

NOTICE OF MEETING

The next regular meeting of the CCOC/CCHC Board of Directors is:
Wednesday, May 29, 2019

**Board Meeting call to order: 7:00 pm
at 415 Gilmour 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 April 24, May 16, 2019
5. Welcome new board members and orientation
6. Business arising from the previous minutes
7. Rental Committee Report
8. Facilities Management Committee Report
9. Finance Committee Report
10. Other Business
11. 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 April 24, May 16, 2019 minutes
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
 - a)** Percy & Lisgar borrowing
 - b)** Alternatives to calling police
 - c)** Updating Committee Terms of Reference
- 6.** Executive Committee Report (no meeting in May)
- 7.** Personnel Committee Report (no meeting in May)
- 8.** Finance Committee Report (no meeting in May)
- 9.** Development Committee Report
 - a)** Arlington Redevelopment
 - b)** 91 James
 - c)** (Re)Development Strategy
 - d)** Cahdco land purchase
- 10.** Tenant and Community Engagement Committee
- 11.** Facilities Management Committee Report
 - a)** CMHC Co-investment fund
 - b)** Rebranding
 - c)** Service Delivery Standards
- 12.** Rental Committee Report **
 - a)** Policy updates
 - b)** Housing Services Act changes
- 13.** Policy Research and Advocacy Committee (PRAC!) (no meeting in May)
- 14.** Corporate Business
 - a)** 2018 Indicator Report
 - b)** June board workshop
 - c)** Summer meeting schedule
- 15.** Conference / Associations' Report
- 16.** Other Business
- 17.** Adjournment

Centretown Citizens Housing Cooperative

Minutes of the CCHC Board of Directors Meeting of Wednesday April 24, 2019

Present: Dallas Alderson (Vice President/Chair), Jesse Steinberg, Lee Pepper, Andrew McNeill, Penny McCann, Kerry Beckett, Glenn Allen, Sarah Button, James Clark
Staff: Ray Sullivan, Fran Childs (Recorder)

Regrets: Abra Adamo, Josh Bueckert (Treasurer), AnaLori Smith (Secretary), Bill Rooney (President) Chris Yordy

Guests: Kiefer Maracle, Graeme Hussey, Amanda Tompkins

1. Call to order

The meeting was called to order at 7:08pm. Guests (CCOC staff) introduced themselves to the board.

2. Adoption of agenda

The Board adopted the agenda as presented. (M/S/C, James Clark / Glenn Allen)

3. Declaration of conflict of interest – none.

4. Adoption of the Board minutes

The Board adopted the minutes of the March 27, 2019 meeting. (M/S/C, Jesse Steinberg / Lee Pepper)

5. Business arising from the previous minutes – none.

6. Rental Committee Report – none.

7. Facilities Management Committee Report – none.

8. Finance Committee Report

a. Amanda presented the Audited Financial Statements for CCHC and reported that we finished the year with a small surplus due to a low vacancy rate over the year that contributed to low turnover costs. She also noted that we are coming close to the end of the mortgage for CCHC

Motion: The Board approved the CCHC Audited Financial Statements as presented and moved that they be forwarded to the membership for approval at the Annual General Meeting.

(M/S/C: Andrew McNeill/Kerry Beckett)

9. Other Business – none.

10. Adjournment – The meeting was adjourned at 7:19pm

**Next meeting:
7:00 pm Wednesday, May 29
At 415 Gilmour**

Secretary of the Board

Date

**Minutes of the CCOC Board of Directors
Meeting of Wednesday April 24, 2019**

Present: Dallas Alderson (Vice President/Chair), Jesse Steinberg, Lee Pepper, Andrew McNeill, Penny McCann, Kerry Beckett, Glenn Allen, Sarah Button, James Clark
Staff: Ray Sullivan, Fran Childs (Recorder)

Regrets: Abra Adamo, Josh Bueckert (Treasurer), AnaLori Smith (Secretary), Bill Rooney (President) Chris Yordy

Guests: Kiefer Maracle, Graeme Hussey, Amanda Tompkins

1. Call to order

The meeting was called to order at 7:20pm.

2. Adoption of agenda

The Board adopted the agenda as presented, with all items not specifically noted on the agenda being accepted on consent, but proposed to switch items 8 and 9. (M/S/C, Penny McCann/James Clark)

3. Adoption of the minutes

The Board adopted the regular minutes of the March 27, 2019 meeting.

(M/S/C, Lee Pepper/Andrew McNeill)

4. Declaration of conflict of interest – none

5. Business arising from the previous minutes

a) Percy & Lisgar borrowing

There is an update to the borrowing for 258 Lisgar. We are looking into the possibility of a multi-year portfolio approach through the CMHC co-investment fund. This could be a source of both low-cost financing and grants.

b) Alternatives to calling police

This continues to be a work in progress, staff are looking into other options.

c) Updating Committee Terms of Reference

Facilities Management Committee and Tenant and Community Engagement

Committee haven't met since the last updates were proposed, so this will be back on the agenda for the next meeting once all committees have reviewed the latest versions.

6. Executive Committee Report – none

7. Personnel Committee Report

- a) **Corporate Services “group”** – There have been discussions about this group becoming a full department with the Manager acting as a department head. It would place a more appropriate priority on HR now that we have 60 staff. This will come back to the June meeting.

8. Development Committee Report

a) **Arlington Redevelopment**

Ray and the Board gave kudos to Kiefer for his work on the development, which is being delivered on budget. Kiefer thanked everyone and highlighted that it has been a team effort as all developments are. The first new tenant will move in May 1, 2019 and there will be more coming after that. The builder has claimed some additional costs that we will be reviewing.

b) **Development Strategy**

Kiefer and Graeme presented the Development Strategy to the Board. The Board pointed out that seeing how little debt the sample properties are able to carry was helpful and given those ratios, it is clear why it is difficult to be ready to develop. The Board asked why there wasn't more diversity in the examples chosen in the strategy report. Graeme and Kiefer explained in the interest of cost-saving, they reused old sketches that were done years ago and applied updated costs. The Board discussed the point about investigating charitable tax status and agreed that this would need to be investigated further so that informed decisions can be made. The Board brought up the conflict between funding the maintenance of existing assets and development of new properties, but agreed that it should not be an either/or decision. They spoke about the positive impact of raising turnover rents to be closer to AMR in order to increase equity.

Motion: That the Board accept the development strategy report as presented and endorse the next steps. (M/S/C, Glenn Allen/Kerry Beckett)

c) **Cahdco land purchase**

Motion to move in camera at 8:23pm. (M/S/C, James Clark/Sarah Button)

James Clark declared a conflict of interest because he is the CAHDCO treasurer.

While in camera, the board approved that CCOC will act as guarantor for Cahdco to purchase a specific property.

The Board moved ex-camera at 8:46pm (M/S/C, Glenn Allen)

9. Finance Committee Report

a) **Motion:** The Board approved both that \$1,849.59 (February 2019) and \$2,843.92 (March 2019) in Bad Debts be written off for CCOC. (M/S/C, Kerry Beckett/Penny McCann)

b) Audited Financial Statements 2018

- Amanda presented the Audited Financial Statements to the Board. CCOC received a clean opinion. CCOC finished the year with a surplus of \$1,546 following the transfer of the additional \$701,000 from operating income to the EOA capital replacement reserve fund. She explained that this was necessary because two properties moved into the EOA portfolio this year and brought deficits in the capital replacement reserve funds with them.
- Amanda explained that further work will be done this year to review how administrative and maintenance are allocated to ensure all properties (including our 3rd party properties like Unity) are reflecting the true costs. Currently costs are only allocated to CCOC/CCHC properties, however revenues are collected from Unity to recoup some of those costs. The way it reflects on this year's audit makes it appear that the net surplus in Maintenance Contracts is higher than it should be when all of the costs are taken into account.

Motion: The Board approved that an additional \$701,000 be transferred from EOA operating income to the EOA capital replacement reserve. (M/S/C, Kerry Beckett/James Clark)

Motion: The Board approved that \$450,000 be transferred from the internally restricted Top-Up replacement reserve fund to the EOA capital replacement reserve. (M/S/C, Kerry Beckett/James Clark)

Motion: The Board approved that \$250,000 be transferred from unrestricted net assets to the EOA capital replacement reserve. (M/S/C, Kerry Beckett/James Clark)

Motion: The Board approved the CCOC 2018 Year-end Financial Statements as presented and moved that they be forwarded to the membership for approval at the Annual General Meeting. (M/S/C: Kerry Beckett/James Clark)

c) Borrowing Resolution 283 Arlington

Motion: WHEREAS CENTRETOWN CITIZENS OTTAWA CORPORATION (the "Corporation" and/or "Housing Provider") has requested the Ministry of Housing (the "Ministry") to arrange on its behalf a refinancing of the existing charge/mortgage of land (the "Mortgage") for its project municipally known as 283 Arlington Avenue, Ottawa maturing on July 1, 2019 in the approximate amount of \$55,217.86.

AND WHEREAS the Ministry has agreed to arrange said mortgage financing and the Corporation agrees to be bound for those purposes by the terms and conditions contained in the said Mortgage, or any amendments thereto.

THEREFORE BE IT RESOLVED THAT:

I. The Housing Provider hereby authorizes the Ministry to solicit and arrange on its behalf such mortgage(s) or mortgage facilities with a lender or its authorized agent (the "Lender") as it deems necessary, appropriate or advisable for the project identified above and for the maturity date aforementioned;

II. The Housing Provider hereby agrees to be bound to the Lender for such mortgage purposes and upon the terms and conditions contained in the said Mortgage, or any amendments thereto, and the Housing Provider hereby further agrees to mortgage its property and assets to secure its present and future obligations under the said Mortgage, or any amendments thereto, to the Lender, as deemed necessary or advisable;

III. The Housing Provider hereby authorizes the designated signing Officers to enter into such agreement or agreements amending the terms of the said Mortgage and to deliver to the Lender such document or documents as may be deemed necessary, advisable or required by the Lender to give effect thereto;

IV. The Housing Provider hereby confirms that this Resolution has been ratified and approved by its Board of Directors and it agrees to deliver this resolution to the Ministry and to the Lender; and

V. The Housing Provider further confirms that this resolution shall continue in force and effect until written notice to the contrary is delivered to the Lender and the Ministry with receipt acknowledged by the Lender and the Ministry.

(M/S/C: Kerry Beckett/Glenn Allen)

d) Borrowing Resolutions Percy School

Motion: WHEREAS the Directors of CCOC are authorized from time to time to enter into agreements upon the credit of CCOC and to charge, mortgage or pledge all or any of the real or personal property, rights and undertaking of CCOC, present and future, to secure any monies borrowed or contributed by third parties and it is in the best interests of CCOC that the Directors exercise such authority.

NOW THEREFORE BE IT RESOLVED THAT:

1. The execution and delivery by CCOC of a commitment letter dated April 17, 2019 (the "Commitment Letter") from Royal Bank of Canada ("RBC") to CCOC for a loan (the "Loan") insured by Canada Mortgage and Housing Corporation ("CMHC") in the principal amount of \$3,262,300.00 for the purpose of financing improvements to CCOC's property municipally known as 598-616 Maclaren Street and 625-631 Gilmour Street, Ottawa, Ontario (the "Property") and containing 42 rental housing units, is hereby approved, ratified and confirmed.

2. To evidence and secure its obligations to RBC under the Commitment Letter, CCOC has agreed to grant to RBC the security required by the Commitment Letter, including:

(a) a first ranking Charge/Mortgage in the principal amount of \$3,262,300.00 (the "Charge") secured over and to be registered against the Property;

- (b) a first ranking general assignment of rents and leases from the Property to be registered against title to the Property and under the Personal Property Security Act (Ontario) (the "PPSA");
- (c) a first ranking site specific security agreement granting a security interest in all present and after acquired personal property relating to the Property with RBC's interest to be registered under the PPSA;
- (d) a hypothecation of the reserve fund to RBC via a Cash Collateral Agreement (RBC Form 610) with RBC's interest to be registered under the PPSA;
- (e) a CMHC Certificate of Insurance number 90-758-160; and
- (f) all other such assurances, documents and instruments evidencing CCOC's obligations in relation to the Commitment Letter, as may be reasonably required by RBC (the "Security Documents").

3. Ray Sullivan, Executive Director and Amanda Tompkins, Finance Director, are hereby authorized for and on behalf of CCOC to execute or cause to be executed under its corporate seal or otherwise, the Commitment Letter and the Security Documents with such alterations, additions, amendments and deletions as may be approved by such persons executing the same whose signatures shall be conclusive of such authorization.

