

NOTICE OF MEETING

The next regular meeting of the CCOC/CCHC Board of Directors is:
Wednesday, January 30, 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 December 19, 2018
5. Business arising from the previous minutes
6. Rental Committee Report
7. Facilities Management Committee Report
8. Finance Committee Report
9. Other Business
10. Adjournment

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

ccochohousing.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 December 19 regular and *in camera* minutes and *in camera* minutes of November
4. Declaration of conflict of interest
5. Business arising from the previous minutes
 - a) Percy (& Lisgar) borrowing
6. Executive Committee Report
7. Personnel Committee Report
 - a) Compensation Fairness Review (*in camera*)
8. Finance Committee Report
9. Development Committee Report (no meeting)
 - a) Arlington redevelopment
10. Tenant and Community Engagement Committee
 - a) Terms of Reference
 - b) Board/Committee diversification
11. Facilities Management Committee Report
12. Rental Committee Report
 - a) 2018 Vacancy and Turnovers
13. Policy Research and Advocacy Committee (PRAC!)* **
14. Corporate Business
15. Conference / Associations' Report
16. Other Business
17. Adjournment

Centretown Citizens Housing Cooperative

Minutes of the CCHC Board of Directors Meeting of Wednesday, December 19, 2018

Present: Bill Rooney (President/Chair), Abra Adamo, Dallas Alderson (Vice-President), Glen Allen, Kerry Beckett, Josh Bueckert (Treasurer), Sarah Button, James Clark, Penny McCann, Andrew McNeill, Lee Pepper, AnaLori Smith (Secretary), Jesse Steinberg. Chris Yordy,
Staff: Ray Sullivan, Amanda Tompkins (guest), Louis Vezer (recorder)

- 1. Call to order:** The meeting was called to order at 7:01 PM.
- 2. Adoption of agenda:** The Board adopted the agenda. (M/S/C, J. Bueckert/L. Pepper)
- 3. Declaration of conflict of interest:** none
- 4. Adoption of the Board minutes** of November 28, 2018: (M/S/C, P. McCann/K. Beckett)
- 5. Business arising** from the previous minutes: none
- 6. Rental Committee Report:** Ray reported that the co-op is fully occupied.
- 7. Facilities Management Committee Report:** none
- 8. Finance Committee Report:** none
- 9. Other Business:** None
- 10. Adjournment:** 7:03 (m/c, Josh)

Next meeting:

**7:00 pm Wednesday, January 30, 2019
in the meeting room at 464 Metcalfe Street**

Secretary of the Board

Date

Minutes of the CCOC Board of Directors Meeting of Wednesday, December 19, 2018

Present: Bill Rooney (President/Chair), Abra Adamo, Dallas Alderson (Vice-President), Glen Allen, Kerry Beckett, Josh Bueckert (Treasurer), Sarah Button, James Clark, Penny McCann, Andrew McNeill, Lee Pepper, AnaLori Smith (Secretary), Jesse Steinberg. Chris Yordy,
Staff: Ray Sullivan, Amanda Tompkins (guest), Louis Vezer (recorder)

1. Call to order:

The meeting called to order at 7:03 PM.

2. Adoption of agenda:

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

3. Adoption of the regular and *in camera* minutes of November 28, 2018:

The Board approved the regular minutes and approved that the *in camera* minutes be brought forward to January's meeting. (M/S/C, J. Bueckert/L. Pepper)

4. Declaration of conflict of interest: None

5. Business arising from the previous minutes:

- a) **Percy borrowing:** Staff are still currently in the process of working out agreements with CMHC and the city for mortgage insurance.

Lisgar borrowing: Refinancing proposal was rejected by the CMHC co-investment fund, but the criteria for that particular program is now more flexible, as CCOC and many others requested. CCOC staff are working to re-submit an application to CMHC in January within this new criteria.

- b) **Celebration of People:** The Board congratulated AnaLori Smith on her Celebration of People Advocacy Award.

6. Executive Committee Report:

- a) **Bill Rooney's fill-in:** For the period of January 2019-April 2019, Bill will be out of the

country. Bill requested volunteers to be appointed for a temporary seat on the Executive Committee. Penny McCann volunteered.

Dallas Alderson will temporarily replace Bill Rooney as chair of Executive and the Board, and Penny McCann will be an additional member-at-large on Executive Committee.

(M/S/C A. McNeill, S. Button)

7. Personnel Committee Report

a) **Benefits policy changes:**

Ray reiterated the previously-approved change to the health insurance provider for CCOC which took place earlier this year, with the exception of drug coverage it expanded benefits.

Personnel made an amendment to the policies on reimbursement for travel that allows full reimbursement for actual cost were the costs are being charged to an external client, such as in the case of Cahdco work.

The Board requested that the Personnel Committee review the policy for reimbursement of taxi fares as there is a concern that ride-sharing services, which aren't bound to the same regulations as taxis, may engage in unethical practices.

(M/S/C A. McNeill, A. Adamo)

b) **Job equity evaluations:**

Ray summarized the three phases of the evaluation process and let the Board know that, after approval from the Personnel Committee, Phase 1 (internal equity) is now complete. Phase 2, which will examine the external equity of each position, has delivered a preliminary report of its findings which didn't show much of a difference between what CCOC pays for its positions compared to what the market pays. Personnel will examine that information at the next meeting.

8. Finance Committee Report:

a) **Terms of Reference:** Finance Committee terms of reference will be brought back in January/February along with all other standing committees.

b) **Bad Debt:** The Board approves the recommendation from Finance Committee to write off \$3,969.00 in bad debt for CCOC.

(M/S/C J. Bueckert, S. Button)

c) **2019 operating budget:**

Amanda Tompkins presented.

Market rents were updated to reflect an increase of 3% from the prior year. Vacancy costs decreased with a 1.5% average vacancy rate in all buildings.

The Board supported including subsidy costs in former Section 95 EOA properties under the internal subsidy line on the budget. Ray presented an overview of each subsidy type.

The Operating Subsidy from the city includes negative subsidies for some properties where the benchmark revenues are greater than benchmark costs (not including the property tax portion).

Parking revenue remains strong, compared to laundry revenue which was forecast to decrease by 4%. Geothermal rates to tenants will see an increase of 2.5%, slightly greater than increase imposed on us by Corix. MicroFit solar electricity revenue has decreased; sometime fuses on panels burn out and we lose days of electrical generation. Long term, we are looking to install remote monitoring.

It is expected that property taxes will increase by 6.9% after MPAC reassessments. Staff are trying to get some property tax refunds for Beaver Barracks and will meet with the City in January to continue the discussion. Property insurance rates have increased by 4%.

The Maintenance Admin portion of the Repairs & Maintenance line has moved to the General Admin section of the budget so that Repairs & Maintenance is strictly building maintenance. The impact this has had on the budget is \$874,000 has moved from Maintenance and has been added to Admin. Admin costs have not gone up significantly overall, but they are now consolidated on a single line.

Hydro rates have decreased, however the budget assumes the 2017 rates as the baseline. Water costs have increased by 7.5%.

Each portfolio's surpluses and deficits were explained. Beaver Barracks has been running a \$500,000.00 annual deficit which is the result of: far higher than expected property taxes; inefficiencies in the geothermal system, and; the increased cost for Hydro. Engineering modifications are being made to the geothermal system which have the potential to save up to \$60,000 annually.

The board approved the 2019 CCOC operating budget, showing a projected **\$480,468** surplus from operations. (M/S/C, J. Bueckert/S. Button)

d) Long-term Financial Plan update:

With assistance from Amanda, Ray presented the update to the long term financial plan, as recommended by Finance Committee. The theme of the presentation was cows.

Provincial Reform Properties are coming to the end of their mortgages after 2022, but neither the Province nor the City have released any policy statement on what will happen. For the purposes on long-term planning, CCOC assumes that rent subsidies will continue but other form of subsidy will cease (operating subsidy and property tax subsidy).

We are also keeping a close eye on the percentage of revenue from government sources. If it drops below 40%, we lose one of two HST subsidies and this could cost us close to \$200k/year. We have been hovering on that threshold for a couple years.

The projections of the replacement reserve balances from 2016 to 2027 were presented. The core of the long term financial plan is a series of planned top-ups to replacement reserves to keep balances at a minimum acceptable level.

The key difference in this update, compared to previous years, is that we have incorporated the cost of refinancing two properties. It will cost us up to \$400k/year to service that new debt. This reduces projected surpluses considerably. Essentially, rather than recognizing that \$400k/year as surplus and injecting it into replacement reserves every year, we are “spending” it every year of new mortgages so we can inject \$6million into capital projects right away.

The 2019 update, one year from now, will include new Building Condition Assessment data for larger properties, which will likely show changes to spending in the long term capital plan.

The Board adopted the 2018 long term financial plan as recommended:

1. Refinance two EOA properties for a total of \$6 million
2. Allocate remaining balance of “re-generation fund” to office renovation (approx. \$500k)
3. Make additional (“top-up”) contributions to capital replacement reserves:

2019: \$175k	2023: \$525k	2027-2029: \$500k
2020: \$ 50k	2024: \$575k	2030+: \$ 800k
2021: \$325k	2025: \$800k	
2022: \$475k	2026: \$1,200k	
4. Allocate \$1 million /year from 2027 onwards to future housing development
(M/S/C A. McNeill, D. Alderson)

9. Development Committee Report

a) Arlington redevelopment: the siding is almost done and handover is expected in mid-January. The project is still on budget and rent-up is projected for March.

b) The Board moved in camera to discuss a potential new CCOC project.

(M/S/C, J. Clark/P. McCann)

The Board moved ex camera to resume the agenda.

(M/S/C, J. Clark/P. McCann)

10. Tenant and Community Engagement Committee: No report since there was no meeting in December.

11. Facilities Management Committee Report:

The Corix geothermal modifications project is underway and the possibility of a cooling tower for the roof is being researched, however, it will take years to cool the ground and rebalance the system.

Tompkins co-op has disconnected themselves from the Lebreton Flats district heating system and Ann Marie Mason is moving ahead with the boilers for 170 Booth and 33 Rochester.

The committee also discussed using the Asset Planner software supplied by the City and the Committee recommends that we wait to see if it has any value for CCOC.

12. Rental Committee Report:

The committee reviewed vacancy rate statistics. The City-wide vacancy rate is now only 1.6%. The committee discussed our success in helping house refugees, 3 years after our commitment to set aside 5 market rent tenancies for this purpose.

13. Policy Research and Advocacy Committee (PRAC!):

No December meeting. The Committee will meet on January 16, 2019 on a renewed 2-year mandate.

14. Corporate Business: None.

15. Conference / Associations' Report: None.

16. Other Business:

a) Beaver Barracks Property Taxes:

CCOC had previously ended the court action on the property tax exemption at very early stages when we determined our case wasn't strong enough. The administrative appeals are still going forward with MPAC for the 2012 and 2016 assessment years.

MPAC has offered settlements for the 2012 assessment year that would lead to savings of \$45,000 for the 4-year period.

