

### **NOTICE OF MEETING**

The next regular meeting of the CCOC/CCHC Board of Directors is:  
**Wednesday, September 26, 2018**

**Board Meeting call to order: 7:00 pm**  
in the meeting room at **464 Metcalfe Street**

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

1. Call to order
2. Adoption of agenda
3. Declaration of conflict of interest
4. Adoption of the Board minutes of August 29, 2018
5. Business arising from the previous minutes
6. Rental Committee Report
7. Facilities Management Committee Report
8. Finance Committee Report
9. Other Business
  - a) Agency benchmarking report
10. Adjournment

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

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

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

- \* The committee didn't meet before the Board packages were sent.
- \*\* The committee report wasn't ready when the Board packages were sent
- \*\*\* The committee did not meet this month.

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

- 1.** Call to order
- 2.** Adoption of agenda
- 3.** Adoption of the minutes of August 29, 2018
- 4.** Declaration of conflict of interest
- 5.** Reconciliation with Indigenous Peoples

### **Guest: Claudette Commanda**

- 6.** Business arising from the previous minutes
  - a)** Percy borrowing
- 7.** Executive Committee Report (recommend accept on consent)
- 8.** Personnel Committee Report (recommend accept on consent)
- 9.** Finance Committee Report
  - a)** Bad debt motion
- 10.** Development Committee Report
  - a)** Arlington redevelopment
  - b)** Official Plan advocacy
- 11.** Membership and Communications Committee
  - a)** Communications function
  - b)** Department and committee name
  - c)** Committee mandate
- 12.** Facilities Management Committee Report (recommend accept on consent)
- 13.** Rental Committee Report
  - a)** Guest Policy
  - b)** Guest Parking Policy
- 14.** Policy Research and Advocacy Committee (PRAC!) \*\*\*
- 15.** Corporate Business
- 16.** Conference / Associations' Report
- 17.** Other Business
- 18.** Adjournment

# Centretown Citizens Housing Cooperative

## Minutes of the CCHC Board of Directors Meeting of Wednesday, August 29, 2018

**Present:** Bill Rooney (President, Chair), Abra Adamo, Dallas Alderson (Vice-President), Glenn Allen, Kerry Beckett, Josh Bueckert (Treasurer), Sarah Button, James Clark, Penny McCann, Lee Pepper, AnaLori Smith (Secretary), Jesse Steinberg, Chris Yordy  
*Staff:* Ray Sullivan, Amanda Tompkins (guest), Erica Webster (recorder)

**Regrets:** Andrew McNeill

### 1. Call to Order

The meeting was called to order at 7:04pm.

The Board welcomed Amanda Tompkins, CCOC/CCHC's new Director of Finance. Everyone did a quick round of introductions.

### 2. Adoption of the Agenda

The Board adopted the agenda as presented. (M/S/C J. Bueckert/L. Pepper)

### 3. Adoption of the Minutes

The Board adopted the minutes of the June 27, 2018 meeting as presented.  
(M/S/C K. Beckett /J. Bueckert)

### 4. Declaration of conflict of interest – none.

### 5. Business Arising

#### a) Member Update

Ray gave the Board an update on a member who came before the Board in June, where the board voted to proceed with terminating occupancy rights. A notice of eviction has been filed with the LTB, and there have been no reports of disturbances since.

### 6. Rental Committee Report – none.

### 7. Facilities Management Committee Report – none.

### 8. Finance Committee Report

#### a) Bad Debt Motion

The Board moved that \$7,430.51 in Bad Debts be written off for CCHC.  
(M/S/C J. Bueckert/D. Alderson)

# Centretown Citizens Housing Cooperative

## 9. Other business

### a) Communication with the Agency

Ray met with the Agency to discuss CCHC's status. Their benchmarking report will be available next month. 240 Presland's numbers continue to look poor, but this does not take into account the backing of CCOC.

We're within 2 years of the mortgage being paid off, at which point things will turn around financially for a few years before the operating agreement expires. One of the items on the strategic planning agenda for the all-committee meeting this fall is about the future of the co-op – options include continuing as is (potentially taking advantage of new federal funds), letting the co-op members become an independent self-managed co-op, and absorption into CCOC.

**10. Adjournment** – The meeting was adjourned at 7:14pm.

(M/C J. Bueckert)

### Next meeting:

**7:00 pm Wednesday, September 26, 2018  
in the meeting room at 464 Metcalfe Street**

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Secretary of the Board

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Date

## **Minutes of the CCOC Board of Directors Meeting of Wednesday, August 29, 2018**

**Present:** Bill Rooney (President, Chair), Abra Adamo, Dallas Alderson (Vice-President), Glenn Allen, Kerry Beckett, Josh Bueckert (Treasurer), Sarah Button, James Clark, Penny McCann, Lee Pepper, AnaLori Smith (Secretary), Jesse Steinberg, Chris Yordy  
*Staff:* Ray Sullivan, Amanda Tompkins (guest), Erica Webster (recorder)

**Regrets:** Andrew McNeill

1. **Call to order** - The meeting was called to order at 7:14pm.
2. **Adoption of agenda**  
The board adopted the agenda as presented. (M/S/C L. Pepper/A. Smith)
3. **Adoption of the Board Minutes**  
The Board adopted the minutes of the June 27, 2018 meeting as presented.  
(M/S/C L. Pepper/J. Steinberg)
4. **Declaration of Conflict of Interest** – none.
5. **Business arising from previous minutes**
  - a) **Percy Borrowing**  
The Board authorized Executive Committee to pass a motion if needed to move forward on the borrowing, but we have not done so yet. It's waiting with CMHC mortgage insurance underwriters, and we'll hope to see a new resolution soon.
6. **Executive Committee Report**
  - a) **Herongate Tenant Evictions**  
The Herongate Tenant Coalition has submitted a request for CCOC to contribute to a fundraiser for their legal fees.

The Board had an extensive discussion about the possible repercussions of making this donation . Some directors were concerned that as a landlord who is currently in the process of redevelopment, it would be hypocritical for us to condemn another landlord for doing something similar in a manner that is technically legal. Others pointed out that CCOC has handled our redevelopment very differently in the past (e.g. making efforts to relocate tenants at a similar price point within a similar geographic area) and would doubtless continue this in the future.

It was pointed out that there were potentially other ways for CCOC to lend support in a non-

financial capacity, such as providing legal advice or writing an op-ed. The current Herongate Tenant Coalition strategy is to use the LTB to delay evictions while looking for a more political solution.

Some directors had concerns that associating CCOC's name with the cause could lead to political backlash in the future. It was suggested that the donation be made anonymously, but ultimately the Board felt that if we were to support the cause our name should be attached.

It was moved that CCOC reject this particular request from the Herongate Tenant Coalition but remain open to other avenues to help the cause. (M/S J. Bueckert/S.Button)

The motion failed with 5 in favour and 8 opposed.

The conversation regarding a potential donation continued. Ray expressed that he felt the political implications of making a donation were the same as lending support in any other manner. He does not feel there is significant risk to CCOC in supporting this coalition.

It was moved that CCOC make a \$2500 donation to the Herongate Tenant Coalition. (M/S/C J. Clark/L. Pepper)

The motion passed with 8 in favour and 5 opposed.

It was moved that CCOC's donation be made anonymously. (M/S J. Clark/L. Pepper)

The motion failed with 2 in favour, 3 abstentions, and 8 opposed.

CCOC will make a named donation of \$2500 to the Herongate Tenant Coalition.

#### **b) Healthy Transportation Coalition**

The Healthy Transportation Coalition has created a petition with four asks related to affordable housing near rapid transit in advance of the municipal election. Ray circulated the petition for interested Board members to sign.

#### **c) Cahdco Partnership**

Cahdco was approached by a private developer looking to create a development partnership that would also include CCOC and a First Nation. The intent is to seek to acquire and develop surplus federal lands for mixed income, mixed use communities. A future discussion will come to the Development Committee and the Board. We are currently waiting on a draft Memorandum of Understanding from the developer.

### **7. Personnel Committee Report**

#### **a) Maintenance Supervisor Title**

David Boushey, one of CCOC's current Maintenance Supervisors, has accepted a job opportunity in the private sector and will be leaving CCOC in late September. We will therefore have a job vacancy we're looking to fill soon. It's a somewhat awkward time to be posting jobs as we're in the middle

of a corporate-wide compensation review that includes updating job descriptions, and there are likely many title changes to come.

Given the impending vacancy, the Director of Facilities Management has requested the Board approve changing the position title from Maintenance Supervisor to Maintenance Manager. This is more standard within the sector. The title change does not impact the compensation scale or its position in the CCOC org chart.

The Board agreed to change the Maintenance Supervisor job title to Maintenance Manager.

(M/S/C K. Beckett/D. Alderson)

## **8. Finance Committee Report**

### **a) Bad Debt Motion**

The Board moved that \$17,411.03 in Bad Debts be written off for CCOC.

(M/S/C J. Bueckert/C. Yordy)

## **9. Development Committee Report**

### **a) Arlington Redevelopment**

We got financing for this project from CMHC's Rental Construction Financing Initiative, and they would like to make a public media announcement Sept 4 at 2:30 on-site. Bill will speak on behalf of CCOC, Ray will MC, and Minister Catherine McKenna will speak on behalf of the government. We're also hosting a site visit and tour for Ottawa Architecture Week at 4:30 on September 11th. Safety boots are required! Board members can email Ray their shoe size if they would like to borrow a pair of boots.

## **10. Membership and Communications Committee**

### **a) Property Tour**

CCOC's annual property tour will take place on September 22<sup>nd</sup> starting at 9:15am. The tour will begin and end at 170 Booth, and will be a walking tour about the evolution of LeBreton flats through time. There is a wrap-up party at 170 Booth at 12:30pm. All are welcome.

### **b) M&C Mandate**

The committee has been discussing its mandate in the wake of Meg's departure. There is a desire to increase our focus on engagement and advocacy, building community partnerships and our volunteer base. Ray will have an update for the Board in September.

### **c) NewsNotes**

Board members can speak to AnaLori if they have any ideas to include in future editions of the NewsNotes.

## **11. Facilities Management Committee Report – none.**

## **12. Rental Committee Report**

### **a) 2019 Rent Increases**

Kerry noted that “turnover rents” are now included in the table: these are the rents that would be charged when apartments turnover with new tenants in 2019. The Board moved that CCOC market rents increase by 1.8% in 2019 for all units except 240 Presland, 2 and 3 bedroom units at Beaver Barrack, and 163 James, and that the revised rents be forwarded to Finance for inclusion in the 2019 budget. (M/S/C K. Beckett/C. Yordy)

## **13. Policy Research and Advocacy Committee (PRAC!) – none.**

## **14. Corporate Business**

### **a) December 1 All-Committee Meeting**

Our semi-annual all-committee meeting will be taking place at 10:00am in the board room at 415 Gilmour. Every volunteer from every committee and all staff are welcome to come help shape CCOC’s next workplan. The Executive Committee has been working on broad themes to inform the agenda for the meeting. Ray will be producing 1-page issue sheets that will be circulated in time to table at each November committee meeting.

## **15. Conference / Associations' Report**

### **a) ONPHA Conference Delegation**

CCOC budgets to send 8 volunteers to the Ontario Non-Profit Housing Association Conference each year. This year’s conference is taking place October 26-28. Board members can let Ray know if they’re interested in attending.

## **16. Other Business**

### **a) October Board Meeting**

Following our regular schedule, the October Board meeting would take place on October 31<sup>st</sup>. Ray asked the Board if they wanted to keep to this schedule in light of Halloween. The Board agreed that yes, they would still meet on October 31<sup>st</sup>. Costumes are encouraged!

## **17. Adjournment**

The Board moved to adjourn the meeting at 8:10pm.

(M/C J. Bueckert)



CCOC/CCHC EXECUTIVE COMMITTEE

**Minutes**

Monday, September 10, 2018  
**at 464 Metcalfe**

**Present:** Bill Rooney (Chair), Dallas Alderson, Kerry Beckett, Josh Bueckert, James Clark, AnaLori Smith, Ray Sullivan (staff)

1. **Call to order:** 7:32
2. **Approval of the agenda:** The committee approved the agenda unanimously
3. **Approval of minutes from Aug 14, 2018:** (moved/seconded/carried, James/Josh)
4. **Business Arising:**
  - a) **Arlington Redevelopment**

**Background:** Demolition and re-development of CCOC's 143-153 Arlington property is scheduled for July 2017 to ~~July August September October~~ November 2018. Staff are planning move-ins for December.

**Update:** We're starting to hedge our bets on whether it's truly ready for rent-up in December. It will be a bit more clear in early October. CMHC financing media announcement is tentatively scheduled for September 21.
5. **Reviewing Directors' meeting:** Directors met on September 6 to review job evaluation scores, using the pay-equity-based assessment scale supplied by our consultant.
6. **New Business:**
  - a) **Herongate evictions:**

**Background:** Timbercreek tenants in the Herongate neighbourhood are being evicted in advance of demolition and redevelopment. Executive Committee suggested CCOC could draft an op-ed under Bill's name.

**Update:** no news
  - b) **M&C / Personnel Recommendations**

**Background:** M&C committee met September 4 to discuss updating the mandate of the department and committee before hiring a new Director. Personnel Committee will meet September 10 and make recommendations to Exec.

**Discussion:** Earlier the same evening, Personnel Committee approved new job description and new title: Director of Tenant and Community Engagement. This is the updated version of the former Membership & Communications Director position. The M&C committee also made a recommendation to the Board that we also update the name of the department and the committee to “Tenant and Community Engagement”. It has been several years since we moved the “membership” functions to our Corporate Services group (this is really just renewing and tracking memberships for governance purposes). The M&C committee also recommends moving the Communications Officer position to Corporate Services to make it more clear that it provides a communications function to the whole corporation. This would further allow the Tenant and Community Engagement department to focus on advocacy, capacity building, neighbourhood issues, volunteerism and tenant engagement. Once the Director position is filled, the committee would like to assess workload and priorities and consider whether to create a new Tenant and Community Engagement Facilitator role. Ray would like to assess the affordability of that role as we develop the 2019 operating budget and updated long term financial plan.

**Decision:** the committee authorized Ray to post the Director of Tenant and Community Engagement position right away, and decided to refer the other recommendations to the full board meeting at the end of the month.

- c) **In camera item:** The committee moved *in camera* (m/s/c, Dallas/AnaLori) to discuss transitions in the management team. They approved of a plan to engage a consultant to assist with team development and transition. There are no further notes. The committee moved *ex camera* (m/s/c, AnaLori/Dallas) to resume the agenda.

d) **2019 Exec Budget**

**Background:** Executive Committee approves a subset of the Admin budget, dealing with Personnel matters, association fees and other centralized corporate priorities.

**Discussion:** The proposed 2019 budget is \$623 lower than the approved 2018 version, and \$16,998 higher than the 2017 actual expenditures.

**Decision:** the committee agreed to forward the draft 2019 exec budget to the Finance Committee for inclusion in the overall 2019 operations budget.

(m/s/c, James/Josh)

**7. Programs/Policy:**

- a) **Ford Watch:** Ray shared an article from Rental Housing Business magazine that purports to share “what landlords can expect from the new Ford government”. It seems clear they don’t really know what to expect either, since the article was just a speculative wish list.

- b) **TOD:** Transit-oriented affordable housing development is gaining some traction as a policy priority. Along with others, including Jesse Steinberg, Ray will attend a meeting with the head of the City Planning department tomorrow. They are showing some interest in trying to secure sites for affordable housing near transit stations. This is also closely linked to Inclusionary Zoning. Both efforts have benefitted from the work of PRAC!.

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

a) **Non-payment:**

The committee reviewed the list and moved “That staff be authorized to proceed with eviction for non-payment in the case of **5** tenants, unless satisfactory arrangements for payment can be reached”.

**(m/s/c, Josh/Dallas)**

- b) **Other reasons:** The committee reviewed the list and moved “That staff be authorized to proceed with eviction in the case of **1** tenant for substantial interference.”

**(m/s/c, James/Josh)**

**9. Admin Financial Statements:** none

**10. Strategic Plan:**

- a) **All-committee meeting:** In October the committee will nail down the agenda for the December 1 all-committee meeting.

- b) **Sept Board:** Algonquin Elder Claudette Commanda will attend the September 26 Board meeting to help us discuss how CCOC can contribute to reconciliation with indigenous peoples.

**11. Cahdco Update:** none

**12. Other business:** none

**13. Adjournment:** 8:34 (m/c, Josh)

**Next Meeting:** 7:30 pm, October 15, 2018 **at 464 Metcalfe**

CCOC PERSONNEL COMMITTEE

**MINUTES**

**Monday, September 10, 2018**

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**Present:** Kerry Beckett, Sue Lott, Pascal St-Amour, Hannah Vlaar, Dallas Alderson, Doris Zastre

**Guest:** Zak Spelay (2<sup>nd</sup> meeting)

**Regrets:** Jane Dickinson

**Staff resources:** Erica Webster, Ray Sullivan, Tessa Hill (recorder)

1. **Call to order:** 5:44pm
2. **Approval of the agenda:** (m/s/c Kerry, Hannah)
3. **Approval of the August 13, 2018 minutes:** (m/s/c Sue, Kerry)
4. **Staffing Updates:** There is lots of activity within the Maintenance Department right now.

A new General Maintenance Worker, Karim Elnashrty, was hired and will begin on September 17<sup>th</sup>.

David Boushey, one of the current Maintenance Supervisors, has resigned. His last day will be September 21<sup>st</sup>. The Board voted to change the job title to Maintenance Manager in order to attract the right candidates for the role. The deadline for internal candidates is September 13<sup>th</sup> and the external deadline is September 20<sup>th</sup>.