4. Ray Sullivan, Executive Director and Amanda Tompkins, Finance Director, are hereby authorized for and in the name of CCOC to execute and deliver under the corporate seal or otherwise all such other documents and to do all such other acts and things as may be necessary or desirable to give effect to this Resolution and to perform the obligations of CCOC under the Commitment Letter and the Security Documents.

This resolution may be executed in any number of counterparts and all counterparts taken together shall constitute one document. The delivery of an executed copy of this resolution, including counterparts, by facsimile or other electronic means is legally binding on the undersigned and shall be deemed to be an original hereof. The parties further agree that a photocopy of any counterpart shall be deemed sufficient to bind the party appearing to have signed the original.

(M/S/C, Andrew McNeill/Jesse Steinberg)

Ray reported that we are trying to remove a clause imposed by CMHC mortgage insurance that would require us to keep a segregated escrow account for the replacement reserve at Percy school - this would seriously impede our ability to manage assets on a portfolio level.

10. Tenant and Community Engagement Committee

a) Doug DesBrisay Good Neighbour Award

Lee reported on behalf of the TCE committee that there were many nominations this year – more than ever. This year, all nominees will be recognized at the AGM in addition to the winner being celebrated.

11. Facilities Management Committee Report – none

12. Rental Committee Report

Motion: It was moved that the Income Verification policy be rescinded. (M/S/C, Kerry Beckett/Andrew McNeill)

- a) **Motion:** It was moved that all updates to the following policies be approved as recommended by the Rental Committee: Rent Calculation on Fluctuating Income, Income Changes, Access to Market Rent Units, Assessing Financial Back-up for Market Rent Units, Policy on Transfer Requests. (M/S/C, Kerry Beckett/Penny McCann)

13. Policy Research and Advocacy Committee (PRAC!)

- a) Provincial Budget – Ray shared that there are two new acronyms to learn: COCHI (Canada-Ontario Community Housing Initiative, which is preserving the 2018 baseline federal spending that would have otherwise disappeared with expiring operating agreements, and OPHI (Ontario Priorities Housing Initiative) which is the successor to the Investment in Affordable Housing (IAH) program was used mostly for new housing supply in Ottawa (but the dollar amount is shrinking).

14. Corporate Business

a) Nominations & appointments sub-committee

Andrew and Lee shared that there are 10 candidates running for the 7 spots up for election to the board this year. Everyone sent congratulations to Hannah Vlaar on some fabulous work to make this happen.

b) 2018 Indicator Report – deferred to May meeting

- c) **2019-2022 Workplan** – Ray reviewed the workplan with the Board. This is the last 3-year workplan under the current strategic plan.

Motion: It was moved to accept the workplan as presented. (M/S/C, Jesse Steinberg/Lee Pepper)

- d) **June Board Workshop** - Ray proposed a board workshop in June to welcome the new members to the Board and to work on board cohesion. Everyone agreed that it is a good idea. Ray will send more information to the Board to choose a date.

15. Conference / Associations' Report

a) CHRA Congress 2019

James shared some brief takeaways from the Congress. Ray also pointed out that the weather was beautiful and the trees were blooming and it was a welcome reprieve from Ottawa weather.

16. Other Business

- a) Dallas thanked Glenn and Lee for their significant contribution to the board over the years. Neither of them will be running for re-election so the Board wanted to thank them.

17. Adjournment – 9:53pm

**Next meeting:
7:00 pm Wednesday, May 29, 2019
415 Gilmour, Suite 200**

Secretary of the Board

Date



Development Committee Terms of Reference

Purpose:

The Development Committee is responsible to the CCOC Board of Directors for recommendations regarding the acquisition and development of new properties and the redevelopment of existing CCOC properties. As well the Development Committee provides advice regarding government policies that might impact the quality of life and development of affordable housing.

Composition:

As per General Policy on Committees. One member of the Development Committee will act as a liaison with the Cahdco Board of Directors.

Meetings:

As per General Policy on Committees.

Duties:

- To provide policy advice and strategic direction to the Development department on the acquisition, development & redevelopment of potential CCOC properties. Including:
 - Ensure staff pursue development (both new construction and acquisition) consistent with the CCOC Mission when and where appropriate.
 - Redevelop existing CCOC sites that do not operate in a financially viable manner and are not able to provide quality housing.
 - Ensure and Maintain CCOC Policies relating to development, such as Design Guidelines, procurement, financing and the disposition of property.
- To advise and make recommendations to the Board on policies, major initiatives, and strategic priorities for the Development department and the Corporation including:
 - Create and maintain a CCOC Development Strategy.
 - Monitor municipal, provincial and federal policies and programs to ensure that they are in line with the CCOC Mission and support the development of affordable housing and good urban planning.
- Appoint a member of the Development Committee to be the liaison to the Cahdco board



Executive Committee Terms of Reference

Purpose:

- Provide policy advice and strategic direction to the Executive Director.
- Advise and make recommendations to the board on policies, major initiatives and strategic priorities for efficient and effective general functioning of the corporation.

~~The By laws state that “During intervals between the meetings of the Board of Directors, the Executive Committee shall possess and may exercise (subject to any regulations which the directors may from time to time impose) all the powers of the Board of Directors in the management and direction of the affairs of the corporation (save and except only such acts as must by law be performed by the directors themselves) in such manner as the Executive Committee shall deem best for the interests of the corporation in all cases in which specific direction shall not have been given by the Board of Directors”.~~

Composition:

President, Vice-President, Secretary, Treasurer, and two other Board members appointed by the Board. The Board may appoint additional temporary members when there is an extended absence of any member.

Meetings:

As per General Policy on Committees.

Duties:

- Carry out the business of the corporation during intervals between Board meetings as per by-law.



- Formulate policy for approval by the Board in matters not specifically delegated to one of the other standing committees, and carry out other duties as assigned by the Board.
- Authorize all financial expenditures and approve financial commitments not specifically reserved to the Board, all such matters to be reported at the next Board meeting.
- Deal with terms and conditions of employment not delegated elsewhere.
- ~~Administer day-to-day matters of the Corporation not specifically reserved for the Board or one of the other standing committees~~
- Approve action in the case of evictions ~~for arrears and on recommendation from the Rental Committee for other evictions.~~
- Monitor developments in the housing policy, ~~and~~ programs and the broader external environment as it relates to housing (municipal, provincial and federal) and advise the Board on those which relate to the Corporation's activities.



Facilities Management Committee Terms of Reference

I-Purpose:

The ~~Facility~~ Facilities Management Committee ~~is to ensure the Maintenance Department manages CCOC's properties in an economically, environmentally and socially sustainable manner. will provide policy advice and strategic oversight~~ direction to Maintenance Department. The Committee will advise and make recommendations to the Board on policies, major initiatives and strategic priorities for the Maintenance Department.

II-Composition:

~~As per General Policy on Committees.~~ As per general policy on Standing Committees and Board Composition.

III-Meetings:

As per ~~g~~General ~~p~~Policy on Standing Committees and Board Composition.

IV-Duties:

- To review annual Property Operations and Capital budgets with input from the ~~relevant committees.~~ Finance Committee.
- To submit ~~p~~property Operations budgets to the ~~Board of Directors~~ Finance Committee for approval.
- To monitor ~~O~~perating and Capital expenses ~~and revenues~~ on an on-going basis, ~~and make recommendations to the Board when appropriate.~~
- To review and monitor key drivers of life cycle costs ~~ss and other choices.~~
- ~~To pursue management methods which will ensure better use of resources and will prolong the life span of CCOC properties.~~
- To ~~monitor the Replacement Reserve funds and to make recommendations with respect to contributions and expenses~~ ensure an up-to-date long term Capital Plan.
- To review items as per the Committee's Annual Cycle of Activities ~~ss (attached) and make appropriate recommendations to the Board of Directors.~~
- ~~To draft policies with respect to general management issues for approval by the Board.~~
- ~~To review building life cycle and other long term issue documents.~~

- ~~• To review development proposals to identify maintenance related concerns.~~
- To provide a forum for tenants to raise issues of a ~~property~~ Facilities Management nature that:
 - ~~___ cannot be resolved by staff.~~
 - ~~a. require allocation of funds not previously approved.~~
- ~~• To review and make decisions related to appeals on tenant chargebacks.~~
- ~~• Provide policy advice and strategic direction to the Maintenance department~~
- ~~• Advise and make recommendations to the board on policies, major initiatives and strategic priorities for the Maintenance department~~



Finance Committee Terms of Reference

Purpose:

~~The Finance Committee will provide policy advice and strategic oversight direction to the Finance Department. To assure that there are policies and practices in place that ensure the effective financial management and fiscal viability of the Corporation, with due respect to Accounting Standards for Non-Profit Organizations in Canada (ASNPO).~~

~~Provide policy advice and strategic oversight direction to the Finance Department. The Committee will advise~~

~~Advise and make recommendations to the Board on policies, major initiatives and strategic priorities for the Finance Department.~~

Composition:

The Finance Committee will be composed of:

- i) ~~i) The~~ Treasurer of the Corporation, *ex-officio* chairperson; and
- ii) ~~ii) As~~ per the ~~General~~ general Policy policy on Standing Committees & Board Composition.

Meetings:

As per ~~Gg~~ general Pp policy on Standing Committees & Board Composition.

Duties:

- ~~• Provide policy advice and strategic oversight direction to the Finance Department.~~
- ~~• Advise and make recommendations to the Board on policies, major initiatives and strategic priorities for the Finance Department.~~
- Ensure compliance with Accounting Standards for Non-Profit Organizations in Canada (ASNPO) or compliance with the financial requirements of the funding agencies, as applicable.

—Review and advise on annual budgets, audits, and financial statements and synthesize the details for the Board. Ensure that these reports are communicated effectively to other levels of the Corporation.

- ~~Develop policies to ensure the effective financial management and fiscal viability of the Corporation.~~
- ~~Assist with the identification and analysis of areas of financial management which are of significance to the Corporation.~~
- Regularly review the Corporation's ~~ability to meet ongoing cash requirements~~financial statements.
- Review the investment portfolio of the Corporation and report the condition of such investments to the Board on a regular basis.
- Review and prioritize work plans assigned by the Board as directed by the Strategic Plan.
- Develop policies to ensure the effective financial management and fiscal viability of the Corporation.
- ~~Review and advise on annual budgets, audits, and financial statements and synthesize the details for the Board. Ensure that these reports are communicated effectively to other levels of the Corporation.~~
- ~~Annually set goals for the Finance Department and review work plans accordingly.~~
- ~~Ensure communication with other committees, tenants and staff on issues relating to the financial management of the Corporation.~~
- ~~Ensure compliance with ASNPO.~~
 - ~~Ensure compliance with financial requirements of funding agencies.~~



Personnel Committee Terms of Reference

Purpose:

To develop terms of employment and personnel policies within the goals and structures of the Corporation and to ensure that these are carried out by the appropriate people when necessary.

Composition:

Up to eight members, six who are appointed by the Board of Directors and two, one from the office and one from the maintenance department, who are elected by the staff of CCOC for a one year term.

Meetings:

As per General Policy on Committees.

Special Provisions:

The two staff members will ~~represent count as one~~ vote committee member for the purposes of quorum. Should only one staff representative be present, ~~s/he they~~ shall ~~have the right to exercise full voting privilege~~ count as one member for purpose of quorum. ~~They~~ Members who are staff representatives will not be present during in-camera portions of meetings that deal with individual staff members unless the individual staff member being discussed has requested their presence. Absence of staff representatives will not affect quorum as long as notice of the meeting was given.

Duties :

- Provide policy advice and strategic direction to CCOC's human resources functions
- Advise and make recommendations to the board on policies, major initiatives and strategic priorities for human resources

- Receive information and review changes to relevant employment laws and practices.
- Develop and reviewupdate, as required, personnel policies, job descriptions, employee benefits, evaluation procedures, grievance procedures, hiring and firing procedures.
- Ensure input from staff, relevant volunteers and Board in the development, review and implementation of personnel matters described above.
- Ensure periodic (quarterly) review of staff leave and overtime
- Ensure periodic (quarterly) review of staff employment status
- Ensure that staff evaluations are carried out and that recommendations for salaries and benefits are made in a timely fashion with respect to budget preparation.
- Ensure that job descriptions and employment standards are up-to-date.
- Ensure that grievances are dealt with promptly and that appropriate people are consulted in the process.
- Ensure that necessary records are kept.
- Ensure confidentiality of staff evaluations and similar matters.
- Deal with any other personnel matters referred by staff, Board and Committees.

Roles & Responsibilities

Regarding Personnel Related Activities & Issues

Unless noted, all actions and decisions must be approved by the Board of Directors.

In unusual circumstances, the Board may deal with any matter unilaterally.

