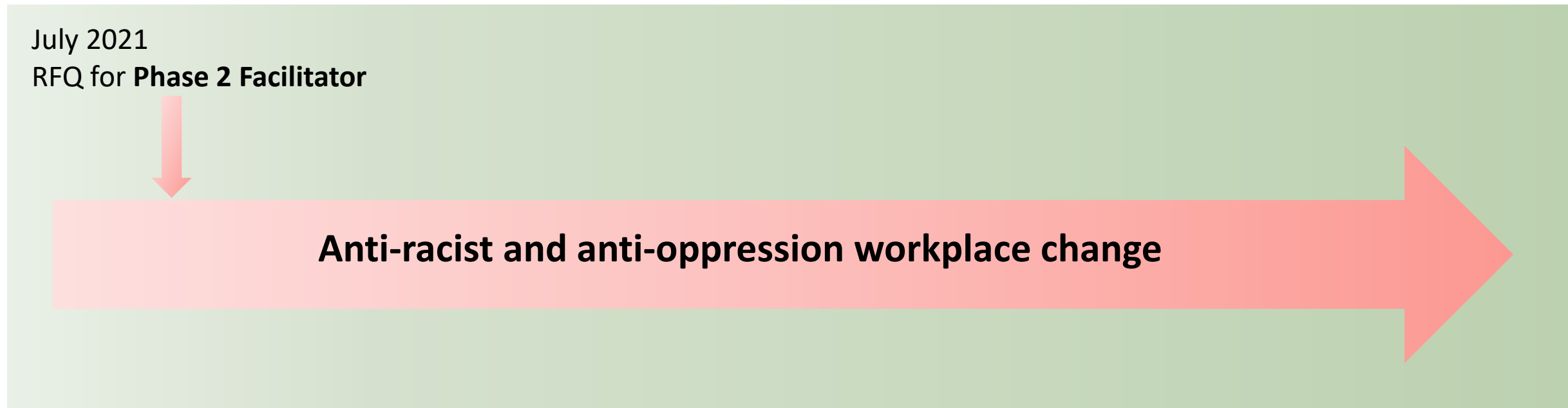
## Tenants & Community

**Vision (very draft):**  
Social norms at CCOC properties shift so that tenants, staff and volunteers are less likely to experience macro and micro aggressions

## Phase 1: Education and Planning



## Phase 2: Organizational Change





## Feedback on April 2021 Discussion Groups

- Doubt about real change
- Smaller groups were better
- Case studies weren't applied well (assumed target of racism had to explain/change)
- Facilitators weren't strong, didn't create appropriate safe space, center racialized people
- Consider separate sessions for racialized and non-racialized staff
- Low participation and engagement from staff
- Unclear how this fits into broader process

CCOC/CCHC EXECUTIVE COMMITTEE

**Minutes**

Monday, July 12, 2021

(By Video Conference)

**Present:** AnaLori Smith (Chair), Sarah Button, Courtney Lockhart, Court Miller, Shelley Robinson, Erin Sirett, Ray Sullivan (staff/recorder)

**1. Call to order & anti-oppression statement:** 7:32

**2. Approval of the agenda:** (moved/seconded/carried, Courtney/Shelley)

**3. Approval of regular minutes from June 14, 2021:** (m/s/c, Court/Sarah)

**4. Reviewing Department Directors' meeting (June 17):**

On June 17, Department Directors debriefed with the Anti-Racism Organizational Change phase 1 consultant. They are now preparing their final report and recommendations. AnaLori reached out to Natalie Duchesne for advice on measuring progress and collecting information on racial identities of tenants, and they are meeting later in the week. AnaLori also encouraged committee members to complete the governance volunteers' survey they received this week.

**5. Business Arising:**

**a) ~~July 14~~ August 9 Condo Corp meeting**

**Background:** 415 Gilmour is a condominium corporation, with three owners. Domicile owns the retail along Bank Street and some ground-level parking, ESBAK Holdings owns some ground-level parking, and CCOC owns the rest (underground parking, residential spaces and CCOC office). The condo corp and Board meet briefly once each year. ~~We are planning for July 12, during the CCOC Exec meeting.~~

**Update:** the meeting is rescheduled to August 9 to accommodate one of the two other owners.

**b) Collecting racial identity from tenants**

**Background:** At the June 2021 meeting, Exec asked staff to consider how we can collect racial identity information from tenants and use this to measure progress on applying an anti-racism and anti-oppression lens to the evictions process.

**Discussion:** Ray shared some initial thoughts on how this could work:

Voluntary: we would have to be clear it is completely voluntary

After lease signing: people are often subjected to racism when seeking apartments, so to avoid anything that feels intimidating, we would have to only offer this voluntary disclosure *after* tenants have signed their lease. Along with renewal?: for existing tenants we could offer voluntary disclosure along with their lease renewal but this would mostly only capture information for tenants with subsidies, since market-rent tenants don't have to submit an annual information package. For tenants with subsidy, there may also be confusion that this information could affect their subsidy. How long to have enough data coverage?: If most of the data is collected only from new tenants, it will may take very many years before there is enough data coverage to be used for applying an anti-racism lens to evictions.

If the data is collected, we would have to consider how and where the data is kept and whether any specific privacy provisions apply. There may be concerns about collecting very personal information. Some co-ops have had complaints about keeping racial identity information for members. We will also have to work within boundaries of landlord-tenant law.

Ray also presented data from the 2020 tenant survey, where we asked tenants to share their racial identity anonymously:

- 70% of tenants described themselves as “white”
- 37% of tenants identified as belonging to a racial group other than “white”, including 10% as Black and 8% as Indigenous.
- 25% of CCOC tenants were born outside of Canada (a little lower for tenants paying market rent and a little higher for tenants with subsidies)
- 23% identify as LGBTQ2S+.

Ray also estimated that 25-35% of staff would identify as being members of racialized communities.

Shelley suggested that this tenant information would be useful to the Nominations and Appointments Subcommittee as context for the goals that the board reflect the diversity of tenants.

## 6. New Business:

### a) Committee memberships

**Background:** Executive committee has responsibility to ensuring each standing committee has at least two Board members.

**Discussion:** the committee reviewed current committee coverage and confirmed that all Board members are sitting on at least one committee and all committees have at least two board members.

**Dev't:** Penny, Jesse, Sarah G



**FMC :** Penny, Court  
**Finance:** Court, Wayne, Erica  
**Personnel:** Sarah B, Wayne, Dougald, AnaLori  
**Rental :** Chris, Dougald, Sandy  
**TCE :** Courtney, Shelley  
**(Gov. Subcom :** Erica, Dougald, Wayne, Sarah G., Sarah B, AnaLori)

**b) Blended Taiga Board**

**Background:** 3 members of the 6-person Taiga board will step down in September. We have agreed that CCOC can nominate their replacements, who will hold office until the December 31, 2021 amalgamation.

**Discussion:** Ray would like to combine Taiga Board meetings in September, October, November and December with CCOC Exec meetings. Courtney, who is on the Taiga board, reported that meetings are typically 1-hour now, and Ray said he would like to bring them under 30 minutes.

Some committee members suggested that the Taiga Board meetings could be from 6-7 on the second Monday of each month (during the time Personnel Committee meets).

Court Miller and Shelley Robinson volunteered. Ray will seek a third volunteer from the rest of the Board.

The three nominees will be appointed at an upcoming Taiga AGM.

**7. Programs/Policy:**

**a) City Planning Dept Affordable Housing working group**

The City Planning Dept has created this group to look at:

- Transit-oriented affordable housing development
- Rental replacement & displacement bylaws
- Inclusionary zoning
- Official Plan on housing affordability

Ray and Jesse Steinberg have both been invited to participate.

**8. Residential Tenancies Act (RTA) Proceedings:**

**a) Non-payment:**

The committee reviewed the list and moved “that staff be authorized to proceed with eviction processes for non-payment in the case of **4** tenants”.  
 (m/s/c, Shelley/Sarah)

**b) Other reasons:**

Ray briefed the committee on past cases.

**9. Strategic Plan:**

The 2012-2022 Strategic Plan is out of date. The process would have begun to create a new one, but it has been delayed by the pandemic. The committee highlighted the importance of strategic planning while so many things are changing, and suggested

creating a mini-strat plan in the Fall to get things covered until more thorough engagement is possible.

**10. Cahdco Update:**

**a) July 20 Joint Executive meeting with Cahdco**

**Background:** The Executive Committees of CCOC and Cahdco have resolved to hold joint meetings three times each year. The last meeting was in January 2021, hosted by the CCOC exec. The Cahdco Exec, which includes Ray and the CCOC-Cahdco board liaison, has invited the CCOC Exec to a joint meeting, this time hosted by Cahdco, at 4pm on July 20.

**11. Other business:**

**a) Board Agenda Planning**

**July:** AROC overview, Forward Ave budget, LeBreton dev't, 2022 Rents, Personnel Committee discussions (requested by Penny), Tenant presentation (?)

**Aug:** no meeting

**Sept:** Turnover rents?

**Oct:** data and privacy

**Future:** evictions process

AnaLori reminded committee members of the effort to delegate more to committees and to trust their decisions.

Some committee members suggested adding a bio break into the board agenda.

AnaLori raised the idea of rotating who chairs the board meetings, and that this would be consistent with the idea of more succession planning. The Chair could rotate quarterly.

The committee also speculated about an in-person meeting in September, possibly outdoors, and that staff could send out a survey to gauge interest.

**12. Adjournment:** 9:06 (m/c, Sarah)

**Next meeting: August 9**



## **Development Committee Meeting Minutes**

Tuesday, July 13, 7:00 PM  
Conducted remotely via GoToMeeting

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**Present:** Elliot Sherman (Chair), Jesse Steinberg (CCOC Board Member), Sarah Gelbard (CCOC Board Member), Alannah Bird, Brent Walden, David McCallum, Mary Huang, Rida Oulhaj, Rod Manchee, Graeme Hussey (Staff), Ellen McGowan (Staff/Minute-taker)

*Motion: to recommend applying for the FCM Sustainable Affordable Housing (SAH) Study grant (value up to \$175,000) be approved by CCOC Board at next meeting.*

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- 1. Call to Order & Anti-Oppression Statement: 7:00 pm**
  - Jesse read the anti-oppression statement.
- 2. Approval of Agenda (Rod /Rida m/s/c)**
- 3. Approval of Regular Minutes (Sarah / Rod m/s/c) – Attached June 8, 2021**
- 4. Introductions & Announcements**
  - Introductions
    - No introductions.
  - ONPHA Conference Registration Reminder – **Verbal report**
    - The conference is in late October and will be virtual. The deadline for registration is September 27, 2021.
- 5. Declarations of Conflict of Interest**
  - No declarations.
- 6. Government Policy & Program**
  - CMHC Rapid Housing Initiative
    - Graeme introduced the second round of the CMHC Rapid Housing Initiative (RHI).
- 7. Report of Board & Committees**
  - Committee Summaries – **Attached**
    - The committee reviewed committee summaries on consent.
- 8. CCOC Development Projects**
  - CCOC Forward Avenue Update – **PM report attached**

*Motion: to recommend applying for the FCM Sustainable Affordable Housing (SAH) Study grant (value up to \$175,000) be approved by CCOC Board at next meeting.*

- Graeme provided an update on Forward Avenue. He noted that demolition began on June 15<sup>th</sup> and the team is currently working toward tendering. The minor variances were approved and the appeal period ends July 15.



- Graeme reviewed the list of items that the project team is pursuing to decrease the existing funding gap. The team expects to receive a larger grant from the City and CMHC. Graeme noted that although the team could wait for lumber prices to go down, interest rates could rise during that period.
  - Elliot asked if the contract with MBC is for a lump sum or just construction management. Graeme said that Cahdco signed a contract that pays MBC a small fee. When the project gets to tender they will convert to a fixed price contract.
  - Rida asked what happens if the tender prices are too high and whether Cahdco could terminate the contract with MBC.
  - Graeme discussed the motion before the committee, which relates to a grant program hosted by the Federation of Canadian Municipalities (FCM). The team has already been awarded under the first stage of the program. There are three stages total. Stage one funding was used to conduct an energy charrette to understand the potential for energy generation on site.
  - Rida asked about the requirements of the FCM program.
  - Mary asked for clarification about the interest rates of FCM versus CMHC programs.
  - CCOC CAP Sites Update – **Verbal report**
    - Graeme noted that there are few updates to share. Cahdco will bring an updated project charter to the next meeting.
    - Mary asked whether the Forward funding gap will affect the progress of the CAP sites.
- 9. In-Camera Items**
- **MOTION:** Move in-camera (**Jesse /Rida m/s/c**)
  - Approval of in-camera minutes (**Jesse /Rida m/s/c**) – **Presented June 8, 2021**
  - LeBreton Flats - **Verbal report**
  - **MOTION:** Move out of camera (**Sarah /Rod m/s/c**)
- 10. Report from Cahdco – Verbal report**
- Cahdco is hiring two Project Coordinators this month.
  - Four interns joined the Cahdco team earlier this summer. Cahdco will continue the internship program this fall and possibly next winter.
  - Cahdco has two or three clients that are applying to the second round of the CMHC Rapid Housing Initiative.
- 11. CCOC Development Policy Working Group – Policies attached**
- Jesse presented an update on behalf of the CCOC Development Policy Working Group relating to five existing development policies:
    1. New Development
    2. Demolition and Redevelopment
    3. Offers to Purchase Real Property
    4. Use of Development Consultants
    5. Project Evaluation Rating



- Rida indicated that project evaluation rating is subjective.
- Sarah suggested aligning the new design-related policies with the new city plan and its criteria.
- Mary suggested developing a policy around conducting lessons learned.

**12. Items for Future Discussion**

- **Penny has a list – will go back to check**

**13. Items to Highlight or Decisions for the Board**

- Motion for Forward Avenue

**14. Adjournment: 8:57 pm**

(Rida/David m/s/c)

**Next Development Committee Meeting: Tuesday, August 10, 2021**

**Joint Finance and Rental Committee  
Minutes  
July 15, 2021**

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**Finance committee:** Court Miller (Chair), Rod Manchee, Mary Lynn Brian, David Boushey, Michael Holmes, Nicole Rogers, Mary Huang

**Regrets:** Andrew McNeill, Wayne Fan, Alisher Perez, Vladimir Gorodkov, Josh Bueckert

**Rental committee:** Christopher Yordy (Chair), Cynara Desbarats, Kerry Beckett, Teresa Schoembs, Dougald Brown, Sandy Hung, Dahlya Smolash, Sulaina Bonabana

**Rental Committee guests:** Patrick Malone (1st meeting), Mayada Bahubeshi (2nd meeting)

**Staff:** Maryse Martin (Finance), Arianne Charlebois (Finance), Fran Childs (Rentals), Linda Camilleri (Rentals)

<b>Motions for Board Approval</b>
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**CCOC Motions for Board Approval**

**MOTION:** To recommend CCOC hold 2022 turnover rents at 2021 levels, and to recommend to Taiga's Board that turnover rents at 2100 Scott be set to match CCOC's Richmond property.