Kim Lefebvre, a Maintenance Officer, has also resigned. Her last day is September 12<sup>th</sup>. The position has been posted as a 6-month term to allow for Tessa Hill to complete her probation in her new role as Human Resources Administrator. The job has been posted with the same deadlines as the Maintenance Manager position.

Kat LeBlanc was the successful candidate for the other Maintenance Officer position.

In light of all of the changes, the current casual staff member who oversees pest control will remain in the position for a while longer. That will allow the department to settle and see where things stand with all of the new staff.

Erica Joynt has begun her role as the new Tenant Service Representative and is now on her 4<sup>th</sup> week.

Finally, Amanda Tompkins has started in her role as the new Director of Finance. She has gone to a few Committee meetings in order to introduce herself and get the lay of the land.

5. **Training:** There are 3 upcoming training sessions. Twenty staff will be attending Change Management training that is being held at the end of September. This is very timely training with all of the changes occurring within CCOC right now. The ONPHA conference is the end of October and 16 CCOC staff and volunteers will be attending. Unfortunately, the education session about social housing is no longer available. There is a retirement planning course set for November which 15 staff can attend. It will be a 2-day course, with one day focusing on the psychological aspects of retirement and one day focusing on financial planning.

6. **New Business:**

a) **M&C Recommendations**

**Background:** M&C committee met September 4 to discuss updating the mandate of the department and committee before hiring a new Director.

**Update:** M&C committee wants to put greater emphasis on tenant and community engagement. We want to foster a relationship of trust between CCOC, our tenants, and our neighbours. The focus should be on capacity building and getting tenants involved in the discussions. Here are some proposed changes:

- Change the name of the department to the “Department of Tenant and Community Engagement”. The Director position title would be the Director of Tenant and Community Engagement.
- The department should have a greater emphasis on advocacy, working with our allies, and tenant engagement. This would need to be done in coordination with other departments. Instead of having CCOC do everything for our tenants, we should be building their capacity to lead things on their own or along with their neighbours.
- M&C Committee recommends moving the Communications Officer role to Corporate Services. The role of the Communications Officer is not just to communicate to our tenants on behalf of the M&C Department. It has evolved to help CCOC (as a whole) communicate effectively.
- The next step is determining exactly what role the Director will play. The idea with the changes is to have someone working directly with other departments, going door-to-door to speak with tenants, and to get everyone involved in issues that affect them. Whether this will be the Director’s role or the Director along with a new position is not yet determined. That discussion will need to wait until the 2019 budget is reviewed.

The committee reviewed the proposed job description for the Director of Tenant and Community Engagement. There was some confusion about the reference to “quality of life”. It seemed a little vague. It was clarified that CCOC role in “quality of life”, as spelled out in our strategic plan, means good quality buildings, diversity in housing

options, responsive service, and shared values with the landlord. The committee felt this definition should be written into the job description, perhaps in the summary.

The committee approves the job description for the new Director of Tenant and Community Engagement with the addition of the quality of life definition (m/s/c Sue, Hannah)

**b) 2019 Personnel Budget**

**Background:** Personnel committee makes annual recommendations on cost-of-living (COLA) pay increases and staff training & professional development budgets.

**Update:**

**COLA increase:** This year the cost-of-living increase from June 2017 to June 2018 was 2.5%.

The committee recommended that the 2.5% COLA pay increase be approved. (m/s/c Hannah, Pascal)

**Advertising/Training Budgets:** The proposed advertising budget is a bit lower than previous years. This is because we have pre-purchased advertising credits already for our usual job sites such as Charity Village. Erica's suggestion was to maintain the same budget as last year as we are already over the 2018 budget and we have used more credits than expected this year.

The training and development budget has been increased to a global amount based on \$130 multiplied by the number of employees for 2019; the hope is to arrange another plain writing seminar.

CCOC pays the annual membership fees for employees who maintain a certification relevant to their job. There are more staff with these certifications than in previous years so the budget is higher.

There is also a small budget for the staff Christmas party and for a team building activity. We are hoping to do another team building activity in 2019.

The committee approved the training and advertising budget with the amendment that the advertising budget remain the same as 2018. (m/s/c Sue, Doris)

**7. Business Arising:**

**a) Office Reno**

**Background:** the board approved a significant renovation and expansion of the CCOC office, with progress to be monitored by Personnel committee.

**Update:** We have hit some snags. One subcontractor walked off the job and a new one had to be found before any work could continue. Things are now starting to move forward again and we are hopeful that we will have a fully completed office by the end of the year.

**b) Compensation Analysis**

**Background:** Personnel Committee authorized CCOC to move ahead with engaging an external compensation analyst to assess our current pay structure and make recommendations for the future.

**Update:** There hasn't been a lot of movement since the last update. The next step is to look at job scoring with all of the Directors. There was meeting about this and they got about 1/3 of the way through the scores. They will meet again on September 12<sup>th</sup> to discuss further. Once the Directors have agreed on the scoring, it will be sent back to the analysts to move forward. Hopefully, the analysis will be done by the October Board meeting so that it can be added to the 2019 budget.

One sticking point is the requirement of formal education vs experience for certain jobs. If we screen for post-secondary education, we could also be screening for unintended things like socioeconomic background. The Directors are still discussing this.

Another concern is transparency of the job scoring. CCOC strives to be transparent with its employees. This is demonstrated by publishing the salary grid in the Policies of Employment. The original idea was to publish the scoring of the different positions and their corresponding salaries. However, it has been discussed that this could be detrimental to individuals whose jobs score lower on the scale than others. It could make them feel very de-valued to know their job scores a "6" while a coworker scores a "9". They could view it as the organization not needing or valuing them as much as other roles, which is not the intent of the scoring. One committee member notes that it is generally not a good practice to share scoring and tools with staff as it can make them feel attacked. However, this doesn't mean salaries can't still be transparent. A different method may need to be found for displaying the information. Staff reps feel that transparency in the salaries is important but perhaps the scoring is not. CCOC may also need to think about a system for people who may want to appeal their jobs scoring/salary.

8. **Report from the Board & Committees:** We had the first blower door test at the new Arlington. This is to test the energy efficiency of the building. Even without actual doors, the test went well! The property has been posted on the website so that rent-up can start.

9. **Staff meetings:**

**All Staff:** next meeting October 10. Staff will discuss the plan to switch to an external administrator for dental/eyewear. We are trying to change the format of staff meetings to make them more interactive and give people the opportunity to discuss things in small groups. Staff felt that the last meeting with the SWOT activity went much better since it fostered some great discussions.

**Health & Safety:** Next meeting is in October. David was the management representative and the chair of the meeting. Another management-level staff will need to join the committee and take the Health and Safety course. Jim is the staff-level representative and he is retiring soon. Two people are going to need to take the course. It will be brought up at the next meeting to see who is interested and Tessa will research the Health and Safety course options.

**Directors meeting:** The meeting was September 6. Discussion at the meeting centered on the compensation analysis (described in detail above).

10. **Work plan review:** It was noted that Perry's name is still on the custodian pilot project as one of the leads. It is time to let him go!

The organizational realignment seems to be going well. There was a preliminary evaluation done. There is less crossover in the field staff than predicted. Another staff survey is planned for after the office renovation is complete. Several questions in the last survey dealt with workspace satisfaction so it is best to wait until the office is done.

11. **Other business:** None.

12. **Adjournment:** 7:00pm

**Next meeting: 5:30pm, October 15, 2018  
At 464 Metcalfe**



**Finance/Facilities Management Committee**  
**Joint Meeting Agenda**  
**September 13, 2018**

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**Finance committee:** Josh Bueckert (Treasurer/Chair), Rod Manchee, James Clark\*, Court Miller,  
**Guests:** Michael Holmes (2<sup>nd</sup> meeting), Mary Huang (2<sup>nd</sup> meeting), Nick Dodd (1<sup>st</sup> meeting)\*  
**Regrets:** Kris Gordon, Linda Camilleri

**Facilities Management committee:** James Clark (Chair)\*, Michael Lambert, Hieu Nguyen, Adeliene Crawford, Tom Vandermeulen, Doug Campbell, David McCallum  
**Guests:** Nick Dodd (1<sup>st</sup> meeting)\*

**Staff:** Lorraine Salvo, Amanda Tompkins, Anne Marie Mason, Arianne Charlebois, Kat LeBlanc

<b>Motions for Board Approval</b>
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**MOTION (ITEM 5):** That \$ 36,112.95 in Bad Debts be written off for **CCOC (August 2018)**  
m/s/c Court/Rod

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This meeting was called as a joint session of the Finance and Facility Management Committees and, as in the past few years, it is planned as a collaborative opportunity to review assumptions for the Maintenance Costs that will be included in the corporation's overall 2019 Operating Budget.

Each committee will meet separately to attend to some housekeeping before delving into the shared discussion item listed under Items 11.0.

**Call to Order: Finance Committee**                      7:06 p.m.

1. **Adoption of the Agenda:** Adopted as presented                      m/s/c Court/Rod
2. **Declaration of Conflict of Interest:** None
3. **Approval of meeting minutes:**
  - August 15, 2018                      m/s/c Court/Rod
4. **Notices/announcements:** None
5. **Bad Debt Write-off and Accounts Receivable Statistics**

Two large chargebacks for evictions at 10 Stevens and 345 Waverley accounted for \$27, 902.28 of the write-off. The remaining bad debt totaled \$8,209.97. Committee members asked if there was a pattern to the buildings where damages were happening. Finding a pattern could help us forecast and budget for future bad debts. Finance staff will speak to their colleagues in Maintenance and Rentals to find out more information about a possible pattern.

**MOTION:** That \$ 36,112.95 in Bad Debts be written off for **CCOC (August 2018)**  
m/s/c Court/Rod

## 6. 2017 AIR & Agency for Co-op Data Report

As we knew, the vacancy loss was very high at 6.1%. The neighbourhood is a large factor in the vacancy loss at the building. The vacancy has normalized in 2018, down from highs in 2016 and 2017. CCHC performed below average in every category of the report apart from housing charges compared to market. Josh pointed out the 240 Presland is not the only CCOC building with challenges, but it's the only building given special attention in reporting.

## 7. Rent Café & Credit Card payments

Yardi allows us to take online payments, with one option for payment being credit cards. We're looking at enabling this feature now as tenants regularly ask us if they can pay online. We don't currently accept credit card payment in the office, so we may need to change this in order to be consistent. Committee members were concerned about the credit card fees. Tenants would likely be responsible for paying the fees, which will make this option less appealing. The committee also discussed whether, as a non-profit housing provider with a social conscience, we want to encourage credit card debt. One member asked whether e-transfer was an option. E-transfers may also charge fees to the receiver if they receive a large amount per month. On the other hand, it would give tenants with mobility issues another option to pay without having to come into the office. We'll need more research into the capability and cost of Yardi's online portal. Staff will get more information from Yardi, then the committee will discuss this again next month.

**8. Next meeting:** Wednesday, October 24<sup>th</sup> - 415 Gilmour, 7:00 pm

## 9. Motion to Adjourn #1 - Finance Portion:

The separate meeting ended at 8:01 p.m. **m/c Court**

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**10. Call to Order:** Joint Committee                      8:05 p.m.

Short intros  
Context & lead – in

## 11. Maintenance Costs – 2019 Budget

Anne Marie presented the draft CCOC maintenance budget. Costs (excluding custodians and indirect maintenance admin charge-out) are estimated at \$3.19 million. This represents an overall positive variance of \$91K for maintenance repairs versus the 2018 budget. 2019 budget is down largely because our averaging improved this year. We used 3 year averaging for most line items and found lower averages than expected. In past years we didn't look at averages for several line items. In addition, Yardi has allowed us to increase efficiencies. We're also making a concerted effort to make use of summer students rather than contractors where possible, for example with building cleaning coverage.

The budget for redecorating requests was historically made up of any positive variance in the turnover budget. This left a lot of uncertainty, so this year for the first time we've created a separate line item for these costs.

James commented on the large variances in most categories. This is because our budget last year involved a lot of guess work due to our switch to a new chart of accounts. One of the biggest changes in the new chart of accounts was the split between common area, in-suite, and turnover costs. This year, we have 2018 data to get a clearer picture of actual costs in each new category.

Josh asked why the 2019 budget has decreased by 2.78% from the 2018 budget when costs typically increase year over year. Amanda re-iterated that our averaging improved this year, so staff were able to build this data into budget. The turnover budget also decreased significantly due to a decrease in average turnovers in recent years.

David noted that since so many repairs are done internally, our budget is based on our current field staff's skillset. He noted that if certain staff left the organization, our costs could skyrocket as we increase dependency on contractors. Anne Marie noted that we encourage our staff to have a general knowledge base rather than specialize, although a few field staff are more specialized.

The committee thanked all of the staff involved in creating the maintenance budget for their hard work.

## 12. Motion to Adjourn:

**Joint Committees:** The meeting ended at 8:37 p.m. **m/c Hieu**

**ACCOUNTS RECEIVABLE STATISTICS - CCOC & CCHC COMBINED**

	ARREARS			EVICTIONS			BAD DEBTS WRITTEN OFF*				VACANCY COSTS			
	Active Tenants	Moved Tenants	Total Arrears	Form 4's	Evictions	NSF's	Sent to Collections	RENT ARREARS	R&M CHARGES	TOTAL BAD DEBTS	Rents Payable	Vacancy Cost	Current %	YTD %
Jan-17	\$32,224	\$14,169	\$46,393	24		19	8		1,946	\$1,946	974,126	40,977	2.65%	2.65%
Feb-17	34,312	13,387	47,699	25	1	18	1	1,097		1,097	971,691	41,127	2.65%	2.65%
Mar-17	36,373	13,973	50,346	24		8	1	1,184	470	1,654	973,034	39,169	2.52%	2.60%
Apr-17	25,643	16,520	42,163	26	1	13	3	2,436	619	3,055	973,425	34,607	2.22%	2.51%
May-17	25,823	13,587	39,411	31		16		205	1,942	2,147	974,139	33,793	2.17%	2.44%
Jun-17	33,947	12,248	46,195	29		13	4				973,773	26,642	1.71%	2.32%
Jul-17	34,108	12,300	46,407	30		10	1	4,818		4,818	975,727	30,778	1.98%	2.27%
Aug-17	35,067	11,527	46,595	13	3	17	5	1,378	229	1,608	978,990	28,524	1.83%	2.22%
Sep-17	32,512	18,203	50,715	27	3	18	6		\$1,003	1,003	979,750	28,555	1.83%	2.17%
Oct-17	30,788	18,116	48,903	20		12		5,806	1,485	7,290	980,774	27,719	1.78%	2.13%
Nov-17	29,629	24,937	54,566	25		8	4	6,320.88		6,321	\$984,564	26,941	1.73%	2.10%
Dec-17	27,013	48,836	\$75,849	30	2	11	3	175.00	3,152.33	3,327	\$990,016	22,924	1.47%	2.04%
	<b>\$31,453</b>	<b>18,150</b>	<b>\$49,603</b>	<b>304</b>	<b>10</b>	<b>163</b>	<b>36</b>	<b>\$23,420</b>	<b>10,846</b>	<b>\$34,266</b>	<b>\$11,730,007</b>	<b>\$381,754</b>	<b>2.04%</b>	<b>2.04%</b>

Note: \* Rent arrears for tenants who have moved out are always sent to Collections. Once the amounts owing reach 90-days overdue, they are presented for write-off (recorded as Bad Debts Expense). Any eventual recoveries are "netted" against Bad Debts charged on the Property income statements.