Personnel Related Activities & Issues	Responsibility	Required input
1. Staff Structure <ul style="list-style-type: none"> • developing and revising CCOC’s departmental structure defining roles and reporting structure (including multiple job classifications) • changing the number of Regular or Term staff 	<p>Board*</p> <p>Board*</p>	<p>Personnel/Committees/ <u>ManagersDepartment</u> <u>Directors</u></p> <p>Personnel/Committees/ <u>ManagersDepartment</u> ..</p>

<ul style="list-style-type: none"> defining levels of responsibility (individual job classifications) defining qualification requirements for staff positions approving and amending job descriptions changing the configuration of staff within a department 	<p>Personnel</p> <p>ManagersDepartment Directors</p> <p>Personnel</p> <p>Department managerDirector</p>	<p>ManagersDepartment Directors</p> <p>Committee</p> <p>Committee/Executive Director</p>
<p>2. Hiring Term and Regular staff</p> <ul style="list-style-type: none"> Preparing/issuing employment notices, receiving applications, setting up hiring committee, screening applicants, interviews, checking references, informing all applicants, contacting with selected applicant: Engaging casual staff Conducting probation review and terminating probation 	<p>Department Directors/Supervisors</p> <p>ManagersDepartment Directors/Supervisors</p> <p>ManagersDepartment Directors/Supervisors</p>	<p>Executive Director</p> <p>Executive Director</p>
<p>3. Salaries and Terms of Employment</p> <ul style="list-style-type: none"> maintaining CCOC Policies of Employment setting annual adjustments to staff salaries and payments setting annual fixed rates (mileage, family care, beeper, etc.) granting exceptions for individual circumstances 	<p>Personnel</p> <p>Board*</p> <p>Finance ManagerExecutive Director Manager/Executive Director</p>	<p>Staff</p> <p>Finance ManagerDirector/ Executive Director</p> <p>Personnel</p> <p>Advise Personnel as needed/***</p>
<p>4. Conflict Resolution</p> <ul style="list-style-type: none"> defining conflict resolution mechanism providing advice to individual staff settling unresolved conflicts 	<p>Personnel</p> <p>ManagersDepartment Directors/Supervisors</p> <p>Executive Director</p>	<p>Staff ***</p> <p>***</p>
<p>5. Performance Standards</p> <ul style="list-style-type: none"> Developing and monitoring staff appraisal procedures 	<p>Personnel</p>	

<ul style="list-style-type: none"> conducting annual staff appraisals: - Executive Director <ul style="list-style-type: none"> - for <u>Managers</u><u>Department Directors</u> - for staff developing annual departmental and staff work plans identifying & implementing a training and staff professional development program initiating and conducting employee performance-related probation procedure <ul style="list-style-type: none"> • staff termination - for cause <ul style="list-style-type: none"> - without cause 	<p>President</p> <p>Executive Director</p> <p><u>Managers</u><u>Department Directors</u>/Supervisors</p> <p><u>Managers</u><u>Department Directors</u></p> <p>Executive Director</p> <p>Executive Director/***</p> <p>Executive Director</p> <p>Executive Director</p>	<p>Committees</p> <p>Staff/Personnel</p> <p><u>Managers</u><u>Department Directors</u></p> <p>(or Supervisors in consultation with <u>Manager</u><u>Department Director</u>)</p> <p>Advise Personnel Chair & Executive Committee</p> <p>Advise Personnel Chair & Executive Committee</p>
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* The Executive Committee may act on behalf of the Board

*** If a staff member requests, the Personnel Committee (or a representative) will participate in, or review the action. These actions are not referred to the Board unless they have a direct and significant financial impact.



Rental Committee Terms of Reference

Purpose:

- The Rental Committee is responsible for providing policy advice and strategic direction to the Rental Department.
- The Committee will also advise and make recommendations to the board on Rental Department policies, major initiatives and strategic priorities.

Composition:

- As per general policy on Standing Committees and Board Composition.

Duties:

- Ensuring the ongoing leasing of residential and commercial units, the rent collection functions of the corporation, including arrears and bad debts and the administration of rent subsidies are accordance with CCOC's Mission and policies, and government requirements.
- Develop and recommend policies on eligibility and access criteria, occupancy standards, tenant transfers, guests, overhousing, and rent subsidies in accordance with the requirements of government programs.
- Monitor vacancies and turnovers, compare to key rental market indicators, and identify marketing strategies.
- Review reports on arrears and bad debts to ensure industry standards are achieved.
- Review and recommend strategic community partnerships that align with CCOC's Mission and Values statement and help maintain successful tenancies.
- Develop and recommend policies regarding the use of parking spaces.
- Recommend annual market rent increases for in-situ tenants and on unit turnover for Board approval.
- Monitor housing policy and programs and support the Rental Department to implement 'best practice' approaches. Review and prioritize annual workplans with the Rental Department to ensure consistency with CCOC's strategic planning.



Tenant & Community Engagement Committee - Terms of Reference

Purpose:

- Provide policy advice and strategic oversight to the Tenant & Community Engagement department
- Advise and make recommendations to the Board on policies, major initiatives and strategic direction for the Tenant & Community Engagement Department

~~The Tenant and Community Engagement Committee will ensure that tenants and members have an opportunity to participate in the operation of the Corporation at all levels. It will work to promote a sense of community among CCOC tenants and a strong connection to the neighbourhoods where they live. The Tenant and Community Engagement Committee prioritizes improved sustainability and quality of life at CCOC properties. The committee works with allies and tenants to promote affordable housing for low and modest income households.~~

Composition:

The Tenant and Community Engagement Committee will be composed of: the Secretary of the Corporation is automatically a member, “ex-officio”. Any member in good standing as per gGeneral pPolicy on Standing Committees and Board Composition.

Meetings:

As per the gGeneral pPolicy on Standing Committees and Board Composition.

Duties:

- ~~Provide policy advice and strategic oversight to the Tenant & Community Engagement department~~

- ~~• Advise and make recommendations to the board on policies, major initiatives and strategic direction for the Tenant & Community Engagement department~~

~~Tenant Engagement~~

- ~~• Ensure that the Tenant and Community Engagement department facilitates involvement of tenants and members who wish to participate on standing committees, on the board, or as general volunteers.~~
- ~~• Support tenants and members who wish to initiate events or meetings related to CCOC, and encourage citizens, particularly CCOC tenants, to participate in the governance of the Corporation.~~
- ~~• Monitor volunteer engagement strategies and work to bring greater diversity into CCOC decision making bodies.~~
- ~~• Oversee the organization of corporate social events for CCOC members and tenants and encourage their participation.~~

~~Sustainability~~

- ~~• Promote ecologically friendly living and engage tenants in sustainable behavior, promote sustainability at CCOC properties and their surrounding neighbourhoods.~~
- ~~• Ensure CCOC maintains opportunities for tenants to grow plants and food.~~
- ~~• Monitor outreach and engagement programs that promote sustainability at CCOC properties and their surrounding neighbourhoods.~~

~~•~~

~~Tenant Quality of Life~~

- ~~• Working with other CCOC departments and committees, establish appropriate strategies for working with tenants on issues which affect the quality of life at CCOC properties and their surrounding neighbourhoods.~~
 - ~~• Maintain links with community groups in areas where CCOC provides housing, including community centres, community associations, community health centres, business groups, etc.~~
 - ~~• Ensure mechanisms are in place to ensure good feedback and communication between tenants, their neighbours and CCOC staff and.~~
 - ~~• Ensure mechanisms are in place to evaluate tenant experience and satisfaction.~~

~~Promotion~~

~~Promote affordable housing for low and modest income households.~~

- Engage with local partners and allies on issues that are important to CCOC tenants, coordinating with other community groups, agencies, and local organizations whose work is beneficial to tenants ~~and~~ aligns with ~~our~~CCOC's mission.
- ~~Monitor CCOC's advocacy efforts with sector associations and allies.~~



Development Committee Meeting Minutes

Tuesday, May 14th, 2019, 7:00 PM
415 Gilmour, Meeting Room

Present: Alison Kar (Chair), Penny McCann (CCOC Board Member), Abra Adamo (CCOC Board Member), Sarah Button (CCOC & Cahdco Board Member), John Kingsley, Rod Manchee, Jesse Steinberg (CCOC Board Member), Brent Walden, Elliot Sherman, Court Miller (Guest), Graeme Hussey (Staff), Jana Bawaba (Staff/Minute-taker)

Regrets: Richie Allen, Natalie Duchesne, Stephanie Bohdanow, David McCallum, Jeff Nadeau, Mary Huang, Alannah Bird

Summary of Motions:

- Motion to refer to the CCOC Board the submission of a conditional offer on the 91 James property. (m/s/c Sarah/Jesse)
 - Motion for the CCOC Board to consider the 91 James project. (m/s/c Sarah/Jesse)
 - A total of 7 sites from the list were selected to be studied as part of the Development Strategy: 287-293 Loretta, 82-84 Putman, 212-216 Carruthers, 140 Bronson, 29 & 33 Rochester, Booth/Primrose, Carruthers/Armstrong.
 - Motion to refer to the CCOC Board the revised Development Committee Terms of Reference, with the wording amendment above. (m/s/c Penny/Rod).
-

1. **Call to Order:** 7:05 pm
2. **Approval of Agenda** (m/s/c Sarah/Penny)
3. **Approval of Minutes** – Attached (m/s/c Abra/Jesse)
4. **Announcements**
5. **Business Arising:**
 - A. 91 James Memo – Attached
 - The committee reviewed the memorandum regarding the acquisition of a rooming house at 91 James.
 - CCOC was approached by Councillor McKenney about the site. CCOC is considering submitting a conditional offer to purchase the property.
 - Development staff visited the site to consider it from a CCOC perspective and performed a financial assessment to understand the implications of acquiring the site.
 - Cahdco has been working with Somerset West Community Health Centre to explore the feasibility of acquiring rooming houses to be operated by non-



- profit agencies as supportive housing.
- The memo includes a breakdown of project costs and potential funding sources. The project would cost \$1.27 million.
 - Acquiring the property would allow CCOC to preserve it as a form of affordable housing, improve the quality of housing, improve neighbourly relations, and improve CCOC's overall finances by decreasing the overall CCOC per unit per month costs.
 - There is already an offer on the property. CCOC would like to put in a conditional offer on the property in order to be next in line for consideration in the event that the first offer falls through.
 - Rooming houses have not been a top priority for CCOC. The committee agreed that taking on this risk to preserve affordable housing is reasonable.
 - A supportive housing partner would be important in helping manage the property and tenants.
 - Currently, in the interest of time, CCOC does not have a partner for the property.
 - The committee has confidence in CCOC's ability to find the right partner.
 - The next step would be to put in the conditional offer. The conditions would be: CCOC Board approval, building inspection, and removal of the current offer on the property.
 - If an offer is submitted, the proposed closing date would potentially be July 31, 2019. This would allow time for Board approval, getting a partner, and securing financing.
 - **Motion to refer to the CCOC Board the submission of a conditional offer on the 91 James property. (m/s/c Sarah/Jesse)**
 - **Motion for the CCOC Board to consider the 91 James project. (m/s/c Sarah/Jesse)**
- B. Arlington Update – **Attached**
- Arlington did not pass the acoustic testing. The team is working to decide how to proceed.
 - A lien was placed on the property by a subtrade.
 - Arlington is facing challenges with Passive House certification, as the evaluation parameters are based on German standards. It is still a highly energy-efficient building.
- C. Development Strategy Project Charter, Memo, Site List – **Attached**
- The emphasis of Phase II of the Development Strategy is to review possible properties to be considered for redevelopment and develop a business case.
 - The committee reviewed the Development Strategy Phase II Charter, which includes an updated work plan.
 - **Cahdco will edit the dates shown on the work plan diagram.**
 - The committee discussed the list of CCOC sites to consider for redevelopment.