(M/S/C, Kerry Beckett/Court Miller)

**MOTION:** To recommend a rent increase of 1.2% for lease renewals in 2022.

(M/S/C, Kerry Beckett/Cynara Desbarats)

- 
- 1. Call to Order at 7:05 pm and Anti-Oppression Statement – Read and Acknowledged**
  - 2. Declaration of Conflict of Interest:** None
  - 3. Adoption of the Agenda**

(M/S/C, Kerry Beckett/Rod Manchee)

#### 4. Turnover Rents for 2021-2022

- This discussion applies to the rent increase when a new tenant moves in, not for existing tenants.
- Staff proposed that we hold the 2022 turnover rents at the same rates as 2021.
- A small number of rents are proposed at slightly lower rates than 2021.
- The market has softened in this past year, and the average market rent for two-bedroom apartments has decreased in Ottawa.
- With this shift in the market, it doesn't make sense to increase rents this year.
- The Board has also been looking at re-thinking how we calculate turnover rents, and this pause would give the Board time to figure out how they'd like to set these rents.
- Two-bedroom units in particular have been experiencing higher vacancy. Nicole asked if we know why this is. Fran said there are a few potential reasons, including the possibility that people don't want to have roommates during the pandemic, or less students attending university in person. Interestingly, larger units haven't been as difficult to rent. Nicole noted that it would be worth figuring out if this is a short or a long-term trend and to take that into account in our developments. This has been taken into considering with Forward, which has mostly one and three-bedroom apartments.
- For the Taiga building which we'll be merging with, staff propose using the same turnover rents as at our Richmond buildings. They're in similar neighbourhoods and have comparable utilities included (none). Construction on the LRT will also be happening right in front of the Taiga building in the near future.
- Kerry asked why we're comparing a high-rise building to townhouses and proposed using Parkdale as a comparable instead. Fran noted that the utilities included at Taiga and Parkdale are different. There are no high-rise buildings in Westboro with similar utilities included. Kerry suggested using a high-rise downtown with similar utilities since Westboro and Centretown have similar levels of desirability.
- Staff also noted that Taiga's market rents are lower than average market rents and much closer to the Province's benchmark rates.
- Dougald asked what a private landlord is currently charging on average. With this increase we'd be getting close to the average market rent for this area. Dougald noted that this average covers all types of rentals from low quality to luxury apartments. Is there a way we can compare to a similar quality of housing? We don't have this information easily available to us, and we like the consistency of being able to refer to this report every year, rather than asking landlords each year.
- Mary asked what percentage of tenants at that building are subsidized, and whether market and subsidized units have a different market rent. About 75% of the units are subsidized but units have the same market rent whether they have market or subsidized tenants. The turnover rents apply to market rent units almost exclusively, since subsidized rents only receive a subsidy up to the benchmark rent rather than the market rent that we charge.

- Mary asked whether there are any vacant units at Taiga currently. There are several vacancies there.
- Court asked whether the Rental department can still offer rent incentives for vacant apartments. We do have a policy that allows rent incentives under very specific criteria.
- Court asked whether it would be worth waiting a couple of months before deciding on the turnover rents at Taiga to give staff time to better assess the situation there and to see how the LRT construction pans out.
- Kerry and Chris felt that it made sense to make a decision tonight on the rents given that there are several vacancies there. This will allow us to give the Taiga Board some direction for their next meeting.
- Mary Lynn commented that these rents could be reduced if they're found to be too high. Mary Lynn has past experience with Taiga and it was a very rentable and desirable building at that time a few years ago.

**MOTION:** To recommend CCOC hold 2022 turnover rents at 2021 levels, and to recommend to Taiga's Board that turnover rents at 2100 Scott be set to match CCOC's Richmond property.

(M/S/C, Kerry Beckett/Court Miller)

**5. Increase based on Rent Review Guideline 1.2%**

- This discussion applies to the rent increase for existing tenants.
- CCOC has used the rent review guideline to set our rent increases for the past several years.
- The guideline for 2022 is 1.2%
- This would apply to lease renewals as of January 1, 2022.
- Mary Lynn asked whether we could increase our rents for all units as of January 1 since it will have been over a year from their last increase, due to the rent freeze in 2021. Although this is legally possible, the administrative burden on staff to do all lease renewals in January would be too high.
- Mary Lynn asked whether we could increase the rents for in situ tenants at Taiga more than 1.2% in order to get the rents closer to CCOC rents. Although CCOC is technically exempt from the rent review guideline, we do use it for all of our buildings and want to treat Taiga the same as our other buildings, and we want to make a good first impression with their tenants.

**MOTION:** To recommend a rent increase of 1.2% for lease renewals in 2022.

(M/S/C, Kerry Beckett/Cynara Desbarats)

**6. Bad Debt Write Offs 101**

- Maryse explained why we write off bad debts.
- When we have a receivable showing as an asset on our balance sheet, we have to be fairly confident that we can collect it. If it has a high risk of not being collected, we have to write it off.



- Rent arrears for tenants who have moved out are always sent to Collections. Once the amounts owing reach 90-days overdue, they are written off.
- During the pandemic, the reality has been that most of our arrears have been with active tenants rather than past tenants. Because of this, we had high arrears at the end of 2020 that we weren't confident of being able to collect. To account for this, we added an allowance for bad debts of \$50K in our 2020 books.

**7. Other Business or Comments for the Board?**

- None

**8. Motion to Adjourn #1 - Joint Portion:**

The meeting ended at 7:54 p.m. (M/C, Kerry Beckett)

**Finance Committee  
Minutes  
July 15, 2021**

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**Finance committee:** Court Miller (Chair), Rod Manchee, Mary Lynn Brian, David Boushey, Michael Holmes, Nicole Rogers

**Regrets:** Andrew McNeill, Wayne Fan, Alisher Perez, Vladimir Gorodkov, Josh Bueckert, Mary Huang

**Staff:** Maryse Martin, Arianne Charlebois

<b>Motions for Board Approval</b>
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**CCOC Motions for Board Approval**

**MOTION:** To recommend that the Board delegate responsibility for writing off bad debts to the Finance Committee.

(M/S/C, Mary Lynn Brian/Nicole Rogers)

**MOTION:** That \$3,655 in Bad Debts be written off for CCOC for June 2021.

(M/S/C, Rod Manchee/Michael Holmes)

**MOTION:** To recommend the updated Investment policy for Board approval with a new sunset date of July 2026.

(M/S/C, Michael Holmes/David Boushey)

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**1. Call to Order: at 7:58 p.m.**

**2. Adoption of the Agenda**

(M/S/C, Nicole Rogers/David Boushey)

**3. Approval of meeting minutes**

- Finance Meeting June 17, 2021
  - Correction for agenda item #9: the grant for accessible door openers is OPHI funding (Ontario Priorities Housing Initiative) and not COCHI.

(M/S/C, David Boushey/Nicole Rogers)

**4. Notices/Announcements**

- Governance Volunteer Survey
  - CCOC sent out a survey to committee members this week. We're trying to get a baseline of our diversity among governance volunteers right now as we work to increase it.
- ONPHA Conference Registration Reminder - November 10-12
  - Please let us know if you would like to attend. The conference will be virtual again this year.
- 2022 Budget Cycle
  - We're heading into our budget cycle. Once we close June, we'll refresh the templates and send them to the various departments. We expect to have bare bones to present in September and a full budget to present in October.
- Any news or updates that can be shared from the last Board meeting?
  - There is no news on CCOC's charitable status but the Board is aware that the Finance Committee would like to be kept aware of any updates.
  - The Finance Committee motions from last month were approved at the Board.

**5. Bad Debt Write Off and Accounts Receivable Statistics**

- Bad debt write-off delegation
  - The board is still unsure whether they want to delegate this, or whether they want to delegate up to a certain amount only.
  - Court asked the committee if they would prefer to have all write-offs delegated to them or if they would prefer to have write-offs up to \$10K delegated.
  - The committee is comfortable writing off all bad debts without a limit.
  - As Mary Lynn pointed out, writing off bad debt doesn't release people from the need to pay those debts, it just shows that we think there's a low chance of receiving the money.

**MOTION:** To recommend that the Board delegate responsibility for writing off bad debts to the Finance Committee.

(M/S/C, Mary Lynn Brian/Nicole Rogers)

- June write-off
  - As we can continue with backlogged LTB hearings, the trend of arrears moving from active to moved tenants is continuing. The arrears with active tenants have been trending down.
  - Vacancies are also trending down.

**MOTION:** That \$3,655 in Bad Debts be written off for CCOC for June 2021.

(M/S/C, Rod Manchee/Michael Holmes)

**6. Investment Policy**

- Maryse reminded the committee that we have little say in most of our investments, as we're legislated to invest through Encasa, which provides us with only three portfolio options. However, we do have discretion over a small percentage of our investments (approx. \$1M) so we'll keep this pared down version of the policy alive for those funds.

- Mary Lynn asked whether we do the investing in house or whether someone else does the investing for us. We currently use Encasa for our discretionary investments as well.
- Court felt that the new policy captures the spirit of how we'd like to invest without getting bogged down in details that are irrelevant to most of our investments.
- Mary Lynn thought it would be worth investigating our investment options for our discretionary fund. Maryse pointed out that we have discretion over a relatively small amount of money and we do need to have easy access to that money for capital repairs. If we're more flush with cash in the future, our investments can be revisited.

**MOTION:** To recommend the updated Investment policy for Board approval with a new sunset date of July 2026.

(M/S/C, Michael Holmes/David Boushey)

## **7. Business Arising**

- Capital projects update
  - Maryse presented a quick update on where we're at with the capital budget. We had budgeted \$2.7M (net of \$100K grants) for 2021 and are forecasting about \$3M (net of \$1.4M grants).
  - Due to the increase in capital projects as well as the additional time needed to use the city's mandatory Asset Planner software, CCOC is looking at how to relieve some of this administrative burden.
  - Court noted that the unplanned Essential fire safety upgrade line was close to \$1M and asked if this had been worked into the long-term capital plan. Maryse explained that this work was already in the long-term plan, but we were able to move up the timeline for work due to a grant.
- Taiga FY21 draft statements and 2022 budget
  - Revenue is stable compared to previous years and is expected to stay stable in 2022.
  - Similar to CCOC, Taiga has experienced high vacancy and arrears in 2021.
  - Maintenance is budgeted to increase in 2022 compared to 2021. Maintenance costs in 2021 were lower than average due to the pandemic.
  - The 2022 budget includes \$227K in admin fees to HomeStart, which is somewhat comparable to the admin fee CCOC will charge.
  - When we took over the management of Taiga at the end of June, the building had a receivable of \$27K (before allowance for doubtful account of \$20K), with five accounts flagged as high risk for bad debts. There were also two vacancies.
  - David asked if we plan to bring Taiga's year end in line with CCOC. We do plan to do this when the merger takes effect on December 31, 2021.

## **8. New Business**

- None

## **9. Next meeting/Deferrals**

- August: summer break

- Next meeting: September 16, 2021

**10. Motion to Adjourn**

The meeting ended at 8:44p.m. (M/C, Mary Lynn Brian)



## Investment Policy

### ~~Investment Policy Statement – General Funds~~

#### Source of Funds:

The funds that are subject to this policy come from working capital, operational surpluses and restricted surpluses.

#### Scope:

The Corporation is required to invest Provincial Reformed program capital replacement reserve funds with an investment company as specified by the Housing Services Corporation. Therefore, that portfolio is exempted from the Investment policy.

#### Objectives:

The portfolio is to be managed on a conservative basis with a primary objective of preserving the capital value of the portfolio and to meet the cash flow needs of the Corporation. The portfolio does not need to provide an income stream.

Within this overall objective, the portfolio where possible should have an annual return (income and capital gain) in excess of the rate of inflation. Income earned from the portfolio will be ascribed to the replacement reserve and surplus accounts on a proportional basis.

Commented [MM1]: Not in our control

#### Planning Horizon:

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Adopted by the Board February 2020, Amended July 2021  
-Expires ~~December 2019~~July 2026

Investment decisions will be taken with a four year view. Fixed income investments will be staggered with maturities as deemed appropriate by the finance committee and will take into account economic circumstances, as well as liquidity and cash flow requirements of the corporation.

~~As a guideline, potential investments and plans should be evaluated for social responsibility as well as other factors such as returns and liquidity.~~

Commented [MM2]: Moved from Quality section

### ~~Asset Mix Policy:~~

~~The portfolio will be invested in money market securities, longer dated fixed income securities and in equities in accordance with the following guidelines:~~

	<b>Asset Allocation Range</b>	
	<b>Minimum</b>	<b>Maximum</b>
Cash or Equivalent	20%	85%
Fixed Income (over one year)	15%	80%
Low Risk Mutual Funds	0%	0%

### ~~Quality Policies:~~

~~If at a future time the Board of Directors approve the purchase of Low Risk Mutual Funds, the following policies will apply:~~

- ~~1. At the point of purchase, all debt securities will be rated "A" (R-1 for money market securities) or better by either the CBRS or DBRS.~~
- ~~2. Mutual Funds can be purchased to provide exposure to Canadian and Foreign securities.~~
- ~~3.1. As a guideline, potential investments and plans should be evaluated for social responsibility as well as other factors such as returns and liquidity.~~

### ~~Decision-Making~~ **Planning and Reporting Requirements:**

~~The needs of the corporation will be determined by an annual review of previous cash flow use.~~

An investment plan will be presented to the Finance Committee on an annual basis by the ~~Director, Finance~~ **Finance Manager**, for approval based on the objectives, ~~asset allocation policies~~ and the constraints set out above. Changes to the plan during the year may be recommended by the Finance Committee for Board approval.

~~The Director, Finance Manager will present report directly to the Finance Committee annually a at least every quarter. The report that will includes a review of the portfolio and its performance.~~

### **Trading Authority:**

The ~~Director, Finance~~ **Finance Manager** is given full authority to open and operate the account, enter orders, sign documents, withdraw assets and execute agreements on behalf of the CCOC General Account in accordance with the approved plan.

### **Reporting Relationship and Review:**

~~The needs of the corporation will be determined by an annual review of previous cash flow use.~~

Commented [MM3]: Moved up

### ~~Finance Manager to the Finance Committee:~~

~~The Finance Manager will report directly to the finance committee at least every quarter. The report will include a review of the portfolio and its performance.~~

### **Annually**

~~A comprehensive portfolio review including performance evaluation.~~



A review of the policy statement to ensure it continues to meet the corporation's requirements.

## ~~Investment Policy Statement – Reserve Funds~~

Commented [MM4]: Section combined with the General funds above

### ~~Source of Funds:~~

The funds that are subject to this policy come from working capital, operational surpluses and restricted surpluses.

### ~~Objectives:~~

The portfolio is to be managed on a conservative basis with a primary objective of preserving the capital value of the portfolio.

Within this overall objective, the portfolio should have sufficient growth to preserve the purchasing power of the assets with an annual return (income and capital gain) in excess of the rate of inflation. The portfolio should achieve a level to fund the replacement reserves as recorded in the financial statements. It does not need to provide an income stream.

### ~~Planning Horizon:~~

Investment decisions will be taken with a four year view. Fixed income investments will be staggered with maturities as deemed appropriate by the finance committee and will take into account economic circumstances, as well as cash flow requirements as determined by a technical audit and the replacement reserve budget and plan of the buildings.

### ~~Asset Mix Policy:~~

The portfolio will be invested in money market securities and longer dated fixed income securities.

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### **Asset Allocation Range**

	<b>Minimum</b>	<b>Maximum</b>
Cash or Equivalent	20%	85%
Fixed Income (over one year)	15%	80%

In keeping with the guidelines imposed by funders, the portfolio may not be invested in equities or mutual funds. As a guideline, potential investments and plans should be evaluated for social responsibility as well as other factors such as returns and liquidity.

### **Decision Making:**

An investment plan will be presented to the Finance Committee on an annual basis by the Finance Manager for approval based on the objectives, asset allocation policies and the constraints set out above. Changes to the plan during the year may be recommended by the Finance Committee for Board approval.

### **Trading Authority:**

The Finance Manager is given full authority to open and operate the account, enter orders, sign documents, withdraw assets and execute agreements on behalf of the CCOC Reserve Account in accordance with the approved plan.

### **Reporting Relationship and Review:**

The needs of the corporation will be determined by an annual review of the technical audit, replacement reserve budget and plan.

### **Finance Manager to the Finance Committee**

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~~The Finance Manager will report directly to the finance committee at least every quarter. The report will include a review of the portfolio and its performance.~~

**Annually**

~~A comprehensive portfolio review including performance evaluation.~~

~~A review of the policy statement to ensure it continues to meet the corporation's requirements.~~

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CCOC PERSONNEL COMMITTEE

**MINUTES**

**5:30pm, Monday, June 14, 2021 by videoconference**

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**Present:** Bill Rooney, AnaLori Smith, Sara Hobbs, Sarah Button, Zak Spelay

**Staff:** Tessa Trueman (recorder), Ray Sullivan

**Guest:** Wayne Fan (2<sup>nd</sup> meeting)

**Regrets:** Dougal Brown, Pascal St-Amour

Welcome our new Committee Chair! We did a round table to introduce all members.

**1. Call to order and reading of the anti-oppression statement:**

The meeting called to order at 5:36pm and the anti-oppression statement was read.