	ARREARS			EVICTIONS			BAD DEBTS WRITTEN OFF*				VACANCY COSTS			
	Active Tenants	Moved Tenants	Total Arrears	Form 4's	Evictions	NSF's	Sent to Collections	RENT ARREARS	R&M CHARGES	TOTAL BAD DEBTS	Rents Payable	Vacancy Cost	Current %	YTD %
Jan-18	\$52,578	\$48,005	\$100,584	16		22		3,807	30,053	\$33,860				
Feb-18	\$45,400	\$15,286	\$60,686	17	2	13		1,442	2,208	3,650				
Mar-18	43,218	11,188	54,406	19		8	6		586	586				
Apr-18	75,821	35,698	111,519	15		10	1	1,074		1,074				
May-18	26,303	69,896	96,200	26	2	14	5	7,166	581	7,747				
Jun-18	38,696	69,019	107,715	19		12		553	519	1,073				
Jul-18	61,145	67,006	128,151	17		11	17	\$1,317	\$23,525	\$24,842				
Aug-18	45,674	65,557	111,231	23	2	12	4	5,901	31,003	36,904				
Sep-18														
Oct-18														
Nov-18														
Dec-18														
	<b>\$48,604</b>	<b>47,707</b>	<b>\$96,311</b>	<b>152</b>	<b>6</b>	<b>102</b>	<b>33</b>	<b>\$21,260</b>	<b>88,476</b>	<b>\$109,736</b>				

2019 MAINTENANCE OPERATIONS BUDGET CCOC | CCHC - including Commercial

2019 MAINTENANCE  
| TOTAL

		1595	1579	1573	1595	1595	1595	TOTAL	
Account Yardi description	Base	Budget 2019	Budget 2018	Forecast 2018	6 Mos 2018	Actual 2017	Actual 2016	Actual 2015	Average* 18-mos
590.900 Indirect-Mtce admin	Finance	819,142	815,634	815,217	407,609	943,391	931,016	874,518	900,667
503.000 Custodians	Finance	64,140	64,896	23,018	11,509	70,085	71,776	73,390	54,396
501.000 CA-Cleaning (CCOC)	Line	675,012	712,996	492,985	246,492				602,077
501.500 CA-Cleaning (Contractor)	Line	14,425	644	60,598	30,299	656,623	617,919	633,649	20,199
510.000 CA-Supplies	Avg	20,392	27,456	226	113	30,475	27,295	27,862	20,392
511.000 CA-Cleaning supplies	Line	29,017	29,757	35,020	17,510	35,618	21,472	28,967	35,419
511.100 CA-Small tools	Avg	601	141	730	365	536	57	277	601
512.000 CA-Waste collection	Line	64,488	4,296	83,746	41,873	77,656	62,017	61,991	79,686
512.500 CA-CCOC dump runs	Line	4,943	4,144	6,496	3,248	3,665	2,618	1,673	4,609
513.000 CA- Garbage room repair	Line	2,362	6,200	8,071	4,035	1,453	8,432	11,327	3,659
514.000 CA-Elevator contracts	Line	155,089	157,085	158,799	79,399	144,565	158,176	161,642	149,309
515.000 CA-Pest control	Line	23,872	45,809	36,146	18,073				133,301
545.000 IS-Pest control	Line	159,100	136,668	164,068	82,034	181,879	176,832	80,154	792
519.000 CA-Other Contracts	Line	65,391	63,034	97,166	48,583	69,063	37,224	51,125	1,714
520.000 CA-Landscaping	Line	218,786	216,341	172,553	86,276	222,536	219,674	220,639	205,875
521.000 CA-Snow removal	Line	196,056	191,376	280,209	140,104	202,740	183,850	166,571	228,563
522.000 CA-Exterior repairs	Line	13,320	25,425	22,580	11,290				64,636
522.500 CA-Interior repairs	Line	10,918	30,047	10,965	5,482				34
540.000 IS-General repairs (CCOC)	Line	14,811	31,662	36,413	18,207				12,138
540.500 IS-General repairs (Contractor)	Line	4,040	13,565	3,650	1,825	85,664	60,009	70,543	-
523.000 CA-Roof repairs	Line	11,318	15,474	23,366	11,683	5,041	6,567	220	11,149
525.000 CA-Lock repairs	Line	35,556	6,596	37,120	18,560				45,730
575.500 TO-Lock repairs	Line	6,490	6,930	5,611	2,805	50,035	46,327	37,612	104
526.000 CA-Floor repairs	Line	2,375	6,567	2,474	1,237				21,601
546.000 IS-Floor repairs	Line	14,155	26,295	11,945	5,972				-
576.000 TO-Floor repairs	Line	20,546	22,546	22,769	11,385	31,165	41,279	29,906	-
527.000 CA-Window repairs	Line	2,900	4,617	4,066	2,033				17,504
547.000 IS-Window repairs	Line	27,225	18,489	30,728	15,364	24,223	36,672	27,499	185
527.500 CA-Door repairs	Line	38,880	28,194	39,246	19,623				19,303
547.500 IS-Door repairs	Line	31,811	34,430	33,444	16,722	9,331	53,056	57,377	91
530.000 CA-Electric repairs	Line	43,058	31,230	32,255	16,127				46,278
550.000 IS-Electric repairs	Line	24,043	37,544	20,146	10,073	53,290	65,938	63,094	30
531.000 CA-Fire Safety	Line	126,729	136,449	172,910	86,455				136,302
551.000 IS-Fire Safety	Line	5,016	-	13,804	6,902	117,997	113,819	160,187	8
532.000 CA-HVAC	Line	113,500	126,871	105,850	52,925				99,400
552.000 IS-HVAC	Line	93,880	99,478	64,359	32,179	96,175	177,410	80,681	135
534.000 CA-Garage doors	Line	18,900	24,253	29,116	14,558	14,647	30	19,123	19,470
535.000 CA-Entry and intercom systems	Line	11,466	13,958	11,954	5,977	20,346	19,631	14,357	17,549
536.000 CA-Plumbing repairs	Line	55,805	51,448	92,685	46,342				164,619
556.000 IS-Plumbing repairs	Line	148,567	138,209	155,038	77,519	200,586	197,873	217,805	484
539.000 CA-Painting	Line	8,773	30,632	6,734	3,367	48,727	66,045	49,638	34,729
559.000 IS-Painting	Line	47,052	48,661	46,791	23,396				180,732
589.000 TO-Painting	Line	269,114	279,290	201,143	100,571				4,490
586.500 TO-Tub refinishing	Line	7,529	9,288	8,600	4,300	247,702	270,114	249,312	210
540.600 IS-Fridge repairs	Line	26,065	20,256	25,095	12,547				40,328
540.700 IS-Stove repairs	Line	19,926	17,399	18,902	9,451	47,945	49,624	37,170	462
560.000 TO-General repairs (CCOC)	Line	131,928	132,632	141,325	70,663				187,155
560.500 TO-General repairs (Contractor)	Line	4,300	3,388	5,986	2,993				1,995
577.000 TO-Cleaning (CCOC)	Line	27,346	59,987	29,037	14,518	210,069	190,061	239,378	9,679
577.500 TO-Cleaning (Contractor)	Line	50,125	45,317	64,713	32,356	52,157	52,652	35,944	56,342
567.000 TO-Supplies	Line	26,243	33,880	25,296	12,648	-	-	-	485
590.100 REDEC-Painting	Line	20,000	-	5,815	2,907	-	-	-	-
590.150 REDEC-Other repairs	Line	1,250	-	92	46	-	-	-	-
516.000 Laundry room management	Finance	137,186	143,074	134,706	67,353	143,534	125,836	129,814	140,591
590.950 Misc. mtce expense	Avg	22,387	31,278	820	410	33,171	23,892	25,927	22,387
592.000 Misc. tenant refund	Avg	-	-	3,401	1,701	-	-	-	-
595.000 Mtce chargebacks	Avg	(46,614)	(32,083)	(140,566)	(70,283)	(212)	(35,256)	(27,158)	(46,614)
? Expense Recovery	Finance	(9,500)	(9,500)	-	-	-	(11,897)	(11,357)	-
Total Repair & Maintenance		4,131,234	4,220,251	3,896,280	1,948,140	4,271,788	4,252,307	4,076,844	3,558,502
		\$2,590.12	\$2,672.74		\$2,476.97	\$2,678.24	\$2,666.02	\$2,556.02	

# 2019 Maintenance Operating Budget

## Line Item Worksheet

### Summary and Budget Notes

G/L Code	G/L Description	2018 YTD - June	2018 Budget	2019 Budget	Variance (\$)	Variance (%)	Budget Comments
501.000	CA - Building Cleaning (CCOC)	\$ 246,492.00	\$ 639,164.00	\$ 649,272.00	\$ 10,108.00	1.58	Building Cleaning budget allocates cost of CCOC building cleaner hours for all properties covered by this staffing group. Unfavourable variance is due primarily to an increase in the hourly rate for cleaners (increase from \$29 to \$33/hour) allocated to the properties. Partially offset by a reduction in the total number of annual hours (22,116 down to 20,644) as a result of the exclusion of Office Cleaning hours (upcoming office expansion) and also due to a reduction in the number of cleaners (no replacement for Jacques Paquette).
501.500	CA - Building Cleaning (Contractor)	\$ 30,298.00	\$ 20,212.00	\$ 14,050.00	\$ (6,162.00)	-30.49	Favourable variance is due primarily to a decrease in external contractor costs to better reflect coverage for properties due to staff vacation, sick leave, etc. An effort will be made to use summer students and GMW to cover off CCOC cleaners. 2018 YTD is high due primarily due to external contractor coverage required for Jacques Paquette since January 2018.
510.000	CA - Supplies	\$ 115.00	\$ 26,927.00	\$ 2,500.00	\$ (24,427.00)	-90.72	Favourable variance is due to a decrease in general supplies based on a 4-year averaging across all properties.
511.000	CA - Cleaning Supplies	\$ 17,510.00	\$ 29,161.00	\$ 29,757.00	\$ 596.00	2.04	Budget variance is minimal.
512.000, 512.500, 513.001	CA - Waste Collection	\$ 49,156.00	\$ 69,552.00	\$ 79,299.00	\$ 9,747.00	14.01	Unfavourable variance is due to expected 2% increase in waste collection costs in 2019, increase in CCOC dump runs and e-waste pick-up to better reflect actual costs. Also includes costs for the Arlington Re-development.
514.000	CA - Elevator Service Costs	\$ 79,399.00	\$ 157,085.00	\$ 155,089.00	\$ (1,996.00)	-1.27	Favourable variance is due to 1) savings at property 22 by adding this property to the contract with Capital Elevator; 2) decrease in 5-year load testing required for 2019 and 3) decrease in service calls to better reflect 4-year averaging. Partially offset by an increase in TSSA inspections to better reflect actual costs.
515.000	CA - Pest Control	\$ 18,073.00	\$ 44,467.00	\$ 23,326.00	\$ (21,141.00)	-47.54	Favourable variance is due to the re-negotiation of the service contract with Orkin Canada to an all-inclusive cost basis (inspections, odour control and garbage chute foaming now all covered by fixed monthly cost).
519.000	CA - Other Contracts	\$ 48,853.00	\$ 63,044.00	\$ 64,016.00	\$ 972.00	1.54	Budget variance is minimal.
520.000, 520.100, 520.500	CA - Landscaping	\$ 84,764.00	\$ 216,354.00	\$ 218,786.00	\$ 2,432.00	1.12	Landscaping budget allocates the cost of the landscaping and lawn cutting contract, spring clean-up, tree pruning, site improvements and tenant gardening costs. Unfavourable variance is due primarily to the addition of landscaping costs for the Arlington Development. Variance is partially offset by a decrease in pruning costs and tenant gardening (based on 3-year average).
521.000	CA - Snow Handling Costs	\$ 140,104.00	\$ 191,376.00	\$ 196,056.00	\$ 4,680.00	2.45	The unfavourable variance is due to the 1.0% contract increase for 2018/2019 winter and the addition of the Arlington development to the contract. Partially offset by a decrease in ice melter costs.
522.000	CA - Exterior General Repairs	\$ 11,290.00	\$ 25,428.00	\$ 13,320.00	\$ (12,108.00)	-47.62	Favourable variance is due to an adjustment to better reflect actual costs.

## 2019 Maintenance Operating Budget

### Line Item Worksheet

### Summary and Budget Notes

G/L Code	G/L Description	2018 YTD - June	2018 Budget	2019 Budget	Variance (\$)	Variance (%)	Budget Comments
522.500	CA - Interior General Repairs	\$ 5,482.00	\$ 30,072.00	\$ 10,918.00	\$ (19,154.00)	-63.69	Favourable variance is due to an adjustment to better reflect actual costs.
523.000	CA - Roof Repairs	\$ 11,682.00	\$ 15,516.00	\$ 11,318.00	\$ (4,198.00)	-27.06	Favourable variance is due to an adjustment to better reflect actual service call costs based on 4-year averaging.
525.000	CA - Lock Repairs	\$ 18,560.00	\$ 6,596.00	\$ 35,556.00	\$ 28,960.00	439.05	The unfavourable variance reflects costs based on a 4-year averaging across all CCOC properties. A major assumption is that all unit door repairs are coded to common area lock repairs as per industry standards. CCOC staff perform approx. 90% of repairs.
526.000	CA - Flooring Repairs	\$ 1,237.00	\$ 6,567.00	\$ 2,375.00	\$ (4,192.00)	-63.83	Favourable variance is due to an adjustment to better reflect actual costs based on 3-year averaging.
527.000	CA - Window Repairs	\$ 2,032.00	\$ 4,617.00	\$ 2,900.00	\$ (1,717.00)	-37.19	Favourable variance is due to an adjustment to better reflect actual costs based on 3-year averaging.
527.500	CA - Door Repairs	\$ 19,623.00	\$ 28,194.00	\$ 38,880.00	\$ 10,686.00	37.90	Unfavourable variance reflects costs based on a 4-year averaging across all CCOC properties. CCOC staff perform approx. 80% of door repairs.
530.000	CA - Electrical	\$ 16,127.00	\$ 31,230.00	\$ 43,058.00	\$ 11,828.00	37.87	The unfavourable variance reflects costs based on a 4-year averaging across all CCOC properties. CCOC staff perform approx. 60% of repairs.
531.000	CA - Fire Safety	\$ 33,798.00	\$ 131,899.00	\$ 126,730.00	\$ (5,169.00)	-3.92	Favourable variance is due to a decrease in equipment inspections (less 5-year hydrostatic testing required) and an adjustment of 4-Year average service calls to better reflect actual costs. Partially offset by an increase in labour costs allocated to properties.
532.000	CA - HVAC	\$ 55,003.00	\$ 126,871.00	\$ 113,500.00	\$ (13,371.00)	-10.54	Favourable variance is due to an adjustment to better reflect actual service call costs based on 3-year averaging.
534.000	CA - Garage Door Repairs	\$ 14,557.00	\$ 26,275.00	\$ 18,900.00	\$ (7,375.00)	-28.07	Favourable variance is due primarily to a decrease in anticipated service calls at Beaver Barracks and adjustment to service calls over the over of the portfolio to reflect 3-year average costs.
535.000	CA - Intercom/Entry Systems	\$ 6,162.00	\$ 13,958.00	\$ 11,466.00	\$ (2,492.00)	-17.85	Favourable variance is due to an adjustment to better reflect actual phone line and service call costs based on 3-year averaging.
536.000	CA - Plumbing Costs	\$ 46,333.00	\$ 55,805.00	\$ 55,080.00	\$ (725.00)	-1.30	Budget variance is minimal.
539.000	CA - Painting	\$ 3,367.00	\$ 30,552.00	\$ 8,773.00	\$ (21,779.00)	-71.29	Favourable variance is due to an adjustment to better reflect actual costs based on 2-year averaging.
540.000	IS - General Repairs (CCOC)	\$ 18,238.00	\$ 31,662.00	\$ 29,640.00	\$ (2,022.00)	-6.39	Favourable variance is due to an adjustment to better reflect actual costs based on 2018 YTD.
540.500	IS - General Repairs (Contractor)	\$ 1,825.00	\$ 13,565.00	\$ 4,040.00	\$ (9,525.00)	-70.22	Favourable variance is due to an adjustment to better reflect actual costs based on 2018 YTD.

## 2019 Maintenance Operating Budget

### Line Item Worksheet

### Summary and Budget Notes

G/L Code	G/L Description	2018 YTD - June	2018 Budget	2019 Budget	Variance (\$)	Variance (%)	Budget Comments
540.600	IS - Fridge Repairs	\$ 12,548.00	\$ 20,256.00	\$ 26,065.00	\$ 5,809.00	28.68	Unfavourable variance reflects costs based on a 4-year averaging across all CCOC properties for insuite fridge repairs performed by CCOC and external contractors. It should be noted that approx. 75% of fridge repairs are performed by CCOC staff.
540.700	IS - Stove Repairs	\$ 9,451.00	\$ 17,399.00	\$ 19,996.00	\$ 2,597.00	14.93	Unfavourable variance reflects costs based on a 4-year averaging across all CCOC properties for insuite stove repairs performed by CCOC and external contractors. It should be noted that approx. 80% of stove repairs are performed by CCOC staff.
545.000	IS - Pest Control	\$ 82,033.00	\$ 136,668.00	\$ 159,100.00	\$ 22,432.00	16.41	Unfavourable variance is due primarily to the re-negotiation of the service contract with Orkin Canada to an all-inclusive cost basis (insuite inspections and treatments now all covered by fixed monthly cost).
546.000	IS - Flooring Repairs	\$ 5,972.00	\$ 26,295.00	\$ 14,155.00	\$ (12,140.00)	-46.17	Favourable variance is due to an adjustment to better reflect actual costs based on 3-year averaging. Partially offset by an increase in CCOC labour costs allocated to the properties.
547.000	IS - Window Repairs	\$ 15,381.00	\$ 18,489.00	\$ 27,225.00	\$ 8,736.00	47.25	Unfavourable variance is due to an adjustment to better reflect actual service call costs.
547.500	IS - Door Repairs	\$ 16,722.00	\$ 18,520.00	\$ 31,811.00	\$ 13,291.00	71.77	Unfavourable variance is due to an adjustment to better reflect actual service call costs based on 3-year averaging.
550.000	IS - Electrical	\$ 10,181.00	\$ 37,544.00	\$ 24,043.00	\$ (13,501.00)	-35.96	Favourable variance is due to an adjustment to better reflect actual costs based on 3-year averaging.
551.000	IS - Fire Safety	\$ 6,901.00	\$ 4,560.00	\$ 4,917.00	\$ 357.00	7.83	Budget variance is minimal.
552.000	IS - HVAC	\$ 32,179.00	\$ 100,446.00	\$ 94,485.00	\$ (5,961.00)	-5.93	Favourable variance is due to an adjustment to better reflect actual service call costs based on 3-year averaging.
556.000	IS - Plumbing Costs	\$ 77,575.00	\$ 138,209.00	\$ 148,567.00	\$ 10,358.00	7.49	Unfavourable variance reflects costs based on a 4-year averaging across all CCOC properties. CCOC staff perform approx. 65% of plumbing repairs.
559.000	IS - Painting	\$ 23,396.00	\$ 48,662.00	\$ 47,052.00	\$ (1,610.00)	-3.31	This G/L cost centre captures CCOC Painter labour costs (Josh), materials and external contractor work for both insuite & common areas. Favourable variance reflects costs based on a 3-year averaging across all CCOC properties.