- **A total of 7 sites from the list were selected to be studied as part of the Development Strategy: 287-293 Loretta, 82-84 Putman, 212-216 Carruthers, 140 Bronson, 29 & 33 Rochester, Booth/Primrose, Carruthers/Armstrong.**
 - Moving forward, Cahdco will present business cases for the identified sites at upcoming committee meetings.
- D. Development Committee Terms of Reference – **Attached**
- The Development Committee Terms of Reference expired in February of 2019. The committee has been discussing its Terms of Reference since then.
 - The committee reviewed a draft revision to the Terms of Reference.
 - The committee discussed the role of the Development Committee in government policy advocacy. There will be a joint meeting with PRAC next month to discuss this.
 - The committee discussed the role of the liaison between Development Committee and Cahdco. Sarah is in the role of the liaison. Several questions were raised regarding the liaison:
 - Does the liaison get appointed by Development Committee?
 - Should the liaison also be a Cahdco Board member?
 - What is the function of the liaison?
 - Is it a one-way or two-way role?
 - **Cahdco will edit the wording of the document to say “Ensure staff pursue development (both new construction and acquisition), when and where appropriate, consistent with the CCOC mission.”**
 - The committee agreed to continue discussing the revised Terms of Reference, particularly the role in policy advocacy.
 - **Motion to refer to the CCOC Board the revised Development Committee Terms of Reference, with the wording amendment above. (m/s/c Penny/Rod).**
- E. CCOC/Cahdco Joint Executive Meeting – **Minutes Attached**
- A meeting between members of the Development Committee, CCOC Executive, and Cahdco Executive was held in April to discuss the roles of the committees and relationship between CCOC and Cahdco.
 - This meeting was scheduled after Development Committee began the discussion about its Terms of Reference.
 - During the meeting, the role of Development Committee in relation to Cahdco governance and projects was discussed.
 - There is an active MOU between CCOC and Cahdco that is scheduled to be updated in 2019. There will be further discussion about the MOU in the fall.
 - The discussion was deferred to the next meeting.
6. **Report of Board, Committees, Community Associations**
- Committee Summaries – **Attached**
 - The CCOC AGM will be held on Thursday, May 16.



**Centretown Citizens
Ottawa Corporation**

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7. **Report from Cahdco – Report distributed**
 - Background: Update on active and new Cahdco client projects.
8. **Items to Highlight for the Board**
 - Arlington
 - 91 James
 - Development Strategy
 - Development Committee Terms of Reference
9. **Agenda Items or Decisions for Next/Future Meetings**
 - Continue discussion about Arlington, 91 James, Development Strategy, Committee Terms of Reference, and CCOC/Cahdco Joint Executive meeting.

Adjournment: 9:02 pm

(m/s/c John/Sarah)

**Next Development/PRAC Meeting: 7:00 p.m. Tuesday, June 11th, 2019
(TBC)**

Arlington Redevelopment 16-unit affordable rental housing project

Date: May 9th, 2019

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

From: Kiefer Maracle, Junior Project Manager, Development Department

RE: **Monthly Project Report**

Sources and Uses Summary:

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

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

Arlington Residences	Amount	Percentage (+/-)	Notes
September Baseline Budget	\$5,090,999	-	16 units @ \$318,131 each
Project Budget in Financing Agreement	\$5,090,999	-	
Cost-to-Date – Hard (excl HST)	~ \$3,691,045	93.93	\$3,594,055 CCDC, plus changes
Cost-to-Date – Soft (excl HST)	~ \$718,427	92 %	\$735,417 + HST awarded to date
Forecast to Complete – Hard	~ \$238,501	6.07%	\$3,949,952 budget
Forecast to Complete – Soft	~ \$61,549	8%	\$1,141,048 budget
Estimated Cost at Completion	\$5,090,999	-	
Variance to Original Budget	\$0	0 %	
Contingency Remaining - Hard	\$7,315	2.13 % left	\$342,807 budget & under-utilized funds
Contingency Remaining - Soft	\$0	0 % left	\$48,932 budget re-allocated to hard costs

Cashflow:

- City of Ottawa S37 last payment of \$50k after site plan approval Q2 2019
- Reduced Property Taxes: Currently under MPAC assessment.
- CCOC successfully accessed the thirteenth loan draw on April 1st 2019.

Change Orders and Contingency:

- Hard cost contingency use is approximately \$335,492 to date of an originally budgeted \$258,408. At the discretion of the cost monitor under-utilized line items were applied to the hard cost contingency. The additional funds now total \$84,399.44 bringing the new contingency value to \$342,807.
- CCOC continues to work with the cost monitor to identify additional areas in the budget that may produce savings. All savings will be applied to the hard cost contingency to further mitigate the chance of cost overruns.

Schedule Update: A setback occurred due to the failure of the acoustics performance testing. Remedial work will have to take place. CCOC is awaiting feedback from the acoustic engineer on the scope, direction, and duration of the work. It effects the bottom eight units. Rent-up will continue for the eight stacked units.

Substantial completion occurred on April 24th. Occupancy for all units has been achieved for all unites except for two basement units due to the lack of a handrail on the ramp. Occupancy for the two units should occur mid-May. Landscaping and final detailing to the exterior of the building will continue through May. One tenant has been moved on site. There are more tenants scheduled to move in early June. CCOC and CSV continue to review all progress on site weekly.

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

Occupancy and Rent-up: City and Engineering inspections have been progressing as work items are completed. Rent-up activities are currently underway. Tours of Arlington have been given to the committees, board, and staff.

Passive House Certification: The project Architects (CSV) have reached out to CCOC to identify that they have run into complications in achieving Passive House certification. CSV continues to work towards addressing issues of compliance with the Passive House modelling software. CSV has found a few areas that they will work with PEEL Passive House consulting to address in an attempt to help the overall energy calculation.

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

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

A decentralized mechanical system has been selected. Each unit will have its' own Domestic Hot Water (DHW), Heat Recovery Ventilation (HRV) unit and Air Conditioning (A/C), with tenants having full control of their indoor comfort, paying their own Hydro and DHW rental. Provision for A/C is required by both the Traffic

Noise Study (City Planning requirement) and by Passive House energy model. Hydro Ottawa requirement for step-down transformer adds exterior shed to building at rear. There is no gas service on site.

Memorandum

May 10, 2019

To: CCOC Development Committee

From: Cynthia Jacques, Project Manager, Cahdco

Cc: Graeme Hussey, Mark Sider, Hadiya Al-Idrissi, Cahdco

RE: 91 James Street – Potential Rooming House Acquisition

On May 1st, Councillor McKenney approached CCOC about an existing rooming house located at 91 James Street that became listed for sale. In an interest to preserve existing rooming house stock, which plays an important role in the housing continuum, Councillor McKenney is interested in finding a non-profit organization to acquire the rooming house at 91 James and provide improved management of the property.

The property at 91 James is occupied by a three-storey existing rooming house, with 23 rooming units. Most rooms are approximately 8' x 10' in size and include a bed, mini fridge and microwave. The building includes common washroom areas and laundry. There is no common kitchen or amenity space in the building. The property includes a nice size backyard with potential for outdoor communal space. To our knowledge, the rooming house is a licensed operation. The rents are approximately \$500/month on average, with the majority of tenants receiving OW or ODSP allowances.

CCOC/Cahdco staff undertook a site visit at 91 James Street on May 9th, and performed a preliminary feasibility analysis for the acquisition of the property. CCOC also had preliminary discussions with Ottawa Salus regarding a support service partnership for the property, which seems to be of interest. Table 1 summarizes the projected acquisition costs, which amount to nearly \$1.3M, including the list price of \$999,000 and a budget of \$200,000 for immediate capital repairs (i.e., roof, windows, painting, patching, etc.). Potential funding sources include a combination of City funds (through Section 37), CCOC equity, additional partner equity (possibly through Salus), and conventional financing. All sources are to be confirmed through ongoing discussions.

Table 1. Anticipated acquisition costs & potential funding sources

Project Costs	
Land Costs	\$1,018,933
Hard Costs	\$200,000
Soft Costs	\$45,600
Contingencies	\$24,560
Tax	\$10,536
Total Project Costs	\$1,299,629
Potential Funding Sources	
Section 37	\$200,000
CCOC Equity Contribution	\$200,000
Additional Equity	\$200,000
Mortgage Financing	\$699,629
Total Sources	\$1,299,629

The listing agent confirmed that there is already an offer on the property, which is irrevocable until May 24th. In the event that the offer falls through, to be next in line for the purchase of the property, an offer to purchase would have to be submitted and accepted by the seller.

Based on the site visit findings and preliminary feasibility assessment, working with our real estate agent, CCOC submitted a conditional offer on May 10th to purchase the property. The offer includes the following conditions: CCOC Board approval, building inspection, financing, and removal of the current offer on the property. The offer includes a 48 irrevocability clause, ending on May 12th. The proposed closing date is July 15th.

This potential rooming house acquisition is in line with a feasibility assessment that Cahdco has been undertaking with Somerset West Community Health Centre (SWCHC), exploring the feasibility of rooming house acquisition and micro-suite development. The acquisition of 91 James could act as a pilot project in support of the upcoming phase II rooming housing feasibility study with SWCHC, which includes advocacy relating to housing policy and funding program eligibility for residential options for rooming house tenants.

Selected for Study	Property	Building	Reasons to Consider	Amass Adjacent Properties	Potential for Redevelopment
X	31	287-293 Loretta		Yes	Amass with 299 Loretta and 153 & 157 Hickory to build a more dense building.
X	32	82-84 Putman		Yes	(1) Tear down and rebuild (2) Amass 80 Puttman and build (3) Sell property
	63	Richmond/Midway/ Hartleigh		No	
	7	41 Florence		No	Addition to back of existing building.
X	30	212-216 Carruthers		Yes	Tear down and rebuild entire site or Amass with City Bullman site (261 Hinchey) & 263 Hinchey and build entire site stretching between Carruthers and Hinchey. Develop plan and approach City for Bullman.
X		Bullman	Adjacent to 212-216 Carruthers		City Owned
X	60	140 Bronson		Yes	Tear Down. Build more dense. Amass with nearby properties.
X	16	29 & 33 Rochester		No	Empty Lot infill above the existing heating plant. CCOC has files.
X	19	Booth/Primrose		Yes	Empty Lot infill or tear down existing CCOC buildings on corner and rebuild entire site.
X	24	Carruthers/Armstrong		Yes	Tear down and rebuild entire site or Amass 269 Carruthers and build entire site. Not great quality housing.
	52	163 James		No	Capital reserve deficiet
	62	Merivale/ Mayview		No	
X	TOD	Forward	Ideal location and likely to be released as part of Action Ottawa		
X	TOD	557 Albert	Upcoming Downtown Opportunity		
X	TOD	250 Lanark	Upcoming Downtown / West Opportunity		
X	TOD	1010 Sommerset	Upcoming Downtown Opportunity		
X	TOD	1181 Richmond	Proximity to CCOC Richmond		

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF TUESDAY, MAY 7, 2019
415 Gilmour St. 7:00pm**

Present: AnaLori (chair), Lee Pepper, Peter Thorn, Andrew McNeill, Doris Zastre, Lisa Hollingshead, Linda Morrison *Staff*: Ray Sullivan, Natalia Snajdr (recorder)

Regrets: Sarah Eastwood (on leave), Elizabeth Kim (resigned as of May 2019)

Guests: Sarah A, Jordan Edwards, Marcel Roy, Ralf McGrady

1. Call to order 7:13 pm

2. Adoption of the agenda

(M/S/C, Lee Pepper/Andrew McNeill)

3. Adoption of the minutes of the meeting of Tuesday, April 2, 2019

(M/S/C, Doris Zastre/ Andrew McNeill)

4. Business arising from the previous minutes

a) Bike tour

No real update. Jordan suggested working with a bike share program to make bikes available if needed for participants.

b) Terms of Reference

Members passed a motion to bring TCE's revised Terms of Reference (ToR) to the Board for approval. (M/S/C Lee Pepper/Lisa Hollingshead)

Over the past couple of meetings, the committee has been revising its ToR to better describe its purpose. The role of the committee is broad reaching, meaning they are: a link between the department and the Board, and provide oversight to the TCE department but not involved in the day-to-day operations. The ToR now starts off with the heading *Purpose*, and then there is a broken down into a list of categories under *Duties*. The categories are:

- Tenant Engagement
- Volunteer Engagement
- Diversity/Governance
- Engaging with community groups
- Environmental Sustainability

Two other discussions came up:

1. Were the new ToR edited too deeply? Some members preferred having a detailed description of the work of the department. They felt it helped prospective members have a greater scope of the work and helped facilitate involvement in the committee. Others felt it was better to have the ToR concise. Prospective committee members could always ask staff to elaborate on the duties if needed.

2. Accessibility of the Board Briefing Book:

The Board Briefing Book is currently available through a private link hosted on our website. All members should have access. The link is:

<https://ccochohousing.org/book>

Password: board

CCOC used to update the Board Briefing Book annually and print hard copies when needed. Over time, CCOC moved towards providing an electronic version of the Board Briefing Book so it can be updated as needed, save on printing, and can also host draft versions of documents. In order to reduce barriers to understanding the content, members mentioned the need to use clear and plain language in any of our publications as well as have an accompanying glossary. Currently, CCOC does use plain language writing and there is also a glossary included in the Board Briefing Book.

5. New business

a) Report on Plant Days

Ray showed a slide show of pictures from this year's Plant Days. Every year CCOC distributes free plants to all of its tenants to beautify the properties and get tenants involved in gardening. This year's Plant Days took place on May 4-5, we distributed close to 3,500 plants and involved 85 volunteers. It's always a fun weekend and this year Mother Nature blessed us with beautiful weather.

b) Affirm or elect TCE committee chair

Will defer until after the AGM.