For 2016, the parking spaces were not totally factored in and the commercial spaces were not assessed at all by MPAC. This has been favourable to CCOC but will eventually catch up to the corporation once the reassessments are undertaken. The recommendation of the consultants is to proceed as they are hoping they could save CCOC \$75,000.00 in property taxes and that the overall outcome will be favourable to the corporation. The board agreed with this approach.

17. Adjournment The meeting adjourned at 9:10 PM.

(M/C, J.Clark)

Secretary of the Board

Date

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

Monday, January 14, 2019
at 415 Gilmour

Present: Dallas Alderson (Chair), Josh Bueckert, James Clark, Penny McCann
Ray Sullivan (staff)

Regrets: Kerry Beckett, Bill Rooney, AnaLori Smith

1. **Call to order:** The meeting was called to order at 8:00 after a tour of the renovated office.
2. **Approval of the agenda:** approved unanimously.
3. **Approval of minutes from December 10, 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 December~~ January 2019.

Update: We expect to take possession in February and begin rent-up in March. We'll be able to offer lots of tours after we take possession. [up-to-the-minute update: it's looking more like rent-up in April.]
 - b) **Office Reno update**

Background: Phase 1 is complete, phase 2 is underway.

Update: looks nice!
5. **Reviewing Directors' meeting:** On January 10, Directors reviewed the Long Term Financial Plan passed by the board, a hot-off-the-presses version of the compensation recommendations coming to Personnel and the Board this month, and an outline for the 2019-2022 CCOC Workplan.
6. **New Business:** none
7. **Programs/Policy:**
 - a) **Ministry of Housing Consultation:** Ray was in Toronto at a consultation meeting called by the Ministry of Municipal Affairs and Housing earlier the same day. The Ministry called together six sector representatives for updates

and a consultation on recent policy and program development. Ray gave the committee a very high-level briefing: The Ministry is working on EOM policy issues and developing programs for implementing the National Housing Strategy in Ontario. We'll all need to learn some new acronyms: COCHI (Canada-Ontario Community Housing Initiative) – this is the “baseline funding” the federal government is realigning to ensure sustainability and viability of existing social housing as spending on federal operating agreements expires; and OPHI (Ontario Priorities Housing Initiative) – this is the successor to the Investing in Affordable Housing program (IAH), but funding will decline as it is reallocated to Portable Housing Benefits.

- b) City Housing System Working Group and 10-year plan refresh:** The City has created four subcommittees to accelerate the refresh of the 10-year Housing and Homelessness Plan. There is a Social Housing Modernization Working Group (Ray is on it), and Capital Supply Working Group (Graeme is on it), and Prevention Working Group and a group that will look at homelessness (the pre-existing Community Advisory Board, which is required under federal Homelessness Partnership Strategy funding, will be re-aligned as a subcommittee of the Housing System Working Group). The City has until June to submit a draft refresh to the Ministry and they plan to submit a final draft to City Council in the Fall.
- c) City Budget 2019:** CCOC is part of a broad campaign that asks to, 1) implement Inclusionary Zoning, 2) prioritize land around rapid transit stations for deeply affordable housing, and 3) allocate \$12M of the City's own funds for new affordable housing. It's gaining traction. Jim Watson committed to the first two in the election. We expect a group of councillors to champion the last one, but not sure yet if it will win a vote.

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 **3** tenants, unless satisfactory arrangements for payment can be reached”.

(m/s/c, Josh/James)

- b) Other reasons:**

The committee reviewed the list and moved “That staff be authorized to proceed with eviction in the case of **2** tenants for substantial interference.”

(m/s/c, James/Penny)

9. Strategic Plan:

a) CCOC All-committee meeting 2018

Background: CCOC hosted an all-committee meeting on December 1. The facilitator has submitted the final report

Discussion: The discussion items will all be added to the draft 2019-2022 workplan. Ray will add Kerry to the list of people who attended.

10. Cahdco Update: Cahdco has made an offer on two neighbouring properties in Lindenlea (off Beechwood) on behalf of a seniors co-housing client. The offer is conditional on financing, but Cahdco is not seeking CCOC's financial support for the purchase. [Update: after a good strategic discussion with the Cahdco board the next day, we were successful in extending the conditions by a few weeks to give us time for an Environmental Site Assessment to assess the risk of contaminated soils.]

11. Other business

a) Possible recommendation from Personnel: The committee went *in camera* (m/s/c, Josh/James) to approve a recommendation from Personnel Committee.

The committee went *ex camera* to adjourn. (m/s/c, James/Josh)

12. Adjournment: 9:20 (m/c, Josh)

Next Meeting: 7:30 pm, February 11

All Committee Meeting 2018

December 1, 2018

Report

This year's All Committee Meeting objectives were to:

- Develop a shared understanding of key issues for the organization and strategic choices for addressing them
- Provide strategic advice: answer the big questions that will shape the 2019-2022 work plan

Twenty-One Board and committee volunteers, as well as seven CCOC staff participated in the meeting (the list of participants can be found in Annex 1). A background document was distributed to participants prior to the meeting. The document identifies four key strategic issues, outlining context, opportunities, challenges and key questions for dialogue and advice (see Annex 2). This report captures participants' emerging consensus and strategic advice for each of the questions explored at the meeting.





CCOC Plan B

Building resilience to meet our mission in the event of cuts to government funding.

The questions focused on CCOC Provincial Reformed portfolio: properties developed between 1986 and 1995 that are regulated under the Housing Services Act.

1. Does CCOC want to create the capacity to operate without government subsidies if necessary?

While we would like to maintain provincial subsidies, the consensus was YES

- Even if we don't want to, we might have to.
- Creating capacity does not mean doing it immediately: the question is really 'should we organize and make decisions with the objectives of moving towards being more independent if and as needed'?
- The unknowns are significant. We should proceed with prudence, monitor and mitigate risks associated with the change in provincial government and uncertainty around risk to our non-profit status and potential increases in property taxes.
- We should explore and take advantage of opportunities to diversity our funding base through e.g. donations with no tax receipts, possibly social finance

2. Should CCOC try to get a new deal for provincial portfolio properties that takes us out of the housing Services Act social housing system (with three kinds of subsidies), and instead puts us under a simpler rent supplement agreement (with only rent subsidies up to our market rent and no other subsidies)?

The consensus was YES – with some considerations

- Switching to rent supplement is administratively simpler.
- If there was a single rent supplement agreement, there would be portability across CCOC rental portfolio.
- We don't know what flexibilities could exist with the current provincial government
- We don't want to diminish the depth of affordability
- There is a risk on property tax inflation
- Do internal work considering the possibility of going without government funding on a building by building basis, or as a portfolio
- Consider a possible pilot within CCOC to test how we could manage without subsidies
- Externally, we need to continue advocating for government investment in social housing including advocating with other non-profits that don't have the choice of going without provincial funding

3. Could we still accomplish our mission if governments ended rent-geared to income (RGI) subsidies, replacing them with portable housing benefits (PHB)?

The consensus was YES, with some important considerations:

- As a landlord of choice for low income people, we should be prepared for this.
- There is lots we don't know about how PHBs work – how restrictive they might be, for what geographies. The new government has a "more with less" attitude and may see PHB attractive to revitalize small towns. Yet this might not mean the end of RGI.
- Our mission would discourage the loss of RGI subsidies. Losing or limiting RGI is a high risk given our non-profit status, esp. losing the HST rebate

- Affordability would not be as deep with a portable housing benefit. PHB offers choice but a smaller subsidy may not be large enough to cover the rent. Some families could be at risk – making housing less affordable.
- Could it lead to a narrower mix of tenants - more with subsidy? It might make long term budgeting hard for less appealing properties. It could force some consolidation, potential for property swaps.
- We might need to consider increasing market rents to cross subsidize
- Even if CCOC can handle it, it might be a struggle for the sector as a whole

4. ***Is CCOC prepared to accept the risk of market-value property tax assessments without off-setting grants?***

The consensus was to proceed with CAUTION

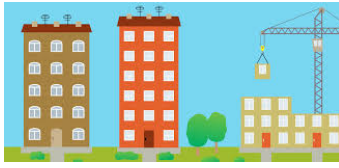
- We need to plan for end of mortgages, and get ahead of the curve.
- This is a known risk that needs to be managed.
- See what has been done in other cities.
- We can mitigate risk by doing policy research and advocating changes to assessment rules
- Should we transfer land into a charitable land trust to protect from property taxes increases?



CCHC Plan A - The Co-op at 240 Presland
What to do when the federal operating agreement expires in 2023

Should CCHC stop operating as a co-op after the operating agreement expires in 2023 and transfer its property to CCOC?

- We would keep the coop only if the rent subsidies are still available
- What is in the coop agreement that might be dropped to ease the administrative burden?
- Articles of incorporation would have to change – this would require work to be done in advance
- We need to get ready for the possibilities and make changes NOW to keep both options open in the future, and reevaluate in 2020



Equity for new development

1. ***Should CCOC continue to prioritize a fully funded capital repair plan for existing properties before saving for future development or should we also start saving now for new development?***

There was consensus on the wisdom to pursue both new and existing - maintaining flexibility

- There is appetite for new development, creating more units, but not at the expense of existing stock. Priority should continue to be on capital repairs
- New development requires a lot of resources – what conditions need to be met to defer maintenance in favor of new development?
- Can we explore other sources of revenue for new developments e.g. P3 opportunities (common in Scandinavian countries), social finance, private developers saving on taxes
- Advice: when capital grants come in, bump CCOC funds into new developments

2. ***Would it be acceptable for CCOC to build a property and charge greater than average market rents for some apartments?***

There was no consensus on this question

- No:
 - This is not in CCOC's core mandate.
 - We should charge AMR. Market rents are not affordable, hallowing out of middle incomes.
 - It could be challenging to set the rents, and higher rents could lead to more turnover
- Yes:
 - For revenue opportunities – market value vs. average market rent
 - There is unmet demand
 - Many current tenants could afford higher rents if it helps others.