## 2019 Maintenance Operating Budget

### Line Item Worksheet

### Summary and Budget Notes

G/L Code	G/L Description	2018 YTD - June	2018 Budget	2019 Budget	Variance (\$)	Variance (%)	Budget Comments
560.000, 560.500, 567.000, 574.000, 575.000, 575.500, 576.000, 577.000, 577.500, 586.500, 589.000	TO - Turnover Costs	\$ 252,332.00	\$ 593,436.00	\$ 545,421.00	\$ (48,015.00)	-8.09	This cost centre captures various categories of turnover costs such as painting, cleaning (CCOC & external contractors), general turnover repairs (CCOC & external contractors), turnover supplies, locks and tub refinishing. The budget figure is based on average costs over a 3-year period. The favourable variance is primarily the result of a decrease in the number of anticipated turnovers (based on 5 year average) and per unit cost estimates.
590.100, 590.150, 867.100, 867.200, 867.300, 867.400, 867.500, 867.600, 867.700, 867.800, 867.900	Redec - Redecoration Costs	\$ 10,421.00	\$ 85,000.00	\$ 89,000.00	\$ 4,000.00	4.71	Redecoration Costs captures both operating and capital costs related to our redecoration program. Unfavourable variance reflects average # of units over a 3-year period and per unit costs associated with these cost centres.
		<b>\$ 1,535,172.00</b>	<b>\$ 3,281,633.00</b>	<b>\$ 3,190,442.00</b>	<b>\$ (91,191.00)</b>	<b>-2.78</b>	

## **Development Committee**

### **Meeting Minutes**

Tuesday, September 11<sup>th</sup>, 2018, 7:00 PM  
415 Gilmour Street, CCOC Meeting Room, 2<sup>nd</sup> Floor

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**Invited:** Alison Kar (Chair), Abra Adamo, Richie Allen, Sarah Button, Natalie Duchesne, John Kingsley, Rod Manchee, Penny McCann (CCOC Board Member), Wolf Mohaupt, Jesse Steinberg, Brent Walden, Mark Sider (Staff), Paige Waldock (Staff/Minute Taker), Jana Bawaba (Staff)

**Guests:** Elliot Sherman, Helena Brown

**Regrets:** Stephanie Bohdanow, Reid Shepherd, David McCallum, Graeme Hussey (Staff), Jeff Nadeau, Emily Newcombe, Mary Huang (Guest)

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1. **Call to Order:** (7:01)
2. **Approval of Agenda** (m/s/c Sarah/Rod)
3. **Approval of Minutes** – **Attached** (m/s/c Abra/Natalie)
  - An edit was made to the July 2018 meeting minutes to reflect the concerns of the committee. The minutes included the acronym SWOT, which stands for Strengths, Weaknesses, Opportunities, and Threats.
4. **Business Arising:**
  - a) Arlington Update by Mark Sider, Senior Project Manager at Cahdco – **Attached**
    - Mark updated the development committee on the progress being made at Arlington. The building is sealed and an additional layer of insulation is being applied to meet passive house standards.
    - A tour of Arlington took place on the afternoon of September 11<sup>th</sup> for Architecture Week.
    - The project is still expected to be ready for occupancy in December.
    - Occupants of the original site were not given first rights to the new units because they were given choices at other buildings that were suitable for them.
    - Rod pointed out that Arlington is the first CCOC redevelopment of its own footprint and emphasised that an extensive post-mortem should be done to reflect on any lessons learned.
  - b) Development Strategy
    - Mark presented the work plan, and updated the committee on the progress made. Through August, Paige and Kiefer worked on site assessment, identification, and acquisition, and studied the LeBreton site.
    - There are pro formas for 5 of the sites being studied, including the LeBreton site, to help prepare CCOC for the potential opportunity at LeBreton. One additional generic



pro forma will be able to be adapted once details at other sites are known.

- Mark presented the draft Design Guidelines drawn from previous developments' lessons learned, which will provide guidelines for future developments. Three major sections are examined: design, property management model, and financing models.
- For the draft Design Guidelines, Cahdco is currently working from its past experiences and consolidating past documents, and at this point is not working with any consultants.
- Richie suggested that CCOC's mission statement be part of the design guidelines as part of the "general" guidelines.
- Draft Design Guidelines, Part 1: Design – some decisions can be given consistent guidelines, such as finishes, garden spaces, and HVAC (Heating, Ventilation, and Air Conditioning) systems.
- Draft Design Guidelines, Part 2: Property Management Model – Mark presented the operational expenses for Arlington to help CCOC identify areas of improvement using current, actual information.
- Draft Design Guidelines, Part 3: Financing Models – this is to help identify CCOC equity, partner equity, government grants, and sources of financing, all of which are required for a successful project.
- Rod suggested keeping different forms of CCOC internal financing (such as equity and cash flow) separate as concepts in order to better understand CCOC's resources.
- Rod suggested that the word "building(s)" be changed to "property (properties)" in the "Project Overview" section of the Redevelopment Project Charter.
- **Staff will edit the Charter based on this recommendation.**
- The development strategy includes the return of a list of potential CCOC redevelopment sites. 5 potential sites are currently identified that would become part of the pipeline over the coming years, and will be discussed in further detail as the development strategy is fleshed out.

c) Ottawa Next Beyond 2036

- Paige reminded the committee that Graeme brought up Ottawa Next Beyond 2036 at the last meeting, which is a document created for the City of Ottawa and intended to inform the new City of Ottawa Official Plan, among other plans.
- The Development Committee is looking into advocacy efforts that can be taken to promote affordable housing developments in Ottawa, and discussed having an active role in advocating for affordable housing for this particular document.
- Rod expressed concerns that the concepts discussed in the document are too general and abstract and may not see affordable housing as a priority.
- Sarah suggested taking part in the Official Plan review as opposed to this document, but the review process may be pushed back as long as next year.
- Richie suggested advocating a definition of "affordability".
- Abra suggested that the committee suggest linking the planning department with the affordable housing department.
- Sarah suggested asking for the methodology of the studies completed for the



Ottawa Next Beyond 2036 document.

- Mark pointed out that staff does not have the capacity to pursue all the suggested advocacy efforts, and Abra suggested that the Policy Research and Action Committee could help.

**5. Report of Board, Committees, Community Associations**

- a) Committee Summaries – **Attached**

**6. Report from Cahdco -**

- a) Background: Cahdco is providing development consulting for Anglican Diocese (Julian of Norwich & Christ Church Bells Corners) Carefor (Carling & Richmond), Convivium CoHousing, Cornerstone, Ellwood House (St. Thomas + Anglican Diocese), King's Daughters and Sons, Multifaith Housing Initiative (Longfields & Veteran's House), Ottawa Salus, PAL Ottawa, Somerset West Community Health Centre, Sandy Hill Coop, Zibi Project, and Youth Services Bureau.

– **Report to be distributed**

- **Move In Camera** (m/s/c Sarah, Rod)
- **Move Out of Camera** (m/s/c Rod, Sarah)

**7. Items to Highlight for the Board**

- Suggestions to further advocacy efforts that can be taken to promote affordable housing developments in Ottawa, including asking for the methodology for the studies completed for Ottawa Next Beyond 2036, and looking into other ways to advocate, such as taking part in the Official Plan review.
- Clarification about Cahdco's ongoing involvement with the Zibi project was requested in order to confirm that ongoing work is not on the Zibi location. The Development Committee requests information back on how issues regarding this project are being or have been resolved.

**8. Agenda Items or Decisions for Next/Future Meetings**

Background: these are items suggested by committee members. Please suggest!

- There were no new agenda items or decisions suggested for future meetings.

**Adjournment:** (8:45)

(Sarah)

**Next Meeting: 7:00 p.m. Tuesday, October 9<sup>th</sup>, 2018 (TBC)**

## Arlington Redevelopment 16-unit affordable rental housing project

**Date:** September 5, 2018

**To (Attention):** CCOC Management, Development Committee and Board

**From:** Kiefer Maracle, Junior Project Manager, Development Department

**RE:** **Monthly Project Report**

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**Sources and Uses Summary:**

- CMHC for the \$3.968M loan
  - S 37 grant from the City of \$500,000
  - CMHC seed grant of \$23,000
  - CCOC equity contribution is \$600,000
- Total project cost is \$5,090,999\*** or \$318,131 per unit  
*\*not including CCOC \$1.2M land or City waived fees*

**Budget Monitoring:** See attached hard and soft cost summary documents.

Arlington Residences	Amount	Percentage (+/-)	Notes
September Baseline Budget	\$5,090,999	-	16 units @ \$318,131 each
Project Budget in Financing Agreement	\$5,090,999	-	
Cost-to-Date – Hard (excl HST)	~ \$2,339,442	60.88%	\$3,594,055 CCDC, plus changes
Cost-to-Date – Soft (excl HST)	~ \$602,439	82 %	\$735,417 + HST awarded to date
Forecast to Complete – Hard	~ \$1,503,010	39.12%	\$3,949,952 budget
Forecast to Complete – Soft	~ \$132,978	18%	\$1,141,048 budget
Estimated Cost at Completion	\$5,090,999	-	
Variance to Original Budget	\$0	0 %	
Contingency Remaining - Hard	\$388.01	0.15 % left	\$258,408 budget ( <i>incl. in budget above</i> )
Contingency Remaining - Soft	\$15,162	30.99 % left	\$48,932 budget ( <i>incl. in budget above</i> )

**Cashflow:**

- City of Ottawa S37 last payment of \$50k after site plan approval Q4 2018
- Reduced Property Taxes: Currently under MPAC assessment.
- CCOC successfully accessed the sixth loan draw on September 4<sup>th</sup> 2018.

### **Change Orders and Contingency:**

- Hard cost contingency use is approximately \$258,020 to date of a budgeted \$258,408. *See attached contingency use log.*
- CCOC has received a number of CI's that would exceed the hard cost contingency if approved. CCOC is actively working to mitigate or manage these costs. CCOC is working with the cost monitor to identify areas in the budget that may produce savings.

### **Schedule Update:**

December 1, 2018: First tenant moves in. Delays due to unforeseen soil conditions and winter conditions.

**Neighbour Communications:** As a public safety precaution the City had to remove the second of their two mature Linden trees due to cracking following a wind storm. Following backfilling activities the Flora property to the east has now regained full access to their parking lot. CCOC and Taplen are continuing to monitor the neighbouring property for signs of subsidence. Taplen has reported no evidence of change in the property.

**Occupancy and Rent-up:** Board, PMC and Development Committee members will be given the opportunity to tour the new homes prior to rent-up. We will select a date where units are completed and no safety gear is required. Rentals and Development will work together to initiate a rent-up checklist with actions to begin in August. Rent-up activities have commenced and appliances are being ordered. CCOC has received the specifications for their proposed appliances and hot water tanks.

**Project Scope:** The new building is proposed to be a 3-story, plus basement, 16-unit mixed-income rental property. The unit mix is eight 2-bedrooms and eight 3-bedroom units. There are 12 units to replace original units at Arlington and 4 units to replace the Eccles units. Although there is no net increase in units, there is an increase in the number of bedrooms by 12. The sustainability objective is to design and build a Passive House. Laundry hook-ups are provided in-suite; there is no interior common amenity space. There are 5 parking stalls + 16 bike stalls in the rear yard.

- 4 basement (3' below grade) units, which are through-units (all on 1 floor)
- 4 units on L1 (6' above grade), which are also through-units
- 8 back-to-back stacked townhouses on L2 and L3

A decentralized mechanical system has been selected. Each unit will have its' own Domestic Hot Water (DHW), Heat Recovery Ventilation (HRV) unit and Air Conditioning (A/C), with tenants having full control of their indoor comfort, paying their own Hydro and DHW rental. Provision for A/C is required by both the Traffic Noise Study (City Planning requirement) and by Passive House energy model. Hydro Ottawa requirement for step-down transformer adds exterior shed to building at rear. There is no gas service on site.

**AGENDA FOR THE MEMBERSHIP & COMMUNICATIONS COMMITTEE  
MEETING OF TUESDAY, September 4, 2018**

**Present:** AnaLori Smith (chair), Andrew McNeill, Ray Sullivan (staff), Doris Zastre, Lee Pepper, Adella Khan (staff – recorder), Natalia Snajdr (staff), Bobbi Sturby (3), Linda Morrison (3).

**Regrets:** Elizabeth Kim.

*\*email Bobbi the NYT tomato jam recipe & a calendar/corporate structure piece*

AnaLori welcomed Bobbi and Linda as new committee members!

1. The meeting was called to order at 7:08 p.m.
2. The agenda was adopted as presented (M/S/C, Doris Zastre / Lee Pepper).
3. The committee adopted the minutes of the meeting of Tuesday, August 7, 2018 (M/S/C, Linda Morrison / Bobbi Sturby).

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

**a) M&C's future mandate**

Ray began the discussion with an overview of the last meeting's conversation and reviewed a document summarizing department roles and responsibilities that staff provided to committee members a week ahead of the meeting.

Ray points out that while we are discussing potentially creating a new position within the department, that choice will be dependent upon budgeting decisions that will be made at the end of October. Instead, the committee should be looking more at the purpose, focus, and capacity of the department and committee.

Ray walked through the current high-level job descriptions for the M&C Director, Communications Officer, and the Sustainability Facilitator. Ray also went over areas of responsibility for a potential new position the committee discussed in August: Community Engagement Facilitator. The primary responsibilities would be; tenant and volunteer engagement, focusing on issues we've discussed like diversity, tenant engagement, volunteer retention, tenant advocacy, and capacity building. This should feed into the volunteer strategy M&C created some time ago that hasn't been fully resourced.

Although the Board won't be able to make a decision on creating additional staff until October, Ray cannot hold off on hiring a director for the department until then. This means that we need to hire a director where any of the options presented to the committee will be viable.

There are a few key questions that need to be answered:

1. *Does the Communications Officer stay in the department or move to Corporate Services?*

The recommendation from the directors is that we move the Communications Officer to Corporate Services. Both to make the position a clearer resource to all departments but to also what remains of M&C to focus more on advocacy and engagement. The committee asked Adella for her input as to what she thinks would work. Adella suggested that either structure could work but that keeping the advocacy aspect of communications should stay strong.

Andrew wonders if Corporate Services has the capacity to take on the Communications Officer, which Ray clarifies it does. Andrew also points out that communications is one of the biggest tools of the advocacy and organizational aspect of work and disconnecting them could weaken that work as a whole. Ray suggests that the organization outside of M&C communicates with tenants directly plenty and that it would be important to ensure the Communications Officer isn't existing in a silo. He also points out that advocacy is a role of the Executive Director and other directors as well. Ray argues that everyone should be engaged with the advocacy aspects of CCOC's work. This is all through the lens of getting all of the staff more engaged and working outside of silos.

Andrew says if we're moving the Communications Officer, do we even need a department? Should we just hire an Officer position and move the Sustainability Facilitator and beef up Corporate Services? Ray said that it's important for CCOC's values and principles that we have someone working on tenant engagement and advocacy at the director's table. Moving the Communications Officer would allow the director to focus more on those other parts of the mandate.

Lee says as someone who works in Communications, digital communications are linked to community building and engagement tightly and thinks separating them would be difficult.

Andrew says there's a solid case for both but from an HR perspective, moving the Communications Officer to Corporate Services would work because there is capacity there and it would create more capacity in M&C, or whatever iteration of it exists. Andrew also points out that since Corporate Services is connected to Personnel committee, communications will not go directly to any committee.

Andrew wonders if we should keep the Communications Officer within the department but play down the communications aspect of the M&C Director so they would have the capacity to focus on the Engagement Facilitator.

**Recommendation:** Bobbi moves to recommend to the Personnel Committee moving the Communications Officer to Corporate Services. Doris seconded the motion. Those in favour: Linda, Doris, Bobbi, Lee, AnaLori. Andrew abstained because he sees merits on both sides. Carried!

2. *What is the new department name?*

Andrew likes the idea of Community Engagement but wants to include the word "tenant"—perhaps Tenant and Community Engagement. Bobbi agrees that this could help draw in more tenants.

**Recommendation:** Andrew moves to recommend the name change to the board, seconded by Lee. Those in favour: Bobbi, Andrew, Lee, AnaLori. Opposed: Linda. Abstained: Doris because she doesn't like it but doesn't have another idea. Andrew pointed out that the name can be changed in the future!

3. *What is the recommended departmental structure to fulfill M&C's mandate moving forward?*

**Recommendation:** Lee recommends that if the communications officer moves to Corporate



Services that it reduces the scope of work the TCE director would oversee and we should thus hold off on creating a community engagement facilitator until we see what the capacity of the newly arranged configuration is. (M/S/C – Lee Pepper, Linda Morrison; all in favour).

4. *How does the committee mandate evolve in response to these changes (if any)?*

One of the options is merging the mandates of this committee and PRAC and expanding the mandate to focus on advocacy, partnerships and engagement. Lee suggests that this follows quite naturally. Andrew says we would need something to make it clear that the tenant and community engagement side needs to be the focus so perhaps we should see PRAC as a sub-committee to ensure they stay connected but that the engagement piece doesn't get lost. Lee agrees as this committee is the most accessible committee and easy to get involved with because it's the least technical. This makes Lee concerned that a heavy policy focus could make this committee too high level and intimidating.

**Recommendation:** Andrew resolves that this committee consider revising its terms of reference to encompass policy and advocacy work, recognizing that detailed research work should be done through subcommittees and that the function of Tenant and Community Engagement is to ensure that research work is expressed in accessible language that can easily be communicated. Seconded by Lee. All in favour!

## 5. New business

### a) Healthy Transportation Coalition petition

There's a petition for all to sign!

## 6. Standing items

### a) Board & committees report

Lee says the most heated discussion was about whether to donate to the HeronGate Tenant Coalition. They had written a letter asking for CCOC to donate/support the coalition publicly. There was much discussion but the Board voted to publicly donate \$2,500 to the HeronGate Tenant Coalition.