6. Standing items

a) Board & Committees report

See attached

Peter asked about the Auditors in case of a potential a conflict of interest. The Auditors are: Baker & Tilley. They are in the 3rd year of a 5-year contract.

b) Department report

The department has busy with working on getting garden plots up and ready, Plant days and preparing for the AGM.

c) Items for board discussion - Approval of the Terms of Reference

7. Announcements

a) TCE related community activities/events

- On May 11th Lisa mentioned there is a dementia awareness walk at Tunney's Pasture. It is also Lisa's birthday. Happy Birthday Lisa!
- Our AGM will be on Thursday May 16 at 415 Gilmour in the boardroom, door open at 6pm for the Open House and refreshments and the meeting is called to order at 7pm. This year we will having an open house to show off the newly renovated office. We will be showcasing videos of the first 40 years of CCOC and as suggested by one of our committee members, Lisa, host an artifacts-type exhibit of CCOC history & stories.
- Jordan mentioned he'd like to get information on the election. Closer to election time, CCOC will be making a push to get more people out to vote.



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b) 2019 Meeting Schedule: June 4, July 2, August 6

8. Adjournment 8:20

(M/C, Lee Pepper)

FACILITIES MANAGEMENT COMMITTEE

Minutes

Thursday, May 9th 2019

415 Gilmour St

Facilities Management Committee

Present: Hieu, Mike, Barbra, James, Dave, Rida, Anne Marie, Nick

Visitor:

Regrets:

Staff: Anne Marie Mason, Nick Dodds (Recorder)

1. Call to Order – FMC Committee
2. Adoption of the Agenda : m mike/s Dave/c
3. Declaration of Conflict of Interest:
None
4. Review of the Minutes
 - Adoption: March 21, 2019 Minutes m Dave/s Hieu/c
 - Business arising:
 - FMC Terms of Reference
Motion to recommend the FMC Terms of reference to the board without amendments
m – mike/ s – Heiu / passes
 - 110 Nelson partitions on podium deck
 - Partitions have been repaired

5. Maintenance Department Rebranding Rational

No committee members had any concerns about the proposal, and thought it brought the department in line with the committee name.

Motion to recommend the Renaming as outlined in the rebranding to facilities management proposal

Mike / Hieu / Passes

6. Staff Report

- Director's Report:
Anne Marie: exciting news is there may be additional money from CMHC that we can apply for that will help with capital planning in the future.
No other comments

- Capital Projects Report:
Question: How much are the HVAC Systems projects? Answer:418k
Question: What is the timeline for the cooling tower Answer: It should be done by the end of June to coincide with completion of the Corix room
- Sean's update on N5's:
No Comments

7. Report from the Board & Committees:

- Committee Summaries:
No Comments

8. April & May Activities:

- February Chargeback Report:
No Comments
- March Chargeback report
No Comments
- Q1 Chargeback Report (Annual Cycle of Activities)
No Comments
- February Variance Analysis Report
No Comments
- March Variance Analysis Report
Unfavourable variance in fire and safety because we're addressing a lot of issues that the contractor is bringing to light
- Service Delivery Standards for March and April
Committee is very appreciative of the work the department is doing to improve service standard and asked that this be communicated to staff
- Q1 report of Capital Projects Schedule
No Comments
- Utility Consumption and Benchmarks
Some discussion about what trends we might expect as our buildings become more efficient
- Work Plan
No Comments

9. For Board attention:

- **Adoption of Minutes for the March 21, 2019 Facilities Management Committee Meeting**
- **The committee recommends** the FMC Terms of reference to the board without amendments
- **The committee recommends** the the renaming as outlined in the "Rebranding to Facilities Management" proposal

10. Other Business:

11. Adjournment:

CCOC Maintenance Operating Costs (all properties) - Variance Analysis Report

Report Period: Mar 2019

Expense Item	MTD Actual	MTD Budget	MTD Variance	MTD Last Year	YTD Actual	YTD Budget	YTD Variance	YTD Last Year
Common Area R&M	215,938	178,543	(37,395)	179,140	540,896	535,629	(5,267)	500,073
Insuite R&M	56,691	52,536	(4,155)	81,695	171,134	157,608	(13,526)	150,989
Turnover R&M	43,692	45,314	1,622	69,754	122,306	135,942	13,636	133,702
Redecorating	-	-	-	-	-	-	-	1,295
Other	(1,140)	(453)	687	(4,719)	(435)	(1,359)	(924)	(3,836)
Total Maintenance Expenses	315,181	275,940	(39,241)	325,870	833,901	827,820	(6,081)	782,222

Comments: Overall properties are unfavourable MTD to budget by \$39K and unfavourable by \$6K YTD.

Monthly Variances can be explained by:

Common Area:

Greater than anticipating snow fall resulting increased snow removal and dumping fees

Fire safety systems now under contract, more due diligence occurring; anticipating higher costs going forward in 2018

Insuite R&M:

Mostly related to increased flooring and plumbing repairs

May 6, 2019

Facilities Management Committee

DIRECTORS REPORT:

- Safety
 - Staff Safety –No safety incidents to report.

- Staffing
 - Round 2 of Building Cleaner Posting is out and the competition closed on April 18th. Once again, we were unsuccessful in finding a good candidate. We have decided to maintain the external contractor for this position for at least the next six months.
 - Kat LeBlanc has a new baby boy! Jacob (Jake) Felix Leblanc is healthy and has already visited the new office for a lunch break.
 - We have posted a competition for Summer Student General Maintenance help. This competition closes on April 18th. We have found one candidate but still have another position to fill.

- IT Change
 - Yardi Software implementation is still evolving. This will be an ongoing item for the next several months.

- Office Renovations
 - Phase 2 has reached substantial completion. Some minor work left to do but we are very happy with our new environment.

- 258 Lisgar – Application to CMHC Co-Investment Fund
 - We have made it through the first hurdle in our application for 4M to replace HVAC Systems, doors, windows and other urgent repairs.

- FMC Terms of Reference
 - Although we passed a Motion to approve the Terms of Reference, CCOC is trying to ensure that all Committees are using the same language and context. To this end, the Directors of the Departments have met and the revisions for FMC are in part of tonight's package for your approval to send to the Board. Thanks for your patience on this one.

- Rebranding the Department Name – Maintenance to Facilities Management
 - I have written up a proposal (included in this month's package) for the rationale to rename this department from "Maintenance Department" to "Facilities Management". The item has been discussed amongst the Directors and Executive Director and we are now feel it is ready to bring to you in Facilities Management Committee. We can review the document and discuss how this would move forward.

Maintenance Department Rebranding to “Facilities Management” Proposal

April 15, 2019

Overview

The Maintenance Department has experienced much change in the past two years in very many respects. It was recognized when the new Maintenance Manager was hired that the general public did not understand the level of competencies required to lead our Maintenance Department through the changes that were coming (posted as “Maintenance Manager”). To rectify this, the title of this position title was changed to Director, Facilities Management so when we post this job again, the position title will better reflect the work.

To line up with this position name change, the Committee overseeing Maintenance Department was renamed Facilities Management Committee from Property Management Committee in 2017.

We have experienced a considerable change in staff in the last two years. A change in software, how we do our work, how we measure our work has resulted in a significant increase in skill sets required to keep up with our increased Professionalism. New hires over the past two years has met and exceeded these challenges and we are ready for a name change to better reflect the work we do.

This name change will also send out the message to other departments that we have taken on great change and are ready to keep moving forward developing our skills. There is a feeling within the department that the existing culture in CCOC needs to “see” Maintenance through a new lens. The work we do, the expectations we place upon ourselves is much different than it was a few years ago.

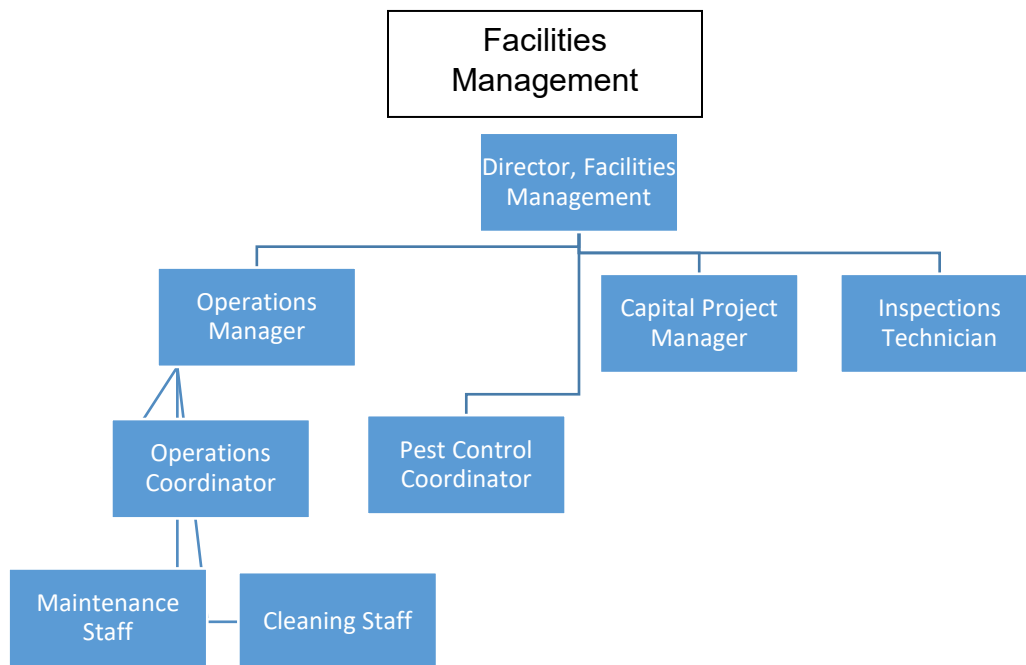
How will this look?

We propose to first of all, change the name of the department to “Facilities Management”. The Industry definition of Facilities Management is *“the effort expended to provide complete operations and maintenance service support so that a physical facility (buildings, equipment, machinery, system and grounds) may operate at an optimum lowest overall total cost”*.

Facilities Management is made up of two distinct areas, Operations and Capital. We are set up in this manner already. On the Operations area there are two Maintenance Managers who take care of Preventative Maintenance, Maintenance, Service Contracts, Managing Maintenance Staff, Systems and Grounds. Our Inspections Technician works in the Operations area to document building conditions and help plan for maintenance and Capital work. On the Capital side, our Capital Project Manager takes

care of all construction, managing Engineering and Architectural Consultants and General Contractors.

All this work is supported by Maintenance Officers, Pest Control Coordinator and front line workers (Tenant Service Representatives). Here is the chart to show the above:



Two positions would see a title change to reflect which side of the Facilities Management Department they work in. The Maintenance Managers would be called Operations Managers and the Maintenance Officers would be called Operations Coordinators. Everyone else remains the same.

How Much will this Cost?

This change would only cost the price to print out new Business Cards for two positions (four people). It has taken us two years to get here but we believe now is the time. We will tie this change to professional development as we keep evolving.

Work Order Service Standards
April 2019

Priority	# Completed	# Completed on Time	% Completed on Time
Emergency/Urgent (24 hrs)	373	366	98%
Priority (7 days)	423	419	99%
Low (14 days)	57	57	100%
Other (21 days)	38	38	100%
Turnover (45 days)	28	28	100%
Pending (1 year)	26	26	100%
Grand Total	945	934	99%

**REPORT FROM THE RENTAL COMMITTEE
May 21, 2019**

Motions:

- Item 4.a) The committee recommends that the Policy on Mandatory Priority Placement be rescinded.
M/S/C Kar/Yordy/unanimous**
- b) The committee recommends that the Internal Review Policy be rescinded.
M/S/C Kar/Bonabana/unanimous**
- c) The committee recommends that the Policy on Rent Incentives be accepted as amended.
M/S/C Theokrotoff/Brooks/unanimous**

PRESENT: Kerry Beckett (chair), Christopher Yordy, Sulaina Bonabana, Alison Kar, Toby Brooks, Vera Theokritoff

STAFF: Debbie Barton, Linda Camilleri (staff/recorder)

REGRETS: Adriane Dijs, Michelle & Daniel Boyer, Helena Brown, Cynara Desbarats

1. **The agenda was accepted.**
2. **Adoption of the minutes:** The April minutes were adopted. M/S/C Kar/Brooks
Alison highlighted that her surname was written as Kars within the minutes. This was duly noted and the minutes will be amended to correct the error.
3. **3. Business Arising:**
 - a) **Terms of Reference for Rental Committee and all 6 policy matters were approved by the Board:**
Debbie advised there were no amended made by the Board. All items were approved.
 - b) **Update on 283 Arlington/Bruce House:** Debbie provided a brief update. The previously large extended family that has been living at Arlington is now over housed and they have accepted to transfer to another property in June. In exchange for these “5 designated rooms” at 283 Arlington, Bruce House will be allocated 5 bachelor or one bedroom apartment to better suit the needs of those on their wait list.