**2. Approval of the agenda:**

(M/S/C, B. Rooney/Z. Spelay)

**3. Approval of the May 10, 2021 minutes:**

(M/S/C, A. Smith/B. Rooney)

**4. Staffing Updates:**

Olu and Jignesh have accepted offers from other non-profit housing companies, so we are interviewing for two new Pest Control Coordinators.

Mikaela, one of our summer students, was the successful candidate for the term position of Operations Coordinator (to cover Kat's maternity leave).

We have hired 3 Building Representatives: Nebil at 210 Gloucester, James at 20 Robinson, and Peter at 2100 Scott (the new Taiga building). *Post meeting edit: Peter declined the role at 2100 Scott.*

We have hired a few more summer students as well: Nancy in Finance, Redempta in Rentals, Hannah in TCE.

**5. Training** (items deferred to July)

**6. New Business:**

**a) Job description clarification**

**Background:** Two job descriptions were updated as part of the compensation review. One line in was added to each of the descriptions and it is not clear whether Personnel Committee approved that change.

The committee moved *in camera* at 5:48pm. (M/S/C, B. Rooney/S. Hobbs)

The committee moved *ex camera* at 6:15pm. (M/S/C, B. Rooney/W. Fan)

Andree-Ann Cousineau and Ray Sullivan reached out to staff and directors to inform them of the outcome of the discussion and decision.

**b) June-to-June Consumer Price Index**

**Background:** We currently use the June-to-June CPI for our annual cost-of-living adjustment. Last year, we discussed switching to an average to smooth outlier June reports. Note: Stats Canada has not yet released the May, June, and July CPI reports.

Staff are proposing that the average of the May-June-July CPI be used to calculate the cost of living adjustment (COLA) for staff. We currently just use the June CPI. The idea is that this will smooth outlier June CPI reports. The reports for 2020 were much rockier than previous years and we predict this will continue for a while (lots of up and down from month-to-month). When the June report is lower, this leads to a much lower COLA for staff. When it is much higher than surrounding months, this leads to a COLA that creates higher costs for CCOC.

To be clear, this proposal is coming before the May, June or July CPI is released this year. We aren't looking to make this change now because the June CPI is going to be high or low. We just want to make sure that the COLA is fair for staff in all years and that CCOC will be able to continue affording it. Voting on this change before we have the values should ensure the vote is unbiased.

Members discussed:

- Why are we only looking at 3 months, and no longer? CPI in itself is the cost change across a whole year. For example, the June CPI is actually the change from June 2020 to June 2021. Looking at more months will also increase the work required.
- Why do we have to list the CPI date at all? Why can't we just pick the most practical CPI when the time comes each year? The policies of employment has always listed the exact CPI month to make it transparent for staff. It's important that we keep it transparent by listing it.

The proposed wording (changes underlined):

When the Board determines that it can adjust salary ranges, COLA will be based on the average of the May, June and July Consumer Price Index for Ottawa. Increases would be effective as of the next January 1st.

**Motion:** The committee approves the policy amendment as presented. (M/S/C, Z. Spelay/B. Rooney)

**7. Business Arising:**

- a) Personnel Committee Review:** Review feedback from the May 28 meeting with staff. Clarify the role of Personnel Committee.

AnaLori met with staff on May 28<sup>th</sup> with facilitator Sharad Kerur. There was a lot of good discussion. Minutes from that meeting were shared with committee members.

Action items:

Clarify the role of the committee:

- Staff comments indicated that they agreed that Personnel Committee made more sense as a policy committee so now we need to look at developing a conflict resolution/grievance process.
- Members looked at the Terms of Reference and all the sections of the Policies of Employment where Personnel is mentioned as part of any staff relations processes. There are very few references so only minor updates might be needed.

Define a grievance/conflict resolution/complaints process with follow up:

- There are 3<sup>rd</sup> party ombudsperson services we could look into. Ray will research local services and their costs for the next meeting.
- Even if we end up employing this service, we need an internal process as well. We need to clarify the role of HR, triage and escalation. There is already a process in place as well so reviewing that next meeting will be helpful to see what changes need to be made.

Engage staff:

- We need some trust rebuilding. Let's make sure we are giving regular updates to staff about our progress.

Director feedback

- Ray is going to bring this topic up at the next Director's meeting to get feedback. Members felt there was no reason for Directors to attend Personnel at this stage. Ray will prepare a write-up for the next meeting.

**b) Pandemic:** deferred to July

**c) Work plan 2021:** deferred to July

**d) Project Coordinator Job Description:** deferred to July (staff made aware)

8. **Staff meetings:**

**All Staff:** no May staff meeting, next meeting July 14, 2021

**Health & Safety:** last meeting June 10, 2021 (minutes not ready)

9. **Committee summaries:** No discussion

10. **Other business:** None

11. **Adjournment:** The meeting adjourned at 7:03pm.

(M/C, B. Rooney)

**Next meeting: 5:30pm, July 12, 2021**

**By videoconference**

Work plan (2019-2022)

<b>Goal</b> (from CCOC strat plan)	<b>Objectives</b>	<b>Strategies</b>	<b>Activities</b>	<b>Timelines</b>
<b>Empower</b> staff, volunteers and tenants	Staff have trust that they are well informed across departments and about corporate priorities	Take a more deliberate and consistent approach to internal communication and team building	<b>Internal Communication:</b> Plan staff meetings and engage other tools to improve internal communications. Work with the new Communications Officer in 2021.	6-8 months
<b>Empower</b> staff, volunteers and tenants	Update procedures to ensure decision-making is consistent	Use an intersectional approach when developing policies	<b>Human Resources:</b> Full review of Employment Policies 2021.	End of 2021

**Rental Committee Meeting  
July 15, 2021**

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**Joint meeting Rental/Finance Committee**

**Rental Committee:** Christopher Yordy (Chair), Cynara Desbarats, Kerry Beckett, Teresa Schoembs, Dougald Brown, Sandy Hung, Dahlya Smolash, Sulaina Bonabana

**Regrets:** Helena Brown, Alisher Perez

**Staff:** Fran Childs (Rentals), Linda Camilleri (Rentals)

**Guests:** Patrick Malone (1<sup>st</sup> meeting), Mayada Bahubeshi (2nd meeting)

**Board Guest:** AnaLori Smith

**Finance Committee:** Court Miller (Chair), Rod Manchee, Mary Lynn Brian, David Boushey, Michael Holmes, Nicole Rogers

**Regrets:** Andrew McNeill, Wayne Fan, Alisher Perez, Vladimir Gorodkov, Josh Bueckert, Mary Huang

**Staff:** Maryse Martin, Arianne Charlebois (staff recorder)

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Motions for Board Approval

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**MOTION Item 3): To recommend CCOC hold 2022 turnover rents at 2021 levels, and to recommend to Taiga's Board that turnover rents at 2100 Scott be set to match CCOC's Richmond property.**

**M/S/C, Kerry Beckett/Court Miller**

**MOTION Item 4): To recommend a rent increase of 1.2% for lease renewals in 2022.**

**M/S/C, Beckett/ Desbarats**

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**1. Anti-Oppression Statement –**

**2. Acceptance of the Agenda**

**M/S/C, Beckett/ Manchee**

**3. Turnover Rents for 2021-2022**

- This discussion applies to the rent increase when a new tenant moves in, not for existing tenants.
- Staff proposed that we hold the 2022 turnover rents at the same rates as 2021.
- A small number of rents are proposed at slightly lower rates than 2021.



- The market has softened in this past year, and the average market rent for two-bedroom apartments has decreased in Ottawa.
- With this shift in the market, it doesn't make sense to increase rents this year.
- The Board has also been looking at re-thinking how we calculate turnover rents, and this pause would give the Board time to figure out how they'd like to set these rents.
- Two-bedroom units in particular have been experiencing higher vacancy. Nicole asked if we know why this is. Fran said there are a few potential reasons, including the possibility that people don't want to have roommates during the pandemic, or less students attending university in person. Interestingly, larger units haven't been as difficult to rent. Nicole noted that it would be worth figuring out if this is a short or a long-term trend and to take that into account in our developments. This has been taken into considering with Forward, which has mostly one and three-bedroom apartments.
- For the Taiga building which we'll be merging with, staff propose using the same turnover rents as at our Richmond buildings. They're in similar neighbourhoods and have comparable utilities included (none). Construction on the LRT will also be happening right in front of the Taiga building in the near future.
- Kerry asked why we're comparing a high-rise building to townhouses and proposed using Parkdale as a comparable instead. Fran noted that the utilities included at Taiga and Parkdale are different. There are no high-rise buildings in Westboro with similar utilities included. Kerry suggested using a high-rise downtown with similar utilities since Westboro and Centretown have similar levels of desirability.
- Staff also noted that Taiga's market rents are lower than average market rents and much closer to the Province's benchmark rates.
- Dougald asked what a private landlord is currently charging on average. With this increase we'd be getting close to the average market rent for this area. Dougald noted that this average covers all types of rentals from low quality to luxury apartments. Is there a way we can compare to a similar quality of housing? We don't have this information easily available to us, and we like the consistency of being able to refer to this report every year, rather than asking landlords each year.
- Mary asked what percentage of tenants at that building are subsidized, and whether market and subsidized units have a different market rent. About 75% of the units are subsidized but units have the same market rent whether they have market or subsidized tenants. The turnover rents apply to market rent units almost exclusively, since subsidized rents only receive a subsidy up to the benchmark rent rather than the market rent that we charge.
- Mary asked whether there are any vacant units at Taiga currently. There are several vacancies there.
- Court asked whether the Rental department can still offer rent incentives for vacant apartments. We do have a policy that allows rent incentives under very specific criteria.
- Court asked whether it would be worth waiting a couple of months before deciding on the turnover rents at Taiga to give staff time to better assess the situation there and to see how the LRT construction pans out.
- Kerry and Chris felt that it made sense to make a decision tonight on the rents given that there are several vacancies there. This will allow us to give the Taiga Board some direction for their next meeting.

## RENTAL COMMITTEE

July 15, 2021

- Mary Lynn commented that these rents could be reduced if they're found to be too high. Mary Lynn has past experience with Taiga and it was a very rentable and desirable building at that time a few years ago.

**MOTION: To recommend CCOC hold 2022 turnover rents at 2021 levels, and to recommend to Taiga's Board that turnover rents at 2100 Scott be set to match CCOC's Richmond property.**

M/S/C, Beckett/ Miller

### 4. Increase based on Rent Review Guideline 1.2%

- This discussion applies to the rent increase for existing tenants.
- CCOC has used the rent review guideline to set our rent increases for the past several years.
- The guideline for 2022 is 1.2%
- This would apply to lease renewals as of January 1, 2022.
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**MOTION: To recommend a rent increase of 1.2% for lease renewals in 2022.**

M/S/C, Beckett/Desbarats

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- Maryse explained why we write off bad debts.
- When we have a receivable showing as an asset on our balance sheet, we have to be fairly confident that we can collect it. If it has a high risk of not being collected, we have to write it off.
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- During the pandemic, the reality has been that most of our arrears have been with active tenants rather than past tenants. Because of this, we had high arrears at the end of 2020 that we weren't confident of being able to collect. To account for this, we added an allowance for bad debts of \$50K in our 2020 books.

### 6. Other Business or Comments for the Board? Motions put forward

### 7. Motion to Adjourn #1 - Joint Portion:

The meeting ended at 7:54 p.m.

M/C, Kerry Beckett

**Rental Committee Meeting**

Call to Order: 7.58 p.m.

**8. Acceptance of the Agenda**

**9. Adoption of the May & June minutes;**

**m/s/c Beckett/Desbarats**

**10. Safety & Security Memo:** The working group is still finalizing the last pieces of the draft memo. For some background, throughout the pandemic tenants have contacted CCOC regarding safety and security concerns, and in particular had enquired about additional security patrols or the installation of security cameras. The working group was set up as a way to brainstorm ideas and gather information that can then go to Committees for discussion and recommendation and finally, to the Board for a decision.

**11. Announcements & Updates:**

- a) **Staff Updates:** We reviewed who has joined or left the CCOC team.
- b) **Taiga Update:** As of July 1, we have taken over as property managers at 2100 Scott Street. Rentals have been involved in confirming and cleaning up tenant files and information as well as account balances. We are in the process of hiring a Building Rep. Staff from Facilities, Service Desk and Rentals are taking turns being present at the building during specific office hours, mainly as an education piece for the tenants on the new contact numbers and processes.
- c) **ONPHA Conference:** it will be virtual again this year from November 10<sup>th</sup> to 12<sup>th</sup>, if you are interested in attending let Fran or Linda know.
- d) **Sharing back from last month's Board meeting by our Chair, Chris:** Chris shared that the Board was discussing the shopping cart pilot projects and determining next steps. As the province gets ready for an earlier than planned stage three re-opening, CCOC has started having more tenant appointment visits to the office.

**12. Rental Department Reports:** Refer to notes provided in the reports a) & b)

- e) **Vacancy & Turnover Reports:** Reviewed. We are now able to start renting units before they are vacant but this will be a gradual shift since we still have empty apartments that we will prioritize first. This time last year, we established safety procedures for conducting showings before apartments are vacated. Mayada asked where we advertise apartments. Fran confirmed that we use the CCOC website and Zumper. There were 20 move outs for June which is the highest number so far in 2021. For new guests Fran explained N5 process and we discussed the Landlord Tenant Board role, virtual hearings and the challenges for receiving hearings dates. No new N5's have been served since last month. For our 3 active cases, hearings dates are coming up.

## RENTAL COMMITTEE

July 15, 2021

- f) **Accounts Receivable Stats:** Reviewed. The committee focuses on the arrears, active tenant and moved out tenants, and the resulting total arrears figures. Fran explained we have had some hearings and consequently some large arrears totals moved from current to past tenants. Rent Collection staff have started to move towards their usual follow up procedures such as serving N4 notices again.