Aging in place – Supports for seniors

- 1. Should CCOC create a chargeback fee schedule for other services e.g. changing lightbulbs and washing windows?**
- 2. Should CCOC seek a community partner agency that can help our tenants age in place**

Participants recognized that CCOC has a role to play in physical accommodation and support, but noted that people need also need personal support and to get out of social isolation. They recommended that COOC

- Step back and start scoping out an 'aging in place', overall strategy and CCOC's role. Beyond the possibly charging a nominal fee for maintenance, such a strategy could include: tenants' engagement as volunteers to help each other with minor tasks, seniors bringing in students as roommates, etc.
- Do a review of best practices in supports to aging populations in housing units and residences, and an inventory of available programs, opportunities in the community and grant programs. Our ability to formalize peer to peer support and liability concerns are important considerations. Is it more useful to partner with social support agencies to do this work?
- Involve tenants in developing the strategy, in planning and in support
- Develop 'age friendly' Landlord Guidelines that codify things CCOC is already doing, and identifies what our duty to accommodate might mean and other stuff we could do should opportunities arise.
- Multiple committees will need to be involved - this is not all on staff

Annex 1 List of Participants

Board and Volunteer members

1. Abra Adamo
2. Glenn Allen
3. Dallas Alderson
4. Kerry Beckett
5. Helena Brown
6. Josh Bueckert
7. Sarah Button
8. James Clark
9. Mary Huang
10. Alison Karr
11. Mike Lambert
12. Sue Lott
13. Rod Manchee
14. Penny McCann
15. Andrew McNeill
16. Hieu Nguyen
17. Bill Rooney
18. Elliot Sherman
19. AnaLori Smith
20. Zak Spelay
21. Jesse Steinberg
22. Doris Zastre

Staff

Ray Sullivan
Debbie Barton
Amanda Tompkins
Anne Marie Mason
Graeme Hussey
Mark Sider
Anna Froehlich

Facilitators

Suzanne Taschereau, InnovEd ODT, Synapcity Associate
Anqi Shen, Synapcity volunteer

Annex 2
Background Document

CCOC PERSONNEL COMMITTEE

MINUTES

**5:30pm, Monday, January 14, 2019
415 Gilmour**

Present: Dallas Alderson, Sue Lott, Pascal St-Amour, Zak Spelay, Jane Dickinson

Staff: Tessa Hill (recorder), Ray Sullivan

Regrets: Kerry Beckett

The committee meeting began with a tour of the new office.

1. **Call to order:** 5:49pm
2. **Approval of the agenda:** (M/S/C S. Lott, J. Dickinson)
3. **Approval of the December 10, 2018 minutes:** (M/S/C S. Lott, Z. Spelay)

4. **Staffing Updates:**

Rida Oulhaj began on Jan 2. He is the new Capital Projects Manager.

5. **Training:** None

6. **New Business:**

a) **Committee Terms of Reference**

Background: In CCOC's effort to update all policies, each committee has been asked to update their terms of reference.

Personnel has two relevant documents, which could be merged for simplicity. Some small changes should definitely be made such as updating the language to be more gender-inclusive and changing titles (ie. change Manager to Director). This will be deferred to February to give everyone the chance to review it. Ray will come up with some recommendations for the next meeting.

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: Phase one is done. Committee members had a tour of the new office.

b) Compensation Fairness Analysis (in camera)

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. We now have the final report.

Discussion:

The committee moved *in camera* at 6:02pm. The staff rep remained in the room.
(M/S/C S. Lott, J. Dickinson)

The committee move *ex camera* at 7:19pm.

8. **Report from the Board & Committees:** Not reviewed.

9. **Staff meetings:** Not reviewed.

All Staff: December 12

Health & Safety: January 9

Directors meeting: January 10

10. **Work plan review:** Not reviewed.

11. **Other business:**

a) In camera item:

The staff representative left the room. The committee moved *in camera* at 7:20pm.
(M/S/C J. Dickinson, S. Lott)

The committee moved *ex camera* at 7:23pm.

12. **Adjournment:**

The meeting adjourned at 7:23pm.

**Next meeting: 5:30pm, February 11, 2019
At 415 Gilmour**

Personnel Committee Work plan (2016-2018)

Objectives (from CCOC strat plan)	Strategies	Activities	Lead	Outputs (short term)	Start	End	Note
Maintain or increase high staff retention	Promote opportunities to learn new things	Work exchange: Experiment with CCOC "tag-along" program	Ray/ Debbie	Interdepartmental exchange Opportunity Learning from peers	Jan-14	Spring-18 (extended)	Ongoing/on hold In place for General Mtnc
Maintain or increase high staff retention	Keep competitive and fair wages	Job and compensation evaluation for all staff	Ray	Recommendation to Board	Jan 2017	Fall 2018 (extended)	Working on it !!
Maintain or increase high staff retention	Improve working conditions for office staff	Develop plan for renewing office space	Ray	A plan and timeline to recommend to the board	Jan 2016	Jan 2017	Target move-in phase 1 end of 2018.

**Finance Management Committee
Meeting Agenda
January 17, 2019**

Finance committee: Josh Bueckert (Treasurer/Chair), Rod Manchee, Court Miller, Linda Camilleri, Michael Holmes, David Boushey, Mary Huang

Guests: Nicole Rogers (1st meeting), Domir Berberi (1st meeting)

Regrets: James Clark, Kris Gordon,

Staff: Amanda Tompkins

Regrets: Arianne Charlebois

Motions for Board Approval

MOTION (ITEM 5): That **\$10,864.14** in Bad Debts be written off for **CCOC (December 2018)**
m/s/c Rod/Michael

Call to Order: Finance Committee 7:04 p.m.

All of the members went around the room and introduced themselves and welcomed the new guests.

- 1. Adoption of the Agenda** **m/s/c David/Court**

- 2. Declaration of Conflict of Interest - None**

- 3. Approval of meeting minutes** **m/s/c David /Rod**
 - **December 12, 2018**

- 4. Notices/announcements**
 - **Office Reno Update**

Amanda provided an update: New space had been occupied since December 21st, 2018. Second half of the renovations are now underway, proposed March completion, with Development staff moving over at that point. A tour of the new space was provided.

5. Bad Debt Write-off and Accounts Receivable Statistics

MOTION: That **\$10,864.14** in Bad Debts be written off for **CCOC (December 2018)**
m/s/c Rod/Michael

Amanda & Josh provided an overview of the 2018 report for the new guests, discussing in more detail and providing background information on:

- N4 process, the first step of the eviction their process.
- Rent arrears - Rent Collection Officers now have processes in place which have improved identifying bad debts and improved referrals to collection.
- Repairs and Maintenance (R&M) bad debts increased significantly year over year, 3 large chargebacks contributed to this increase as significant work was required to bring some apartments back to a rentable standard.
- Bad debt recovery: Once the debt of a past tenant reaches 120 days, they are added to the bad debt listing which is presented to the Committee for approval. The money remains owing, with the Rent Collections Officers actively attempting to collect the arrears. They send the tenant's information to CCOC's Collection Agency for recovery and to the Arrears Database at the Social Housing Registry. Amanda highlighted that it is not easily possible to tie a relationship between bad debts written off and the bad debts recovery for 2018 as the recovery could relate to prior years write offs.

2019 Committee Meeting Planning

Amanda ran through the Annual Cycle of Activities. A few other potential areas for investigation in the year were discussed:

- Rod talked about a developing a framework for looking at how we allocate any operating surplus. He was reassured that this does occur during the Long Term Financial Plan review and any surplus in the next 10 plus years will be used to ensure sufficient funds are available for capital expenses and any future development plans.
- Mary asked about the type of risk assessments that CCOC has undertaken, specifically given the more recent funding cuts we are seeing from the Province. Josh advised the Provincial Funding Agreements CCOC has in place are water tight (tied into mortgages on properties).
- HST rebate received by CCOC is conditional on having a minimum of 40% of our revenue will from government subsidies. We will looking at this further as the

year progresses to ensure proactive measures are in place to address what happens when we are under the minimum (as our current percentage of funding has been very close to this minimum). Amanda has been discussing this with Victoria Park as they have already encountered this situation on some of their properties.

- Amanda advised the plan is to hold more joint meetings with Development and FMC. All members agreed this was a good idea.

6. Finance Committee Needs:

- **From the Director of Finance**
- **From the Treasurer**
- **Vice-versa**

Josh began the discussion explaining that his duties to report to the Board are clearly defined and met, but that if there is any further they need from him or the Board that he is willing to provide it. Amanda added that as the New Director of Finance she wanted to ensure the committee was getting the information they needed from her as well. A discussion ensued.

Discussion items:

- David discussed receiving a monthly summary/snapshot of the financials. Amanda confirmed that once month end is completed, we will begin reviewing monthly statements.
- Amanda discussed Yardi: initial data entry and the challenges around extracting financial data for reporting. A hard month end close will be implemented for 2019 to ensure that all reporting is consistent across departments. Cutoff dates and reporting deadlines are being determined and the goal is to have a clear structure in place by June.
- Court enquired about reporting formats, perhaps more consolidated. All reporting options are up for discussion as we begin more frequent/timely reporting.
- Amanda discussed the establishment of Key Performance Indicators. A few KPI's have been established and are reviewed at the AGM, but should we want to see new KPI's she is willing to add them to the ongoing reporting.

7. Motion to Adjourn:

The meeting ended at 8:42 p.m.

m/c David

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF TUESDAY, January 8, 2019**

Present: AnaLori Smith (chair), Linda Morrison, Lisa Hollingshead, Lee Pepper, Sarah Eastwood, Elizabeth Kim, Andrew McNeill, Peter Thorn, Ray Sullivan (staff), Adella Khan (staff – recorder),

Regrets: Bobbi Sturby, Amanda Delorey, Doris Zastre

1. The meeting was called to order at 7:06 p.m.
2. The agenda was adopted as presented. (M/S/C, Lee Pepper / Andrew McNeill)
3. The committee adopted the minutes of the meeting of Tuesday, November 6, 2018.
(M/S/C, Lee Pepper / Lisa Hollingshead)

4. Business arising from the previous minutes

a) Terms of reference

Ray presented a draft Terms of Reference for the TCE committee. He used the notes from the October committee meeting, the old Membership & Communications Terms of Reference, and the language from the job descriptions of the TCE director and facilitator to create the TCE terms of reference.

The committee decided to add AGM specifically in the list of duties for events. They also decided to add “support” to the aspect of engaging with local partners and allies within the “Promotion” aspect of the document. Members agreed to re-arrange the “Composition” aspect of Terms of Reference for greater clarity.

The committee approved the draft of the Terms of Reference with the changes noted. (M/S/C, Lee Pepper / Andrew McNeill).

b) Urban bees

Natalia has met with the bee contact to identify potential obstacles but they’re still working on it. The bees are still sleeping so there’s time.

5. New business

a) Report on all-committee meeting

The all-committee meeting report is attached to the package. This will inform CCOC’s 2019-2022 work plan, pieces of which will also be coming to this committee. Ray says it was fun and the facilitator was impressed with all of the volunteers for being so engaged!

Peter points to the work the Ottawa Senior Pride Network is doing in regards to aging in place and suggests CCOC collaborate.

Lee asked about Diversity and Ray reminded the committee that this wasn’t on the All-Committee agenda because it is going straight to the workplan.

b) Healthy Transportation affordable housing campaign

There is a broad coalition of several groups, including CCOC, trying to take advantage of the new LRT line to ensure that affordable housing is built near rapid transit. And it’s working! Jim Watson has committed to

inclusionary zoning. We've been working with the city planning department to use the publicly owned land at five sites to look at different models of how affordable housing can be created at the different locations. The third major ask is to get the City to put a big chunk of money towards affordable housing--most of the money the city puts towards affordable housing is actually federal/provincial funds.