283 Arlington represents an important milestone in CCOC’s history. In 1988, we responded to the HIV/AIDs crisis and partnered with the Aids Housing Group to start Bruce House. When 283 Arlington first opened, it provided palliative care for 5 men. Over the past three decades of our partnership, the housing program expanded and the services and treatments evolved, resulting in significantly improved quality of life for people living with HIV/AIDs. So the ‘little house that could’ will be returning to CCOC. It means the end of an era as the first Bruce House. but it will take on new life, in continuing to house large families. There are plans to transfer a family of 10 currently living at Parkdale, compromising 2 parents and 8 children. Mother and 3 kids arrived from Somalia a few years ago, dad and the remaining 5 older children recently arrived, reuniting the family. If there is one thing we excel at it is change and moving with the times. Let us not forget it and let’s celebrate what we do!
4. **Policy Review:**
 - a) **Policy on Mandatory Priority Placement:** This policy is no longer required as it is now legislated within the Housing Services Act. Further, The Registry is delegated to assess priority placement eligibility, and providers are mandated to implement the priority.
**The committee recommends that the Policy on Mandatory Priority Placement be rescinded.
M/S/C Kar/Yordy/unanimous**

b) Internal Review Policy: Debbie advised that a formalized Internal Review (IR) process with Internal Review Panels has been set up for some time now by the Service Manager. Allison is the only staff that has gone through the rigorous training and currently sits on IR panels. The remaining Rental Officers are eagerly awaiting training to be available.

It should be noted that CCOC will continue with our pre-review process with tenants.

The committee recommends that the Internal Review Policy be rescinded.

M/S/C Kar/Bonabana/unanimous

c) Policy on Rent Incentives: Debbie recommended updated wording of the policy and the members reviewed the proposed changes.

The committee recommends that the Policy on Rent Incentives be accepted as amended.

M/S/C Theokrotoff/Brooks/unanimous

5. Proposed Amendments to the Housing Services Act & Regulations: Debbie reviewed highlights of the proposed changes by the provincial government with the members.

a) Related to Social Housing Wait lists: The government is proposing to make households on waiting lists ineligible for RGI assistance if they refuse their first offer of housing (except in extenuating circumstances as determined by the Service Manager).

b) Amendments to Simplify RGI Calculations: It is being proposed that rent calculation be based on Annual Income Tax returns, using 30% of Annual Family Net Income. This change is proposed for July 2021 implementation. There will only be one in-year recalculation permitted conditional on the household income decreasing by 20% or more. Tenants will no longer be required to report increases in income and will not have to pay back rent. An increase to the current unrealistic minimum rent figure of \$85 is proposed, by applying rent increase guideline from 2001 to present and by the annual increase guideline each year moving forward. The members contributed to a lively discussion and raised the following concerns:

- Rent is based on figures that will be a year behind
- Not all tenants do their tax returns each year – what would the impact be – loss of subsidy?
- It appears that providers will be the ‘enforcers’ of requiring tenants to file income tax
- Unclear about the ‘phase-in’ minimum rent increase
- Disagree with the July 1 to December 31st, 2021 requirement to recalculate rent for all RGI tenants using the proposed new rules “with the requirement to provide a consistent effective date for all tenants in the same building”. They should allow January to December implementation to remain consistent the existing Lease Renewal dates for all tenants.
- Concern about allowing households to pay market rent for a period of 24 consecutive months before losing their eligibility for assistance. How does this get implemented and monitored? Must we set aside these subsidies and not reallocate for 2 year period?

c) Amendments to Support Community Safety: This proposed change gives housing providers the ability to refuse to offer a unit to a household on the wait list if a member of the household had previously been evicted due to serious illegal activity. This is not currently allowed under the existing regulatory framework. The government states that this change is “intended to reduce crime and gang-related violence in community housing so that all residents feel safer in their homes”.

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

a) Vacancies and Turnovers

b) Legal Tracking Report

c) Accounts Receivable Stats: Debbie reviewed the stats with the members. There were questions raised

as to the data included in arrears. At almost 6% it appears that, repairs and maintenance charges are included and maybe these charges should not be included, since they are not solely 'rent arrears'. Debbie is talking to a few other providers on these matters and will try to identify consistent data sets, as well as performance indicators that can be used as industry comparable standards.

d) Bad Debt Write-offs: Debbie reviewed the figures with the members

7. **Board & Committee Reports:** A condensed snapshot from all of the committees' work was provided for committee members to review.
8. **Board Focus on Rental Business:** All policy updates

Adjournment: The meeting adjourned at 8:55

Next Meeting:
June 18, 2019 @ 7:00 pm 415 Gilmour Board Room

Recommend that we Rescind this Policy since this is now in the HSA legislation and The Registry is delegated to assess eligibility so providers can implement the priority requirement

POLICY ON MANDATORY PRIORITY PLACEMENT FOR VICTIMS OF ABUSE

Board approval Apr./95

Board amended May/00

“...the Non-Profit shall give priority for placement in units to applicants who are abused by their spouses or partners, or other(s) with whom they reside and from whom they intend to separate from permanently...”

(Portfolio Operating Agreement for Provincial Social Housing Programs, MOH: Dec., 1994, Section 6.12, p.15)

Definition of Abuse

“...for the purpose of this section, “abuse” means any incident of physical or sexual violence, or words, actions, or gestures which threaten the safety of the person, children, family or property of the applicant;”

Intent of the Policy:

The mandatory priority policy is reserved for individuals whose personal safety or whose family’s safety is at risk from an abusive partner or others with whom they live. The policy is not intended to usurp the role and functions of emergency shelters. Such shelters are needed for immediate refuge and counselling for victims of abuse.

This priority policy is to enable the applicant to separate permanently from the abuser. Due to the urgency of the situation the applicant is not subject to regular tenant selection procedures. Priority status can be assigned once the applicant’s situation has been verified.

Eligibility Criteria:

Applicants eligible for priority placement include:

- a person (with or without children) who has been abused by a partner with whom she/he lives in a familial relationship and intends to separate from him/her permanently;
- an adult who has been abused by a family member/caregiver;
- a parent/guardian whose children have been abused by another member of the family; or
- a person 16 years of age or older who has been abused by another family member.

Eligible applicants, as defined above, qualify for priority placement if they:

- intend to separate but are still living with the abuser
- have sought temporary refuge in an emergency shelter or other forms of transitional accommodation (e.g. “Second Stage Housing”, maternity home);
- have sought temporary refuge with family or friends; or
- have sought accommodation on a temporary basis in the private rental market.

Procedures:

To be eligible for RGI Housing

1. Applicant must be a Canadian citizen, landed immigrant, or refugee claimant.
2. Applicant must be 16 years of age or older.
3. Former tenants of social housing who left owing money will only be considered if the debt is paid in full or they have made arrangements to repay.
4. Applicant must be able to live independently.

To qualify for special priority:

5. Applicant must indicate that their personal safety or the safety of their family is at risk.

6. Applicant must submit a letter of verification from a professional (community service provider) who is knowledgeable about the applicant's situation.

Verification to support the applicant for priority status can come from one of the following community service providers:

- shelter worker, or counsellor/mediator
- community health professional
- doctor, lawyer, law enforcement officer, member of the clergy
- teacher/guidance counsellor or social worker

The letter of verification must confirm one of the following indicators of abuse in order to determine the applicant's eligibility for priority status:

- words/actions/gestures which threaten one's person, children, family or property
- contact with emergency shelters, police, health and social service workers from which a history or serious incident of abuse by abuser can be determined.

7. Once eligibility has been determined and the abuse has been verified, staff are to assign priority and place the applicant on the mandatory priority list as of the date of the application.
8. Units are offered on a chronological basis to the applicants who had been assigned priority status. It is important that housing staff discuss with the applicant key factors related to the applicant's housing and safety needs, to ensure that only appropriate offers of housing are made. Such factors to consider would be proximity to abuser and/or abuser's family/friends and having access to support services/networks.

To Retain Priority Status:

The applicant retains priority status for one year from their date of application if the applicant moves:

- in with family or friends,
- into second-stage housing, or
- into temporary accommodation in the private rental market.

Confidentiality:

Staff must assure the applicant that the information provided is **confidential**. Contact with the applicant must never jeopardize the applicant's safety. This is especially important in situations where the applicant is still living with the abuser from whom s/he is separating. When the applicant applies for special priority status, housing staff should find out how the applicant would like to be contacted during the application process. For example, the applicant may wish to be contacted through her social worker who provided the letter for verification.

CCOC INTERNAL REVIEW POLICY

1. BACKGROUND

The *Social Housing Reform Act, 2000* (SHRA) and its regulations give applicants to RGI housing, as well as RGI tenants and tenants in special needs housing, the right to ask for a review of certain decisions. The 'opportunity to comment' is not part of this process, but it is a step that happens before a decision that can be reviewed is made. The regulations set out some rules and strict deadlines for handling these Reviews.

2. INTENT OF POLICY

The SHRA has given applicants/households a right to an internal review of certain decisions so that there is a standard process for looking at decisions and correction of errors if necessary. The purpose of this policy is to establish procedures to ensure that Internal Reviews are conducted fairly, equitably, in a timely manner, and in compliance with the SHRA and its regulations.

3. LEGISLATIVE AUTHORITY & SERVICE MANAGER DIRECTIVES

The following sections of the SHRA and Regulations set out the requirements for an internal review, including the required timeframes.

- SHRA, sections 82 to 84, 162, 165 & 166
- O. Reg. 298/01 sections 52(10) to (14), 53(5) to (9), 56, 57, 58, 59, 60
- O. Reg. 339/01 sections 9(1) & 20 (*s.20 refers to 'refusal to offer a unit to a household' decisions*)
- Service Manager Directive 03-03 – Internal Review of RGI Assistance Decisions
- Service Manager Guideline 03-01 – Internal Review Policy and Procedure Development

4. PRE-REVIEW PROCESS

Since the timelines are tight, and to ensure the best possible communication of initial decisions, an informal pre-review of a reviewable decision is an important objective. Good clear communication with the member(s) of the household should avoid unnecessary requests for internal reviews. It is important to answer any questions and address any concerns the member(s) of the household may have at this time by explaining the original decision (for example the household is no longer eligible for RGI assistance), how it was made, what information it was based on, why it was made and the implications of the decision. *Every effort is made with the tenant and CCOC staff to resolve the issue proceeding with the Internal Review process.*

Procedures:

In the letter of decision that gets sent to the household, CCOC will encourage tenants to contact staff should they have any questions. Where possible, CCOC will call or speak directly to one or more members of the household. CCOC staff will ensure that accurate recordings of all conversations and meetings regarding reviewable decisions are documented and kept on file.

5. TYPES OF DECISIONS SUBJECT TO AN INTERNAL REVIEW

5.1 Legislated Requirements

As set out in the SHRA s. 82, a member of a household may request an internal review of any of the following decisions:

- The household is ineligible for RGI assistance
- The household is ineligible for special needs housing
- The type of accommodation (number of bedrooms) in which the household may be accommodated.
- The category into which the household has been assigned on a waiting list.
- The amount of geared-to-income rent payable by a household
- Refusal to offer a unit to a household under O. Reg. 339/01 s. 18

5.2 Types of Decisions Subject to Internal Review

CCOC will deal with internal reviews of the following types of decisions:

Reportable Decisions: CCOC must report the outcome of internal review to the Service Manager on the following:

RGI Assistance Decisions

1. The resident RGI household is no longer eligible for RGI assistance.
2. The type of accommodation (number of bedrooms) the RGI household may occupy.
3. The amount of RGI rent payable by the household.

Non-Reportable Decisions: CCOC is not required to report the outcome of the following decisions to the Service Manager.

Other Reviewable Decisions

4. The resident household is no longer eligible to continue to live in a modified unit without support services.
5. The type of modified unit without support services the household may continue to occupy.
The SHRA does not define 'type'. The occupancy standards that apply to RGI households do not apply to special needs households.
6. Refusal to offer a unit to a household (O. Reg. 339/01 s. 20)
This does not apply to internal transfers.

5.3 Explanations

The SHRA assigns the responsibility for all matters pertaining to RGI assistance to the City of Ottawa, as Service Manager. The City has delegated many of the related functions to CCOC through a service agreement. CCOC is required to deal with internal reviews of the RGI assistance decisions it makes.