### b) Department report (Adella)

Things are chugging along well. We have secured all of the speakers for the annual property tour and are starting promotion in earnest. Please RSVP and let us know if you want to volunteer. Adella signed a contract with an artist and we are going full steam ahead with our plan for the calendar. Adella is beginning the process for Arlington rent up and is working on a "Living in a Passive House" guide with the development and rental teams. The history book appears to be back on track: Chris has provided another chapter and is working on the last chapter; Cartouche media has supplied us with an audio treatment of the first video to provide feedback to help shape this and every other video.

c) **October NewsNotes** – walking tour wrap, celebrate Halloween in your building, tips for getting ready for winter, Thanksgiving closure, preserving workshop, committee volunteer recruitment, municipal election, committee meeting schedule.



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**d) Items for board discussion**

All the motions to recommend to the board!

**7. Announcements**

**a) Quoi de Neuf?**

Doris points out that we all need to make sure we follow the municipal election and vote in what we want!

**b) 2018 Meeting Schedule:** First Tuesday of each month at 7:00 pm unless noted.

October 2, November 6, December 4

Next meeting: October 2

The meeting was adjourned at 9:25 p.m. (M/C, Lee Pepper)

**FACILITIES MANAGEMENT COMMITTEE**

**Agenda**

**Thursday, September 13<sup>th</sup> 2018**

**415 GILMOUR STREET**

**Facilities Management Committee:** James Clark\* (chair), Tom Vandermeulen, Michael Lambert, Addie Crawford, David McCallum, Hieu Nguyen, Doug Campbell

**Visitor:** Nick Dodd (1<sup>st</sup> Meeting), Michael Holmes (2<sup>nd</sup> meeting), Mary Huang (2<sup>nd</sup> meeting)

**Regrets:** None

**Finance Committee:** Josh Bueckert (Treasurer/Chair), Rod Manchee, James Clark\*, Court Miller

**Regrets:** Kris Gordon, Linda Camilleri

**Staff:** Kat LeBlanc(recorder), Anne Marie Mason, Arianne Charlebois, Lorraine Salvo, Amanda Tompkins

\* Joint Committee Members

**1. Call to Order – 7:08**

**2. Adoption of the Agenda**

a. Items to be added/deleted: None

b. Adoption :

(T. Vandermeulen, M. Lambert)

**3. Declaration of Conflict of Interest: None**

**4. Review of the Minutes**

a. Adoption: July Minutes

(T. Vandermeulen, M. Lambert)

b. Business arising:

- i. Beaver Barracks Corix Project – Members asked about the Corix project at Beaver Barracks and Anne Marie updated the members. Anne Marie had a site visit with Corix today. The project should begin in about one month. Scope of work is to make alterations to the geothermal system to reduce the electrical demand on the system.

**5. Staff Reports**

a. Director's Report:

- i. Staffing: Kim has left her position as Maintenance officer to pursue work managing a co-op and Tessa has started a new position as Human Resources Admin. Kat was hired as the new maintenance officer. David's last day is September 21<sup>st</sup>. Anne Marie asked if any committee members are interested in taking part in the interviews. Anne Marie asked members to email her if interested. Exit interviews are being conducted with the staff. Anne Marie also informed members that Jim is retiring at the end of Decembers. Members asked if we should be hiring someone else (contractor/staff) or if we should train one of our current staff to take over Jim's role. Staff are investigating the cost/benefit for different scenarios.
- ii. IT/ Yardi- The focus of Yardi as of late has been regarding finance and rentals but things are moving along.
- iii. Office Renovations: Phase one of the office renovations should be completed in the next 7 weeks. The remaining structural work in the garage will take 4 weeks to complete while the remaining work on the second floor will take 3 weeks.
- iv. Lebreton Flats Heating Plant- Tompkins will be disconnecting from the heating plant in mid October. CCOC will be taking over the heating plant following this.

CCOC will be working with CMHC to decommission the plant once 170 Booth and 33 Rochester are being heated by boilers on site. Members asked about the land the plant is on and if it will be coming to CCOC following the decommissioning. Ray is in conversations with CMHC on this subject.

- i. Corix: Anne Marie updated the members at the beginning of the meeting regarding the project at Beaver Barracks.
  - ii. Budget: The budget will be covered with finance in the joint portion of our committee tonight.
  - iii. AODA: On hold for now and will be looked at in the fall.
- Capital Projects Report: Reviewed. Members had questions about the lines documenting unscheduled projects. Anne Marie explained that these projects are legacy items that have been “band-aided” in the past and we have started to find permanent solution for these projects. Anne Marie also suggested taking the members on a tour of Arlington in the evening sometime soon.
  - Sean’s update on N5’s: Reviewed.

#### **6. Report from the Board & Committees:**

- Committee Summaries: Reviewed

#### **7. September Activities:**

- July Expense Variance Report: Reviewed. Anne Marie noted that we have passed the half way mark of the calendar year. Anne Marie also reminded the members that this is the 7th month of using Yardi and that we are acquiring more real numbers as the months pass. As for the budget for 2019, Anne Marie told the members that we only had 7 months of data to use and to keep this in mind. The historical data is being considered from Spectra (our former IT software). A member suggested not using decimal points in the future for variance report.
- June-July Chargeback Report: Reviewed. Members noted that our chargebacks are higher than they were last year. Anne Marie noted that this was due to extreme damage to units on turnover.
- Q2 report on Chargebacks: Reviewed.

#### **8. Finance/ 2019 Maintenance Budget Review**

- Anne Marie presented the draft maintenance budget. There’s an overall positive variance of \$91,191 for maintenance repairs (excluding custodians and indirect maintenance admin charge-out). The budget is down largely because our averaging improved this year. We used 3 year averaging for most line items and found lower averages than expected. In past years we didn’t look at averages for several line items. In addition, Yardi has allowed us to increase efficiencies. We’re also making a concerted effort to make use of summer students rather than contractors where possible, for example with building cleaning coverage.

The budget for redecorating requests was historically made up of any positive variance in the turnover budget. This left a lot of uncertainty, so this year for the first time we’ve created a separate line item for these costs.

James commented on the large variances in most categories. This is because our budget last year involved a lot of guess work due to our switch to a new chart of accounts. One of the biggest changes in the new chart of accounts was the split between common area, in-suite, and turnover costs. This year, we have 2018 data to get a clearer picture of actual costs in each new category.

Josh asked why the 2019 budget has decreased by 2.78% from the 2018 budget when costs typically increase year over year. Amanda explained that our averaging improved this year, so we were able to budget more accurately. The turnover budget also decreased significantly due to a decrease in average turnovers in recent years.

David noted that since so many repairs are done internally, our budget is based on our current field staff's skillset. He noted that if certain staff left the organization, our costs could skyrocket as we increase dependency on contractors. Anne Marie noted that we encourage our staff to have a general knowledge base rather than specialize, although a few field staff are more specialized.

The committee thanked all of the staff involved in creating the maintenance budget for their hard work.

- A motion was passed by the Facilities Management committee to move that we accept this budget as presented to recommend to finance for the 2019 budget.

(D. McCallum, D.Campbell)

All members were in favour

#### **9. For Board attention:**

#### **10. Other Business:**

- Appeals (1):
  - The tenant is appealing a charge of \$300.00 for painting in their unit after moving out. The tenant believes they should only pay \$100.00 because they live in a bachelor apartment and the painting agreement states \$100.00 per room. Maintenance supervisor, Jack explained that because the tenant had only lived with us for less than a year and that the cost of repainting the apartment was over \$600.00, the tenant should be responsible to pay \$300.00. Members felt that the tenant should pay the full cost of the invoice however agreed that paying \$300.00 is a reasonable amount to pay.
- Review of Motions: None

**Vote:**7-0. Appeal denied

**9. Adjournment:** 8:05 P.M.

(H. Nguyen)

**Joint Meeting Adjournment:** 8:37 P.M.

(H. Nguyen)

# Facilities Management Committee

## DIRECTORS REPORT:

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- Safety
  - o No safety incidents to report – Staff Safety
  
- Staffing
  - o Tessa (Maintenance Officer) has moved to a new position within CCOC as our Human Resource Administrator.
  - o David Boushey (Maintenance Supervisor) has resigned effective Sept. 21
  - o Kim Lefebvre (Maintenance Officer) has resigned effective Sept. 12
  - o Kat Leblanc was the successful candidate for Pest Control Coordinator. She subsequently applied for Maintenance Officer (Tessa's role) and was successful. We were able to keep Dayna in the Pest Control position for at least the next 6 months.
  - o Right now we have competitions open for Maintenance Officer (Kim's job) and Maintenance Manager (David's job). The role of Maintenance Supervisor has been renamed to Maintenance Manager.
  - o We interviewed last week to fill a vacant General Maintenance Worker. We have a candidate that did very well on the interview and we are awaiting his References to check in.
  
- IT Change
  - o Yardi is working well for Maintenance function but we are constantly looking for more efficiencies and effective processes. Rentals and Finance are working out kinks with their set-up so Maintenance has taken a bit of a back seat.
  
- Office Renovations
  - o Further delays due to structural issues and subcontractor. Restart with new subcontractor starts September 12<sup>th</sup>. New anticipated move in date is Nov. 1. 2018
  
- Lebreton Flats Heating Plant
  - o Tomkins Co-op are due to disconnect from the Plant mid-October. Tender documents will be going out in the next week for the work required to get 170 Booth and 33 Rochester off the plant system and new boilers installed in the buildings. CMHC has been informed and are starting the task of bringing in their own contractor to come in and decommission the plant after we are self sufficient.
  
- Corix Plant at Beaver Barracks
  - o Corix and CCOC have a Letter of Understanding signed off to begin work within the Corix Room and adjacent CCOC pumps to find efficiencies in power consumption.

- CCOC is working with GeoEnergie to do design work and Tender Documents for a separate chiller which could possibly go on the roof of 111 Catherine to allow us to cast off excess heat in the geothermal field during the cooling season.
- Budget Time
  - Our meeting this month is a joint meeting with Finance Committee. A presentation of the 2019 Budget will take place and documents distributed.
- AODA Process
  - We are seeking to formalize the process of receiving AODA requests from Tenants. To date, any request has been received as a “one off” and we respond accordingly. We will work with M&C to develop a better communication plan and process so no requests are able to fall through the cracks. Once we have more stability with office staff and training we will move this up the priority list.
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September 10, 2018

**Centretown Citizens Ottawa Corporation**

415 Gilmour Street, Suite 200, Ottawa, ON

Attention: Raymond Sullivan – Executive Director

**Tompkins Housing Co-operative**

10 Preston Street, Ottawa, ON

Attention: Laura Guillemette, President

**Lebreton Flats Non-Profit Community Heating**

31 Rochester Street

Ottawa, Ontario

K1R 7L3

Attention: Raymond Sullivan – Executive Director

Dear Sirs/Mesdames:

**Re: Hot Water District Heating Plant System (the “System”)**

We are writing further to recent discussions about the System and the use of the System by Centretown Citizens Ottawa Corporation (“CCOC”) and Tompkins Housing Cooperative (“Tompkins”). We understand that Tompkins wishes to disconnect from the System in the near future and that CCOC will also likely wish to disconnect from the System in the longer term. The System is currently operated and managed by Lebreton Flats Non-Profit Community Heating (the “Operator”) pursuant to a management agreement between the Operator and Canada Mortgage and Housing Corporation (“CMHC”) dated February 2, 2002 (the “Agreement”).



The Operator was incorporated by Tompkins and CCOC to operate and manage the System. We also understand that concurrently with the disconnection from the System by Tompkins, CCOC will take over management of the System.

CMHC wishes to accommodate the disconnection from the System by Tompkins in the near future and the assumption of responsibility for operating and management of the System by CCOC and eventual disconnection by CCOC from the System. To this end, CMHC is in the process of hiring a project manager to act on CMHC's behalf with respect to the foregoing activities. As part of its mandate, CMHC's project manager will review the disconnection plans by both Tompkins and CCOC to ensure that in each case the disconnection is completed following best practices to ensure no damage to the System.

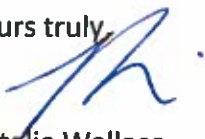
CMHC also wishes to remind Tompkins and CCOC of the requirements in the Agreement regarding transition at the end of the Agreement (Section 16). While we understand that CCOC does not have immediate plans to disconnect, CCOC does intend to disconnect eventually. For the time being we understand that CCOC is okay assuming the obligations under the Agreement in place of the Operator. Although the Agreement is not technically being terminated we recommend that CCOC and Tompkins work together now to ensure that when the Agreement needs to be terminated in the future, CCOC has what it needs to comply with the Agreement including the transition requirements in Section 16.

Please confirm whether CCOC will continue to operate the System through the Operator or whether CCOC wishes to contract directly with CMHC for the operation and management of the System. If the latter then CMHC would propose that CCOC take an assignment of the Agreement from the Operator.

CMHC would also like to confirm that other than Tompkins and CCOC, no other entities are connected to and receiving heating from the System. Please confirm that this is the case.

We look forward to working closely with you to ensure a smooth transition for both Tompkins and CCOC off of the System.

Yours truly,



Natalie Wallace

Specialist, Insurance Servicing (Ontario and Western Canada)

**REPORT FROM THE RENTAL COMMITTEE  
September 18, 2018**

**Motions:**

**Item 4.a.)** The Rental Committee recommends that: **“the revised Guest Policy be approved as amended.”**

**M/S/C Kar/Yordy/unanimous**

**Item 4.b.)** The Rental Committee recommends that: **“the revised Guest Parking Policy be approved as amended.”**

**M/S/C Kar/Boyer/unanimous**

---

**PRESENT:** Kerry Beckett (chair), Alison Kar, Christopher Yordy, Michelle Boyer

**STAFF:** Debbie Barton, Allison Hockin (staff/recorder)

**REGRETS:** Adriane Dijis, Cynara Desbarats, Cedric Marin, Sulaina Bonabana, Carolyn McGuire, Daniel Boyer, Toby Brooks, Vera Theokritoff

**1. The agenda was accepted.**

**2. Adoption of the minutes:** The August minutes were adopted M/S/C Kar/Yordy

**3. Review of The Agency Report on 240 Presland:** Debbie reviewed the Agency report with the committee, which includes some excellent data about 240 Presland. Debbie highlighted that we nearly halved our vacancy loss between 2016 and 2017, but in comparison to other co-ops, our vacancy loss is still much higher. We also showed substantial improvement in bad debt write-offs in the last year. Debbie explained that most of the other co-ops we are being compared to are standalone co-ops that only operate one building, which makes the comparison with 240 Presland difficult. Overall, the revenue and expense percentages for 240 Presland are similar to the breakdown of CCOC’s numbers, with some slight variations.

**4. Policy Review:**

**a) Guest Policy:** Debbie provided a quick overview of the policy and recommended the change of RGI to subsidized throughout the policy. A reference to Rental Manager was updated to Rental Director.

The committee recommended: **“the revised Guest Policy be approved as amended.”**

**M/S/C Kar/Yordy/unanimous**

**b) Guest Parking Policy:** The policy was updated to reflect that in practice we provide tenants with guest parking passes for 4 days and 3 nights.

The committee recommended: **“the revised Guest Parking Policy be approved as amended.”**

**M/S/C Kar/Boyer/unanimous**

**c) Personal Support Worker Parking Pass Policy:** The committee reaffirmed the policy with no changes.

**5. Rental Department Reports:** Refer to notes provided in the reports a) to c)

**a) Vacancies and Turnovers:**

**b) Legal Tracking Report:**

**c) Report of Yardi Activities:**

**d) Accounts receivable stats:**

**e) Bad Debt Write-offs:** The Rental and Finance Departments are working on a report to look at what percentage of our revenues are represented by bad debts. The bad debts include both current and former tenants, as well as tenants with ongoing payment schedules. Arrears come from both back rent or unpaid

rent and maintenance chargebacks. Lisa added a column to her working sheet to show the amount of money recovered for bad debts every month.

- 6. Board & Committee Reports:** A condensed snapshot from all of the committee's work will be provided for committee members to review with the minutes (it was not updated in time for the meeting).

Alison asked how the rent-up schedule was looking for Arlington. Debbie said there have been some delays and we are looking at rent-up for January 15, 2019 or February 1, 2019 (revised since the meeting), at the latest. Fingers crossed!

- 7. Other Items:** Reminder about the CCOC walking tour on Saturday, September 22, 2018!

Chris was approached by some neighbours at Percy School about the idea of having a beehive at their property. The concern right now is the proximity of bees to the children playing on the deck. Kerry recommended that Chris connect with Natalia around this idea and Allison provided Chris with Natalia's contact information.

- 8. Board Focus Rental Committee items to be identified:** Chris will report back about the policy updates.