**13. Board and Committee Reports:** We will circulate the report along with the minutes

**14. Any Other Business/Board Focus on Rental Business:** Looking forward to in person meetings and potlucks again.

Adjournment 8:45pm

**Next meeting August 10<sup>th</sup> at 7pm**

## **Recommendation to Rental Committee and Finance Committee regarding turnover rents for 2022:**

Hold 2022 turnover rents at 2021 levels (or lower in some cases) because:

- We are seeing changes in the rental market due to the ongoing effects of the pandemic and in some cases (mainly for 2 bedroom apartments) we have had to lower the 2021 turnover rents
- What 2022 will look like in terms of pandemic effects is still an unknown
- Our turnover rents are already much closer to zone average market rents (which was a direction given by past committees and board members)
- Our board is still investigating our preferred direction with regard to setting turnover rents going forward so this allows more time for the newly elected board to look at this issue in the coming year

Set 2022 turnover rents for Taiga (2100 Scott) that are at the same rate as our Richmond Road property because:

- They are in comparable neighbourhoods
- They have comparable utilities included (none)
- Taiga's current average market rents are much lower than anything CCOC has, so we should increase in increments
- LRT construction in the front yard of the building will likely impact rent-ability so competitive rent should help mitigate vacancy loss
- We are still getting to know the building and there could be other things that impact rent-ability that we aren't yet aware of

## High, Low & Average Rents 2020 versus 2021

<b>Rent Review Guideline for 2022</b>	<b>1.20%</b>
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### ROOMS:

		2020	2020	Avg	2021	2021	Avg	
#	Other Info	Lowest Market Rent	Highest Market Rent	rents as of Mar 2020	Lowest Market Rent	Highest Market Rent	rents as of May 2021	2022 TO Rents
25	369 Stewart	\$ 570	\$ 570	\$ 570	570	570	\$ 570	\$ 583
28	515 MacLaren	\$ 570	\$ 570	\$ 570	570	570	\$ 570	\$ 583
52	163 James	\$ 530	\$ 545	\$ 539	\$ 542	\$ 560	\$ 547	\$ 560
<b>Totals:</b>	<b>36</b> avg		average	<b>\$ 560</b>		average	<b>\$ 562</b>	<b>\$ 575</b>

### BACHELORS:

Bachelor Legend:		
\$ 825	small, basement, quirky, provincial subsidy	<b>Note:</b> H/H/H = heat, hot water and hydro included in rent; H/HW = heat and hot water included; H = heat included; Blank space = tenant pays all utilities <b>*Updated August 6, 2020:</b> CMHC data is from January 2020 Rental Market Survey. Where there is ** the data is suppressed because it is poor data.
\$ 875	desirable, few or no utils included	
\$ 900	desirable or heat + hot water included	

		2020	2020	Avg	2021	2021	Avg						
#	Other Info	Lowest Market Rent	Highest Market Rent	rents as of Mar 2020	Lowest Market Rent	Highest Market Rent	rents as of May 2021	2022 TO Rents	CMHC CMA AMR	AMR (City-wide)	CMHC Zone	CMHC* Zone Avg	% of Zone AMR
11	258 Lisgar	\$ 733	\$ 838	\$ 775	\$ 739	\$ 875	\$ 788	\$ 900	1000	90%	1	1037	87%
12	388 1/2 Kent	\$ 624	\$ 624	\$ 624	\$ 624	\$ 624	\$ 624	\$ 825	1000	83%	1	1037	80%
16	33 Rochester	\$ 726	\$ 800	\$ 750	\$ 726	\$ 800	\$ 758	\$ 875	1000	88%	6	1022	86%
21	345 Waverley	\$ 729	\$ 777	\$ 752	\$ 733	\$ 900	\$ 775	\$ 900	1000	90%	1	1037	87%
24	171 Armstrong	\$ 739	\$ 777	\$ 752	\$ 739	\$ 789	\$ 752	\$ 825	1000	83%	6	1022	81%
24	277 Carruthers	\$ 779	\$ 801	\$ 791	\$ 784	\$ 816	\$ 799	\$ 825	1000	83%	6	1022	81%
28	341 Lyon N.	\$ 742	\$ 772	\$ 756	\$ 750	\$ 825	\$ 769	\$ 825	1000	83%	1	1037	80%
31	3-287 Loretta	\$ 760	\$ 760	\$ 760	\$ 760	\$ 760	\$ 760	\$ 825	1000	83%	6	1022	81%
37	145 Clarence	\$ 732	\$ 800	\$ 758	\$ 732	\$ 875	\$ 799	\$ 875	1000	88%	2	1008	87%
40	151 Parkdale	\$ 789	\$ 789	\$ 789	\$ 806	\$ 806	\$ 806	\$ 900	1000	90%	6	1022	88%
60	140 Bronson	\$ 736	\$ 790	\$ 755	\$ 751	\$ 825	\$ 768	\$ 825	1000	83%	6	1022	81%
61	123 Stirling	\$ 756	\$ 777	\$ 762	\$ 756	\$ 900	\$ 785	\$ 900	1000	90%	6	1022	88%
64	54 Primrose	\$ 651	\$ 790	\$ 754	\$ 651	\$ 825	\$ 776	\$ 825	1000	83%	6	1022	81%
65	464 Metcalfe	\$ 804	\$ 875	\$ 831	\$ 825	\$ 900	\$ 849	\$ 900	1000	90%	1	1037	87%
66	160 Argyle	\$ 814	\$ 844	\$ 830	\$ 825	\$ 900	\$ 843	\$ 900	1000	90%	1	1037	87%
67	111 Catherine	\$ 811	\$ 875	\$ 830	\$ 824	\$ 900	\$ 853	\$ 900	1000	90%	1	1037	87%
<b>Totals:</b>	<b>210</b>		average	<b>\$ 767</b>		average	<b>\$ 781</b>						

avg turnover rent bach \$ **864**

84%

1 bedroom Legend:	
\$ 1,270	all utilities included or very desirable (BB)
\$ 1,225	heat and hot water included
\$ 1,175	few utilities included, less desirable
\$ 1,125	no utilities included, quirky, small, less desirable
\$ 1,050	Richmond - different zone rent
\$ 975	Stevens - different zone rent
\$ 950	Presland - different zone + less desirable

\*Updated August 6, 2020: CMHC data is from January 2020 Rental Market Survey. Where there is \*\* this means the data is suppressed because it is poor data.

**ONE BEDROOM:**

	#	Other Info	2020		Avg	2021		Avg	2022 TO Rents	CMHC CMA AMR	% AMR	CMHC Zone	CMHC* Zone Avg	% of Zone Avg
			Lowest Market Rent	Highest Market Rent	rents as of Mar 2020	Lowest Market Rent	Highest Market Rent	rents as of May 2021						
1 542-544 McLeod	2		\$ 1,053	\$ 1,055	\$ 1,054	\$ 1,055	\$ 1,076	\$ 1,066	\$ 1,270	1244	102%	1	1284	99%
5 3-202 Flora	1		\$ 1,003	\$ 1,003	\$ 1,003	\$ 1,025	\$ 1,025	\$ 1,025	\$ 1,270	1244	102%	1	1284	99%
7 2-41 Florence	1	sm	\$ 1,060	\$ 1,060	\$ 1,060	\$ 1,083	\$ 1,083	\$ 1,083	\$ 1,125	1244	90%	1	1284	88%
8 2-100/102 Flora	2	basemt	\$ 932	\$ 942	\$ 937	\$ 942	\$ 953	\$ 948	\$ 1,270	1244	102%	1	1284	99%
10 1-50 Waverley	1	basemt	\$ 981	\$ 981	\$ 981	\$ 981	\$ 981	\$ 981	\$ 1,270	1244	102%	1	1284	99%
24 7-277 Carruthers	1	RGI	\$ 970	\$ 970	\$ 970	\$ 970	\$ 970	\$ 970	\$ 1,175	1244	94%	6	1352	87%
52 8-163 James	1	rooming	\$ 950	\$ 950	\$ 950	\$ 971	\$ 971	\$ 971	\$ 1,125	1244	90%	1	1284	88%
11 258 Lisgar	47		\$ 961	\$ 1,100	\$ 1,002	\$ 976	\$ 1,225	\$ 1,013	\$ 1,225	1244	98%	1	1284	95%
17 170 Booth	35		\$ 947	\$ 996	\$ 965	\$ 963	\$ 1,225	\$ 994	\$ 1,225	1244	98%	6	1352	91%
21 345 Waverley	28		\$ 968	\$ 1,022	\$ 983	\$ 968	\$ 1,225	\$ 1,000	\$ 1,225	1244	98%	1	1284	95%
36 258 Argyle	20		\$ 960	\$ 992	\$ 975	\$ 976	\$ 1,100	\$ 989	\$ 1,225	1244	98%	1	1284	95%
38 511 Bronson	17		\$ 949	\$ 1,060	\$ 963	\$ 957	\$ 1,083	\$ 975	\$ 1,225	1244	98%	1	1284	95%
39 415 Gilmour	40		\$ 955	\$ 1,100	\$ 995	\$ 976	\$ 1,225	\$ 1,018	\$ 1,225	1244	98%	1	1284	95%
40 151 Parkdale	41		\$ 954	\$ 1,022	\$ 977	\$ 956	\$ 1,225	\$ 1,004	\$ 1,225	1244	98%	6	1352	91%
41 455 Lisgar	31		\$ 971	\$ 1,020	\$ 985	\$ 976	\$ 1,100	\$ 1,005	\$ 1,225	1244	98%	1	1284	95%
60 140 Bronson	3		\$ 791	\$ 848	\$ 816	\$ 808	\$ 1,175	\$ 931	\$ 1,175	1244	94%	6	1352	87%
61 123 Stirling	1		\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,225	1244	98%	6	1352	91%
12 1-472 Gilmour	1	small	\$ 894	\$ 894	\$ 894	\$ 950	\$ 950	\$ 950	\$ 1,125	1244	90%	1	1284	88%
18 3-90 James	1		\$ 995	\$ 995	\$ 995	\$ 995	\$ 995	\$ 995	\$ 1,175	1244	94%	1	1284	92%
20 298 Arlington	2	basem	\$ 875	\$ 880	\$ 878	\$ 880	\$ 894	\$ 887	\$ 1,175	1244	94%	1	1284	92%
31 4-287 Loretta	1	basem	\$ 866	\$ 866	\$ 866	\$ 866	\$ 866	\$ 866	\$ 1,125	1244	90%	6	1352	83%
9 50 James	12		\$ 902	\$ 1,100	\$ 939	\$ 913	\$ 1,100	\$ 941	\$ 1,175	1244	94%	1	1284	92%
19 220-222 Booth	2		\$ 905	\$ 912	\$ 909	\$ 925	\$ 975	\$ 950	\$ 1,175	1244	94%	6	1352	87%
22 210 Gloucester	52		\$ 874	\$ 1,080	\$ 918	\$ 892	\$ 1,175	\$ 966	\$ 1,175	1244	94%	1	1284	92%
23 20 Robinson	13		\$ 859	\$ 900	\$ 876	\$ 877	\$ 1,065	\$ 900	\$ 1,175	1244	94%	2	1336	88%
26 110 Nelson	36		\$ 881	\$ 1,080	\$ 916	\$ 900	\$ 1,175	\$ 938	\$ 1,175	1244	94%	2	1336	88%
27 520 Bronson	49		\$ 860	\$ 920	\$ 887	\$ 877	\$ 975	\$ 886	\$ 1,175	1244	94%	6	1352	87%
34 264 Lisgar	32		\$ 897	\$ 1,080	\$ 930	\$ 913	\$ 1,175	\$ 965	\$ 1,175	1244	94%	1	1284	92%
35 10 Stevens	14		\$ 828	\$ 858	\$ 835	\$ 832	\$ 858	\$ 838	\$ 975	1244	78%	10	1032	94%
37 145 Clarence	52		\$ 897	\$ 1,080	\$ 919	\$ 907	\$ 1,175	\$ 953	\$ 1,175	1244	94%	2	1336	88%
63 Richmond	2		\$ 900	\$ 918	\$ 909	\$ 918	\$ 920	\$ 919	\$ 1,050	1244	84%	5	1128	93%
65 464 Metcalfe	36		\$ 1,012	\$ 1,120	\$ 1,097	\$ 1,034	\$ 1,270	\$ 1,123	\$ 1,270	1244	102%	1	1284	99%
66 160 Argyle	17		\$ 1,083	\$ 1,118	\$ 1,102	\$ 1,097	\$ 1,120	\$ 1,109	\$ 1,270	1244	102%	1	1284	99%
67 111 Catherine	31		\$ 1,073	\$ 1,120	\$ 1,099	\$ 1,097	\$ 1,270	\$ 1,123	\$ 1,270	1244	102%	1	1284	99%
71 240 Presland	8		\$ 762	\$ 810	\$ 778	\$ 777	\$ 950	\$ 828	\$ 950	1244	76%	10	1032	92%
<b>Total:</b>	<b>633</b>			average	<b>\$ 956</b>		average	<b>\$ 977</b>						
							avg turnover rent 1 bed	<b>\$ 1,185</b>						92%

2 bedroom Legend:	
\$ 1,700	Arlington Market Units or all utilities included
\$ 1,650	very desirable (BB, penthouse)
\$ 1,600	heat and hot water included
\$ 1,550	heat included or desirable
\$ 1,500	no utilities included
\$ 1,400	Arlington Units with Subsidy (must be below city wide AMR)
\$ 1,350	no utilities included + quirky, small, less desirable
\$ 1,250	Merivale / Richmond - different zone rent
\$ 1,120	Stevens - different zone rent
\$ 1,080	Presland - different zone rent + less desirable

**TWO BEDROOM:**

	#	2020	2020	Avg	2021	2021	Avg	2022 TO	CMHC	%	CMHC	CMHC*	% of
		Lowest Market Rent	Highest Market Rent	rents as of Mar 2020	Lowest Market Rent	Highest Market Rent	rents as of May 2021						
4 1-500, 1-504 Gilmou	2	\$ 1,200	\$ 1,210	\$ 1,205	\$ 1,200	\$ 1,237	\$ 1,219	\$ 1,640	1517	108%	1	1646	100%
5 1-202 Flora	1	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,640	1517	108%	1	1646	100%
7 1, 3 -41 Florence	2	\$ 1,225	\$ 1,500	\$ 1,363	\$ 1,225	\$ 1,533	\$ 1,379	\$ 1,640	1517	108%	1	1646	100%
10 50 Waverley	2	\$ 1,262	\$ 1,329	\$ 1,296	\$ 1,290	\$ 1,329	\$ 1,310	\$ 1,640	1517	108%	1	1646	100%
11 258 Lisgar	19	\$ 1,174	\$ 1,450	\$ 1,232	\$ 1,190	\$ 1,482	\$ 1,243	\$ 1,600	1517	105%	1	1646	97%
11 258 Lisgar penthous	1 2 full baths	\$ 1,362	\$ 1,362	\$ 1,362	\$ 1,392	\$ 1,392	\$ 1,392	\$ 1,640	1517	108%	1	1646	100%
17 170 Booth	18	\$ 1,156	\$ 1,265	\$ 1,193	\$ 1,169	\$ 1,400	\$ 1,236	\$ 1,400	1517	92%	6	1819	77%
18 92 James	3	\$ 1,094	\$ 1,175	\$ 1,125	\$ 1,118	\$ 1,175	\$ 1,141	\$ 1,600	1517	105%	1	1646	97%
20 298 Arlington	6	\$ 1,175	\$ 1,247	\$ 1,215	\$ 1,175	\$ 1,450	\$ 1,262	\$ 1,600	1517	105%	1	1646	97%
36 258 Argyle	17	\$ 1,169	\$ 1,213	\$ 1,190	\$ 1,190	\$ 1,600	\$ 1,256	\$ 1,600	1517	105%	1	1646	97%
38 511 Bronson	7	\$ 1,154	\$ 1,450	\$ 1,274	\$ 1,154	\$ 1,482	\$ 1,291	\$ 1,600	1517	105%	1	1646	97%
39 415 Gilmour	44	\$ 1,164	\$ 1,450	\$ 1,197	\$ 1,190	\$ 1,600	\$ 1,256	\$ 1,600	1517	105%	1	1646	97%
40 151 Parkdale	26	\$ 1,141	\$ 1,412	\$ 1,183	\$ 1,142	\$ 1,600	\$ 1,208	\$ 1,600	1517	105%	6	1819	88%
41 455 Lisgar	8	\$ 1,168	\$ 1,226	\$ 1,189	\$ 1,190	\$ 1,476	\$ 1,266	\$ 1,600	1517	105%	1	1646	97%
61 123 Stirling	2	\$ 1,170	\$ 1,300	\$ 1,235	\$ 1,170	\$ 1,300	\$ 1,235	\$ 1,600	1517	105%	6	1819	88%
2/3-472 Gilmour / 2-													
12 388/390 Kent	4	\$ 1,134	\$ 1,161	\$ 1,143	\$ 1,142	\$ 1,550	\$ 1,260	\$ 1,550	1517	102%	1	1646	94%
16 33 Rochester	4	\$ 1,181	\$ 1,226	\$ 1,203	\$ 1,181	\$ 1,226	\$ 1,203	\$ 1,400	1517	92%	6	1819	77%
18 90 James	2	\$ 1,190	\$ 1,239	\$ 1,215	\$ 1,190	\$ 1,450	\$ 1,320	\$ 1,550	1517	102%	1	1646	94%
32 2-82/84 Putman	2	\$ 1,090	\$ 1,270	\$ 1,180	\$ 1,114	\$ 1,270	\$ 1,192	\$ 1,550	1517	102%	7	1637	95%
60 140 Bronson	2	\$ 1,066	\$ 1,170	\$ 1,118	\$ 1,066	\$ 1,350	\$ 1,208	\$ 1,350	1517	89%	6	1819	74%
6 143-153 Arlington	subsidy	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,329	\$ 1,329	\$ 1,329	\$ 1,400	1517	92%	1	1646	85%
6 143-153 Arlington	8 market rent	\$ 1,580	\$ 1,615	\$ 1,590	\$ 1,580	\$ 1,615	\$ 1,605	\$ 1,640	1517	108%	1	1646	100%
9 50 James	5	\$ 1,125	\$ 1,400	\$ 1,199	\$ 1,125	\$ 1,450	\$ 1,268	\$ 1,450	1517	96%	1	1646	88%
13 Percy	21 ST	\$ 1,156	\$ 1,475	\$ 1,200	\$ 1,159	\$ 1,507	\$ 1,223	\$ 1,550	1517	102%	1	1646	94%
14 23, 25, 35-39 Roche	17	\$ 1,144	\$ 1,300	\$ 1,194	\$ 1,169	\$ 1,329	\$ 1,217	\$ 1,500	1517	99%	6	1819	82%
16 1, 2-29 Rochester	2	\$ 1,107	\$ 1,169	\$ 1,138	\$ 1,107	\$ 1,400	\$ 1,218	\$ 1,500	1517	99%	6	1819	82%
19 129-131, 1-135 Prim	3	\$ 1,052	\$ 1,083	\$ 1,069	\$ 1,052	\$ 1,107	\$ 1,085	\$ 1,500	1517	99%	6	1819	82%
22 210 Gloucester	28 electric heat	\$ 1,093	\$ 1,165	\$ 1,141	\$ 1,113	\$ 1,450	\$ 1,181	\$ 1,450	1517	96%	1	1646	88%
23 20 Robinson	12 electric heat	\$ 1,062	\$ 1,310	\$ 1,144	\$ 1,080	\$ 1,350	\$ 1,177	\$ 1,350	1517	89%	2	1726	78%
26 110 Nelson	33 electric heat	\$ 1,094	\$ 1,310	\$ 1,113	\$ 1,107	\$ 1,350	\$ 1,160	\$ 1,350	1517	89%	2	1726	78%
27 520 Bronson	40 electric heat	\$ 1,013	\$ 1,107	\$ 1,077	\$ 1,035	\$ 1,370	\$ 1,109	\$ 1,370	1517	90%	6	1819	75%
33 147 Hinchey	7 ST	\$ 1,053	\$ 1,270	\$ 1,095	\$ 1,053	\$ 1,500	\$ 1,163	\$ 1,500	1517	99%	6	1819	82%
34 264 Lisgar	23 electric heat	\$ 1,112	\$ 1,209	\$ 1,151	\$ 1,112	\$ 1,410	\$ 1,166	\$ 1,500	1517	99%	1	1646	91%
35 10 Stevens	30	\$ 997	\$ 1,063	\$ 1,020	\$ 1,001	\$ 1,120	\$ 1,030	\$ 1,120	1517	74%	10	1190	94%
37 145 Clarence	17	\$ 1,117	\$ 1,226	\$ 1,141	\$ 1,135	\$ 1,500	\$ 1,214	\$ 1,500	1517	99%	2	1726	87%
62 Mayview/Merivale	6 ST	\$ 1,096	\$ 1,120	\$ 1,111	\$ 1,103	\$ 1,250	\$ 1,141	\$ 1,250	1517	82%	5	1333	94%
63 Richmond	6 ST	\$ 1,094	\$ 1,124	\$ 1,113	\$ 1,114	\$ 1,124	\$ 1,120	\$ 1,250	1517	82%	5	1333	94%
65 464 Metcalfe	22	\$ 1,450	\$ 1,520	\$ 1,478	\$ 1,451	\$ 1,650	\$ 1,526	\$ 1,650	1517	109%	1	1646	100%
66 160 Argyle	8	\$ 1,447	\$ 1,520	\$ 1,477	\$ 1,448	\$ 1,650	\$ 1,502	\$ 1,650	1517	109%	1	1646	100%
67 111 Catherine	19	\$ 1,442	\$ 1,488	\$ 1,476	\$ 1,474	\$ 1,650	\$ 1,527	\$ 1,650	1517	109%	1	1646	100%
68 100-200 VGardens	10	\$ 1,472	\$ 1,499	\$ 1,483	\$ 1,493	\$ 1,650	\$ 1,523	\$ 1,650	1517	109%	1	1646	100%
71 240 Presland	24	\$ 895	\$ 930	\$ 911	\$ 910	\$ 1,080	\$ 938	\$ 1,080	1517	71%	10	1190	91%
<b>Total:</b>	<b>513</b>		<b>average</b>	<b>\$ 1,213</b>	<b>average</b>	<b>\$ 1,250</b>	<b>average</b>	<b>\$ 1,506</b>					<b>91%</b>