6. Standing items

a) Board & committees report
We looked at it!

b) Department report

The Irving Greenberg Memorial Camp Fund is open for applications! Upcoming, we'll be looking at nominees for a Lifetime Membership.

c) Items for board discussion: The terms of reference needs to go to the board.

Lee would like to add something to the committee and board's consideration. They said Volunteer Ottawa has a board diversification program where they invite people from diverse backgrounds who aren't always represented and boards who want to diversify and match them up together. AnaLori seconds this as she attended a great workshop around this idea.

7. Announcements

- a) Quoi de Neuf? Rien.**
- b) 2018 Meeting Schedule:** – February 5, March 5, April 9

The next meeting will be February 5 at 7 p.m.

8. Adjournment. Elizabeth Kim moved to adjourn the meeting at 8:15 p.m.

FACILITIES MANAGEMENT COMMITTEE

Minutes

Thursday, January 17th, 2019

415 Gilmour St

Facilities Management Committee

Present: James Clark (Co-Chair)*, Tom Vandermeulen, David McCallum, Barbara Lagace, Michael Lambert,

Visitor:

Regrets: Hieu Nguyen, Adeliene Crawford, Doug Campbell

Staff: Anne Marie Mason, Ying-Hua Sun (Recorder)

1. **Call to Order – FMC Committee** **7:11 PM**
2. **Adoption of the Agenda**
 - Items to be added/deleted: Nothing to be added
 - Adoption of the Agenda: m/s/c Michael / David
3. **Declaration of Conflict of Interest:** Nothing to declare
4. **Review of the Minutes**
 - Adoption: December 13th Minutes m/s/c Tom / Michael
 - Business arising:
 - The City did not say anything about the Asset Planner Template.
5. **Staff Report**
 - Director's Report: Reviewed
 - Committee Discussion
 - *New Recruit* – Rida is hired as a Capital Project Manager, Anne Marie has been transferring some projects to Rida since he started in January 2nd.
 - *Fire Safety*- We have researched a new approach in Fire Safety for us.
 - Jim was our staff person who took care of a lot of work related to fire panels and safety, and now he has retired.
 - Anne-Marie states that we obtained three (3) bids for the whole portfolio from Fire Alarm System service providers. The company that won the contract also provides services to Ottawa Community Housing. There are multiple benefits with this alternative:
 - 1) This company will provide consolidated work focusing on fire and safety that is currently spread between staff and 3rd party Vendors.
 - 2) The cost of the consolidated fire alarm system provider is close to the combination of (both General and Senior) staff and other outsourced contracts.
 - 3) This contract with the fire alarm system provider enables us to free some of our staff's time and so that they could work on other priority initiatives.
 - 4) We will not need to hire another senior position at this time.
 - 5) It will free us from a lot of liability with regard to fire and safety procedures.
 - 6) The service also includes keeping records of all activities.
 - 7) This model has more potential to serve growing CCOC housing properties.
 - Michael asked if there is new building opportunities in the plans for CCOC?

Anne Marie responded:

- The Development department is charged with exactly this activity. Some buildings that we have now may need more financial resources. The question is how much money we should put in. This type of decision requires collaborative work with Development, Finance and the Facility Management groups together to discuss and evaluate how we move forward. For instance: Decisions could be made about what buildings are good targets and possible timelines? Possible purchases of existing buildings or land? To help to achieve this level of discussion, it is possible that we could have one night meeting for all the committees to meet together after the Phase II renovation is completed.
- We are getting a handover for 153 Arlington as our new property by mid-March.
- *Compensation fairness* –
 - James said that he is aware that there is some dissatisfaction towards the Compensation Fairness Review.
 - Anne Marie responded that the largest discussion came from the new employee groupings. This is a big change.
- *Phase I Renovation*: Anne Marie said although there were some structural issues during the renovation, staff are generally happy and patient during the renovation in the office.
- Capital Projects Report: Reviewed
 Committee Discussion:
 - *520 Bronson Meeting Room Conversion*: Michael commented the conversion to a 1 bedroom apartment presents a new opportunity for rentals.
 - *Lebreton Flats*: David commented that the cost seems high for setting up an independent heating system. Anne Marie said that the alternative could be much more expensive, given the age of the system and physical state.
- Sean's update on N5's: Reviewed
 - *41 Florence*: Anne-Marie explained that the LTB hearing is for the N13. It gives the tenant the right to come back to the unit. Sean is working on getting a permit from City of Ottawa for renovations.

6. Report from the Board & Committees:

- Committee Summaries: Reviewed

7. January Activities:

- November Chargeback Report: Reviewed
- November Variance Analysis Report: Reviewed
 Committee Discussion:
 - Michael asked how the lockouts happen and why there is waste collections chargeback. Anne Marie responded that lock outs are from Tenants that have lost or misplaced their keys. Waste collection is mostly from Tenants that move out and leave lots of material in their apartment. There is a cost for the removal.
 - Anne-Marie mentioned that we are trying to improve both Chargeback and Variance reports in order to reflect our budget set up.
- Review policies and sunset dates: Reviewed
 Committee Discussion:

- *Notice of Entry:*
 - The rules from Province do not allow us to send notices by email, this means we still deliver notices in paper.
 - Issue raised by Barbara: Tenants in the building sometimes tear down the Fire Alarm notices. Both Michael and Tom said that this behavior interrupts the Fire and safety procedures, it should be considered as criminal behavior. Barbara mentioned that evidence is required to help end the behavior.
- Review Terms of Reference for Committee: Reviewed
 Committee Discussion:
 - The terminology used in Terms of Reference should be all the same and current
 - For example:
 - Facility Management Committee versus Property Management Committee
 - Facility Management Department versus Maintenance Department
 - Formatting and reference method need to be revised so that we could refer to the terms clearly.
 - The points “To ensure the Maintenance Department manages CCOC’s properties in an economically, environmentally and socially sustainable manner” under the Section - Duties - should be the FMC’s mission statement.

Decisions:

- Change the purpose statement “.....economically, environmentally
- Change Property Management Committee to Facility Management Committee
- Add numbers 1, 2, 3 to the title for each sections in the paragraphs
- Change bullet points to alphabetical order under each section. 1 page (best effort)
- Pursue consistent language when referring to the Department. Ex. Facilities Management Department consisting of Operations and Capital.

(m/ Micheal, s/ Tom)

8. For Board attention:

- Review of Terms of Reference for Facilities Management Committee.

9. Other Business:

- Appeals (1): Appeal request for a charge back for unblocking the toilet at 258 Lisgar Street
 Committee Discussion:
 - According to the work order, in which the staff revealed the snake work specifically to pull up baby wipes.
 - Baby wipes should not be thrown into the toilet.
 - Votes count for the appeal request for a charge back for unblocking the toilet at 258 Lisgar Street:
 - Against: 5 votes
 - Agree: none
 Decision:
 - Denied the appeal to reverse charge back for unblocking toilet at 258 Lisgar (Invoice No. 201800019434).
- Review the tenant request regarding a reimbursement of housing improvements at 455 Lisgar
 Committee Discussion:

- It has long been our practice that when any Tenant upgrades their home at their own expense, they do so understanding they will not be reimbursed upon move out.
- Although FMC appreciates the work and commitment to CCOC community this Tenant has certainly invested, FMC shouldn't set the precedent to grant the request.
- Vote count for the request for the imbursement on renovation at 455 Lisgar Street:
 - Abstain: 0
 - Approve: 0
 - Reject: 5

Decision

- Request for reimbursement on unit renovation for 455 Lisgar is denied.
- Coinamatic is increasing rate for dryers by \$0.25 per load
 - Committee Discussion
 - James clarified that the increase of 0.25 cent will put total of one laundry to total of \$4.25 (\$1.50 to dry + \$2.75 to wash with cold water)
 - Barbara states that most tenants prefer to turn the dryer to very high heat.
 - The \$0.25 increase will be for CCOC to cover hydro bills
 - Vote count for: Concern: 0, Reject: 0, Approved: All
 - Decision:
 - The increase of \$0.25 for each dryer per load by Coinamatic is approved to cover CCOC hydro bills.
- Review of Motions: December, 13th minutes
- Rejecting the appeal and the request (2)
 1. Appeal request for a charge back for unblocking the toilet at 258 Lisgar Street
 2. Request from the tenant/custodian for a reimbursement of housing improvements at 455 Lisgar.

10. Adjournment:

8:45 PM

m/David

CCOC - East Portfolio

Maintenance Operating Costs - Variance Analysis Report

Report Period YTD: Nov 2018

Total # of Units - Portfolio:

799

Annual Turnover Budget:

125

YTD Turnover Actual:

90

YTD Turnover Budget:

115

Items	Expense Item	MTD Actual	MTD Budget	MTD Variance (\$)	MTD Variance (%)	YTD Actual	YTD Budget	YTD Variance (\$)	YTD Variance (%)	Annual Budget	YTD Actual Per Unit Cost (\$)	YTD Budget Per Unit Cost (\$)	Variance Comments (only for variances >3%)
a	Common Area R&M	67,563	89,213	21,650	24.3%	1,042,521	1,021,718	-20,803	-2.0%	1,110,931	\$ 1,305	\$ 1,279	Favourable variance is due to less common area repairs than anticipated
b	Insuite R&M	26,657	28,963	1,497	5.2%	271,803	318,593	46,790	14.7%	347,556	\$ 340	\$ 399	Favourable variance is due to less insuite repairs than anticipated.
c	Turnover R&M	13,305	21,837	8,532	39.1%	243,320	240,207	-3,113	-1.3%	262,044	\$ 2,704	\$ 2,096	Costs are in-line with MTD budget.
d	Turnover Capital	604	16,409	15,805	96.3%	80,066	180,499	100,433	55.6%	196,908	\$ 890	\$ 1,575	Favourable variance is a result of less turnover units requiring capital replacements.
e	Total Turnover (R&M + Capital)	13,909	38,246	24,337	63.6%	323,386	420,706	97,320	23.1%	458,952	\$ 3,593	\$ 3,672	Favourable variance is due to less capital work required in turnover units to date.
f	Maintenance Chargebacks	668	1,247	579	46.4%	71,511	13,717	-57,794	-421.3%	14,964	\$ 90	\$ 17	Fewer chargebacks this month , but YTD is still favourable
g	Total Maintenance Expenses	144,797	173,907	29,110	16.7%	1,862,915	1,953,352	90,437	4.6%	2,127,259	\$ 2,332	\$ 2,445	YTD favourable variance is due to lower costs than anticipated in most cost centers

Footnote 1: c Turnover R& M YTD Actual Per Unit Cost + d Turnover Capital YTD Actual Per Unit Cost = e Total Turn Over (R& M + Capital) YTD Actual Per Unit Cost

Footnote 2: c Turnover R& M YTD Budget Per Unit Cost + d Turnover Capital YTD Budget Per Unit Cost = e Total Turn Over (R& M + Capital) YTD Budget Per Unit Cost

Total # of Units - Portfolio:
Annual Turnover Budget:
YTD Turnover Actual:
YTD Turnover Budget:

774
133
102
122

Items	Expense Item	MTD Actual	MTD Budget	MTD Variance (\$)	MTD Variance (%)	YTD Actual	YTD Budget	YTD Variance (\$)	YTD Variance (%)	Annual Budget	YTD Actual Per Unit Cost (\$)	YTD Budget Per Unit Cost (\$)	Variance Comments (only for variances >3%)
a	Common Area R&M	67,836	83,173	15,337	18.4%	950,572	960,297	9,725	1.0%	1,043,470	\$ 1,228	\$ 1,241	Costs are in-line with YTD budget.
b	Insuite R&M	30,811	32,308	1,497	4.6%	332,773	355,388	22,615	6.4%	387,696	\$ 430	\$ 459	Favourable variance is due to less insuite repairs than anticipated.
c	Turnover R&M	29,092	27,616	-1,476	-5.3%	231,521	303,776	72,255	23.8%	331,392	\$ 2,270	\$ 2,492	Unfavourable variance due to a few turnovers requiring more repairs including patching and painting.
d	Turnover Capital	5,883	16,912	11,029	65.2%	77,766	186,032	108,266	58.2%	202,944	\$ 762	\$ 1,526	Favourable variance is a result of less turnover units requiring capital replacements.
e	Total Turnover (R&M + Capital)	34,975	44,528	9,553	21.5%	309,287	489,808	180,521	36.9%	534,336	\$ 3,032	\$ 4,018	Favourable variance is due to less capital work required in turnover units to date.
f	Maintenance Chargebacks	3,636	1,428	-2,208	-154.6%	24,687	15,708	-8,979	-57.2%	17,136	\$ 32	\$ 20	Favourable due to regular charge backs plus some higher than normal turnover charge backs.
g	Total Maintenance Expenses	163,175	177,068	13,893	7.8%	1,899,214	1,993,142	93,928	4.7%	2,170,210	\$ 2,454	\$ 2,575	YTD favourable variance is due to lower costs than anticipated in most cost centers

Footnote 1: c Turnover R& M YTD Actual Per Unit Cost + d Turnover Capital YTD Actual Per Unit Cost = e Total Turn Over (R& M + Capital) YTD Actual Per Unit Cost

Footnote 2: c Turnover R& M YTD Budget Per Unit Cost + d Turnover Capital YTD Budget Per Unit Cost = e Total Turn Over (R& M + Capital) YTD Budget Per Unit Cost

Facilities Management Committee

DIRECTORS REPORT:

- Safety
 - o Staff Safety – No new safety incidents.

- Staffing
 - o We have hired a new Project Manager, Rida Ouhraj. Rida started January 2 and is certainly transitioning quickly. Rida has a Civil Engineering Degree and a Graduate Degree in Sustainable Construction.
 - o We will be posting for a new staff person for Building Cleaner to replace Nina Castro upon her retirement.

- IT Change
 - o Maintenance and Finance have been working on process and reporting that crosses both departments.

- Office Renovations
 - o Phase I is substantially complete. Phase 2 has started and demolition is almost complete. We expect Phase 2 to be complete by the end of March.

- Lebreton Flats Heating Plant
 - o Tomkins line has been capped off. Awaiting specifications for 170 Booth and 33 Rochester boilers.

- CCOC Compensation Fairness Review
 - o All staff met on Dec. 12 and the Internal Fairness review was presented. There was lots of discussion at this meeting and at departmental meetings. Now we can move on to External Compensation side of the process. This will go through Personnel Committee this week.

- Dryers Cost per Use
 - o Coinmatic are increasing the cost of dryer use by .25 cents per load. This will come directly to CCOC to cover hydro costs.

- Fire Safety – Moving to Third Party Vendor
 - o Our Fire Safety Technician (Jim Gleason) has retired. Jim always carried out our Annual Inspections, attended to fire panels, provided oversight to monthly inspections as well as other duties performed by Senior Maintenance Staff (with a specialty if HVAC Systems). We have reached out to three Contractors to get pricing to outsource this work. The comparison is attached and we will be moving forward with an outside contractor.

Capital Projects Progress Report – Rida Oulhaj– JAN. 10, 2018

Unscheduled Capital Projects:

515 MacLaren - Make up air unit

Specifications have been approved and the job tender has been issued. Century Mechanical giving us a timeline between mid to late January for the equipment to arrive. Once the equipment is in place this system will have to be built on site.

54 Primrose - Mechanical issues

This building has no Make-Up Air Unit (MUA) and we are getting the design to incorporate a new system. The drawings are complete, and we plan to submit for permit Mid-January, the work is to start by Mid-February and be completed by the end of March.

10 Stevens - Parking Garage Repairs

CCOC has received funding under the Housing and Homelessness Investment Plan. The work is for structural repairs to the parking garage at 10 Stevens. Morrison Hershfield has created the specifications Duron is the Contractor for this work and they are 90% complete. All paperwork has been submitted to City of Ottawa reimbursement.

Lebreton Flats - Disconnecting from Heating Plant

We have received the report and costs estimates from GeoEnergie. To set up both buildings with their own heat will cost approximately \$383,000. That estimate includes all engineering and related work. This work will go out to Tender as soon as the documents are reviewed and ready.

Social Housing Improvement Program (SHIP):

520 Bronson - Meeting Room Conversion

Meeting room is being converted into a 1-bedroom apartment. This work is 90% complete.

Planned Capital Projects:

Lighting Upgrades - Multiple Properties

We have begun work with companies Lumen Lighting and Standard Lighting to get proposals for the portfolio wide common area lighting upgrades to LED. We should get an estimate by Mid January.

258 Lisgar - Elevator Modernization

Project started Sept 24. Car No. 1 is completed, the inspection with TSSA will be held on 15/01/18, after a week of testing, the car could be used by the tenant. It will take 6-8 weeks to finish the other car. We have experienced a substantial delay on this project which will require a change order to reflect this change.

Capital Projects Progress Report – Rida Oulhaj– JAN. 10, 2018

151 Parkdale – Sealant Replacement
Project is 95% complete.

341 Lyon/515 MacLaren – Roof Replacement
Work is almost complete. We are just waiting on delivery and install on railings.

110 Nelson – Roof Replacement
This project is complete. The rebuilding of the planters will take place in the spring.

Percy School – Property Renewal – Phase 3
Phase 2 is underway and approximately 80% complete. The back of block B (MacLaren 1-9) new deck is complete. New windows, doors and siding installation is complete.

Block A (MacLaren 19-30) All doors are installed in the front entryway. The remaining windows, decks and siding for the front of the upper units should start early February. We are hoping to see the end of this work by mid-March.

Beaver Barracks – Geothermal

We have hired GeoEnergie to investigate options for removing excess heat from the geothermal field at the property. Given site restraints, we are most likely looking at a cooling tower on the roof of 111 Catherine, the documents and drawings have been submitted by GeoEnergie and the tender for the contractor should be issued soon.

Corix has completed two site visits for potential contractors to bid on work which will take place within the district energy plant. Some work will take place on CCOC pumps adjacent to the Corix Plant. This work will reconfigure some aspects of the original design to save on energy consumption. Bids are due in the next week. This project is being managed by Corix.

170 Booth – Landscape Redesign

Consultant is currently working on design concepts for the ‘backyard’ as well as exploring grading solutions/concepts for the front entrance.

23 Properties – Building Condition Assessments

Reports have been submitted to Kris Gordon. He will find the time to digest and enter information into a document, which will inform our long term planning.

345 Waverley – Asbestos Abatement

Reinsulating of pipe has yet to be awarded.

Capital Projects Progress Report – Rida Oulhaj– JAN. 10, 2018

415 Gilmour - Garage Repairs

Fee Proposal has been accepted for preliminary investigation for repair work on the garage slab. Investigation complete. We now have a scope and budget figure. The only outstanding item is communications with Domicile to share issues that are on their side of the parking garage.

Unity Non-Profit Housing:

55 Hilda - SHIP - Energy Efficiency Work:

Lighting Replacement is complete with a few deficiencies to be addressed.
Toilet replacement is complete.

New boilers are being installed.

Tim Dowell Projects:

BB - Flooring in elevators replacement. 160 Argyle is complete, 464 is complete.

345 Waverley - Front Entrance Door and Entry Phones

Installation of the entry doors at 345 Waverly later in the week of Jan. 14th .

511 Bronson - Front Entrance Door and Entry Phones

Installation of the entry at 511 Bronson later in the week of Jan. 14th .

41 Florence - Property Standards Order

Demolition work almost complete, we need to issue a permit for the renovation by mid-January.

**REPORT FROM THE RENTAL COMMITTEE
January 15, 2019**

PRESENT: Kerry Beckett (chair), Alison Kar, Christopher Yordy, Sulaina Bonabana, Vera Theokritoff, Cynara Desbarats, Toby Brooks
STAFF: Debbie Barton, Linda Camilleri (staff/recorder)
REGRETS: Adriane Dijs, Michelle Boyer & Daniel Boyer, Helena Brown
Guest: Teresa Schoembs (1st meeting)

All of the members went around the room and introduced themselves and welcomed our guest, Teresa.

1. **The agenda was accepted.**

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

3. **2018 Vacancy & Turnover Reports**

a) Synopsis of Vacancies and Turnovers: Debbie took the members through some high level report highlights:

- a 20-year low in our turnover rate was experienced at 12%; 194 households moved out
- split on unit turnovers was Market 63% vs Subsidized 37%
- there were 214 total vacant unit months in 2018
- there was an equal number of turnovers in the East and West portfolios, each with 97 unit
- rental staff rented 184 units over the year

b) Vacancies and Turnovers for 2018 by Portfolios: This report details the building specific turnovers and vacancy months and by portfolios. Debbie explained how the Maintenance and Rental vacancy months are accounted for. Units remained empty an average of 1.1 months, however several buildings in the Housing Services Act (HAS) Portfolio experienced much higher vacancy turnover months due to some difficult tenancies, unshowable units and staff workloads.

c) Historical V&T Data: The report details turnovers by vacancy rate and vacancy months, how the data presents over time ranging from highs of 20% to our current lowest turnover rate of 12%.

d) Units Rented by Source: This report details how tenants came to rent from us. Of the 184 households that we rented to in 2018: 35% were subsidized and 65% were market tenants. Here is a further break down reflecting the respective categories that tenants were housed:

Subsidized tenants housed: 64 Households

- 34% Overhoused (Provincial Priority) & Transfers
- 25% Local Priorities (homeless, urgent safety & medical, grads of SH, insitu MR to RGI)
- 23 % Special Provincial Priority (victims of abuse)
- 11 % Chronological
- 6% W/C accessible units

Market tenants housed: 120 Households

- 58% Referrals from friends and family
- 22% Websites/twitter
- 16% Tenant Transfers
- 4% Former tenants returning

4. Updates:

a) December 1st All Committee Meeting and report: The meeting objectives were to:

- Develop a shared understanding of key issues for the organization, strategic choices for addressing them.
- Provide strategic advice: answer the big questions that will shape the 2019-2022 work plan

The report that was produced and circulated to members prior to the meeting, identified 4 key strategic areas and the following 4 items were discussed:

- Building resilience to meet our mission in the events of government funding cuts
- 240 Presland what to do when the Federal operating agreement expires in 2023
- Equity for new development
- Aging In Place – supports for seniors

b) Items from Finance Committee: Debbie advised Rental Committee of two recent decisions made at the Finance Committee that impact Rental department operations:

- Increase in NSF charges - As of January CCOC is increasing the NSF charge to tenants when their cheque or pre-authorized payment returns NSF (non-sufficient funds) from the bank. The fee will increase from \$15.00 to \$30.00. This is the same amount that CCOC is charged by our bank when a tenant payment returns NSF.