**Adjournment:** The meeting adjourned at 8:27 p.m.

**Next Meeting: October 16<sup>th</sup> @ 7pm @ BB Meeting Room - 464 Metcalfe Street (?)**  
**We will confirm location ahead of time!**

## RENTAL DEPARTMENT REPORT August 2018

### 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>12</b>	<b>10</b>	<b>17</b>	<b>7</b>	<b>28</b>	<b>24</b>	<b>13</b>	<b>15</b>					
Transfers	6	4		1	7	2	1	3					
Registry W/L	1	2	6	3	4	9	2	2					
Referrals	1	2	8	1	12	8	7	7					
Signage/Ads			1										
Insitu MR to RGI	1					1							
Websites/Twitter	3	2	2	2	4	4	1	3					
Former Tenant					1		2						
<b>Unit T.O by month</b>	<b>18</b>	<b>19</b>	<b>12</b>	<b>14</b>	<b>14</b>	<b>18</b>	<b>17</b>	<b>24</b>	<b>19</b>				
<b>Monthly V.C. rate</b>	<b>1.2%</b>	<b>1.0%</b>	<b>1.3%</b>	<b>1.5%</b>	<b>0.8%</b>	<b>0.8%</b>	<b>1.0%</b>	<b>1.3%</b>					

\* **Benchmark 1: monthly units rented should equal number of turnovers**

**August 2018:** # of units rented = 15  
# of turnovers = 24

\* **Benchmark 2: CCOC vacancy rate (1.5%) should be < than Ottawa's vacancy rate (1.7%)**

### 2. Vacancies & Turnovers:

**Turnovers prior to August 31<sup>st</sup>:** **8 empty units**

**September Turnovers:** **19 units** (changed from 15 last month)  
9 not rented

**October Turnovers:** **12 units**  
7 not rented

The current vacancy rate for August is 1.3% with 20 empty units. CCOC has 1573 units in 51 properties. Our vacancy rate is **below the City average vacancy rate of 1.7%** (CMHC, Rental Market Report, Oct. 2017).

### 3. N5's & Evictions: August/September:

**N5's & Evictions:** There continues to be only 4 active N5's with no new N5's served in the past month, however there have been two 2<sup>nd</sup> N5 served.

### 4. Yardi Update on Work Finalized: August/September

- **One to Many Reports: completed** – Parking, Subsidy Waiting List, Tenants Requiring Assistance, Bike Parking, Transfer Waiting List
- **Adhoc report** created to help with monthly rent supplement billing
- **RGI tab purged** for all MR tenants
- **New lease renewal process** used for Jan 2019 renewals (success!)
- **SVT corrected** (vacancy periods added) for all turnovers since January 2018

CCOC RGI UNITS RENTED BY CATEGORY 2018																		
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Totals	% Housed	Prop.	Prop.	HSA	Other
															1-11,62	12 to 23	24-41	
<b>MR &amp; RGI Totals</b>	12	10	17	7	28	24	13	15	0	0	0	0	126					
<b>RGI Units</b>	5	5	6	4	8	10	2	5	0	0	0	0	45	36%				
Special Priority			1	1	2	5	1	1					11	24%		1	6	4
Overhoused	1			1	3			1					6	13%		1	5	
Insitu MR to RGI	1					1							2	4%		1	1	
Homeless		1	2	1	1	1							6	13%		2	1	3
Urgent Safety						1							1	2%		1		
Urgent Medical													0	0%				
Graduates of SH	1		1	1									3	7%			2	1
Chronological		1	1		1	2		1					6	13%			2	4
Modified (W/C)			1				1						2	4%		2		
Transfers	2	3			1			2					8	18%		1	4	3
<b>Totals:</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>4</b>	<b>8</b>	<b>10</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45</b>		<b>0</b>	<b>9</b>	<b>21</b>	<b>15</b>

**Notes:**

Transfers exclude overhoused tenants

Other includes properties 52, 58, 60, 61, 63 to 68 and 71

CCOC MR UNITS RENTED BY CATEGORY 2018																		
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Totals	% Housed	Prop.	Prop.	HSA	Other
															1-11, 62	12 to 23	24-41	
<b>MR &amp; RGI Totals</b>	12	10	17	7	28	24	13	15	0	0	0	0	126					
<b>MR units</b>	7	5	11	3	20	14	11	10	0	0	0	0	81	64%				
CCOC website	2		1	1	2	4		2					12	15%	3	5		4
Other Websites/Twitter	1	2	1	1	2		1	1					9	11%	1	1	5	2
Signage			1										1	1%		1		
Ads													0	0%				
Walk-ins													0	0%				
Tenant Transfers	3	1			3	2	1						10	12%	1	3	3	3
Former Tenants					1		2						3	4%		1	1	1
Referrals	1	2	8	1	12	8	7	7					46	57%	2	20	14	10
<b>Totals:</b>	<b>7</b>	<b>5</b>	<b>11</b>	<b>3</b>	<b>20</b>	<b>14</b>	<b>11</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>81</b>		<b>7</b>	<b>31</b>	<b>23</b>	<b>20</b>

**Notes:**

Market Rent Tenant Transfers include overhoused, underhoused, accessible unit/building and preference.

## Guest Policy for ~~RGI~~Subsidized Households

The *Housing Services Act (HSA)* states that a housing provider shall establish rules for the temporary accommodation of guests in ~~RGI~~subsidized households. **Tenants** are persons who have signed a Lease and enjoy all the rights and responsibilities of tenancy. **Guests** are persons who are visiting the tenant for a limited period of time. **Occupants** are persons who may live in a unit with the permission of CCOC and the original tenant, but are not leaseholders and do not have any right to remain in the unit after the original tenant moves out.

1. Tenants are responsible for the behavior of their guests and occupants.
2. CCOC tenants may have guests for **up to 30 consecutive days** without informing CCOC.
3. If a tenant wishes a guest to stay longer than 30 days, they must request an extension in writing before the 30<sup>th</sup> day and state the length of time the guest would like to stay. The Rental ~~Director~~ Manager will make a decision to extend the stay or not and will confirm in writing the length of stay permitted.
4. At the end of the term, CCOC will follow-up to verify that the guest has left.
5. Repeated use of the guest policy by individual tenants will be closely monitored to prevent abuse.
6. If a tenant has a guest stay in the unit beyond the agreed upon term without CCOC's permission, the tenant's rent subsidy will be withdrawn with a 90 day notice and the tenant will be responsible for paying the full market rent for the unit.
7. Under the *Housing Services Act, 2011* the tenant has the right to request an internal review of the decision to remove the rent subsidy.
8. Should the tenant move out of the unit, the guest must also move out.

**Note: If ~~an~~unsubsidized ~~RGI~~ tenant allows a person to live in the unit without informing CCOC they can lose their subsidy and/or be taken to the Landlord Tenant Board for early termination of their Lease on the basis of "failure to qualify" or "misrepresentation".**

### Background

Provincial regulations require non-profits to have a Guest Policy. The purpose of this policy is to ensure a number of goals are maintained:

- To balance the non-profit's duty to know who is living in the unit with the tenants' right to have guests.
- To ensure all leaseholders are responsible for the actions of their invited guests, as well as any damages or willful acts caused by their guests.
- To ensure subsidies are based on the true household income.
- To prevent "queue jumping" for ~~RGI~~subsidized housing.
- To prevent ineligible persons from moving in.
- To make tenants aware that their guest has no rights to occupy the unit independently of the original household.

Recommended at Rental Committee:	June 2, 2003
Approved by CCOC Board:	June 25, 2003
Revised at Rental Committee:	July 16, 2013
Approved by CCOC:	August 2013
Reviewed at Rental Committee:	September 2018

## **GUEST PARKING POLICY**

CCOC has limited visitor parking at most of its larger buildings. These spaces are intended for short-term parking by guests, usually for 3-4 hour visits to tenants.

1. If guests are parking their vehicle overnight or up to 34 days, the tenant must get a parking pass from the office to be placed in the vehicle's window. The parking pass indicates that the vehicle is authorized to park in visitor parking for a specified period of time.
2. The parking pass does not guarantee access to a visitor space. Access is still on a first come first served basis.
3. Guests who require parking beyond 34 days must contact their Rental Officer to make alternate arrangements for parking, if available.
4. Guests who use parking on a regular basis, either daily or more than two nights per week, must rent a parking space at a non-tenant parking rate.
5. Vehicles which are found to be in violation of this policy may be ticketed and/or towed after receiving one written 24 hour notice.
6. CCOC staff will monitor and enforce this policy.

Amended by Rental Committee: December 18, 2012

Approved by Board of Directors: December 19, 2012

Reviewed by Rental Committee: September 18, 2018

2 August 2018

Centretown Citizen Housing Co-operative  
P. O. Box 2787, Station 'D'  
Ottawa, ON K1P 5W8

Dear Co-operators:

**Subject: Co-op Data Report for Your Co-op**

Now that the Agency has completed its review of your Annual Information Return (AIR), we are pleased to share some of your data with you. The Co-op Data Report looks at

- vacancy loss
- arrears and bad debts
- maintenance spending
- capital-replacement reserve
- energy costs
- water and sewerage charges
- administration spending
- housing charges compared to market.

Your co-op's report may not include all of these items. Our [Q&A](#) will tell you why.

Your report also lets you see how you compare with other co-ops and gives you scope to explore where you can improve.

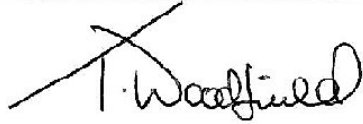
We encourage you to discuss this report with your members. By doing so, you can help them gain a wider understanding of your co-op's challenges and achievements.



**Centretown Citizen Housing Co-operative, 2 August 2018, Page 2**

Please feel free to contact me if you have questions to ask or ideas to share.

Yours sincerely,

A handwritten signature in black ink that reads "T. Woodfield". The signature is written in a cursive style with a large, sweeping initial 'T'.

Tiffany Woodfield  
Relationship Manager

att.

## Centretown Citizen Housing Co-operative Co-op Data Report for the Year Ended 31 December 2017

### What You Need to Know before Reading this Report

This report allows you to look at your co-op's year-over-year performance in important areas and to compare your results with those of other co-ops like yours. The numbers shown come from the data the Agency gathers through co-ops' Annual Information Returns (AIRs). To learn more, we invite you to consult our Q&A on the Co-op Data Report. You can find it on our website at [www.agency.coop](http://www.agency.coop).

The report uses **bar charts** to show year-over-year results for you and your peers.

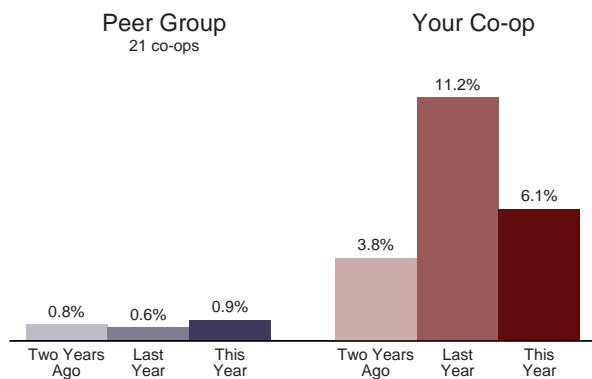
The **line graph** (sample below, right) shows the range of results for the co-ops we have compared you to. The upright bar is the median point. Half your peers were above this and half below. The bullet point shows where your co-op sat.



Visit the Agency's [HomeRun](http://www.agency.coop) website, where you can see more indicators of your co-op's performance, choose your own peer groups to compare yourself with and check out good practices adopted by other co-ops to get better results.

**Please contact Tiffany Woodfield at the Agency with any questions.**

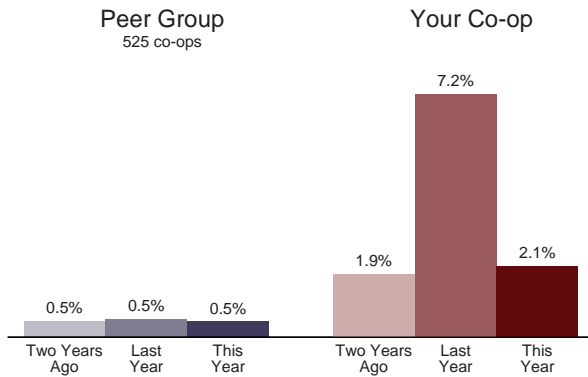
### Vacancy Loss



Rental market vacancy rates vary by community. Over the year, your co-op lost 6.1% of its housing revenue to vacant units. Half the co-ops reporting in your area lost less than 0.9% and half lost more. Out of 21 co-ops in your peer group, 20 lost less to vacancies than you did.

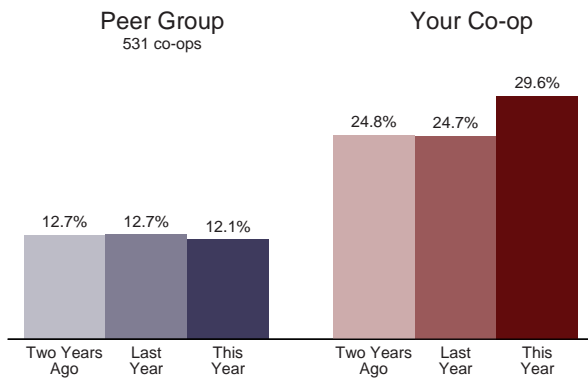
As of October 2017, the average vacancy rate for similar rental housing in your area was 2.0%. The X on the line graph marks this point.

## Housing Charge Arrears and Bad Debts



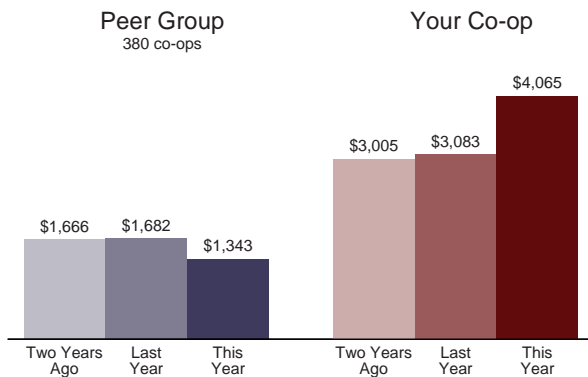
The sum of your year-end arrears and annual bad-debt expense came to 2.1% of the total charged to residents in the year for housing. Half of reporting co-ops lost less than 0.5% and half lost more. The best-managed and governed co-ops have few or no arrears and bad debts. Out of 525 co-ops reporting, 427 lost less to arrears and bad debts than you did.

## Maintenance Spending as a Percentage of Operating Costs



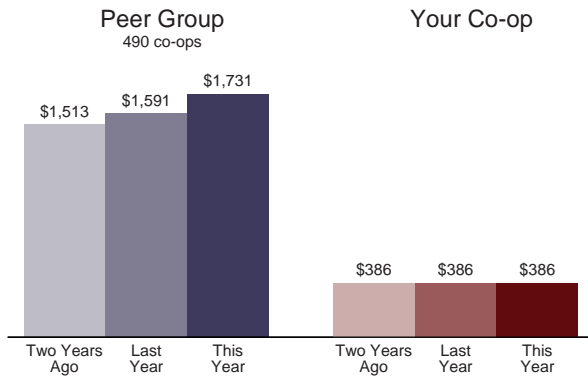
Maintenance made up 29.6% of your operating spending over the year. Half of all reporting co-ops spent less than 12.1% on maintenance and half spent more. Of your 531 peers, 5 spent more than you did.

## Maintenance Spending per Unit



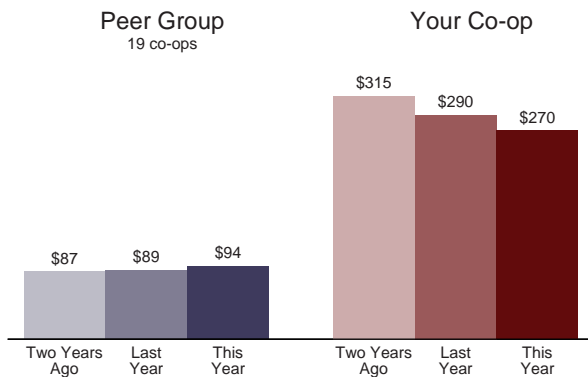
Your co-op spent \$4,065 per unit on maintenance over the year. Half of reporting co-ops without an elevator spent more than \$1,343 per unit and half spent less. Of your 380 peers, 2 spent more on maintenance than you did.

## Capital Replacement Reserve Contributions



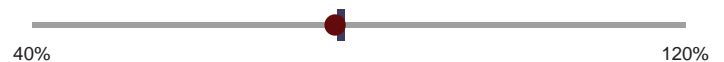
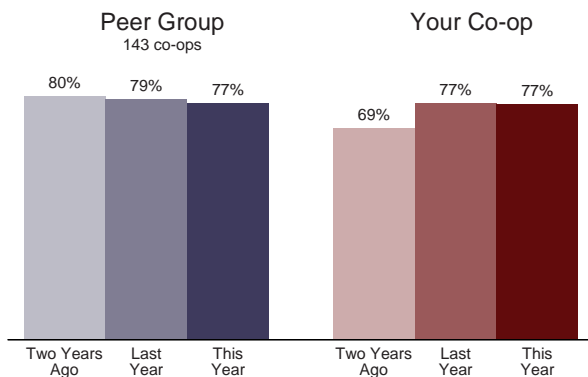
Last year, you added \$386 per unit to your capital replacement reserve from operating revenues. Half of all co-ops that put money in their reserve during the year added more than \$1,731 per unit and half added less. You added less to your reserve than 471 of your 489 peers.

## Energy Costs



Your co-op spent \$270 per unit on energy for heat, light, hot water and power over the year. We compared your co-op with others in Ottawa where the co-op pays for energy for common areas only. Half of the co-ops we compared you to spent more than \$94 per unit on energy and half spent less. Out of 19 co-ops in your peer group, 16 spent less on energy than you did.

## Housing Charges Compared to Market



This graph compares your housing charges to the average rent in your marketplace, weighted by bedroom count. Half of co-ops reporting had charges below 77% of the average market rate for apartments and half had higher charges. If your percentage is below 100, your charges are lower than the average rent in your marketplace.

In the year reported your co-op's housing charges were 77% of the average rent in your marketplace.

Out of 143 co-ops, 73 had higher housing charges, compared to market, than you did.