3 bedroom Legend:	
\$ 1,800	Arlington Market Units
\$ 1,665	all utilities included or very desirable (BB)
\$ 1,640	heat and hot water included or desirable
\$ 1,620	heat included or less desirable
\$ 1,600	no utilities included
\$ 1,800	Arlington Units with Subsidy (below city wide AMR)
\$ 1,550	Merivale / Richmond -different zone rent
\$ 1,450	Stevens - different zone rent

**THREE BEDROOM:**

	#	2020		Avg rents as of Mar 2020	2021		Avg rents as of May 2021	2022 TO Rents	CMHC CMA AMR	% AMR	CMHC Zone	CMHC* Zone Avg	% of Zone Avg
		Lowest Market Rent	Highest Market Rent		Lowest Market Rent	Highest Market Rent							
1 530-540 McLeod	6 T	\$ 1,404	\$ 1,450	\$ 1,426	\$ 1,425	\$ 1,570	\$ 1,432	\$ 1,665	1850	90%	1	1825	91%
2 706-712 Gilmour	4 T	\$ 1,390	\$ 1,570	\$ 1,440	\$ 1,394	\$ 1,570	\$ 1,448	\$ 1,665	1850	90%	1	1825	91%
3 539, 539A McLeod	2	\$ 1,323	\$ 1,498	\$ 1,411	\$ 1,498	\$ 1,570	\$ 1,534	\$ 1,665	1850	90%	1	1825	91%
4 2-500/504 Gilmour	2	\$ 1,406	\$ 1,409	\$ 1,408	\$ 1,406	\$ 1,409	\$ 1,408	\$ 1,665	1850	90%	1	1825	91%
5 2-202 Flora	1 sm	\$ 1,384	\$ 1,384	\$ 1,384	\$ 1,384	\$ 1,384	\$ 1,384	\$ 1,665	1850	90%	1	1825	91%
36 258 Argyle	7	\$ 1,325	\$ 1,530	\$ 1,380	\$ 1,333	\$ 1,564	\$ 1,409	\$ 1,640	1850	89%	1	1825	90%
38 511 Bronson	2	\$ 1,320	\$ 1,324	\$ 1,322	\$ 1,320	\$ 1,353	\$ 1,337	\$ 1,640	1850	89%	1	1825	90%
40 151 Parkdale	6	\$ 1,324	\$ 1,500	\$ 1,365	\$ 1,324	\$ 1,500	\$ 1,365	\$ 1,640	1850	89%	6	1945	84%
40 151 Parkdale	2 ST	\$ 1,374	\$ 1,378	\$ 1,376	\$ 1,335	\$ 1,640	\$ 1,449	\$ 1,640	1850	89%	6	1945	84%
41 455 Lisgar	2 ST	\$ 1,410	\$ 1,570	\$ 1,490	\$ 1,410	\$ 1,570	\$ 1,490	\$ 1,640	1850	89%	1	1825	90%
474, 476, 478-482 Gilmour, 1-388/390													
12 Kent	7 T	\$ 1,264	\$ 1,406	\$ 1,350	\$ 1,280	\$ 1,425	\$ 1,359	\$ 1,620	1850	88%	1	1825	89%
31 289-291 Loretta	2	\$ 1,251	\$ 1,450	\$ 1,351	\$ 1,211	\$ 1,620	\$ 1,331	\$ 1,620	1850	88%	6	1945	83%
32 1-82 Putman	1	\$ 1,408	\$ 1,408	\$ 1,408	\$ 1,408	\$ 1,408	\$ 1,408	\$ 1,600	1850	86%	7	no data	n/a
6 143-153 Arlington	subsidy	\$ 1,585	\$ 1,620	\$ 1,592	\$ 1,585	\$ 1,620	\$ 1,606	\$ 1,800	1850	97%	1	1825	99%
6 143-153 Arlington	8 market	\$ 1,695	\$ 1,695	\$ 1,695	\$ 1,732	\$ 1,732	\$ 1,732	\$ 1,800	1850	97%	1	1825	99%
9 50 James	5	\$ 1,280	\$ 1,550	\$ 1,395	\$ 1,308	\$ 1,600	\$ 1,471	\$ 1,600	1850	86%	1	1825	88%
13 Percy (1050 sq ft)	8 ST	\$ 1,223	\$ 1,329	\$ 1,273	\$ 1,246	\$ 1,329	\$ 1,283	\$ 1,600	1850	86%	1	1825	88%
13 Percy (1345 sq ft)	13 ST	\$ 1,262	\$ 1,380	\$ 1,302	\$ 1,285	\$ 1,640	\$ 1,364	\$ 1,640	1850	89%	1	1825	90%
25 Rochester (odd),													
14 746-760 Albert	12 T	\$ 1,230	\$ 1,298	\$ 1,268	\$ 1,251	\$ 1,600	\$ 1,330	\$ 1,600	1850	86%	6	1945	82%
15 594, 596-604 Gladst	6 T	\$ 1,207	\$ 1,350	\$ 1,276	\$ 1,228	\$ 1,550	\$ 1,325	\$ 1,600	1850	86%	1	1825	88%
19 2-135 Primrose	1	\$ 1,171	\$ 1,171	\$ 1,171	\$ 1,171	\$ 1,171	\$ 1,171	\$ 1,600	1850	86%	6	1945	82%
23 20 Robinson	5	\$ 1,154	\$ 1,450	\$ 1,198	\$ 1,154	\$ 1,540	\$ 1,248	\$ 1,540	1850	83%	2	2202	70%
30 212-216 Carruthers	3	\$ 1,257	\$ 1,290	\$ 1,268	\$ 1,257	\$ 1,290	\$ 1,268	\$ 1,600	1850	86%	6	1945	82%
31 1/2-287 Loretta	2	\$ 1,185	\$ 1,214	\$ 1,200	\$ 1,185	\$ 1,214	\$ 1,200	\$ 1,600	1850	86%	6	1945	82%
33 147 Hinchey	8 ST	\$ 1,204	\$ 1,236	\$ 1,211	\$ 1,204	\$ 1,249	\$ 1,215	\$ 1,640	1850	89%	6	1945	84%
34 264 Lisgar	9	\$ 1,257	\$ 1,318	\$ 1,286	\$ 1,285	\$ 1,600	\$ 1,343	\$ 1,600	1850	86%	1	1825	88%
35 10 Stevens	9	\$ 1,117	\$ 1,171	\$ 1,144	\$ 1,135	\$ 1,171	\$ 1,153	\$ 1,450	1850	78%	10	1806	80%
37 145 Clarence	5 T	\$ 1,347	\$ 1,454	\$ 1,379	\$ 1,354	\$ 1,454	\$ 1,397	\$ 1,640	1850	89%	2	2202	74%
62 Mayview/Merivale	4 ST	\$ 1,291	\$ 1,314	\$ 1,304	\$ 1,295	\$ 1,400	\$ 1,332	\$ 1,480	1850	80%	5	1488	99%
63 Richmond	9 ST	\$ 1,320	\$ 1,400	\$ 1,349	\$ 1,329	\$ 1,400	\$ 1,358	\$ 1,480	1850	80%	5	1488	99%
65 464 Metcalfe	13	\$ 1,615	\$ 1,660	\$ 1,633	\$ 1,626	\$ 1,665	\$ 1,650	\$ 1,665	1850	90%	1	1825	91%
66 160 Argyle	4	\$ 1,617	\$ 1,660	\$ 1,639	\$ 1,626	\$ 1,660	\$ 1,648	\$ 1,665	1850	90%	1	1825	91%
67 111 Catherine	1	\$ 1,680	\$ 1,680	\$ 1,680	\$ 1,690	\$ 1,690	\$ 1,690	\$ 1,665	1850	90%	1	1825	91%
68 100-203 Vgardens	8 ST	\$ 1,633	\$ 1,717	\$ 1,682	\$ 1,669	\$ 1,707	\$ 1,695	\$ 1,665	1850	90%	1	1825	91%
<b>Total:</b>	<b>177</b>		average	<b>\$ 1,384</b>		average	<b>\$ 1,407</b>	<b>\$ 1,626</b>					

4 bedroom Legend:	
\$ 2,000	single detached / desirable
\$ 1,700	Merivale/ Richmond - different zone
\$ 1,650	Putman - basement, small

		2020	2020	Avg	2021	2021	Avg		CMHC	%	CMHC	CMHC*	% of
		Lowest	Highest	rents as	Lowest	Highest	rents as	2022 TO	CMA	AMR	Zone	Zone	Zone
		Market	Market	of Mar	Market	Market	of May	Rents	AMR			Avg	Avg
FOUR BEDROOM:	#	Rent	Rent	2020	Rent	Rent	2021						
19 133 Primrose	1	single home	\$ 1,262	\$ 1,262	\$ 1,262	\$ 1,262	\$ 1,262	\$ 2,000	N/A		6		
29 283 Arlington	1	single home	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,942	\$ 1,942	\$ 2,000	N/A		1		
32 84 Putman	1	basement	\$ 1,321	\$ 1,321	\$ 1,321	\$ 1,321	\$ 1,321	\$ 1,650	N/A		7		
37 145 Clarence	2	T	\$ 1,423	\$ 1,439	\$ 1,431	\$ 1,454	\$ 1,471	\$ 2,000	N/A		2		
62 Mayview	3	T	\$ 1,375	\$ 1,403	\$ 1,390	\$ 1,405	\$ 1,500	\$ 1,700	N/A		5		
63 Richmond	6	T	\$ 1,373	\$ 1,403	\$ 1,382	\$ 1,403	\$ 1,409	\$ 1,700	N/A		5		
	<b>14</b>			average	<b>\$ 1,448</b>		average	<b>\$ 1,472</b>					

		2020	2020	Avg	2021	2021	Avg		CMHC	%	CMHC	CMHC*	% of
		Lowest	Highest	rents as	Lowest	Highest	rents as	2022 TO	CMA	AMR	Zone	Zone	Zone
		Market	Market	of Mar	Market	Market	of May	Rents	AMR			Avg	Avg
FIVE BEDROOM:	#	Rent	Rent	2020	Rent	Rent	2021						
8 100-102 Flora	2		\$ 1,599	\$ 1,620	<b>\$ 1,610</b>	\$ 1,599	\$ 1,620	\$ 2,100	N/A		1		