- 2019 Corix rates - The Finance Committee recommended that Corix rates to tenants at Beaver Barracks be increased by 3% for units under 900 sq ft, and 2% for units above 900 sq ft.

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

a) Vacancies and Turnovers

b) Legal Tracking Report & Housing First Discussion (SSH)

c) Department and Committee Year in Review: Debbie reviewed the Rental Department/Committee monthly workplan outlining monthly items, 2018 projects, beyond CCOC and dept. staff training.

In addition, there is a roll up at the end of the document identifying Board/Committee workplan items, policy & procedural items, staffing and operations, custodian work, parking, community partners & commercial leases. It has been an extremely busy year for all staff!

6. Board & Committee Reports: A condensed snapshot from all of the committee's work was provided for committee members to review.

8. Other Items: Debbie advised the rent up for Arlington development is delayed until mid-March /April.

9. Board Focus Rental Committee items to be identified: 2018 vacancy & turnovers statistics

Adjournment: The meeting adjourned at 8:20. Debbie took the members on a tour of the new office space. They were impressed!

Next Meeting: February 19, 2019 @ 7:00 pm 415 Gilmour Apt. 304

CCOC TURNOVERS & VACANCIES FOR 2018

- In 2018, we experienced a 20-year low in our turnover rate: **12%**. A total of **194 households** moved out in 2018.
- We averaged **16 move outs per month**. Our greatest number of turnovers happened in July with 19 households moving out and our fewest turnovers occurred in the month of October with 13 turnovers.
- The buildings with the **greatest number of turnovers** were obviously our larger building: 210 Gloucester & 464 Metcalfe (12 units each), Percy & 415 Gilmour (11 units each), 111 Catherine (10 units), 258 Lisgar (9).
- The Market vs Subsidized split on unit turnovers was 63% / 37%.
- Two bedroom units had the largest number of turnovers at 39%, followed by one bedrooms (32%), Bachelors & Rooms (18%) and three bedrooms, at only 11% of all unit turnovers.
- There were a total of **214 vacant unit months**. The amount of time to get units ready for occupancy accounted for 139 vacant months and 74 rental vacant months.
- Units remained empty an average of 1.10 months. The HSA Portfolio (properties 24-41) experienced higher than average vacancy months, at 1.42 vacancy months/turnover. Six buildings in this portfolio were either close to being empty for 2 months or more, far exceeding the average.
- 184 units were rented in 2018. CCOC's overall vacancy rate decreased from 2.25% in 2016 to **1.1%** in 2018.
- What's really interesting is that we had an equal number of turnovers on both East & West Portfolios: 97 units

2018 Turnovers By Bedroom Size & Subsidized Units

Total Units:	1573	
# of Total Turnovers:	194	
# of Subsidized unit turnovers:	72	
Bedroom Categories:	# of Turnovers	# of Subsidized Turnovers:
Rooms:	3	3
Bachelors:	31	9
1 Bedroom:	62	26
2 Bedroom:	75	24 (1 stacked townhouses)
3 Bedroom:	22	10 (4 stacked townhouses)
4 Bedroom:	1	0
5 Bedroom:	0	0
1 Bedroom Wheelchair Accessible:	0	0
2 Bedroom Wheelchair Accessible:	0	0
	194	72 (37%)

2018 Turnovers by Portfolio

Portfolio	# of Units	# of Turnovers	
1 – 11 Sec. 27	140	12	(9%)
12 – 23 Sec. 95	325	61	(19%)
24 – 41 HSA	725	70	(10%)
52,60-76 Other	351	43	(12%)
71 Co-op	32	8	(25%)
Totals:	1573	194	(12%)

Source: CCOC files, db/01/19

CENTRETOWN CITIZENS OTTAWA CORPORATION

MISCELLANEOUS PROPERTIES & GRAND TOTALS

Vacancies and Turnovers for 2018

23-Jan-19

#	PROPERTY	No. Of Units	No. of Turnovers	% Turnover	Maint Vacancy Months	Rental Vacancy Months	Total Vacancy Months/TO	Average Vacancy Months/TO	Staff
52	163 James	8	2	25%	2.25	9.00	11.25	5.63	cm
60	140 Bronson	14	3	21%	1.50	0.00	1.50	0.50	cm
61	123 Stirling	10	0	0%			0.00	0.00	cm
62	Mayview/Merivale	13	2	15%	1.00	0.00	1.00	0.50	cm
63	Richmond Rd	23	1	4%	0.80	0.50	1.30	1.30	cm
64	54 Primrose	29	7	24%	4.75	3.50	8.25	1.18	cm
65	464 Metcalfe	107	12	11%	8.00	0.00	8.00	0.67	fc
66	160 Argyle	53	4	8%	2.00	0.00	2.00	0.50	fc
67	111 Catherine	76	10	13%	4.00	0.50	4.50	0.45	fc
68	100-200 Victory Garden	18	2	11%	1.00	0.00	1.00	0.50	fc
	Totals:	351	43	12%	25.30	13.50	38.80	0.90	
71	240 Presland	32	8	25%	5.00	1.50	6.50	0.81	fc

Grand Totals:	1,573	194	12%	139.35	74.15	213.50	1.10
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Yearly CCOC Turnovers by Vacancy Rates and Vacancy Months

Year	Total Units	# of TO	Turnover Rate %	Rental Vacancy Months	Total Vacancy Months	Average VC Mo. Per TO
2018	1573	194	12%	74	214	1.10
2017	1590	215	13%	65	251	1.16
2016	1,596	239	15%	118	313	1.24
2015	1,595	246	15%	67	302	1.23
2014	1,595	252	16%	33	223	0.89
2013	1,595	224	14%	37	238	1.06
2012	1,501	254	17%	47	235	1.11
2011	1,503	225	15%	51	251	1.12
2010	1,343	218	16%	45	246	1.13
2009	1,314	208	15%	34	212	1.02
2008	1,314	232	18%	30	300	1.29
2007	1,314	249	19%	8	228	0.92
2006	1,314	264	20%	64	265	1.00
2005	1,314	253	20%	37	227	0.90
2004	1,291	252	19%	36	212	0.84
2003	1,291	232	18%			
2002	1,291	232	18%	19		
2001	1,278	165	13%	10	79	0.48
2000	1,268	242	19%	45	163	0.67

SOURCE: CCOC Files, 2000-2018/db

Note: In 2017, the 12 units at Arlington were included in the unit count.

01/11/2019

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	
MR & RGI Totals	12	10	17	8	28	24	13	15	12	19	17	9	184					
RGI Units	5	5	6	4	8	10	2	5	5	7	2	5	64	35%				
Special Priority			1	1	2	5	1	1	1	1	1	1	15	23%	1	1	9	4
Overhoused	1			1	3			1		2		1	9	14%		2	7	
Insitu MR to RGI	1					1							2	3%		1	1	
Homeless		1	2	1	1	1			1	1			8	13%		2	2	4
Urgent Safety						1							1	2%		1		
Urgent Medical													0	0%				
Graduates of SH	1		1	1								2	5	8%			4	1
Chronological		1	1		1	2		1	1				7	11%			2	5
Modified (W/C)			1				1		1	1			4	6%		2	1	1
Transfers	2	3			1			2	1	2	1	1	13	20%		4	5	4
Totals:	5	5	6	4	8	10	2	5	5	7	2	5	64		1	13	31	19

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	
MR & RGI Totals	12	10	17	8	28	24	13	15	12	19	17	9	184					
MR units	7	5	11	4	20	14	11	10	7	12	15	4	120	65%				
CCOC website	2		1	1	2	4		2	1	2	1	1	17	14%	3	7	2	5
Other Websites/Twitter	1	2	1	1	2		1	1					9	8%	1	1	5	2
Signage			1										1	1%		1		
Ads													0	0%				
Walk-ins													0	0%				
Tenant Transfers	3	1			3	2	1		1	4	4		19	16%	2	7	4	6
Former Tenants					1		2			2			5	4%		2	2	1
Referrals	1	2	8	2	12	8	7	7	5	4	10	3	69	58%	3	33	17	16
Totals:	7	5	11	4	20	14	11	10	7	12	15	4	120		9	51	30	30

Notes:

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

*1 item missed from April and added in as of December 2018

RENTAL DEPARTMENT REPORT December 2018

1. CCOC Units Rented by Source and Unit Turnovers:

Source	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Totals	12	10	17	8	28	24	13	15	12	19	17	9	184
Transfers	6	4		1	7	2	1	3	2	8	5	2	41
Registry W/L	1	2	6	3	4	9	2	2	4	3	1	3	40
Referrals	1	2	8	2	12	8	7	7	5	4	10	3	69
Signage/Ads			1										1
Insitu MR to RGI	1					1							2
Websites/Twitter	3	2	2	2	4	4	1	3	1	2	1	1	26
Former Tenant					1		2			2			5
Unit T.O by month	18	15	17	14	14	16	17	19	17	13	16	18	194
Monthly V.C. rate	1.2%	1.0%	1.3%	1.5%	0.8%	0.8%	1.0%	1.3%	.89%	.95%	1.1%	1.5%	1.1%

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

December 2018: # of units rented = 9
of turnovers = 18

* **Benchmark 2: CCOC vacancy rate (1.5%) should be < than Ottawa's vacancy rate (1.6%)**

2. Vacancies & Turnovers:

Turnovers prior to December 31st: **15 empty units**

January Turnovers: **13 units** changed from 10 last month
10 not rented

February Turnovers: **15 units**

The current vacancy rate for December is 1.5% with 24 empty units. CCOC has 1573 units in 51 properties. Our vacancy rate is **below the City average vacancy rate of 1.6%** (CMHC, Rental Market Report, Oct. 2018).

3. N5's & Evictions: December/January:

N5's & Evictions: There are 8 active N5's including 2 new notices served in December. We have still not received an Order from our LTB hearing on Dec 18th. Things are really backed up at the LTB!

The tenant who gave notice for Dec 31st did not leave and we now have a hearing on January 29th.