**August 21, 2018**

Centretown Citizen Housing Co-operative  
240 Presland Road  
Ottawa, ON  
K1K 2B8

Dear Co-operators:

**Subject: Composite Risk Rating and Trend for the Fiscal Year Ended December 31, 2017**

Following our review of your latest Annual Information Return (AIR) and other information, we have assigned your co-operative a Composite Risk Rating of **High (Weakening)**.

We enclose a detailed Risk-Assessment Report setting out our findings. Our assessment drew on your AIR, our most recent inspection of your property and other information, giving us a measure of your financial health. You will find definitions of your composite risk rating and trend in our [Q&A](#) on our risk assessment process and on our [public website](#).

**We have given your co-op a Composite Risk Rating of High**

A rating of **High** means that your co-operative has significant problems or is showing evidence of a risk factor that on its own could put it in serious difficulty. The Agency will monitor the co-op closely and work with you to address your problems. Our review noted the following items which have affected your rating:

- You did not earn enough last year to cover all your current expenses and contribute to your capital replacement reserve
- You have an accumulated operating deficit
- Your vacancy losses are unusually high

Our assessment that your situation is weakening is based on the following:

- Your vacancy loss cost the co-op \$19,704
- Your accumulated deficit is high and is increasing year over year
- You ended the year with an operating deficit for the second year in a row

## Next Steps

Below are some steps that we suggest you take in response to our findings.

### Vacancy Loss

The co-op saw a reduction in its vacancy loss this year, however, when compared to your peer group, 95% of the co-ops lost less.

Vacancy Loss		
2017	2016	2015
\$19,704	\$35,745	\$12,011

The co-op needs to actively work towards eliminating its growing accumulated deficit. Reducing the co-op's high vacancy loss will assist in reducing the accumulated deficit and enable the co-op to adequately contribute to its replacement reserve fund.

I have attached a Marketing Plan template to assist you in creating a marketing strategy and to identify strengths and weaknesses in your current strategy. We encourage you to use this tool in managing your vacancy loss effectively.

### Arrears and Bad Debts

The co-op saw a significant reduction in arrears during the year. Members must continue to be encouraged to pay their housing charges in full and on time.

Arrears / Bad Debt		
2017	2016	2015
\$3,461	\$8,619	\$1,678

As housing charges are your sole source of revenue, and your co-op's cash flow is limited, it is important that you are collecting as much of that potential revenue as possible to keep up with bill payments and to fund additional capital projects. Ensuring that your co-ops by-laws regarding non-payment of housing charges are strictly enforced will go a long way in improving the overall financial health of the co-op.

### Housing Charges

Your 2017 results demonstrated that the co-op is not earning enough to cover its expenses. Centretown should consider a more significant housing charge increase as the current housing charges are significantly below market value.

Housing Charges	Current	Market
1 Bed	\$740	\$869
2 Bed	\$875	\$1018

## **Reporting**

Over the years, the co-op has consistently submitted their Audited Financial Statements and AIR late due to the timeline of the larger organization. It has been confirmed that moving forward the Co-op will begin to submit their AIR and required statements by April 30<sup>th</sup> of each year. Additionally, we have been advised that the CCOC will be conducting a long-term, financial analysis regarding the viability of the Co-op. Kindly keep us informed of the results.

The Agency appreciates that your co-op has faced significant difficulties. We are confident that if we work together consistently the co-op's function will improve. Please feel free to contact me with your questions or concerns.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'T. Woodfield'. The signature is written in a cursive style with a large, sweeping initial 'T'.

Tiffany Woodfield  
Relationship Manager  
Toll-free phone: 1.866.660.3140 ext. 629

Att: (1) Vacancy Loss Marketing and Maintenance Checklist



**RISK-ASSESSMENT REPORT**

**21 August 2018**

**Centretown Citizen Housing Co-operative**

<b>Report for the Year Ended</b>	<b>31 December 2017</b>
----------------------------------	-------------------------

This Risk Assessment Report shares the results of the Agency's latest review of your co-op's financial health. We developed it by studying your Annual Information Return and other information. Risk rating is our way of estimating your ability to meet your financial obligations when they fall due, now and in the foreseeable future. To find out more about our rating system and how we use the results, visit our website at [www.agency.coop](http://www.agency.coop).

Please contact Tiffany Woodfield at the Agency if you have any questions.

**Your Co-op's Composite Risk Rating**

You will find your composite risk rating on page 2 of this report. How is this rating set?

To assess your co-op's financial health we look first at three things:

- ▶ your results to date (your Liquidity Ratio);
- ▶ how well you did in the last reported year (your Net-Income Ratio); and
- ▶ the state of your grounds and buildings (your Physical-Condition Rating).

We also check for danger signs, such as mortgage and property-tax arrears, or clues that could signal wider problems, e.g., board members owing money to the co-op. We describe these ratios and other risk indicators below. After looking at these ratios and risk indicators and other factors like the co-op's housing charges and vacancies, how much you are setting aside for future repairs and the strength of your local housing market, we assign a Composite Risk Rating.

Liquidity Ratio	Your Score	Excellent	Good	Fair	Poor
This ratio looks at your co-op's financial position, measured by how much money you have ready access to. It shows us to what extent you can cover the major bills—your mortgage, property taxes and utilities.	<b>-28.77</b>	above 8	above 5 but less than or equal to 8	above 3 but less than or equal to 5	3 or less
					<b>X</b>

Net-Income Ratio	Your Score	Excellent	Good	Fair	Poor
This ratio shows whether your co-op is earning enough money to pay its mortgage and operating costs and contribute properly to its replacement reserve.	<b>-0.26</b>	above 1.00	above 0.75 but less than or equal to 1.00	above 0.25 but less than or equal to 0.75	0.25 or less
					<b>X</b>
A POOR Net-Income Ratio means that your co-op is either losing money or is just able to pay its bills. Your co-op can add nothing or very little to its replacement reserve.					

Physical-Condition Rating	Your Score	Excellent	Good	Fair	Poor
This rating is updated based on information on hand about the condition of your property, including the site, building exteriors and common areas. Your co-op's appearance, structures and building systems, level of maintenance, and health and safety risks are all considered.	<b>3.16</b>	4.00 - 5	3.00 - 3.99	2.01 - 2.99	1 - 2.00
			<b>X</b>		
A GOOD Physical-Condition Rating means that your co-op is in satisfactory condition. For now, it needs no more than minor repairs or replacements.					

Please see the next page for the rest of your report.





## RISK-ASSESSMENT REPORT

Further Indicators of Risk	
Even one of this last group of indicators can change your risk rating.	
Area of Concern	Explanation
<input checked="" type="checkbox"/> Agency Filings <input type="checkbox"/> Audit Opinion (Qualified) <input type="checkbox"/> Auditor's Management Letter <input type="checkbox"/> Auditor's Opinion (Adverse / Denial) <input type="checkbox"/> Contingent Liabilities or Future Commitments <input type="checkbox"/> Governance (Directors in Arrears) <input type="checkbox"/> Governance (Lack of quorum) <input type="checkbox"/> Insurance <input type="checkbox"/> Loss of Assets <input type="checkbox"/> Mortgage <input type="checkbox"/> Property Condition <input type="checkbox"/> Property Taxes <input type="checkbox"/> Property Insurance	<p>▶ Your co-op's annual filing with the Agency is more than three months overdue.</p>
Your Composite Rating is	High Risk
<p>A rating of High means that your co-operative has serious problems or is showing evidence of a risk factor that on its own could put it in serious difficulty. The Agency will monitor the co-op closely and work with you to address your problems. Our review noted the following, which affected your rating:</p> <ul style="list-style-type: none"> <li>▶ You did not earn enough last year to cover all your current expenses and put something aside in your capital replacement reserve.</li> <li>▶ You have an accumulated operating deficit.</li> <li>▶ Your vacancy losses are unusually high.</li> <li>▶ You have unusually high arrears.</li> <li>▶ Your co op has had management problems, which you are trying to correct.</li> <li>▶ One or more Further Indicators of Risk are present, as described above.</li> </ul>	
Your Risk Trend	
Your co-operative's risk profile now includes an assessment of the way your situation appears to be trending. These results show that your circumstances are Weakening.	
Next Steps	
The letter that came with this report sets out the next steps recommended for your co-op.	

## Marketing Checklist

ITEM or ACTION	Who is responsible? Staff/Board/Other	When?
<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate your member selection processes (see member selection checklist)</li> <li><input type="checkbox"/> Photograph completed vacant unit or staged unit</li> <li><input type="checkbox"/> Know the features and benefits of your Co-op and community</li> <li><input type="checkbox"/> Have a website and keep the content up-to-date</li> <li><input type="checkbox"/> Create a brochure that showcases your Co-op and community</li> <li><input type="checkbox"/> Update your vacancy information on rental housing websites</li> <li><input type="checkbox"/> Evaluate your vacancies, develop strategic incentives when necessary</li> </ul>	<p style="text-align: center;">Staff/Board</p> <p style="text-align: center;">Staff</p> <p style="text-align: center;">Board/Staff/Committee</p> <p style="text-align: center;">Staff</p> <p style="text-align: center;">Staff/Committee</p> <p style="text-align: center;">Staff</p> <p style="text-align: center;">Board/Staff</p>	<p style="text-align: center;">Annual Planning</p> <p style="text-align: center;">Annual Planning</p> <p style="text-align: center;">Annual Planning</p> <p style="text-align: center;">Monthly</p> <p style="text-align: center;">Annual Planning</p> <p style="text-align: center;">Monthly</p> <p style="text-align: center;">Annual Planning</p>

**\*\*\*\*\* NOTICE TO VACATE IS RECEIVED\*\*\*\*\***

ITEM or ACTION	Who is responsible Staff/Board/Other	When?
<ul style="list-style-type: none"> <li><input type="checkbox"/> Update office phone message with details about the vacancy</li> <li><input type="checkbox"/> Advertise the vacancy on a rental website</li> <li><input type="checkbox"/> Drop off brochures at local housing help centres or other strategic locations</li> <li><input type="checkbox"/> Evaluate unit: if the unit can be shown-show it to applicants</li> <li><input type="checkbox"/> Co-ordinate move in/move out logistics</li> </ul>	<p style="text-align: center;">Staff</p> <p style="text-align: center;">Staff</p> <p style="text-align: center;">Committee/Staff</p> <p style="text-align: center;">Staff</p> <p style="text-align: center;">Staff/Committee</p>	<p style="text-align: center;">1-2 days after notice</p> <p style="text-align: center;">1-5 days after notice</p> <p style="text-align: center;">1-5 days after notice</p> <p style="text-align: center;">5-15 days after notice</p> <p style="text-align: center;">30-40 days after notice</p>

**\*\*\*\*\* UNIT BECOMES VACANT \*\*\*\*\***

ITEM or ACTION	Who is responsible Staff/Board/Other	When?
<ul style="list-style-type: none"> <li><input type="checkbox"/> Continue to show unit to interested applicants</li> <li><input type="checkbox"/> Hold an open house and give out applications</li> <li><input type="checkbox"/> Confirm logistics/hand-over key/move in inspection</li> </ul>	<p style="text-align: center;">Staff</p> <p style="text-align: center;">Staff</p> <p style="text-align: center;">Staff</p>	<p style="text-align: center;">1-2 days after vacant</p> <p style="text-align: center;">1-5 days after vacant</p> <p style="text-align: center;">1-15 days after vacant</p>

**\*\*\*\*\* UNIT IS RENTED AND NEW MEMBER MOVES IN\*\*\*\*\***

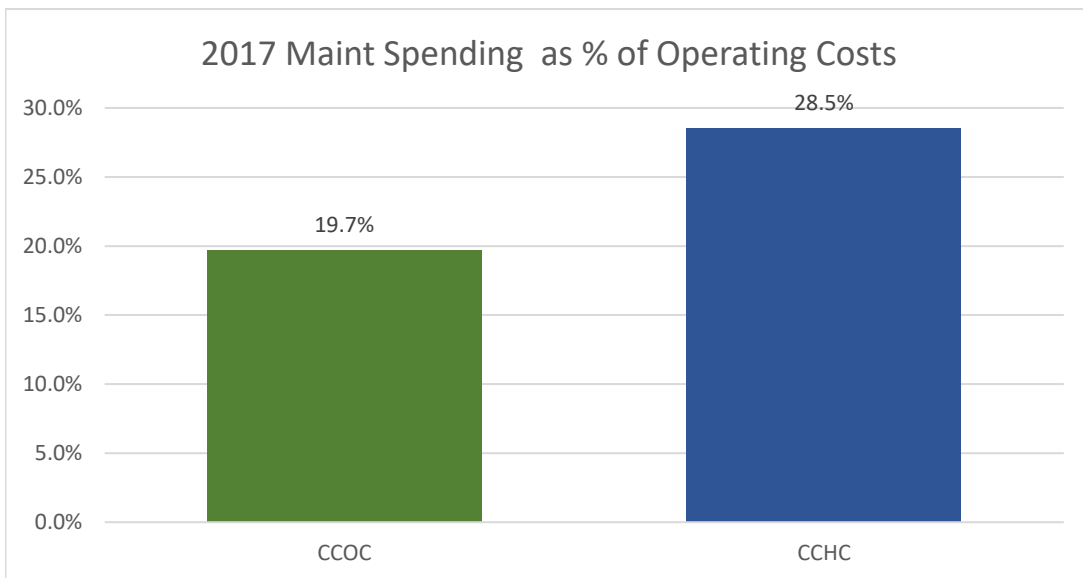
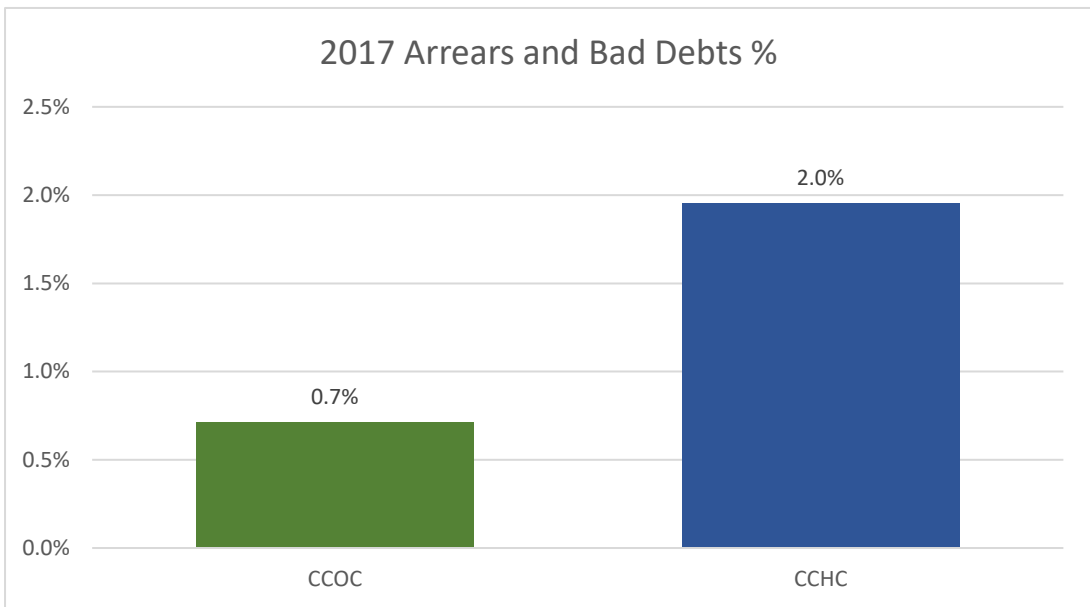
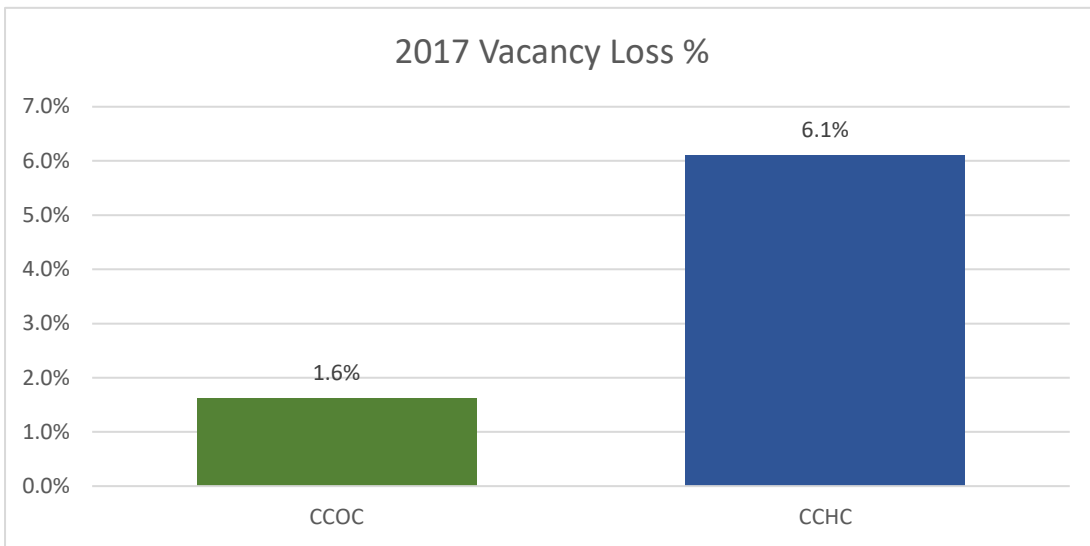
## Maintenance Checklist