ST = stacked townhouse; T = townhouse

**Turnover Rents Yearly**

<b>Apartment Size</b>	<b>Property #</b>	<b>Property Name</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
1 bedroom	1	542-544 McLeod	\$ 1,040.00	\$ 1,150.00	\$ 1,270.00	\$ 1,270.00	
3 bedroom	1	530-540 McLeod	\$ 1,420.00	\$ 1,570.00	\$ 1,665.00	\$ 1,665.00	
3 bedroom	2	706-712 Gilmour	\$ 1,380.00	\$ 1,570.00	\$ 1,665.00	\$ 1,665.00	
3 bedroom	3	539, 539A McLeod	\$ 1,500.00	\$ 1,600.00	\$ 1,665.00	\$ 1,665.00	
2 bedroom	4	1-500, 1-504 Gilmour	\$ 1,240.00	\$ 1,450.00	\$ 1,700.00	\$ 1,640.00	
3 bedroom	4	2-500/504 Gilmour	\$ 1,300.00	\$ 1,580.00	\$ 1,665.00	\$ 1,665.00	
1 bedroom	5	3-202 Flora	\$ 1,000.00	\$ 1,100.00	\$ 1,270.00	\$ 1,270.00	
2 bedroom	5	1-202 Flora	\$ 1,240.00	\$ 1,500.00	\$ 1,700.00	\$ 1,640.00	
3 bedroom	5	2-202 Flora	\$ 1,370.00	\$ 1,580.00	\$ 1,665.00	\$ 1,665.00	
2 bedroom	6	143-153 Arlington (MR)	\$ 1,580.00	\$ 1,615.00	\$ 1,700.00	\$ 1,640.00	
2 bedroom	6	143-153 Arlington (RGI)	\$ 1,300.00	\$ 1,300.00	\$ 1,400.00	\$ 1,400.00	
3 bedroom	6	143-153 Arlington (MR)	\$ 1,695.00	\$ 1,695.00	\$ 1,800.00	\$ 1,800.00	
3 bedroom	6	143-153 Arlington (RGI)	\$ 1,585.00	\$ 1,585.00	\$ 1,800.00	\$ 1,800.00	
1 bedroom	7	2-41 Florence	\$ 980.00	\$ 1,060.00	\$ 1,125.00	\$ 1,125.00	
2 bedroom	7	1, 3 -41 Florence	\$ 1,240.00	\$ 1,500.00	\$ 1,700.00	\$ 1,640.00	
1 bedroom	8	2-100/102 Flora	\$ 960.00	\$ 1,060.00	\$ 1,270.00	\$ 1,270.00	
5 bedroom	8	100-102 Flora	\$ 1,565.00	\$ 1,900.00	\$ 2,100.00	\$ 2,100.00	
1 bedroom	9	50 James	\$ 1,000.00	\$ 1,100.00	\$ 1,175.00	\$ 1,175.00	
2 bedroom	9	50 James	\$ 1,130.00	\$ 1,450.00	\$ 1,450.00	\$ 1,450.00	
3 bedroom	9	50 James	\$ 1,280.00	\$ 1,550.00	\$ 1,600.00	\$ 1,600.00	
1 bedroom	10	1-50 Waverley	\$ 980.00	\$ 1,060.00	\$ 1,270.00	\$ 1,270.00	
2 bedroom	10	50 Waverley	\$ 1,240.00	\$ 1,575.00	\$ 1,700.00	\$ 1,640.00	
1 bedroom	11	258 Lisgar	\$ 975.00	\$ 1,120.00	\$ 1,225.00	\$ 1,225.00	
2 bedroom	11	258 Lisgar	\$ 1,240.00	\$ 1,450.00	\$ 1,600.00	\$ 1,600.00	
2 bedroom	11	258 Lisgar penthouse	\$ 1,350.00	\$ 1,550.00	\$ 1,650.00	\$ 1,640.00	
bachelor	11	258 Lisgar	\$ 820.00	\$ 875.00	\$ 900.00	\$ 900.00	
1 bedroom	12	1-472 Gilmour	\$ 890.00	\$ 950.00	\$ 1,125.00	\$ 1,125.00	
2 bedroom	12	2/3-472 Gilmour / 2-388/390 Kent	\$ 1,140.00	\$ 1,425.00	\$ 1,550.00	\$ 1,550.00	
3 bedroom	12	474, 476, 478-482 Gilmour, 1-388/390 Kent	\$ 1,400.00	\$ 1,570.00	\$ 1,620.00	\$ 1,620.00	
bachelor	12	388 1/2 Kent	\$ 700.00	\$ 800.00	\$ 825.00	\$ 825.00	
2 bedroom	13	Percy	\$ 1,190.00	\$ 1,475.00	\$ 1,550.00	\$ 1,550.00	
3 bedroom	13	Percy (1050 sq ft)	\$ 1,280.00	\$ 1,560.00	\$ 1,600.00	\$ 1,600.00	
3 bedroom	13	Percy (1345 sq ft)	\$ 1,300.00	\$ 1,590.00	\$ 1,640.00	\$ 1,640.00	
2 bedroom	14	23, 25, 35-39 Rochester	\$ 1,175.00	\$ 1,300.00	\$ 1,500.00	\$ 1,500.00	

3 bedroom	14	25 Rochester (odd), 746-760 Albert	\$ 1,270.00	\$ 1,520.00	\$ 1,600.00	\$ 1,600.00
3 bedroom	15	594, 596-604 Gladstone	\$ 1,620.00	\$ 1,550.00	\$ 1,600.00	\$ 1,600.00
2 bedroom	16	33 Rochester	\$ 1,200.00	\$ 1,300.00	\$ 1,400.00	\$ 1,400.00
2 bedroom	16	1, 2-29 Rochester	\$ 1,115.00	\$ 1,235.00	\$ 1,500.00	\$ 1,500.00
bachelor	16	33 Rochester	\$ 750.00	\$ 800.00	\$ 875.00	\$ 875.00
1 bedroom	17	170 Booth	\$ 950.00	\$ 975.00	\$ 1,225.00	\$ 1,225.00
2 bedroom	17	170 Booth	\$ 1,155.00	\$ 1,265.00	\$ 1,400.00	\$ 1,400.00
1 bedroom	18	3-90 James	\$ 970.00	\$ 1,060.00	\$ 1,175.00	\$ 1,175.00
2 bedroom	18	92 James	\$ 1,175.00	\$ 1,435.00	\$ 1,600.00	\$ 1,600.00
2 bedroom	18	90 James	\$ 1,195.00	\$ 1,465.00	\$ 1,550.00	\$ 1,550.00
1 bedroom	19	220-222 Booth	\$ 900.00	\$ 975.00	\$ 1,175.00	\$ 1,175.00
2 bedroom	19	129-131, 1-135 Primrose	\$ 1,065.00	\$ 1,200.00	\$ 1,500.00	\$ 1,500.00
3 bedroom	19	2-135 Primrose	\$ 1,170.00	\$ 1,400.00	\$ 1,600.00	\$ 1,600.00
4 bedroom	19	133 Primrose	\$ 1,250.00	\$ 1,600.00	\$ 2,000.00	\$ 2,000.00
1 bedroom	20	298 Arlington	\$ 870.00	\$ 1,060.00	\$ 1,175.00	\$ 1,175.00
2 bedroom	20	298 Arlington	\$ 1,220.00	\$ 1,450.00	\$ 1,600.00	\$ 1,600.00
1 bedroom	21	345 Waverley	\$ 1,000.00	\$ 1,000.00	\$ 1,225.00	\$ 1,225.00
bachelor	21	345 Waverley	\$ 760.00	\$ 875.00	\$ 900.00	\$ 900.00
1 bedroom	22	210 Gloucester	\$ 920.00	\$ 1,080.00	\$ 1,175.00	\$ 1,175.00
2 bedroom	22	210 Gloucester	\$ 1,140.00	\$ 1,420.00	\$ 1,500.00	\$ 1,500.00
1 bedroom	23	20 Robinson	\$ 880.00	\$ 1,065.00	\$ 1,175.00	\$ 1,175.00
2 bedroom	23	20 Robinson	\$ 1,100.00	\$ 1,310.00	\$ 1,350.00	\$ 1,350.00
3 bedroom	23	20 Robinson	\$ 1,160.00	\$ 1,480.00	\$ 1,540.00	\$ 1,540.00
1 bedroom	24	7-277 Carruthers	\$ 940.00	\$ 975.00	\$ 1,175.00	\$ 1,175.00
bachelor	24	171 Armstrong	\$ 725.00	\$ 760.00	\$ 825.00	\$ 825.00
bachelor	24	277 Carruthers	\$ 780.00	\$ 800.00	\$ 825.00	\$ 825.00
room	25	369 Stewart	n/a	n/a	\$ 583.00	\$ 583.00
1 bedroom	26	110 Nelson	\$ 930.00	\$ 1,080.00	\$ 1,175.00	\$ 1,175.00
2 bedroom	26	110 Nelson	\$ 1,120.00	\$ 1,310.00	\$ 1,350.00	\$ 1,350.00
1 bedroom	27	520 Bronson	\$ 880.00	\$ 975.00	\$ 1,175.00	\$ 1,175.00
2 bedroom	27	520 Bronson	\$ 1,070.00	\$ 1,220.00	\$ 1,370.00	\$ 1,370.00
bachelor	28	341 Lyon N.	\$ 755.00	\$ 840.00	\$ 825.00	\$ 825.00
room	28	515 MacLaren	n/a	n/a	\$ 583.00	\$ 583.00
4 bedroom	29	283 Arlington	n/a	n/a	\$ 2,000.00	\$ 2,000.00
3 bedroom	30	212-216 Carruthers T	\$ 1,250.00	\$ 1,400.00	\$ 1,600.00	\$ 1,600.00
1 bedroom	31	4-287 Loretta	\$ 850.00	\$ 910.00	\$ 1,125.00	\$ 1,125.00
3 bedroom	31	289-291 Loretta	\$ 1,250.00	\$ 1,450.00	\$ 1,620.00	\$ 1,620.00
3 bedroom	31	1/2-287 Loretta	\$ 1,220.00	\$ 1,450.00	\$ 1,600.00	\$ 1,600.00
bachelor	31	3-287 Loretta	\$ 715.00	\$ 760.00	\$ 825.00	\$ 825.00

2 bedroom	32	2-82/84 Putman	\$ 1,100.00	\$ 1,270.00	\$ 1,550.00	\$ 1,550.00
3 bedroom	32	1-82 Putman	\$ 1,360.00	\$ 1,400.00	\$ 1,600.00	\$ 1,600.00
4 bedroom	32	84 Putman	\$ 1,320.00	\$ 1,600.00	\$ 1,650.00	\$ 1,650.00
2 bedroom	33	147 Hinchey	\$ 1,060.00	\$ 1,270.00	\$ 1,500.00	\$ 1,500.00
3 bedroom	33	147 Hinchey	\$ 1,200.00	\$ 1,450.00	\$ 1,640.00	\$ 1,640.00
1 bedroom	34	264 Lisgar	\$ 950.00	\$ 1,080.00	\$ 1,175.00	\$ 1,175.00
2 bedroom	34	264 Lisgar	\$ 1,150.00	\$ 1,410.00	\$ 1,500.00	\$ 1,500.00
3 bedroom	34	264 Lisgar	\$ 1,290.00	\$ 1,460.00	\$ 1,600.00	\$ 1,600.00
1 bedroom	35	10 Stevens	\$ 840.00	\$ 840.00	\$ 975.00	\$ 975.00
2 bedroom	35	10 Stevens	\$ 1,020.00	\$ 1,030.00	\$ 1,120.00	\$ 1,120.00
3 bedroom	35	10 Stevens	\$ 1,140.00	\$ 1,400.00	\$ 1,450.00	\$ 1,450.00
1 bedroom	36	258 Argyle	\$ 990.00	\$ 1,100.00	\$ 1,225.00	\$ 1,225.00
2 bedroom	36	258 Argyle	\$ 1,200.00	\$ 1,450.00	\$ 1,600.00	\$ 1,600.00
3 bedroom	36	258 Argyle	\$ 1,400.00	\$ 1,500.00	\$ 1,640.00	\$ 1,640.00
1 bedroom	37	145 Clarence	\$ 950.00	\$ 1,080.00	\$ 1,175.00	\$ 1,175.00
2 bedroom	37	145 Clarence	\$ 1,180.00	\$ 1,340.00	\$ 1,500.00	\$ 1,500.00
3 bedroom	37	145 Clarence	\$ 1,370.00	\$ 1,590.00	\$ 1,640.00	\$ 1,640.00
4 bedroom	37	145 Clarence	\$ 1,450.00	\$ 1,700.00	\$ 2,000.00	\$ 2,000.00
bachelor	37	145 Clarence	\$ 750.00	\$ 840.00	\$ 875.00	\$ 875.00
1 bedroom	38	511 Bronson	\$ 960.00	\$ 1,060.00	\$ 1,225.00	\$ 1,225.00
2 bedroom	38	511 Bronson	\$ 1,150.00	\$ 1,450.00	\$ 1,600.00	\$ 1,600.00
3 bedroom	38	511 Bronson	\$ 1,320.00	\$ 1,500.00	\$ 1,640.00	\$ 1,640.00
1 bedroom	39	415 Gilmour	\$ 1,000.00	\$ 1,100.00	\$ 1,225.00	\$ 1,225.00
2 bedroom	39	415 Gilmour	\$ 1,200.00	\$ 1,450.00	\$ 1,600.00	\$ 1,600.00
1 bedroom	40	151 Parkdale	\$ 990.00	\$ 1,000.00	\$ 1,225.00	\$ 1,225.00
2 bedroom	40	151 Parkdale	\$ 1,180.00	\$ 1,300.00	\$ 1,450.00	\$ 1,450.00
3 bedroom	40	151 Parkdale	\$ 1,330.00	\$ 1,500.00	\$ 1,640.00	\$ 1,640.00
3 bedroom	40	151 Parkdale (townhouse)	\$ 1,370.00	\$ 1,550.00	\$ 1,640.00	\$ 1,640.00
bachelor	40	151 Parkdale	\$ 800.00	\$ 820.00	\$ 900.00	\$ 900.00
1 bedroom	41	455 Lisgar	\$ 1,000.00	\$ 1,100.00	\$ 1,225.00	\$ 1,225.00
2 bedroom	41	455 Lisgar	\$ 1,200.00	\$ 1,450.00	\$ 1,600.00	\$ 1,600.00
3 bedroom	41	455 Lisgar	\$ 1,380.00	\$ 1,570.00	\$ 1,640.00	\$ 1,640.00
1 bedroom	52	8-163 James	\$ 900.00	\$ 950.00	\$ 1,125.00	\$ 1,125.00
room	52	163 James	n/a	n/a	\$ 560.00	\$ 560.00
1 bedroom	60	140 Bronson	\$ 820.00	\$ 900.00	\$ 1,175.00	\$ 1,175.00
2 bedroom	60	140 Bronson	\$ 1,100.00	\$ 1,190.00	\$ 1,350.00	\$ 1,350.00
bachelor	60	140 Bronson	\$ 750.00	\$ 760.00	\$ 825.00	\$ 825.00
1 bedroom	61	123 Stirling	\$ 975.00	\$ 1,000.00	\$ 1,225.00	\$ 1,225.00
2 bedroom	61	123 Stirling	\$ 1,160.00	\$ 1,300.00	\$ 1,600.00	\$ 1,600.00
bachelor	61	123 Stirling	\$ 760.00	\$ 800.00	\$ 900.00	\$ 900.00

2 bedroom	62	Mayview/Merivale	\$ 1,105.00	\$ 1,160.00	\$ 1,250.00	\$ 1,250.00
3 bedroom	62	Mayview/Merivale	\$ 1,300.00	\$ 1,400.00	\$ 1,550.00	\$ 1,480.00
4 bedroom	62	Mayview	\$ 1,370.00	\$ 1,500.00	\$ 1,700.00	\$ 1,700.00
1 bedroom	63	Richmond	\$ 900.00	\$ 950.00	\$ 1,050.00	\$ 1,050.00
2 bedroom	63	Richmond	\$ 1,100.00	\$ 1,150.00	\$ 1,250.00	\$ 1,250.00
3 bedroom	63	Richmond	\$ 1,330.00	\$ 1,400.00	\$ 1,550.00	\$ 1,480.00
4 bedroom	63	Richmond	\$ 1,360.00	\$ 1,500.00	\$ 1,700.00	\$ 1,700.00
bachelor	64	54 Primrose	\$ 750.00	\$ 790.00	\$ 825.00	\$ 825.00
1 bedroom	65	464 Metcalfe	\$ 1,080.00	\$ 1,120.00	\$ 1,270.00	\$ 1,270.00
2 bedroom	65	464 Metcalfe	\$ 1,450.00	\$ 1,520.00	\$ 1,650.00	\$ 1,650.00
3 bedroom	65	464 Metcalfe	\$ 1,615.00	\$ 1,660.00	\$ 1,665.00	\$ 1,665.00
bachelor	65	464 Metcalfe	\$ 820.00	\$ 875.00	\$ 900.00	\$ 900.00
1 bedroom	66	160 Argyle	\$ 1,080.00	\$ 1,120.00	\$ 1,270.00	\$ 1,270.00
2 bedroom	66	160 Argyle	\$ 1,450.00	\$ 1,520.00	\$ 1,650.00	\$ 1,650.00
3 bedroom	66	160 Argyle	\$ 1,615.00	\$ 1,660.00	\$ 1,665.00	\$ 1,665.00
bachelor	66	160 Argyle	\$ 820.00	\$ 875.00	\$ 900.00	\$ 900.00
1 bedroom	67	111 Catherine	\$ 1,080.00	\$ 1,120.00	\$ 1,270.00	\$ 1,270.00
2 bedroom	67	111 Catherine	\$ 1,450.00	\$ 1,520.00	\$ 1,650.00	\$ 1,650.00
3 bedroom	67	111 Catherine	\$ 1,615.00	\$ 1,660.00	\$ 1,665.00	\$ 1,665.00
bachelor	67	111 Catherine	\$ 820.00	\$ 875.00	\$ 900.00	\$ 900.00
2 bedroom	68	100-200 VGardens	\$ 1,460.00	\$ 1,535.00	\$ 1,650.00	\$ 1,650.00
3 bedroom	68	100-200 VGardens	\$ 1,633.00	\$ 1,680.00	\$ 1,665.00	\$ 1,665.00
1 bedroom	71	240 Presland	\$ 765.00	\$ 810.00	\$ 950.00	\$ 950.00
2 bedroom	71	240 Presland	\$ 895.00	\$ 930.00	\$ 1,080.00	\$ 1,080.00

**Rent Review Guideline History**

<b>Year</b>	<b>% Increase</b>
2014	0.80%
2015	1.60%
2016	2.00%
2017	1.50%
2018	1.80%
2019	1.80%
2020	2.20%
2021	0.00%
2022	1.20%

# RENTAL DEPARTMENT REPORT

## Reporting on: June 2021

### 1. CCOC Units Rented by Source and Unit Turnovers:

Source	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
<b>Totals</b>	<b>11</b>	<b>13</b>	<b>24</b>	<b>15</b>	<b>9</b>	<b>14</b>							<b>86</b>
Transfers (incl. overhoused)	1	2	3	2	0	3							11
Registry W/L	4	4	5	3	4	3							23
Referrals	4	2	5	1	1	4							17
Insitu MR to RGI	0	0	2	0	0	0							2
Websites/Twitter	0	3	9	9	2	3							26
Former Tenant	2	2	0	0	2	1							7
<b>Move outs by month</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>16</b>	<b>12</b>	<b>20</b>							<b>84</b>
<b>Vacancy Rate by month</b>	1.7%	1.6%	1.1%	0.9%	0.9%	1.6%							<b>Avg: 1.3%</b>
<b>Benchmark 1:</b> units rented should equal number of move outs	<b>0</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>3</b>	<b>6</b>							<b>3/6 months</b>
<b>Benchmark 2:</b> CCOC vacancy rate should be lower than Ottawa's vacancy rate (3.9%)	<b>2.2% lower</b>	<b>2.3% lower</b>	<b>2.8% lower</b>	<b>3.0% lower</b>	<b>3.0% lower</b>	<b>2.3% lower</b>							<b>6/6 months</b>

### 2. Vacancies & Turnovers:

June Move Outs: 20

July Move Outs (so far): 15

August Move Outs (so far): 12

As of July 6, 2021, the CCOC vacancy rate is 1.6% with 26 empty units in our 1585 "rentable units".