The SHRA assigns the responsibility for 'special needs housing' to housing providers, where 'special needs housing' includes modified units and supportive housing units as defined in section 2 of the SHRA.

Modified Units Without Support Services

CCOC has delegated to The Registry the management of the waiting lists for households applying for a modified unit without support services, i.e. a wheelchair-accessible unit. The Registry will determine whether an applicant household is eligible for a modified unit without support services and will deal with any related internal reviews.

Once a household has moved into a modified unit without support services, the housing provider will deal with the internal review of future decisions, including the on-going determination of eligibility of the household for the modified unit.

6. STATEMENT OF PRINCIPLES

With respect to the internal review of **RGI assistance decisions**, the following principles must be met:

- a) can be a review of documentation only. A hearing is not required.
- b) must be consistent with legislative requirements, including Sections 82 & 83 of the SHRA, as well as Service Manager policies with respect to RGI assistance decisions
- c) be a transparent and open process, and easily understood
- d) protect the confidentiality of the member of a household requesting a review
- e) allow households to bring a representative to the internal review (*does not apply if the internal review is a review of documentation*)
- f) attempt to accommodate language, accessibility, and literacy needs of the person requesting the review; To address these needs, tenants may be referred to an advocacy agency or to the local Community Resource Centre to assist with their submission and/or participate in the internal review.
- g) advise the applicant(s) that for interpretation services for a language other than English or French, the applicant(s) would need to make the required arrangements and incur the expenses, if any
- h) have regard to decisions made by other decision-makers in the service area
- i) only consider reliable and pertinent information
- j) treat similar situations consistently.

7. AUTHORITY AND DISCRETION OF REVIEWER(S)

The SHRA does not give reviewers any discretion or authority to vary from the law. It states that reviewers may either substitute their decision for the decision being reviewed or confirm the original decision, based on the following criteria:

- a factual error was made in making the original decision (*for example, using the wrong amount of income*); or,
- the law was applied incorrectly (*for example, removing a subsidy without following the procedures required by law*); or
- the law was misinterpreted and did not actually permit the action that was taken;
- the original decision considered all the relevant facts, including additional information that the applicant/recipient may provide during the internal review process; or,
- Any combination of the above (*for example the wrong information was used and the procedures required by law were not followed*).

Important Exception

In accordance with the SHRA, the decision made by a person or persons conducting an internal review is final when it is made. However, if CCOC discovers after the Review has been completed that an error was made, and the error has an adverse effect on the household (for example, the household lost its subsidy or was refused an offer), CCOC will correct the error as soon as possible.

8. TIMELINES AND OTHER REQUIREMENTS

- 1- Notify in writing the members of a household of an initial decision related to RGI assistance within 7 business days.
- 2- In the case of the refusal to offer a unit, notify in writing members of the household of the refusal not more than 10 days after the unit was offered to another household.
- 3- A member of a household has 10 business days to request a review in writing. If no written request is received, the original decision is final.
- 4- A notice is deemed to be received by the applicant/household on the 5th business day after it is mailed, therefore, allow 15 business days if the notice is mailed.
- 5- Complete the review within 10 business days of receiving the written request by a member of the household.
- 6- Notify the members of the household of the outcome of the internal review within 5 business days.
- 7- Advise the Service Manager of the outcome of the internal review of RGI assistance decisions within 30 days.

Discretion in Dealing with Time Limits

CCOC may extend the time for submitting a request for a review if satisfied that the member of the household acted in good faith and was unable to submit the request on time because of

absence, accident, illness or reasons beyond the member's control, such as literacy or language difficulties.

Withdrawal of Requests for Internal Reviews

An individual may withdraw their request for internal review by giving written notice of the withdrawal, but the withdrawal is not effective if it is received after the review is completed.

9. CONFIDENTIALITY AND PERSONAL INFORMATION

Internal Reviews shall comply with the prescribed standards for the collection, use, disclosure and safeguarding of privacy and personal information, as set out in sections 162 to 166 of the SHRA, and in O. Reg. 368/01 sections 22 and 23.

Personal information shall be treated as confidential, and such information shall not be collected, used, or disclosed, except as is necessary for the purposes of conducting an internal review, subject to reasonableness. CCOC will take steps that are reasonably necessary to safeguard the privacy of personal information in its custody and control.

10. WHO DOES THE REVIEW?

Responsibility for reviews

- The **Internal Review Committee** will handle tenant and applicant requests for reviews dealing with:
 - Refusal to offer a unit
 - Ineligibility for subsidy
 - Ineligibility for special needs housing
- The **Rental Co-ordinator** will be responsible for all other reviews.

Internal Review Committee

To consist of any 3 members of the Rental Committee who are approved by the Board to have access to confidential information.

The Rental Co-ordinator will provide support to the Internal Review Committee. Members of the Review Committee should be:

- Available at short notice
- Fair-minded, and are seen to be fair-minded
- Able to maintain confidentiality
- Trained to handle appeals
- Able to develop a body of expertise that can inform future decisions
- Have a "big picture" of CCOC's mandate
- Ability to monitor trends and suggest changes to policies to address these trends
- no one involved in making the original decision may be involved in the Review
- the decision-maker should never have a personal relationship with any member of the applicant/household or an interest in the result.

Mandate

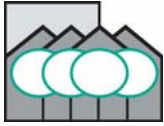
1. The committee will not make decisions which are contrary to the SHRA or clearly against CCOC Board approved policies.
2. The committee will consider precedents in making its decisions and will aim to treat all applicants and tenants equitably.
3. The committee will also consider the impact of its decisions on other tenants or applicants, on staff and on the well-being of CCOC.

Review Process for Internal Review Committee

1. When CCOC receives a written request for review, a Request for Review Form will be completed. This, along with the appellant's letter and any other relevant documentation will be made available for committee members before the meeting.
2. The appellant will be notified of the meeting and advised that they may bring a translator, family members, friends, or other advocates of their choice. The Committee may limit the number of advocates.
3. The committee will normally operate by consensus.
4. During and following the meeting, a Decisions Form will be completed documenting the decisions made and the reasons for the decision.
5. The Rental Co-ordinator will inform the tenant in writing of the decision within 5 business days of the meeting. A copy of the Decisions Form will be kept in the internal review file, one copy in the tenant's file and another will be sent to the Service Manager within 30 days of decision, if reportable.

11. Implementing Internal Review Decisions

- Concerning the review of geared-to-income rent payable, the requirements set out in O. Reg. 298/01 s. 52(10) to (14) must be met.
- Concerning a change in rent upon new information outside a review, the requirements set out in O. Reg. 298/01 s. 53(5) to (9) must be met.
- If the internal review determines that a household ceases to be eligible for RGI assistance, refer to O. Reg. 298/01 s. 12 and 14 for the next steps.
- If the internal review determines that a household ceases to be eligible for special needs housing, refer to O. Reg. 298/01 s. 22 for the next steps.
- Provide a copy of the written notice of the RGI assistance decisions (*not other types of decisions*), including the rationale, to the Service Manager within 30 days of the internal review decision being made.
- The documents relating to an internal review must be kept on file for at least five years, except those documents concerning the refusal to offer a unit, which must be kept for seven years.



Rent Incentives

Staff are authorized to offer a rent incentive **of up to one month's rent** when the following situations apply:

The unit is unrented one month before date of availability; *and*

- A. the vacancy rate (CMHC data) for that area is more than 2%; *or*
- B. the unit is in a building where the previous month's vacancy costs are more than 3% of the budgeted potential market rent revenue.

The incentive can be structured in any way the staff see fit, with the exception of offering the first month free. The incentive can be used for any month of the lease (save the first), can be spread out over a period of no more than **8 months** or can be used to reduce parking fees. The Director of the Rental Department Manager will approve s all rent incentives and reports s these to the Rental Committee.

BACKGROUND:

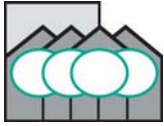
This policy allows staff the flexibility to allocate rent incentives when the vacancy rate is on the rise and it becomes difficult to rent out units.

In renting out market units, CCOC is competing with the private market, whose response to high vacancies is to offer rent incentives, generally one or two months free rent.

When vacancy rates drop below 2% it is expected that these incentives will no longer be offered.

Our budget line for vacancies and bad debts is generally based on 2% loss of total rent revenue.

Although the CMHC vacancy rate may be below 2% in a given area, some CCOC buildings have experienced high vacancy losses where others have not. This is due to other



factors, like ~~(location, size of units, electric heat, etc)~~ and these buildings can~~are~~ be difficult to rent even in times of low vacancy rates.

RENTAL DEPARTMENT REPORT April 2019

1. CCOC Units Rented by Source and Unit Turnovers:

Source	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Totals	19	22	9	22									
Transfers	8	2	1	5									
Registry W/L	4	5	2	4									
Referrals	4	9	5	7									
Signage/Ads													
Insitu MR to RGI	1												
Websites/Twitter	2	4	1	4									
Former Tenant		2		2									
Unit T.O by month	13	18	13	19	13								
Monthly V.C. rate	1.5%	1.2%		1.1%	0.8%								

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

April 2019: # of units rented = 22

of turnovers = 19

* **Benchmark 2: CCOC vacancy rate (1.1%) should be < than Ottawa's vacancy rate (1.6%)**

2. Vacancies & Turnovers:

Please note that 143-153 Arlington (16 units) is not included in the data during the rent up period.

May Turnovers: 13 units

June Turnovers: 14 units

The current vacancy rate for May is 0.8% with 12 empty units in our 1573 units. Our vacancy rate continues to be well below the City average VC rate of 1.6% (CMHC, Rental Market Report, Oct. 2018).

3. N5's & Evictions: April/May:

N5's & Evictions: There are 9 active N5's including 1 new notice served in May. Three previously active N5's expired after the 6 month period with no further incidents resulting in tenants correcting behaviour.

CCOC RGI UNITS RENTED BY CATEGORY 2019																		
	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	19	22	9	22	0	0	0	0	0	0	0	0	72					
RGI Units	8	6	2	6	0	0	0	0	0	0	0	0	22	31%				
Special Priority	2	1	1										4	18%			2	2
Overhoused	1	1											2	9%		2		
Insitu MR to RGI	1												1	5%		1		
Homeless		2											2	9%	1		1	
Urgent Safety				2									2	9%		1		1
Urgent Medical													0	0%				
Graduates of SH		1		1									2	9%			2	
Chronological	2	1	1										4	18%		1	2	1
Modified (W/C)				1									1	5%				1
Transfers	2			2									4	18%	2		2	
Totals:	8	6	2	6	0	0	0	0	0	0	0	0	22		3	5	9	5

Notes:

Transfers exclude overhoused tenants

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

CCOC MR UNITS RENTED BY CATEGORY 2019																		
	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	19	22	9	22	0	0	0	0	0	0	0	0	72					
MR units	11	16	7	16	0	0	0	0	0	0	0	0	50	69%				
CCOC website	2	4	1	3									10	20%		6	2	2
Other Websites/Twitter				1									1	2%		1		
Signage													0	0%				
Ads													0	0%				
Walk-ins													0	0%				
Tenant Transfers	5	1	1	3									10	20%	1	4	2	3
Former Tenants		2		2									4	8%		3		1
Referrals	4	9	5	7									25	50%	3	10	9	3
Totals:	11	16	7	16	0	0	0	0	0	0	0	0	50		4	24	13	9

Notes:

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

Key Indicators, Total Year

Customer Service Standards wrap-up: CCOC + CCHC (quarterly)

	2013	2014 Q1 Jan-Feb- Mar	2014 Q2 Apr-May- Jun	2014 Q3: Jul-Aug- Sep	2014 Q4 Oct-Nov- Dec	2014	2015	2016	2017	2018
# workorders	7883	1921	2002	2035	1917	7875	6618	7067	6997	
% complete within std	89%	95%	95%	90%	93%	93%	90%	90%	87%	
Ave. time to complete (days)	2.5	2.3	2.6	3.2	2.5	2.7	4.5	3.4	3.7	
# Emergency workorders	5358	667	330	782	592	2371	2085	3353	4723	
% complete within 24h	90%	96%	96%	96%	97%	96%	96%	95%	94%	
Ave. time to complete (days)	0.9	0.3	0.4	0.4	0.4	0.4	1.1	0.4	0.6	
# Urgent workorders	626	109	130	76	210	525	681	740	440	
% complete within 7days	89%	88%	98%	89%	99%	95%	96%	92%	77%	
Ave. time to complete (days)	4.3	2.8	1.2	2.5	0.8	1.6	0.9	1.7	4.6	
# Non-urgent workorders	1899	1145	1542	1177	1115	4979	3852	2974	1834	
% complete within 28 days	85%	96%	95%	86%	90%	92%	85%	85%	73%	
Ave. time to complete (days)	7.0	3.3	3.2	5.0	4.0	3.9	7	7.1	11.6	
# Rent calculations:	*									
Mo. % complete within 14 days	91%					94%	86%	90%	91%	82%
Annual Rent Cals: % complete	93%					89%	87%	80%	88%	77%
# Applications:										
% complete within 5 days	74%					95%	78%	90%	82%	81%