2018 Rental Department/Committee Annual Work Plan

	January	February	March
Monthly items	<ul style="list-style-type: none"> ● RC: CCOC Annual Statistics: Part1: Vacancies & Turnovers, Q4 website analytics (M&C) 	<ul style="list-style-type: none"> ● RC: CCOC Annual Statistics: Part 2: Rent Subsidies, HComp, Income Source, Report on N5's, Rental Service Standards, Annual Indicator Report ● SSH Team Meeting (quarterly) ● Hired new custodian at 110 Nelson (db) 	<ul style="list-style-type: none"> ● RC: Guest-Salus, CMHC Rental Vacancy Report, Parking Policies ● Custodian Meeting (quarterly) ● Complete 2017 Key Indicators (db)
2018 Projects	<ul style="list-style-type: none"> ● Yardi: onsite training; set up property lists (fc); Letters (fc,lc); MR Lease Renewals (lc); Procedure transfer within same building (CM); correct unit rents (FC, DB) 	<ul style="list-style-type: none"> ● Yardi: Setting up 1 to Many Tables (fc); Letters (fc,lc); MR Lease Renewals (lc); Lease Renewal Custom Report (lc); correct unit rents (fc,db,lc); NTPs entry and issues 	<ul style="list-style-type: none"> ● Custodian After Hours Backup Program-2 custodians joined ● Yardi: doing rent calcs directly in Yardi, Letters (fc,lc); MR Lease Renewals (LC); NTPs entry and issues ● Implement Move-In Survey
Beyond CCOC	<ul style="list-style-type: none"> ● OSHN Steering Committee (db) ● CMHC Housing Outcomes Pilot (db) 	<ul style="list-style-type: none"> ● ONPHA Large Providers' Forum(db) ● CMHC Housing Outcomes Pilot (db) 	<ul style="list-style-type: none"> ● OSHN Steering Committee (db) ● CMHC Housing Outcomes Pilot (db) ● MOH Workgroup on Accreditation (db) ● Community meeting with Bluesfest & City staff (db)
Staff Training		<ul style="list-style-type: none"> ● MOH webinar (fc) ● The Agency Portal videos to complete online Rent Supp (ls,fc) 	
	April	May	June
Monthly items	<ul style="list-style-type: none"> ● RC: Cannabis legislation discussion, Social Housing Modernization, 240 Presland & The Agency ● Prepare AOR's for HB (db) ● Prepare rentals section for CCOC Annual Report 	<ul style="list-style-type: none"> ● RC: No smoking/vaping/ cannabis, Fed/ON Bilateral Housing Agreement, Stats on SSH Program, Workplan for summer student ● Prepare AIR's for HB (db) ● Sec.95 audit from MMAH ● CCOC AGM ● SSH Team Meeting (quarterly) 	<ul style="list-style-type: none"> ● RC: SWOT exercise, reallocation of buildings, Rent Collection Officers move to Rental Dept, ● Custodian Meeting (quarterly)
2018 projects	<ul style="list-style-type: none"> ● Yardi: NTPs solution- non-resident lessee; Rentals training M&C on Customers and 1 to many tables (fc), Letters (fc), setting up commercial properties (lc), Mtg with Victoria Park ● The Agency: 240 Presland ● N5 Excel tracking List & uploaded 2017 N5's as pdf's in tenant files ● Custodians payment changes ● Agreement on CMHA rent sup referral procedures 	<ul style="list-style-type: none"> ● Rental staff review of parking to ensure full occupancy ● Hiring for Summer Student ● Yardi: Letters (fc,lc) new process to check for charges before billing is run, do move ins before billing (ah,cm,fe,fc,ls,lv); Letters (fc), Legal Tracking workgroup (fc,ls), French language preference ● Set up SSH Database for tracking outcomes (fc) ● Rental staff training of TSR's re: rental processes 	<ul style="list-style-type: none"> ● Yardi: Legal Tracking workgroup (fc,ls), setting up attributes for Tenant and Unit (fc), add attachment and memo types (fc); add post month to move ins ● Mtg with Constable Lemieux (ah,db) 511 Bronson ● Good Neighbour Signage at small buildings (ah,cm)

Beyond CCOC	<ul style="list-style-type: none"> ● CMHC Housing Outcomes Pilot Project (db) ● CCHC Community Consultation on Strategic Directions (db) ● ONPHA Large Providers' Forum (db) ● SWCHC Neighbourhood Forum (db) ● MMAH Social Housing Modernization Com (db) 	<ul style="list-style-type: none"> ● ONPHA Regional meeting ● SMAIR Audit (db) ● CMHC Housing Outcomes (db) 	<ul style="list-style-type: none"> ● Annual Meeting for OSHN ● OSHN Steering Committee (db) ● Registry AGM (fe,ah,fc) ● CMHC Housing Outcomes (db)
Staff Training	<ul style="list-style-type: none"> ● HSC Webinar: Cannabis Legislation (db,fc,ah) ● CHRA Conference (fc) ● Webinar – how to read and understand financial statements (fc) ● Mental Health First Aid (fc) 	<ul style="list-style-type: none"> ● CPO After the Call (FC, AH) ● ONPHA Regional Meeting (ah,cm,fc,fe,lc) ● L&L: Self-Care ● Registry L&L Hoarding case (fc,ah) 	<ul style="list-style-type: none"> ● VHA info session on OAS (ah,fc)
	July	August	September
Monthly items	<ul style="list-style-type: none"> ● RC: 2019 rent increases & Summer Potluck 	<ul style="list-style-type: none"> ● RC: 2019 rents at turnover, workplan review ● Set up Enercare Meeting (lc) ● SSH Team Meeting (quarterly) ● 	<ul style="list-style-type: none"> ● RC: 240 Presland Agency Report, Guest policy, Guest parking policy, PSW parking pass policy ● Custodian Meeting (quarterly) ● CCOC Calendar review for rental related items
2018 projects	<ul style="list-style-type: none"> ● Yardi: procedures for 12 months at MR; start using Legal Tracking; strategy for subsidy tracking for Rental Dept; updated procedures and checklists for Move In, Transfer, after Rent Calc; MR Lease Renewals (LC); manually enter addresses for all tenants; setting up ad hoc reports (fc) ● Transition of Rent Collection Officers to Rental Department ● Compensation Review/JD ● Arlington Rentup process(db,ah) ● 170 Commercial Lease revision of template (lc,db) ● Set up Commercial credit checking with Equifax (lc) 	<ul style="list-style-type: none"> ● Yardi: entering data for subsidy tracking, testing purge of RGI tab for MR tenants; MR Lease Renewals (LC); manually enter addresses for all tenants; reports for 1 to many tables; correcting SVT dates for all move ins since Jan 1, 2018 (fe,ah,fc); setting up ad hoc reports (fc), Rental subsidy codes, unit availability report (cm) ● Arlington Rentup process: prepare Q&A for TSR's (db, ah) ● Specifications for Rental Floor Plans & Unit Plans (db) ● Commercial Lease renewal for PCIL @ 520 Bronson (lc,db) ● Commercial Lease rent up for units 3&4 @ 170 Booth for short term lease (2.5 mo) (lc) ● Updated Access Codes & Enterphone Forms (fc,ah) 	<ul style="list-style-type: none"> ● Arlington Rentup process: confirm rents for Finance; Architecture week tour (db,ah) ● Yardi: ● 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 ● Compensation Equity Review ●
Beyond CCOC	<ul style="list-style-type: none"> ● OSHN Steering Committee ● 	<ul style="list-style-type: none"> ● OSHN Steering Committee ● CAHDCO interview on Residential Options for Rooming House Tenants 	<ul style="list-style-type: none"> ● OSHN Steering Committee ● Met with Calgary Housing contingent re: The Registry & CCOC ● Joined Housing Resource Group hosted by Bruce House (LC)

Staff Training			<ul style="list-style-type: none"> ● HSC Webinar: Transforming the Thinking of the Portable Housing Benefit Sep 12, 2018 ● Change Management Training Sep 26-27, 2018 (ah,fc,cm,fe,db)
	October	November	December
Monthly items	<ul style="list-style-type: none"> ● RC: no meeting ● Mtg with CMHA to define new RS procedures (RO's, RCO, db) ● East/West Side Team meetings Board Retreat w/Managers ● Arlington Rentup process(db,ah) ● Hosted an Information Session on Emergency Preparedness with Community Partners (VHA&PCIL) and Maintenance Managers 	<ul style="list-style-type: none"> ● RC: Policy review on demanding certified cheques..., NRD's, Serving notice of terminations, Ground Oriented Units; Presentation on Rent Collection Reports; briefing on All Com Mtg; Discussion on Housing 1st & challenging tenancies ● East/West Side Team meetings ● Arlington Rentup process: floorplans (db,ah) ● Mtg with Constable Lemieux (ah,db) Tenant mtg at 210 Gloucester & Agent Status given at 151 Parkdale 	<ul style="list-style-type: none"> ● RC: Review of CMHC Rental Market Report & discussion of Ottawa market; Rentals Potluck! ● All Committee Annual Meeting ● Full Staff Meeting ● Custodian Meeting (quarterly) ● SSH Team Meeting (quarterly) ● East/West Side Team meetings ● Arlington Rentup process(db,ah) Identify Tenant Transfers (4) ● PAP application updated due to increase in NSF charges (Is)
2018 projects	<ul style="list-style-type: none"> ● Met with PCIL & VHA to discuss Emergency Preparedness ● Compensation Equity Review ● Leadership Team (cm,lv) ● Briefing for Board on Co-op (240 Presland) Challenges Yardi: <ul style="list-style-type: none"> ● Correct all unit rents for turnovers and update move in checklist ● Rent Collections Letters ● Instructions for creating adhoc report for monthly rent supp report ● Uploaded all Tenant ledgers from Spectra 2008-2017 into pdf files (Is) 	<ul style="list-style-type: none"> ● Budget Meetings ● Document Rent Collections filing system & review w/Finance staff re: who does what & process ● Yardi: <ul style="list-style-type: none"> ● Rent collections Letters ● Revised processes for entering new tenants and for removing roommates or changing HOH ● Review MOMI processes with Maintenance Dept. 	<ul style="list-style-type: none"> ● CCOC nomination by tenant for Celebration of People award: Citizen Advocacy (fc attended event) ● Mtg with OB ED & SSH manager to discuss housing first clients (db) ● Yardi: <ul style="list-style-type: none"> ● Rent receipts and PAP mtg with Finance Dept. ● Utility account set-up and charge back procedures ● Revised processes for entering new tenants and for removing ● First Rent Collections letter sent to Yardi for programming <p>CCOC Packing Up & Office Move!!!</p>
Beyond CCOC	<ul style="list-style-type: none"> ● OSHN Steering Committee ● ONPHA Conference (26-28) ● Key note speaker at 30th Anniversary of Bruce House ● Mtg w/MCSS Housing Co-ord. for developmental services ● CMHC Housing Outcomes Research Proposals review 	<ul style="list-style-type: none"> ● OSHN Steering Committee ● National Housing Day Event ● Bruce House Network (FC) 	<ul style="list-style-type: none"> ● OSHN Steering & Governance Committees (db) ● CCOC nomination by tenant for Celebration of People award: Citizen Advocacy (fc attended) ● CMHC Housing Outcomes Research Workgroup ● Bluesfest Debrief
Staff Training	<ul style="list-style-type: none"> ● OSHN Lunch & Learn – Conflict Resolution (FC) ● ONPHA (FC) 	<ul style="list-style-type: none"> ● Home Takeover Train the Trainer (fc,ah) ● RentSmart intro course (fc,ah) 	