### 3. N5's & Evictions June/July:

- There are 3 active N5s. No new N5s were served since last meeting. Hearing dates are approaching for all three of those active cases – either in July or August.



**RENTAL REPORT: VACANCIES AND TURNOVERS**  
**July 2021 MEETING (data as of July 6, 2021)**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
9	202	50 James	2	\$1,450.00	\$ 1,450.00	2021-03-15	2021-03-31	future	01-Aug-21
0026	103	110 Nelson	1	\$1,175.00	\$ 1,175.00	2021-03-31	2021-04-15	future	application
0035	406	10 Stevens	2	\$1,120.00	\$ 1,120.00	2021-03-31	2021-04-30	future	application
0012b	2-390	Kent	2	\$1,550.00	\$ 1,550.00	2021-03-31	2021-04-30	future	application
0062a	1142	Merivale	2	\$1,250.00	\$ 1,250.00	2021-04-01	2021-05-01	future	15-Jul-21
71	401	240 Presland	2	\$1,080.00	\$ 1,080.00	2021-05-31	2021-06-30	future	08-Jul-21
0018a	2	90 James	2	\$1,550.00	\$ 1,550.00	2021-06-15	2021-07-15	future	01-Aug-21
0019a	222	Booth	1	\$ 925.00	\$ 1,175.00	2021-06-30	2021-07-15	future	Transfer
0067a	311	111 Catherine	2	\$1,650.00	\$ 1,650.00	2021-06-30	2021-07-30	future	01-Aug-21
0067a	708	111 Catherine	1	\$1,125.00	\$ 1,270.00	2021-07-05	2021-07-15	future	15-Jul-21

**Units re-rented: 10**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0041a	402	455 Lisgar	1	\$1,013.00	\$ 1,225.00	2021-07-15	2021-08-14	0	Notice
0013b	35-627	Percy School-Gilmour	3	\$1,314.00	\$ 1,640.00	2021-07-15	2021-08-14	0	Notice
0023	405	20 Robinson	3	\$1,180.00	\$ 1,540.00	2021-07-15	2021-08-14	0	Notice
0023	204	20 Robinson	1	\$ 884.00	\$ 1,175.00	2021-07-15	2021-08-14	0	Notice
0066	311	160 Argyle	0	\$ 832.00	\$ 900.00	2021-07-17	2021-08-16	0	Notice
0026	106	110 Nelson	2	\$1,310.00	\$ 1,350.00	2021-07-31	2021-08-30	0	Notice
0039	611	415 Gilmour	1	\$ 976.00	\$ 1,225.00	2021-07-31	2021-08-30	0	Notice
0039	506	415 Gilmour	2	\$1,226.00	\$ 1,600.00	2021-07-31	2021-08-30	0	Notice
0067a	507	111 Catherine	1	\$1,270.00	\$ 1,270.00	2021-07-31	2021-08-30	0	Notice
0006	145C	143-153 Arlington	2	\$1,615.00	\$ 1,700.00	2021-07-31	2021-08-30	0	Notice
0064	206	54 Primrose	0	\$ 790.00	\$ 825.00	2021-07-31	2021-08-30	0	Notice
0037a	419	145 Clarence	0	\$ 749.00	\$ 875.00	2021-07-31	2021-08-30	0	Notice
0004	2-500	500-504 Gilmour	3	\$1,406.00	\$ 1,665.00	2021-07-31	2021-08-30	0	Notice
0023	202	20 Robinson	2	\$1,085.00	\$ 1,350.00	2021-07-31	2021-08-30	0	Notice
0064	308	54 Primrose	0	\$ 764.00	\$ 825.00	2021-08-15	2021-09-14	0	Notice
0037a	309	145 Clarence	1	\$ 935.00	\$ 1,175.00	2021-08-20	2021-09-19	0	Notice
0039	606	415 Gilmour	2	\$1,214.00	\$ 1,600.00	2021-08-31	2021-09-30	0	Notice
0022	704	210 Gloucester	1	\$1,080.00	\$ 1,175.00	2021-08-31	2021-09-30	0	Notice
0017	512	170 Booth	1	\$ 996.00	\$ 1,225.00	2021-08-31	2021-09-30	0	Notice
0009	302	50 James	2	\$1,450.00	\$ 1,450.00	2021-08-31	2021-09-30	0	Notice
0011	402	258 Lisgar	2	\$1,214.00	\$ 1,600.00	2021-08-31	2021-09-30	0	Notice
0011	502	258 Lisgar	2	\$1,217.00	\$ 1,600.00	2021-08-31	2021-09-30	0	Notice
0068	4-100	100-200 Victory Gdns Pvt	3	\$1,700.00	\$ 1,700.00	2021-08-31	2021-09-30	0	Notice
0063a	1138	Richmond Rd	1	\$ 920.00	\$ 1,050.00	2021-08-31	2021-09-30	0	Notice
0060	1	140 Bronson	0	\$ 825.00	\$ 825.00	2021-08-31	2021-09-30	0	Notice
0065	301	464 Metcalfe	2	\$1,650.00	\$ 1,650.00	2021-08-31	2021-10-30	0	Notice

**UNITS ON NOTICE BUT NOT YET RENTED: 26**

July Move Outs (So far): 15

August Move Outs (So far): 12

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Days Vacant	Notes
0025	5	369 Stewart	R	\$ 570.00	\$ 570.00	2020-11-30	2020-12-31	218	Options Bytown referral
0027	503	520 Bronson	2	\$1,073.00	\$ 1,500.00	2021-02-28	2021-03-30	128	PCIL referral
0052	1	163 James	0	\$ 560.00	\$ 560.00	2021-04-02	2021-05-02	95	seeking referrals
0023	406	20 Robinson	2	\$1,310.00	\$ 1,350.00	2021-04-30	2021-05-30	67	on web
0022	402	210 Gloucester	2	\$1,420.00	\$ 1,500.00	2021-04-30	2021-05-30	67	on web
0060	2	140 Bronson	0	\$ 825.00	\$ 825.00	2021-04-30	2021-06-15	67	on hold
0040	506	151 Parkdale	2	\$1,450.00	\$ 1,450.00	2021-04-30	2021-06-15	67	on web
0037b	7	145 Clarence TH	3	\$1,454.00	\$ 1,640.00	2021-05-31	2021-06-30	36	now showable
0036	205	258 Argyle	2	\$1,192.00	\$ 1,600.00	2021-05-31	2021-06-30	36	on web
0023	408	20 Robinson	1	\$ 877.00	\$ 1,175.00	2021-05-31	2021-06-30	36	
0021	105	345 Waverley	0	\$ 875.00	\$ 900.00	2021-05-31	2021-06-30	36	on web
0037a	315	145 Clarence	1	\$1,080.00	\$ 1,175.00	2021-05-31	2021-06-30	36	
0012a	2-472	Gilmour	2	\$1,550.00	\$ 1,550.00	2021-06-03	2021-06-30	33	on web
0037a	411	145 Clarence	1	\$1,175.00	\$ 1,175.00	2021-06-15	2021-07-15	21	
0022	605	210 Gloucester	1	\$1,175.00	\$ 1,175.00	2021-06-18	2021-07-18	18	not showable
0021	305	345 Waverley	0	\$ 777.00	\$ 900.00	2021-06-26	2021-07-26	10	not showable
0009	401	50 James	1	\$ 923.00	\$ 1,175.00	2021-06-30	2021-07-30	6	
0038	404	511 Bronson	1	\$ 959.00	\$ 1,225.00	2021-06-30	2021-07-30	6	on web
0023	205	20 Robinson	3	\$1,181.00	\$ 1,540.00	2021-06-30	2021-07-30	6	
0026	410	110 Nelson	1	\$ 900.00	\$ 1,175.00	2021-06-30	2021-07-30	6	
0041a	603	455 Lisgar	1	\$1,002.00	\$ 1,225.00	2021-06-30	2021-07-30	6	
0060	6	140 Bronson	0	\$ 752.00	\$ 825.00	2021-06-30	2021-07-30	6	
0066	310	160 Argyle	0	\$ 875.00	\$ 900.00	2021-06-30	2021-07-30	6	
0071	107	240 Presland Rd	2	\$ 931.00	\$ 1,080.00	2021-06-30	2021-07-30	6	
0027	614	520 Bronson	1	\$ 877.00	\$ 1,175.00	2021-06-30	2021-08-13	6	
0065	406	464 Metcalfe	3	\$1,626.00	\$ 1,665.00	2021-06-30	2021-08-29	6	
0026	705	110 Nelson	2	\$1,107.00	\$ 1,350.00	2021-06-30	2021-07-30	6	
0017	310	170 Booth	2	\$1,169.00	\$ 1,400.00	2021-06-30	2021-07-30	6	

**Empty Units: 26 (not counting 2 community partner referral/block lease)**

## CCOC/CCHC Governance Sub-Committee

Wednesday July 7, 2021, 7:00 – 8:30 p.m. (Online)

**Present:** Mayada Bahubeshi, Erica Braunovan (chair), Sarah Button, Court Miller, AnaLori Smith, Hannah Vlaar (staff)

### 1. Welcome & Call to Order

- a. Erica called the meeting to order at 7:09 p.m. and Mayada read the land acknowledgement & anti-oppression statement.
- b. Court volunteered to act as timekeeper.

### 2. Building a Care System in CCOC's Governance

Objective: Discuss the following questions and draft recommended directions and strategies for adoption.

1. How do we take care of each other to improve the safety, accessibility, and enjoyment of our work together?
2. How do we formulate a team that can help support each other?
3. How do we build a care system, and weave this in to everything we do?

Members shared their experiences and ideas for creating a more caring governance environment. The main points from the discussion were the following:

#### Build strong relationships among volunteers, tenants, and staff

- Board members value their relationships with fellow Board members and appreciate opportunities to connect directly without CCOC staff.
- Supportive Board colleagues are critical to reinforcing the voice and opinions of racialized Board members.
- Strong bonds between governance volunteers make it easier to show up for each other but can be difficult to build when volunteers only see each other monthly.
- CCOC's governance should be a space to have difficult conversations and disrupt the status quo, and strong relationships make this more possible.
- Volunteers need to be assured they can share big emotions without being seen as troublesome. This is a culture change far beyond CCOC. Expressing emotions should not be viewed negatively throughout society!
  - **Action:** Consider revising the anti-oppression statement to include a specific note about caring for each other. E.g. Even if we disagree, we are

here because we love CCOC and are working together to make CCOC to be a landlord of choice.

- CCOC should communicate when improving processes that impact tenants, so tenants can tell that CCOC knows a process needs improvement. Transparency is critical and being honest will build positive relationships between staff and tenants and create more safety in governance.

#### Address the landlord-tenant power dynamic

- The implicit power dynamic between tenants and a landlord may intimidate some people from joining CCOC's governance.
- Acknowledge that tenants bring a unique perspective to CCOC's governance.
- Tenants need to be assured their voice will be heard and valued.
- Committee meetings are not the safest place for tenants to be authentic because their housing is involved. This should explicitly be addressed.
- It's uncomfortable or scary if staff speak out against anti-racism practices and policies or are micro aggressive. These staff actions make volunteering stressful and may make tenants feel unsafe in their own housing.
- Staff may share assumptions about tenants with other staff, making tenants feel unsafe to participate in governance if they've had a negative interaction with another part of CCOC.
  - How CCOC handles situations internally is important to ensure there is as little bias as possible and assumptions about individuals don't spread.
  - Incidents should be debriefed in a positive way and move toward outcomes that are beneficial for both tenants and staff.
  - **Action:** The sub-committee could look in to a process for how staff debrief incidents internally.
- Staff need to be more mindful of how topics are discussed. E.g. A tenant was having pest issues and at a Finance committee meeting saw the forecasted spending for pest control by building. It made the tenant want to move out. Staff should introduce these kinds of topics with a preamble and address them in a more sensitive way to make committee members feel safer.

#### Empower and accommodate governance volunteers

- All governance volunteers should know how to add items to committee and Board agendas and what types of items can be added. This process should also be clear for staff.
- Create a governance conflict resolution process so volunteers know how to address and debrief issues that may arise.

- CCOC's Harassment policy applies to volunteers but is not clearly communicated to volunteers. It may need to be improved to be more relevant for governance volunteers.
  - **Action:** The sub-committee could look at what policies already exist to support volunteers and make improvements as needed.
- This sub-committee takes things at a slower pace, which helps create space for meaningful conversations. Buzzing through agenda items is useful sometimes, but some things need more time in order to maintain a caring conversation throughout the discussion.
- Committees should have more decision-making responsibility to make space to slow down Board conversations.
- More responsibility should also be delegated to staff.
- Evening meetings are long and could be more accessible by including breaks.
- Long evening meetings can shut a lot of doors for all kinds of people. Shorter or hybrid meetings are more realistic and take in to mind someone's ability to maintain focus. The idea of "toughing it out" for long meetings is not possible for everyone.
- 90-minute Board meetings would be great to see in the future.
- As we approach the post pandemic transition, it's a good time to talk about how to accommodate both virtual and in person options for attending meetings. Expectations must be communicated clearly so everyone knows what to anticipate. E.g. When the weather is bad, we will meet virtually.
- People should be able to attend meetings in whatever way works best for them. We must question going back to the status quo.

#### Support meeting chairs

- Chairing meetings with rapid content is challenging.
- Chairing meetings could be shared to reduce the workload on one individual.
- A rotating chair model and chair mentoring would be valuable experience for volunteers. It could also benefit the governance process by breaking down the power dynamic (because a meeting chair holds a lot of power).
- It would allow the chair to participate in a different way than they do when chairing. It can be difficult to both chair a meeting and contribute to it.

#### Improve training for staff and volunteers

- Volunteers need to be able to express their concerns and staff need to be prepared to respond. E.g., When a volunteer shares issues about a specific building at a committee that are not within the committee's scope to address,

staff should be prepared to acknowledge what the volunteer is saying and redirect the concern to the appropriate channel.