ITEM or ACTION	Who is responsible? Staff/Board/Other	When?
<ul style="list-style-type: none"> <li><input type="checkbox"/> Have a capital plan</li> <li><input type="checkbox"/> Develop a standardized replacement program (i.e. Carpet, flooring, vanities, lighting etc.)</li> <li><input type="checkbox"/> Develop general scope of work for unit turn over (flows from capital plan)</li> <li><input type="checkbox"/> Prequalify contractors for unit turn over work</li> </ul>	<p style="text-align: center;">Staff/Board</p> <p style="text-align: center;">Staff/Board</p> <p style="text-align: center;">Staff/Board</p> <p style="text-align: center;">Staff/Board</p>	<p style="text-align: center;">Annual Planning</p> <p style="text-align: center;">Annual Planning</p> <p style="text-align: center;">Annual Planning</p> <p style="text-align: center;">Annual Planning</p>
<p><b>***** NOTICE TO VACATE IS RECEIVED *****</b></p>		
ITEM or ACTION	Who is responsible Staff/Board/Other	When?
<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete move out inspection</li> <li><input type="checkbox"/> Review move out inspection report</li> <li><input type="checkbox"/> Send out going member a list of their obligations upon move out</li> <li><input type="checkbox"/> Schedule contractor/maintenance staff to complete minor repairs</li> <li><input type="checkbox"/> Communicate with the household about the minor repairs schedule (to be completed prior to move out)</li> <li><input type="checkbox"/> Complete minor repairs while unit is occupied</li> <li><input type="checkbox"/> Schedule contractors to complete all turn over repair/replace items</li> </ul>	<p style="text-align: center;">Staff</p> <p style="text-align: center;">Staff</p> <p style="text-align: center;">Staff</p> <p style="text-align: center;">Staff</p> <p style="text-align: center;">Staff</p> <p style="text-align: center;">Staff</p> <p style="text-align: center;">Staff</p>	<p style="text-align: center;">1-2 days after notice</p> <p style="text-align: center;">2-5 days after notice</p> <p style="text-align: center;">2-5 days after notice</p> <p style="text-align: center;">10 days after notice</p> <p style="text-align: center;">10 days after notice</p> <p style="text-align: center;">10-60 days after notice</p> <p style="text-align: center;">20-60 days after notice</p>
<p><b>***** UNIT BECOMES VACANT *****</b></p>		
ITEM or ACTION	Who is responsible Staff/Board/Other	When?
<ul style="list-style-type: none"> <li><input type="checkbox"/> Capital repairs and renovations underway in vacant unit</li> <li><input type="checkbox"/> Final cleaning and detailing of the unit is completed</li> </ul>	<p style="text-align: center;">Contractors/Staff</p> <p style="text-align: center;">Contractors/Staff</p>	<p style="text-align: center;">1-10 days after vacant</p> <p style="text-align: center;">10-15 days after vacant</p>
<p><b>***** UNIT IS MOVE IN READY *****</b></p>		

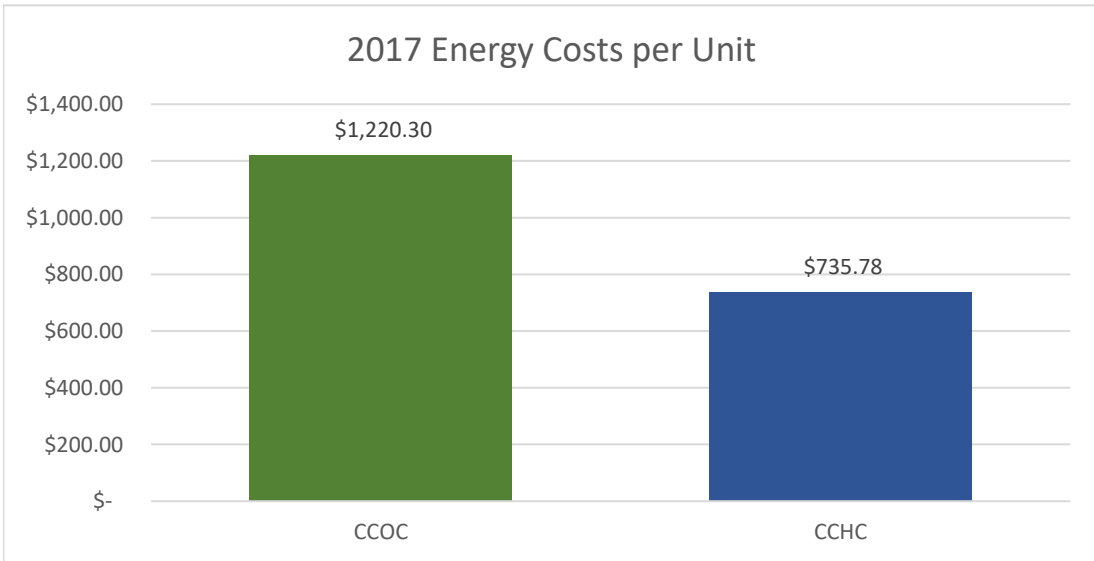
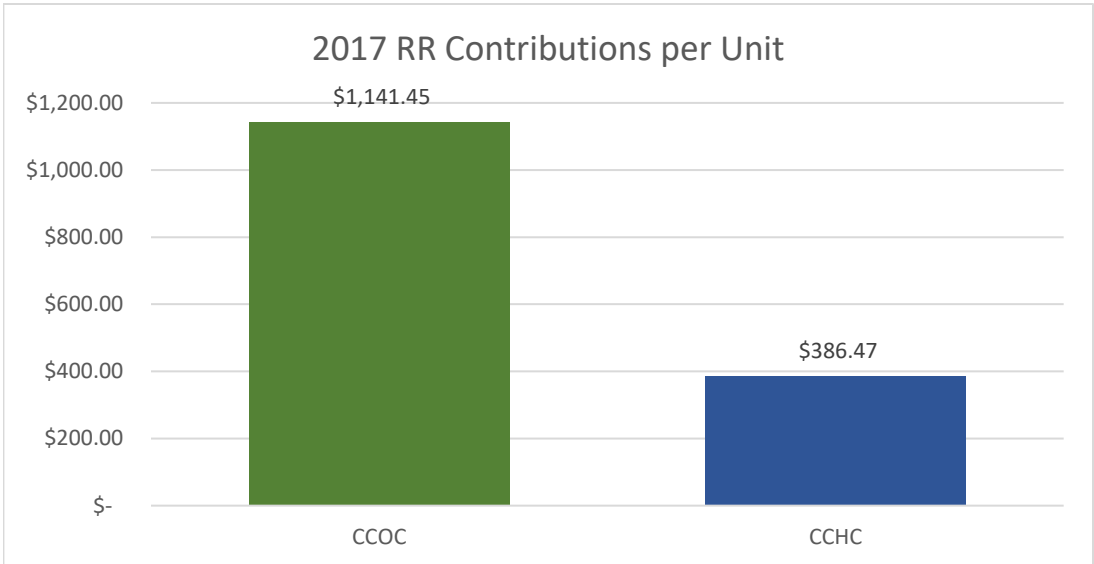
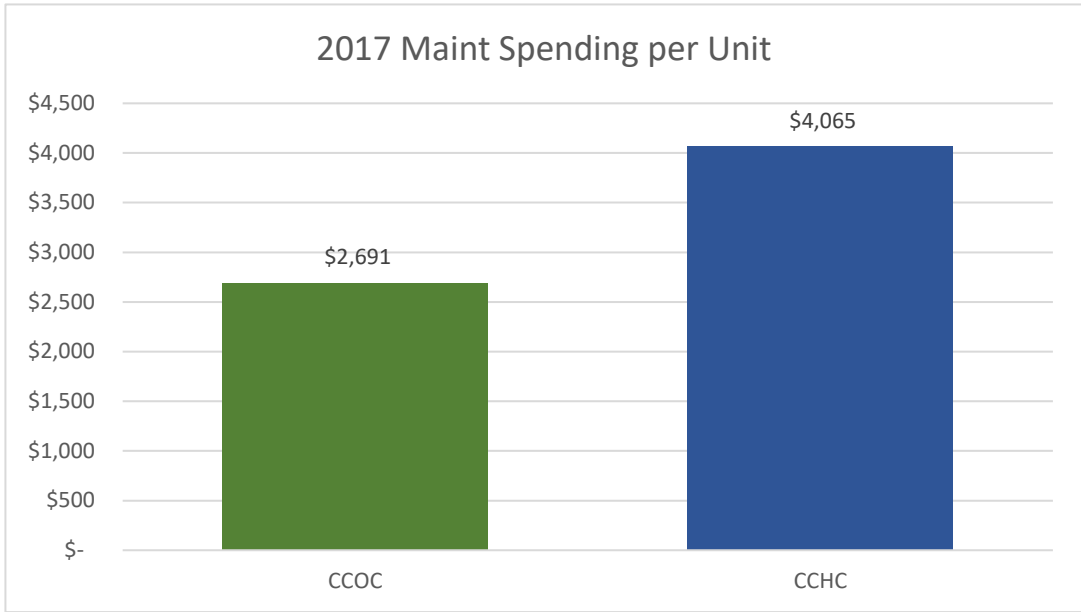
CCOC vs CCHC as of Dec 31, 2017

Property	Vacancy Loss %	Arrears and Bad Debts %	Maint	Maint Spending per Unit	RR	Energy Costs per Unit	Avg. Rent
			Spending % Operating Costs		Contributions per Unit		
CCOC	1.6%	0.7%	19.7%	\$ 2,691	\$ 1,141.45	\$ 1,220.30	
CCHC	6.1%	2.0%	28.5%	\$ 4,065	\$ 386.47	\$ 735.78	

# CCOC vs CCHC as of Dec 31, 2017



CCOC vs CCHC as of Dec 31, 2017



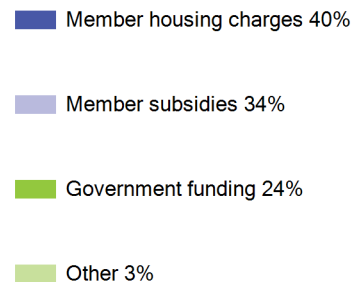
# Centretown Citizen Housing Co-operative

Our Operations for the Year Ended December 31, 2017

## How did we do this year?

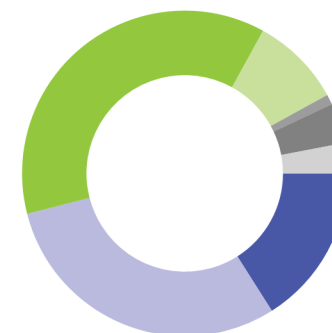
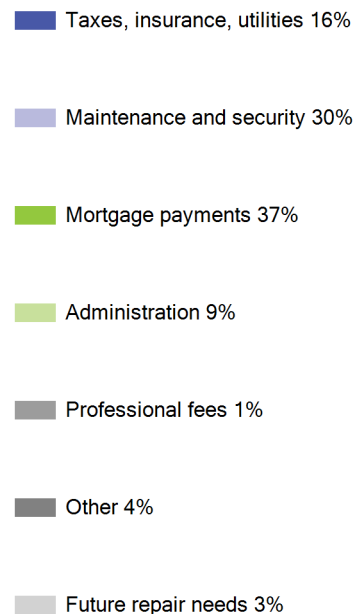
### We earned money from

Housing charges from members	\$ 163,849
Housing-charge subsidies from government	137,893
Operating funds from government	98,865
Other sources (e.g., parking, laundry)	10,513
	<hr/>
	411,120
	<hr/>



### We had these expenses

Property taxes, insurance and utilities (e.g., water, electricity and heat)	69,617
Maintenance, repairs and security	130,074
Mortgage and loan payments	164,674
Administration	39,807
Professional fees (e.g., audit)	5,538
Governing our co-op	-
Other expenses	17,680
Set aside for future building repairs	12,367
	<hr/>
	439,757
	<hr/>



**We ended the year short by this much** **\$ (28,637)**

We also put this aside to pay for future building repairs **\$ 12,730**

Over the year vacant units cost us **\$ 19,704**

# Centretown Citizen Housing Co-operative

How have we done over time?

	2017	2016	2015	2014	2013
<b>We earned money from</b>					
Housing charges from members	\$ 163,849	\$ 140,859	\$ 171,280	\$ 182,774	\$ 174,487
Housing-charge subsidies from government	137,893	139,599	129,094	119,214	119,310
Government funding for operations	98,865	80,293	80,657	80,979	81,960
Other sources (e.g., parking, laundry)	10,513	9,230	11,375	13,959	13,494
	<u>411,120</u>	<u>369,981</u>	<u>392,406</u>	<u>396,926</u>	<u>389,251</u>
<b>We had these expenses</b>					
Property taxes, insurance and utilities (e.g., water, electricity and heat)	69,617	64,194	61,718	62,268	63,525
Maintenance, repairs and security	130,074	98,646	96,168	84,951	89,858
Mortgage and loan payments	164,674	172,527	174,198	174,489	174,895
Administration	39,807	37,070	34,427	33,245	30,618
Professional fees (e.g., audit)	5,538	5,000	5,464	4,900	5,000
Governing our co-op	-	-	-	-	-
Other expenses	11,231	9,508	3,647	2,497	7,498
Set aside for future building repairs	12,367	12,367	12,367	12,367	12,739
	<u>439,757</u>	<u>399,312</u>	<u>387,989</u>	<u>374,717</u>	<u>384,133</u>
We ended the year with this much left over (short by this much)	<u>\$ (28,637)</u>	<u>\$ (29,331)</u>	<u>\$ 4,417</u>	<u>\$ 22,209</u>	<u>\$ 5,118</u>
Over the year vacant units cost us	<u>\$ 19,704</u>	<u>\$ 35,745</u>	<u>\$ 12,011</u>	<u>\$ 6,274</u>	<u>\$ 11,380</u>

Compare your co-op to others with the Agency's Co-op Data Report.



# Centretown Citizen Housing Co-operative

Our Financial Position on December 31, 2017

## What we own

Money in the bank or invested \$ 108,544

6,232 of this is set aside to back our reserve for future subsidies to members

Amounts due from members 1,056

Amounts due from others 34,876

Our land, buildings and equipment 594,607

\$ 742,127

## Are we taking care of our future?

We're holding this amount to pay for future subsidies to members 6,232

We've spent more to date than we've taken in (361,693)

## What we owe to others

Amounts we owe to our suppliers 502,981

Money we've borrowed 594,607

\$ 742,127



These statements have been prepared by the Agency to give your co-op a simple summary of your financial position and operating results. Your audited financial statements and reports from the Agency give more detail.



# HOUSING AND NEIGHBOURHOODS

## HIGH STAKES

- The federal government invested substantially in building affordable housing from the 1960s until the 1980s, minimally between 1994 and 2001, and can afford to allocate more than what has been budgeted for in the National Housing Strategy.
- Waiting lists for subsidized housing in Canada continue to grow. Some people become homeless while they wait.
- The proposed Canada Housing Benefit is a positive step, but it should be launched earlier than 2020-21 and enhanced with provincial/territorial support after that.

## CLEAR CHOICES

- Enhance the National Housing Co-investment Fund with an additional \$1 billion in grant money for new builds.
- Allocate \$1 billion annually to build new supportive housing for vulnerable populations.
- Allocate \$1.5 billion immediately to the Canada Housing Benefit to help 250,000 low-income households afford their rent.

This year's AFB builds on and enhances the federal government's National Housing Strategy by allocating an additional \$3.5 billion over and above what has been committed to the National Housing Co-investment Fund, supportive housing and the Canada Housing Benefit.

## Enhancing the National Housing Co-investment Fund

A central feature of the National Housing Strategy unveiled in November 2017 is a new National Housing Co-investment Fund that, on an annual basis, will help create an estimated 6,000 new units and repair up to 24,000 existing housing units. The fund includes grants and loans to assist with both social housing and housing that is owned and operated by for-profit landlords. Provincial and territorial governments are not expected to share costs with the federal government on a dollar-for-dollar basis, but some subnational assistance is required.

**Action:** Enhance the National Housing Co-investment Fund with an additional \$1 billion annually for new builds. This amount is over and above what has already been committed by the Trudeau government.

**Result:** Between 10,000 and 15,000 new units of housing will be created annually, over and above current projections under the National Housing Strategy.

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## Supportive housing

Supportive housing refers to specialized housing for vulnerable populations that features professional (i.e., social work) staff support. The National Housing Strategy contains no specific provisions for supportive housing.

**Action:** Provide \$1 billion in new annual funding for supportive housing at a per-unit rate of \$200,000. A strong focus should be placed on Indigenous peoples living off reserve, women, LGBTQ2S+ populations, persons with physical disabilities, persons with mental health problems, and seniors. Federal funds will be conditional on the provinces/territories providing additional funding to keep rents affordable for low-income tenants (e.g., housing allowances or rent supplements) and pay for professional staff support for the subpopulations in question.

**Result:** The creation of 5,000 new units of housing annually that will remain affordable for 25–35 years.

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## Rental assistance

Central to the Trudeau government's National Housing Strategy is the planned launch, in 2020, of a Canada Housing Benefit (CHB). This benefit will consist of financial assistance to help low-income households afford the rent in both private and social housing units. The Trudeau government estimates this will cost \$400 million over seven years, and that the average beneficiary will receive \$2,500 in support per year. It is expected that half of this money will come from the federal government, and the other half from provinces and territories. The details for how this money will be allocated have not yet been released.

**Action:** Immediately allocate \$1.5 billion toward the new CHB and launch it a year earlier, in 2019-20, to provide enhanced and expedited demand-side assistance for low-income households. Under the AFB plan, each household assisted by the CHB in its first year will receive approximately \$500 per month in rental assistance. Provincial and territorial governments will need to match this funding starting in 2020.

**Result:** An estimated 250,000 low-income households will be able to afford rent with the CHB in Year 1 of the AFB plan; more households will benefit beginning in 2020.