Footprint wrap-up: CCOC + CCHC

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Total water consumption	236,291	236,291	255,614	234,824	240,220	203,763	149,221	155,976	154,737	168,893
Ave m3/bedroom	110	110	108	99	96	81	60	62	63	67
Total hydro consumption (kWh)		3,846,090	5,402,905	5,808,277	6,170,192	6,337,996	5,965,974	5,709,735	5,970,172	5,740,986
Ave Kwh/unit	3,653	2,916	3,653	3,927	3,923	4,029	3,793	3,630	3,795	3,613
Total gas consumption (m3)	1,700,710	724,421	1,743,190	1,700,710	1,388,713	1,581,479	1,335,025	1,306,252	1,357,765	1,250,318
Ave m3/unit	1,204	579	1,235	1,204	922	1,050	886	867	863	787
Dump runs (kg removed)			25,122	25,925	35,157	27,726	15,998	24,341	34,679	25,152
Ave kg/unit			17	18	22	17	10	15	22	16
Waste (all bins, yd3 removed)						147,231	12,847	12,847	12,816	
Ave per yd3/unit						92	8	8	8	
Dump runs (yd3 removed)						508	314	522	888	
Ave yd3/unit						0.3	0	0	1	
Waste (total, yd3 removed)						147,739	13,161	13,369	13,705	
Ave yd3/unit						92.6	8	8	9	
Diverted (recycling and organics, yd³)						134,466	5,431	5,438	5,400	
Ave yd3/unit						84	3	3	3	
Electronic Waste (tonnes)								4	4.2	

Turnover and vacancy wrap-up: CCOC + CCHC

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Total # units	1343	1503	1501	1595	1595	1595	1596	1590	1573
% subsidized	57%	58%	57%	57%	58%	57%	58%	57%	57%
CCOC vacancy rate	1.6%	1.6%	1.5%	1.30%	1.00%	1.64%	2.25%	1.60%	1.10%
City vacancy rate	1.6%	1.4%	2.5%	2.90%	2.60%	3.00%	3.00%	1.70%	1.60%
# turnovers	218	225	254	224	252	246	239	215	194
% turnovers	16.23%	14.97%	16.92%	14%	16%	15%	15%	13%	12%
Avg Vacancy Months/TO	1.13	1.12	1.11	1.06	0.89	1.23	1.24	1.16	1.10
Total Maint. VC months	200.75	200.00	235.00	201.00	190.20	234.50	194.64	186.00	139.35
Average Maint. vc mo/TO	0.81	0.80	0.83	0.84	0.75	0.95	0.81	0.87	0.72
Total Rental VC months	45.00	51.00	46.60	37.00	33.40	67.25	118.20	65.00	74.15
Average Rental vc mo/TO	0.18	0.20	0.17	0.16	0.13	0.27	0.49	0.30	0.38
N5 served by Rentals	17	21	28	20	17	7	14	20	19
Proceeded to LTB	2	2	3	0	1	1	0	0	4
Moved Out	5	2	7	2	2	1	5	8	4
N5 served Maintenance				1	1	3	7	14	7
Proceeded to LTB				1	0	1	1	2	3
Moved out				1	0	1	2	7	4
N4/NTA served Finance	226	187	198	221	191	176	202	304	216
Proceeded to LTB (L1,L2)	13	18	14	14	15	16	13	36	28
Moved out	5	7	5	5	9	5	2	10	7

Property and Asset Management Wrap-Up (annual)

(finance)

Ref	Units	Address	Replacement Reserve Balances \$			RR PUPY*			Operating surplus			Surplus PUPY		
			2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
52	8	163 James	-44,918	-59,295	-60,007	-5,615	-7,412	-7,501	-20,242	-13,556	-22,188	-2,530	-1,695	-2,774
32	4	82-84 Putnam	-50,008	-48,118	-47,028	-12,502	-12,030	-11,757	-1,105	-9,611	-10,570	-276	-2,403	-2,643
30	3	212-216 Carruthers	-61,027	-58,415	-56,910	-20,342	-19,472	-18,970	-5,072	-1,875	-6,045	-1,691	-625	-2,015
67	76	111 Catherine	145,379	192,738	203,890	1,913	2,536	2,683	-101,441	-127,784	-152,722	-1,335	-1,681	-2,010
66	53	160 Aryle	142,594	159,255	394,060	2,690	3,005	7,435	-128,850	-99,378	-104,333	-2,431	-1,875	-1,969
28	40	515 MacLaren												
		341 Lyon	532,807	554,305	368,121	13,320	13,858	9,203	-33,988	-31,439	-76,399	-850	-786	-1,910
65	107	464 Metcalfe	257,028	292,154	279,842	2,402	2,730	2,615	-155,276	-151,471	-180,276	-1,451	-1,416	-1,685
38	26	511 Bronson	79,460	81,359	92,608	3,056	3,129	3,562	-25,424	-30,660	-41,369	-978	-1,179	-1,591
31	7	287 Loretta	-31,497	-23,722	-24,410	-4,500	-3,389	-3,487	-8,398	-20,482	-10,311	-1,200	-2,926	-1,473
25	9	369 Stewart	-61,897	-57,811	-54,417	-6,877	-6,046	-6,423	-6,046	7,252	5,036	-10,609	806	560
33	15	147 Hinchey	35,245	46,239	37,833	2,350	3,083	2,522	-19,214	-523	-13,821	-1,281	-35	-921
29	5	283 Arlington	1,823	4,193	4,433	365	839	887	7,349	7,617	-4,573	1,470	1,523	-915
22	80	210 Gloucester	1,808,161	1,870,432	1,917,684	22,602	23,380	23,971	-107,968	-42,303	-64,334	-1,350	-529	-804
23	30	20 Robinson	267,314	275,307	270,649	8,910	9,177	9,022	-33,955	-16,850	-21,224	-1,132	-562	-707
24	13	171 Armstrong	140,672	148,764	153,922	10,821	11,443	11,840	-5,263	-4,664	-7,906	-405	-359	-608
21	41	345 Waverley	-446,828	-437,139	-476,516	-10,898	-10,662	-11,622	-8,539	26,942	-15,589	-208	657	-380
36	44	258 Aryle	124,157	120,525	97,919	2,822	2,739	2,225	-24,858	-66,103	-9,100	-565	-1,502	-207
62	13	1134-1144 Merivale/ 1361-1373 Mayview	23,661	27,393	26,145	1,820	2,107	2,011	10,574	17,634	-2,561	813	1,356	-197
63	23	1138-1140 Richmond / 230-250 Hartleigh / 2341-2367 Midway	129,393	133,482	150,966	5,626	5,804	6,564	-32,261	-32,305	-4,444	-1,403	-1,405	-193
37	84	145 Clarence	835,073	917,472	946,113	9,941	10,922	11,263	51,234	52,271	-7,092	610	622	-84
6	12	143-153 Arlington	95,080	94,977	95,260	7,923	7,915	7,938	-26,845	-8,882	0	-2,237	-740	0
58	4	143-145 Eccles	-51,588	0	0	-12,897	0	0	-562	-114	0	-141	-29	0
35	53	10 Stevens	331,654	367,387	390,447	6,258	6,932	7,367	15,119	3,597	337	285	68	6
41	41	455 Lisgar	499,698	522,798	518,538	12,188	12,751	12,647	25,078	22,120	1,496	612	540	36
71	32	240 Presland	0	0	2,243	0	0	70	-29,331	-41,367	4,696	-917	-1,293	147
68	76	100-200 Victory Gardens	11,016	30,039	40,565	145	395	534	-39,483	25,621	16,389	-520	337	216
34	64	264 Lisgar	633,971	455,443	622,160	9,906	7,116	9,721	-1,773	8,652	15,834	-28	135	247
64	29	54 Primrose	15,373	9,405	7,512	530	324	259	967	16,442	9,944	33	567	343
7	3	41 Florence	-109,238	-114,369	-139,153	-36,413	-38,123	-46,384	4,043	3,288	1,071	1,348	1,096	357
10	3	50 Waverley	21,762	25,223	28,787	7,254	8,408	9,596	3,743	12,841	1,244	1,248	4,280	415
40	76	151 Parkdale												
		11,823	-8,760	-237,151	156	-115	-3,120	-10,039	34,028	34,440	-132	448	453	
39	91	415 Gilmour	1,135,679	1,204,970	1,220,390	12,480	13,241	13,411	73,948	48,665	49,214	813	535	541
9	22	50 James	89,100	112,174	126,501	4,050	5,099	5,750	8,852	17,055	13,849	402	775	630
27	88	520 Bronson	760,922	773,006	856,710	8,647	8,784	9,735	19,108	77,591	63,208	217	882	718
3	2	539-539A McLeod	-7,550	-24,066	-31,495	-3,775	-12,033	-15,748	12,388	11,527	1,467	6,194	5,764	734
26	69	110 Nelson	987,658	1,049,200	800,820	14,314	15,206	11,606	900	16,624	51,731	13	241	750
12	13	472-482 Gilmour												
		388-390 Kent	-158,053	-154,814	-158,085	-12,158	-11,909	-12,160	29,265	24,453	10,282	2,251	1,881	791
19	7	220-222 Booth & 129-135 Primrose	19,359	22,194	-16,281	2,766	3,171	-2,326	-10,145	13,389	5,822	-1,449	1,913	832
16	10	29 Rochester/33 Rochester	57,458	50,296	41,584	5,746	5,030	4,158	-10,746	22,792	9,115	-1,075	2,279	912
17	53	170 Booth	535,540	524,196	496,630	10,105	9,890	9,370	-39,521	26,503	50,832	-746	500	959
61	10	123 Stirling	32,709	35,209	40,128	3,271	3,521	4,013	3,495	3,207	10,261	349	321	1,026
11	87	258 Lisgar	230,407	312,545	238,559	2,648	3,592	2,742	315,477	291,760	90,055	3,626	3,354	1,035
18	6	90-92 James	-86,702	-98,986	-98,645	-14,450	-16,498	-16,441	3,329	7,364	6,917	555	1,227	1,153
5	3	202 Flora	-20,078	-23,547	-21,879	-6,693	-7,849	-7,293	12,742	12,575	3,576	4,247	4,192	1,326
20	8	298 Arlington	-99,287	-97,313	-96,768	-12,411	-12,164	-12,096	10,219	18,822	10,606	1,277	2,353	1,326
8	4	100-102 Flora	-22,396	-29,913	-30,751	-5,599	-7,478	-7,688	167	18,367	5,352	42	4,592	1,338
4	4	500-504 Gilmour	27,369	33,650	40,412	6,842	8,412	10,103	18,211	19,645	5,849	4,553	4,911	1,462
60	14	140 Bronson	-94,276	-118,164	-121,206	-6,734	-8,440	-8,658	4,103	16,246	20,988	293	1,160	1,499
15	6	594-604 Gladstone	18,109	-39,259	-171,981	3,018	-6,543	-28,664	45,328	32,424	11,305	7,555	5,404	1,884
13	42	MacLaren/Gilmour (Percy)	-823,127	-889,617	-1,451,206	-19,598	-21,181	-34,553	269,757	-207,129	84,043	6,423	-4,932	2,001
1	8	530-544 McLeod	-129,631	-120,352	-123,006	-16,204	-15,044	-15,376	36,525	56,941	16,822	4,566	7,118	2,103
14	29	746-760 Albert & 25/35-39	453,006	454,222	458,109	15,621	15,663	15,797	171,548	187,817	62,023	5,915	6,476	2,139
2	4	706-712 Gilmour	46,438	-15,080	-9,133	11,610	-3,770	-2,283	11,460	685	16,137	2,865	171	4,034

\$ 8,238,797 | \$8,481,811 | \$ 7,543,512

\$ 291,882 | \$ 254,045 | \$ (80,561)

* residential properties only

Quality of life wrap-up: CCOC + CCHC

Current tenant survey	2016	2019
<2 years	21%	
2 to 5 years	26%	
5 to 10 years	18%	
10 years +	35%	
Good customer service - YES	77%	
Good customer service - YES, BUT	19%	
Would you recommend - YES	94%	
Service of our staff	82%	
Condition of apartment	75%	
Condition of common areas	71%	
Garbage/ recycling	72%	
Laundry	72%	
Sense of community	71%	

** Data collected by tenant survey. Next survey: 2019