- Committee staff should keep things on topic but not silence volunteers.
- Staff should not have to feel attacked at work, and volunteers should be informed about the role of staff in governance spaces.
- Expectations of staff and volunteers should be clear for everyone.
- Confidentiality expectations should be clear for staff and volunteers. Use of an individual's name in minutes should be consistent across department minutes.
- Staff should consider the pace of the information they are sharing and whether someone who does not work at CCOC will be able to meaningfully follow along and able to make an informed decision.
- Governance onboarding needs improvement. Committees have turnover and onboarding makes things easier and friendlier. Embed check-ins into meetings, especially when are new volunteers, to normalize the learning process.
- For virtual meetings, expectations around having cameras on or off should be explicitly communicated. Cameras on should not be an unspoken expectation. One idea could be to encourage volunteers to turn on their camera for introductions, especially when there is a new member to encourage safety, or for check ins at the beginning of meetings.

**Action:** Hannah will send the minutes and ask which sub-committee members would like to review CCOC's existing policies that apply to governance volunteers. She will also share how to access the Board Briefing Book. Sarah Button offered to explain this work to any members who were not at the meeting.

### **3. Review June 2021 sub-committee minutes**

Objective: Review the four potential next areas of focus from the June meeting minutes. Consider selecting one area to focus on next.

1. Accommodation process and policies for governance volunteers
2. Ombudsperson/response & advocacy team for volunteers
3. Governance bystander intervention training
4. Project-based short-term engagement opportunities

The sub-committee decided the next area of focus will be accommodation process and policies for governance volunteers. This work will be focused on governance volunteers but can also be extended to all other CCOC volunteers once complete. The sub-committee will look at accommodation from two angles:

1. Individual accommodation process

2. How CCOC's governance process can be improved to be more accommodating to the greatest number of people. Many suggestions are in the above minutes and in TCE's work on Transforming Tenant Engagement.

**4. Next meeting: August 4**

- a. Agenda Priority: Discuss further accommodation policies and processes, review the care conversation (July meeting minutes) and determine what concrete action items to address from the conversation.
- b. Select Chair: Court Miller

Potential summer break: Hannah will send a Doodle poll with the July minutes to determine whether members want to hold an August meeting or meet next in September.

**5. Adjournment: 8:31 p.m.**

## Glossary of Common Terms and Acronyms

**Action Ottawa** – The program through which the City of Ottawa awards **OPHI** grants and other resources for new affordable housing. CCOC helped pilot the program in the mid 2000s.

**AGM** - Annual General Meeting – the meeting at which the Board of Directors is elected and corporate issues, such as bylaws, are dealt with by the membership.

**Affordable Housing** - Housing advocates use “affordable” to mean housing that does not require more than 30% of household income to be spent on housing. Governments often use the term to mean housing with rents no higher than average market rents by unit type.

**AHP** - Affordable Housing Program - a Federal/Provincial program delivered by municipalities in Ontario from 2002-2013. It introduced “Below Market Rents”. Called **IAH** (Investing in Affordable Housing) after 2013, then **OPHI** after 2019. Beaver Barracks and 54 Primrose were developed under AHP.

**AMR** - Average Market Rent - determined by the CMHC annual rent survey,

**BCA** – Building Condition Assessment - An audit of buildings outlining the life expectancy of the current building elements and the cost to replace them.

**Beaver Barracks (BB)** – CCOC doesn’t name properties. Except when they already have names, and then those names just seem to stick. Beaver Barracks refers to 464 Metcalfe, 160 Argyle, 111 Catherine and 100-315 Victory Gardens Private, the site of former RCAF barracks.

**Benchmarking** - A management tool which allows the deliverer of a product or service to compare its performance with like providers. Operating subsidies in CCOC’s Provincial portfolio are benchmarked based on CCOC’s operating costs in the early 2000s.

**BMR** - Below Market Rent - In Ottawa, BMR is rent set at 70% of Average Market Rent. New tenants with income in a specified range can qualify.

**Bruce House** - An agency that provides support for people living with HIV and AIDs. CCOC has an agreement to lease a number of units to this agency.

**Cahdco** – Originally stood for Centretown Affordable Housing Development Corporation, but we don’t use it as an acronym anymore. Cahdco is a sister organization of CCOC. Cahdco’s goals are to develop affordable housing for persons of low and

moderate income through home ownership and to provide development consulting services.

**CCA** - Centretown Community Association – see CCCA. Why did they drop “citizens”? I don’t know. It sort of feels like when someone in your family changes their surname, and then you don’t share a name anymore.

**CCCA** - Centretown Citizens Community Association - CCOC and CCCA were born as twins after Centretown residents became concerned with the development of highrise office buildings, the threat of highways and their effects on Centretown.

**CCHC** - Centretown Citizens Housing Cooperative - a non-profit housing co-op at 240 Presland Road. Its membership and Board overlap with CCOC.

**Centralized Waiting List** – see Coordinated Access and Registry.

**CHASEO** – The Co-op Housing Association of Eastern Ontario (I know, there’s no “S” in that acronym). CHASEO is affiliated with CHF and OSHN. CCHC is a member.

**CHF** - Cooperative Housing Federation of Canada - the organization which represents non-profit cooperative housing. It has a local federation (CHASEO) in Eastern Ontario. CCHC is a member.

**CHRA** - Canadian Housing and Renewal Association - a national association of organizations and individuals interested in affordable housing. CCOC is a member.

**CMHA** - Canadian Mental Health Association - provides support for individuals and families of individuals with mental health issues. CCOC works with CMHA, as one of our partner agencies, to provide housing for their clients.

**CMHC** - Canada Mortgage and Housing Corporation - the agency responsible for carrying out the current responsibilities of the federal government with regard to social housing.

**COHB** – Canada-Ontario Housing Benefit (pronounced “cob”, like the corn) – A portable housing benefit, or housing allowance that tenants can take to any landlord. It’s part of the National Housing Strategy. COHB is available through the City of Ottawa.

**COCHI** – Canada-Ontario Community Housing Initiative – a program created by the National Housing Strategy (NHS) to support the long-term sustainability of existing social housing. Created by NHS, but administered by the City.

**Community Housing** – A new-ish term that encompasses non-profit, co-op and public housing, including social and affordable housing. Ray isn’t a fan, but he’s getting used to it.



**Coordinated Access** - A provincially mandated system whereby social housing providers co-operate at a local level to provide consistent information about eligibility criteria for access to social housing, using a common application form. The purpose of the system is to provide “one-stop shopping” for applicants. In Ottawa, this is done through the Registry.

**Cornerstone** - An agency that provides emergency shelter and housing for homeless, single women. The agency leases CCOC’s building at 515 MacLaren.

**DCR or DSCR** – Debt Coverage Ratio or Debt Service Coverage Ratio is a ratio to measure a property's amount of available cash remaining after servicing the loan payments: Net Operating Income divided by total debt cost. Bankers like to see it higher than 1.1.

**Encasa** – The non-profit investment company that manages capital replacement reserves for social housing providers. Partly owned by HSC.

**EOA** - Expiry of Operating Agreement, or Expired Operating Agreement (applies to federal portfolios: Section 27, Section 95, CCHC).

**EOM** - Expiry of Mortgage, or End of Mortgage. Basically when the mortgage is paid off. Applied most often to Housing Services Act (Provincial Portfolio) properties, but we don’t yet know exactly what happens at EOM.

**FCM** – Federation of Canadian Municipalities. Their Green Municipal Fund provides some low-interest loans and grants for affordable housing.

**FM** – CCOC Facilities Management Department (we don’t have an AM though).

**FMC** - Facilities Management Committee - the committee that oversees the work of CCOC’s maintenance department. The committee reports to the Board. Used to be called Property Management Committee (PMC) for a few decades.

**FCI** - Facility Condition Index - The cost of required repair divided by the replacement value of the building. It is used in asset planning and management.

**GAAP** - Generally Accepted Accounting Principles are the principles which all accountants must abide by. There are some exceptions to GAAP for social housing.

**HHIP** – The City of Ottawa’s Housing and Homelessness Investment Plan funds specific initiatives, including capital repair for social housing. Ray likes to rant about cuts to the original \$14 million.

**HHW** – Household hazardous waste. As far as we know, CCOC is the only landlord to have an on-site HHW collection program.

**HILs** – Household Income Limits: a maximum household income for market units in provincial programs; set by the Province.

**HPC** – Housing Partnership Canada: a professional networking and collaboration club made up of the chief executive officers of the largest housing providers in Canada. CCOC is a member. Affiliated with **IHP**: International Housing Partnership – same deal but add in US, UK and Australia.

**HSA** – Housing Services Act (successor to SHRA) the Ontario law that sets all the rules for social housing in the province of Ontario. Sometimes spelled **HAS** when autocorrect gets a hold of it.

**HSC** – The Housing Services Corporation (formerly SHSC), a provincially appointed corporation that oversees some housing related issues (insurance, replacement reserve investments, best practices, etc.). Its Board is composed of municipal and provider reps.

**HSWG** – Housing System Working Group – Advisory group comprised of housing, shelter, support and community groups set up by the City Housing Services Branch to guide broad system planning.

**IAH** – see AHP, OPHI. Program extension, renamed after 2013.

**ILM** - Index Linked Mortgage – Funding for 240 Presland Road. For a brief explanation of this item, make an appointment with CCOC’s Finance Director.

**IO** - Infrastructure Ontario - a public lender established by the provincial government. They hold the mortgages for Beaver Barracks and 54 Primrose. Also goes by Ontario Infrastructure Projects Corporation (OIPC)

**Internal Transfer** - The transfer of a household from one RGI-unit to another within the same building or to another building owned by the same housing provider.

**LFNPHC** – Lebreton Flats Non-Profit Heating Corporation, created to manage the CMHC-owned district heating plant on Rochester Street that served 170 Booth, 33 Rochester and Tomkins Co-op until 2019. CCOC and Tomkins were “members”.

**LHC** – Local Housing Corporation. Most of these are amalgamations of former provincial public housing and former municipal non-profits. The biggest housing providers are LHCs, like OCH.

**LTB** – Landlord Tenant Board is the provincial tribunal that deals with (you guessed it) landlord tenant things. It has no jurisdiction over rent subsidies or rent calculations or things specific to social housing.

**M&C** - Membership and Communications was a department of CCOC until 2018. It was replaced by Tenant and Community Engagement (**TCE**).

**MFIPPA** -Municipal Freedom of Information and Protection of Privacy Act. The City of Ottawa’s act impacts CCOC in terms of gathering/issuing tenant information.

**MMAH** - Ministry of Municipal Affairs and Housing. The Provincial Ministry responsible for Housing.

**MOHLTC** - Ministry of Health and Long-Term Care - this ministry has the responsibility to fund and administer housing for people with high needs, such as people with mental illness, acquired brain injury, addictions, and the frail elderly in need of long-term care

**MUA** - make up air unit – MUAs are a fresh air exchange system in high rise buildings. Sometimes also called AMU.

**N4** – a notice to terminate tenancy early due to non-payment as covered by the Residential Tenancies Act and Ontario Rental Housing Tribunal.

**N5** – a notice to terminate tenancy early due to “substantial interference” with either the neighbours’ rights to quiet and peaceful enjoyment of their homes, or the landlord’s duties and rights as covered by the Residential Tenancies Act and Ontario Rental Housing Tribunal.

**NHA** - National Housing Act, a federal act governing the programs under which some of CCOC’s earlier properties were developed (NHA Section 27, properties 1-11; NHA Section 95, properties 12 – 23).

**NHS** – National Housing Strategy – the collection of federal programs released in 2017.

**NOI** – Net operating income: income minus expenses.

**OCH** - Ottawa Community Housing - the City of Ottawa’s public housing provider was formed in 2002 from the merger of Ottawa Housing (formerly part of Ontario Housing, devolved to the City of Ottawa in 2001) and City Living (established by the previous City of Ottawa in 1975).

**OESP** – Ontario Energy Support Program – hydro subsidies for low income tenants, provided directly on their hydro bills by the Ontario Energy Board

**ONPHA** - Ontario Non-Profit Housing Association – the organization which represents non-profit housing providers in Ontario. CCOC is a member. (Pronounced “on-fa”, not “own-fa” and certainly not “om-fa”, even though some people actually say that).

**OPHI** – Ontario Priorities Housing Initiative (“ow-fee”) – the 2019 extension of what used to be AHP, with a wider set of things it can fund. Created by NHS, but administered by the City.

**OSHN** - The Ottawa Social Housing Network represents over 80 local social housing providers: private non-profits, supportive housing organizations, co-operatives and advocacy groups. Sometimes pronounced “ocean”.

**PAP** – pre-authorized payment plan – tenant permission to withdraw rent directly from the bank accounts

**PayScan/PayEdge:** Yardi-based programs CCOC used to process invoices and pay contractors and suppliers.

**PCIL** - Personal Choice Independent Living - an organization that provides support to individuals with physical disabilities. CCOC rents 7 apartments to PCIL clients. Sometimes called “pickle”. Now part of VHA

**Percy School** – CCOC doesn’t name properties. Except when they already have names, and then those names just seem to stick. Percy School refers to 625-631 Gilmour and 598-616 MacLaren, site of the former Percy Street Public School. The foundation of the school is now a parking garage and playdeck.

**PHB** - Portabe Housing Benefit – a rent subsidy paid directly to the tenant.

**PNP** - Private Non Profit housing corporation - this is a non-profit housing provider which was initiated by a local organization such as a church, cultural group, service club, labour union or other community group. It is a non-share corporation incorporated under the Corporations Act. CCOC is a PNP.

**PIPEDA** - Personal Information Protection and Electronic Data Act - Federal privacy law which confers extensive rights on individuals to control the collection, use, and disclosure of their personal information by organizations in the course of commercial activity.

**RGI** - Rent-Geared-to-Income – Rents in RGI units are based on the tenant’s income. They pay a percentage (currently 30%) of their income as rent.

**RHI** – Rapid Housing Initiative – A CMHC program in 2021-2022 that provides grants to convert commercial space into affordable housing or build new modular housing very quickly (that’s that “rapid” part).

**Rent Supplements** - Paid to a landlord, usually in the private sector, to bridge the gap between a tenant’s RGI rent and the market rent.

**RTA** - Residential Tenancy Act – the provincial legislation that governs the relationship between landlords and tenants in Ontario. Social housing is exempt from a few of its provisions (including the guideline for rental increases) but not others (including the processes for notification of rent increases and for evictions.)

**RRAP** - Residential Rehabilitation Assistance Program was a Federal loan program for renovation costs of older buildings. The loan is forgivable if renovations abide by the terms of the program. RRAP is dead now, but it played a big role in CCOC's early days.

**Registry, The** - Ottawa's co-ordinated access or "one stop shopping" system for those looking for subsidized housing. The Registry provides information, common application forms and eligibility assessment for social housing providers in Ottawa.

**SM / Service Manager** - Service Managers are the municipal bodies responsible for previous Provincial programs including social housing. There are 47 SM's in Ontario and our SM is the City of Ottawa.

**Supportive Housing** - This is housing for people who need support to live independently. Support service funding is often provided by MCSS or MOHLTC. Some non-profits also provide housing for people at risk of homelessness, but do not receive funding from Provincial Ministries.

**SSH** – Supports to Social Housing (also called Supports in Social Housing). A City of Ottawa program to provide support to 100 homeless or at-risk-of-becoming-homeless people living in social housing. CCOC and OCH are the participating landlords. In CCOC's case, Options Bytown provides support to 24 CCOC tenants.

**TCE** – Tenant and Community Engagement committee/departement.

**TLA** – Three Letter Acronym. Just testing to see who read this far.

**TSR** – Tenant Service Representative – CCOC employees who staff our front-line Service Desk

**VHA** – VHA Health and Home Support (once stood for Visiting Homemakers Association) is a CCOC community partner that provides attendant care services to tenants at 145 Clarence and 464 Metcalfe. They took over the programs of "The In Community", which used to be called "Disabled Persons Community Resources".

**Yardi** – Yardi is a property management software company. CCOC uses Yardi **Voyager**, but we tend to just refer to the software as Yardi. We also use the **PayScan**, **PayEdge** and **Vendor Café** modules for accounts payable.