A. Board & Committee Workplan Items:

- CCOC Realignment East/West
- Office Renovation
- Implementation of New IT system (Yardi)
- Compensation Fairness Review/Assessing Positions
- SWOT's: staff & committees in anticipating strategic planning for November 2018

B. Policy Issues:

- Each staff was to bring on 2 non-smoking buildings, however due to workload this will be brought forward in 2019
- Yardi work is listed monthly in the previous report
- Rental Policy Review: Guest Policy for RGI Households, Parking Policies, Ground Oriented Units, Demanding Certified Cheques (rescinded), Deposits, Serving Notice of Termination at the end of the tenancy, Serving Notice of Termination before the end of the tenancy

C. Procedural Items:

- Implemented new Move In Survey
- Implemented new Rent Sup Referral Procedures with CMHA
- Updated 'Death of a Tenant' procedures to address issues of refunds
- Updated PAP Application Form due to NSF charge increasing to \$30
- Website updates: adding "Floors" & "Shown by" features to each apartment listing for TSR's
- Many new rental procedures documented in 2018 due the changeover to Yardi

D. Staffing, Training and Operations:

- Reassignment of Rent Collections Officers to Rental Dept.
- Hired Summer Student for Yardi work

E. Custodians:

- New protocol for single elevator buildings and after hours malfunction
- Refresher on E-waste
- SWOT exercise with Custodians
- AGM resolution of shopping carts in buildings
- Custodian Emergency Back-Up Program
- Review of protocols: tenants locked out of apartments, wellness checks, aggressive applicants, community newspapers in lobbies
- Hired new Custodian for 110 Nelson (Feb2018) & 455 Lisgar (Aug 2018)

F. Parking:

- Reviewed all parking policies & made revisions as required

G. Community Partners & Commercial Leases:

- Salus: Updated Service Agreement for BB to include Phase 1&2
- Options Bytown: SSH program – set up excel tracking system on tenant outcomes
- Commercial Leases: **New** – 1-170 Booth (Mobile Vet), 109 Catherine (Joel Harden MPP)
Renewals: 101-520 Bronson (PCIL)

H. Database Operations & Rental Reports:

- Yardi work is listed monthly in the previous report

PRAC!

(Policy, Research and Action Committee, not the Prairies Regional Adaptation Collaborative)

NOTES

7:000 pm January 16, 2019

415 Gilmour

Present: Abra Adamo (chair), Catherine Boucher, Natalie Duchesne, Andrew McNeill, Rod Manchee, Jesse Steinberg, Ray Sullivan (Staff)

Regrets: Judy Forrest, Hannah Vlaar

1. **Call to Order:** 7:21
2. **Adopt Agenda:** adopted unanimously.
3. **Adopt Minutes on November 2018:** adopted unanimously (after some deep memory exercises to think way PRAC to November).
4. **Recent News**

a. City of Ottawa Housing System Working Group

The City has created four subcommittees to accelerate the refresh of the 10-year Housing and Homelessness Plan. There is a Social Housing Modernization Working Group (Ray is on it), and Capital Supply Working Group (Graeme is on it), and Prevention Working Group and a group that will look at homelessness (the pre-existing Community Advisory Board, which is required under federal Homelessness Partnership Strategy funding, will be re-aligned as a subcommittee of the Housing System Working Group). The City has until June to submit a draft refresh to the Ministry and they plan to submit a final draft to City Council in the Fall.

b. Inter-departmental working group on Affordable Housing Near Rapid Transit:

CCOC is part of a broad campaign that asks to, 1) implement Inclusionary Zoning, 2) prioritize land around rapid transit stations for deeply affordable housing, and 3) allocate \$12M of the City's own funds for new affordable housing. It's gaining traction. Jim Watson committed to the first two in the election. We expect a group of councillors to champion the last one, but not sure yet if it will win a vote.

The coalition behind the campaign is organizing a rally at City Hall on Feb 6 (the day the budget is released).

Ray hasn't pitched the idea of a "housing hack" event to the City yet.

The City is briefing coalition reps on Feb 12 on their progress with housing at transit stations.

c. Ministry of Municipal Affairs and Housing:

Ray was in Toronto at a consultation meeting called by the Ministry of Municipal Affairs and Housing earlier the same day. The Ministry called together six sector representatives for updates and a consultation on recent policy and program development. Ray gave the committee a very high-level briefing: The Ministry is working on EOM policy issues and developing programs for implementing the National Housing Strategy in Ontario. We'll all need to learn some new acronyms: COCHI (Canada-Ontario Community Housing Initiative) – this is the “baseline funding” the federal government is realigning to ensure sustainability and viability of existing social housing as spending on federal operating agreements expires; and OPHI (Ontario Priorities Housing Initiative) – this is the successor to the Investing in Affordable Housing program (IAH), but funding will decline as it is reallocated to Portable Housing Benefits.

d. National Housing Strategy:

CMHC has listened to providers (including CCOC) and added flexibility to the minimum criteria for the co-investment fund. CCOC is re-applying this month.

5. Business Arising from past meetings:

a. Measures of Affordability (Catherine, Jesse)

Jesse is working on a little table showing a few different income ranges/types and how they would compare to different measures of affordability.

b. Reconciliation with Indigenous Peoples (Ray)

Ray will reach out to another elder to see if we can find someone who's schedule better fits CCOC's.

6. New Business:

a. PRAC 2019-2020 workplan: The committee brainstormed and came up with...

- Official Plan Review
- Transportation Master Plan
- City 10-year Plan on Housing & Homelessness
- Inclusionary Zoning
- Social Housing Modernization (& EOM)
- City Policy Integration (and a policy function within the housing branch)
- Federal Election

- CCOC Aging in Place Strategy
- Social housing property taxes

7. **Other business:**

- 1%:** Catherine is going to dig through her drawer to find some old 1% housing solution buttons in case some councillors propose a 1% tax levy to address affordable housing. Ray thinks he can make more (because he actually owns a button-maker).
- Meeting schedule:** the committee agreed to meet on the Third Wednesday of each month.

8. **Adjourn:** 9:25



https://www.reddit.com/r/ottawa/comments/6pq54e/264_lisgar_rent_or_not/

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Posted by
u/jesutimbade
1 year ago

264 Lisgar- rent or not?

I am seriously considering renting a unit at 264 Lisgar owned and managed by the non-profit Centretown Citizens Ottawa Corporation (CCOC). If you've lived at this building or another managed by CCOC, please help! 1- Who tends to live in this building (or others managed by CCOC)? Are there drug/mental illness issues with neighbours? Is it generally safe for a single female? Is it loud? Is it kept relatively clean? (Apparently there is some subsidized housing in the building; this is a great service but sometimes draws people who are living some real sh!t). 2- Tenants pay all utilities and the place is heated by electric baseboards... does anyone have any idea how much this costs (the place is a 1 bedroom)? I have tried calling hydro, calling CCOC, and using hydro's online calculator tool, but all three have been useless.

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[oddballAstronomer](#)

Centretown

8 points · 1 year ago

Single female who lives with CCOC , if you have a chance to live with them, do it. They're a great property manager and awesome with maintenance.

Buildings are partially affordable housing and the rest is private market. I don't have any issues with drugs in my buildings and I find you get those issues no matter where you live.

Electric baseboard can get expensive in the winter but if you can also apply for the Ontario electricity supplement program to mitigate the cost.

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Ferengi™

1 point · 1 year ago

^ downtown, this is so true! CCOC usually have people in drug programs, and not just on drugs.

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[jesutimbade](#)

1 point · 1 year ago

Thank you for the very useful answer! I will look into this supplement.

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Comment deleted by user 1 year ago

[Picabrix](#)

Ferengi™

10 points · 1 year ago

I feel like the subsidized places are mostly taken up by people who are on permanent disability with fixed incomes. They just live their lives quietly and in my case, have fluffy sweet dogs and are super nice.

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[jesutimbade](#)

1 point · 1 year ago

Thank you very much for this!

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[Ms_mew](#)

6 points · 1 year ago

I live in a Ccoc building just down the street so I can't speak that building but I love Ccoc as a landlord. As others have said they are great at fixing issues quickly and though their building are old they are in good shape. Public spaces are kept clean and they have a lot of great initiatives within the community.

I have never had an experience with drugs or mental illness in my building. Ccoc does vet people even for the subsidized spots. I am a single female living alone and never feel unsafe.

I also have electric baseboard heaters in my unit. The cost does vary depending on the size but my unit is about 500 square feet. I spend about 40\$ a month in the summer and fall and then anywhere from 150-250\$ in the winter depending on how often I'm home and how cold the month is. Pm me if you have other questions!

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[jesutimbade](#)

1 point · 1 year ago

Thanks so much for the information on the electricity! Extremely helpful!

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[Picabrix](#)

Ferengi™

5 points · 1 year ago

I live in a CCOC apartment, am single female and they will definitely be much better building management than any other private company. The security door is broken? Call, fixed in 24hrs. Light bulbs out for the back area, now it's sketch? Fixed, immediately. Stuff like that. My building has a

weirdo but if he was dangerous, he would be "dealt with" aka, steps would be taken to try and get him help. I've actually come to see our weirdo as a pseudo video surveillance, he's always there and I know he's not going to do anything to me so at least he'll scare others away.

The rent is very fair for what I get. For example my parking is 50\$ a month downtown. They have programs and services such as plants and eco friendly initiatives, gardens, all sorts of stuff. I'd recommend them in a heartbeat. You'll never be posting on here, "the ccoc won't fix my bed bugs." They would be on that shit before you even knew there was a problem. Emergency helplines, maintenance staff, rental staff, and these are all employees that work for a non-profit, genuinely good people. My building is radio silent apart from downtown noises, fucking bluesfest. Depending on the age of the baseboards and how much you use them, the price will vary. TRULY the age matters as the efficiency can be radically different. Email the ccoc. Ask for the average bill? I got my place with heating included because that's how I roll. No more hydro for me.

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[jesutimbade](#)

1 point · [1 year ago](#)

Thanks very much- useful information. Apparently CCOC doesn't have information about hydro (but I've only spoken to one person about it- perhaps I'll try someone else). Did you negotiate a fixed rate for your hydro or is it a centrally heated building? Thanks again!

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Ferengi™

1 point · [1 year ago](#)

Centrally heated building.

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[JediCow](#)

Centretown

1 point · [1 year ago](#)

As others have mentioned CCOC is great. I lived with them for 4 years and had to move out due to moving abroad for a short period. Definitely miss living with them.

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