

NOTICE OF MEETING

The next regular meeting of the CCOC/CCHC Board of Directors is:
Wednesday, August 28, 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 June 26, 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 June 26, 2019 minutes
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
 - a)** Lisgar borrowing
 - b)** Alternatives to calling police
 - c)** Sources of maintenance requests
- 6.** Executive Committee Report
- 7.** Personnel Committee Report
- 8.** Finance Committee Report (joint meeting with Rental Committee)
 - a)** Bad debt
- 9.** Facilities Management Committee Report
 - a)** Paint policy
 - b)** Service Delivery Report
- 10.** Development Committee Report
- 11.** Tenant and Community Engagement Committee
- 12.** Rental Committee Report (joint meeting with Finance Committee)
- 13.** Policy Research and Advocacy Committee (PRAC!)
- 14.** Corporate Business
- 15.** Conference / Associations' Report
- 16.** Other Business
- 17.** Adjournment

Next Meeting: September 25, 2019

Minutes of the CCHC Board of Directors Meeting of Wednesday, June 26, 2019

Present: Abra Adamo, Dallas Alderson (President), Kerry Beckett, Josh Bueckert (Treasurer), Sarah Button, Penny McCann, Andrew McNeill, Bill Rooney, AnaLori Smith (Vice President / Chair), Jesse Steinberg, Chris Yordy.

Staff: Ray Sullivan, Adella Khan (recorder), Nicole Picton

Regrets: James Clark, Sinda Garziz (Secretary), Shelley Robinson

1. **Call to order**

The meeting was called to order at 7:06 p.m.

2. **Adoption of agenda**

The agenda was adopted as presented. (M/S/C, Bill Rooney / Josh Bueckert)

3. **Declaration of conflict of interest** – none.

4. **Adoption of the Board minutes of May 29, 2019 meeting.**

(M/S/C, Andrew McNeill / Penny McCann)

5. **Welcome Nicole!** Nicole Picton, our new Director of Corporate Services

6. **Business arising from the previous minutes** - none

7. **Rental Committee Report**

a. **Agency reports 2018:** Ray gave the Board a breakdown of the report, previously circulated to Board members. The report compares 240 Presland with peer co-ops on key indicators. The co-op is still doing poorly compared to peers (also compared to CCOC properties), but much better than recent years.

b. **Lease renewal cycle:** The Agency for Co-op Housing (the federal regulator) expects that all leases are renewed on the same day but, practically, we renew leases when each member's individual lease is up on the anniversary of their move-in. The Rental Committee recommends that CCHC continue its practice of doing annual household reviews on the anniversary date of the member.

The Board supports the committee recommendation that CCHC changes the utility scale on January 1 of each calendar year to align with the fiscal year, and that staff work with the Agency to develop a way to make our procedure fit their portal as best as possible for the remainder of the relationship. (M/S/C, Kerry Beckett / Chris Yordy)

8. **Facilities Management Committee Report** – none.
9. **Finance Committee Report**
 - a. **Financial statements:** Josh notes that we are back to quarterly reports! Everyone is ecstatic. Maintenance costs at the co-op was a big deviation – there isn't one single thing that happened but a sequence of work happened in the same quarter, rather than spread throughout all four quarters as we might have anticipated.
10. **Other Business**
 - a. **Federal Community Housing Initiative, Phase 2:** Ray reported on the federal announcement yesterday. The information isn't new but it's a recommitment from the federal government that when co-op's operating agreements end, they have the opportunity to re-commit to agreements until 2028 to continue subsidies. Josh points out that this could be the opportunity to operate with the benefits of the government support while having more revenue from being mortgage-free, which could give CCHC the surpluses it needs to get out of debt and rebuild a capital reserve.
11. **Adjournment at 7:39 p.m.** (M/C, Chris Yordy)

**Minutes of the CCOC Board of Directors Meeting of
Wednesday, June 26, 2019**

Present: Abra Adamo, Dallas Alderson (President), Kerry Beckett, Josh Bueckert (Treasurer), Sarah Button, Penny McCann, Andrew McNeill, Bill Rooney, AnaLori Smith (Vice President / Chair), Jesse Steinberg, Chris Yordy.

Staff: Ray Sullivan, Adella Khan (recorder), Nicole Picton

Regrets: James Clark, Sinda Garziz (Secretary), Shelley Robinson

1. Call to order

The meeting was called to order at 7:40 p.m.

2. Adoption of the Agenda

The agenda was adopted as presented, with items not specifically noted being adopted on consent.
(M/S/C, Sarah Button / Jesse Steinberg)

3. Adoption of May 29, 2019 minutes

The minutes were adopted as presented. (M/S/C, Jesse Steinberg / Josh Bueckert)

4. Declaration of conflict of interest – none.

5. Business arising from the previous minutes

a. Lisgar borrowing – no news.

b. Alternatives to calling police – no update but this is going to the Tenant and Community Engagement Committee in August.

c. Sources of maintenance requests – staff will table a report through FMC in August.

d. Anti-oppression statement and workshop feedback: Jesse said it was great, he learned a lot, and thought the facilitator did a great job of striving to meet people where they are. He noted there was good discussion around creating spaces where critiques are given and taken as gifts. Josh said it exceeded his expectations and he has taken his learnings to work. AnaLori agreed that it was great and worked as a good starting point – we have to ensure these ideas get carried through in all of our work. Members want to look at the next steps and hear more about the plan to do this type of training with all committees/staff.

Members decided to work on an opening statement for the beginning of each meeting as a means of framing work. The draft statement from the workshop will act as the foundation for this statement at the next meeting.

6. Executive Committee Report

- a. **End of Provincial Mortgages (EOM):** Our provincial portfolio includes 18 properties and 725 homes – almost half our portfolio. We have been seeking clarity on what happens when mortgages are paid off and the original 35-year operating agreement period ends. Operating agreements were replaced with legislation 18 years ago, and the legislation does not have any end dates. Ray presented a slideshow explaining the possible scenario of negative operating subsidies. The Ministry released a policy statement last week that the total subsidy package to a housing provider can't be negative, but this doesn't eliminate the scenario where a deeply negative operating subsidy effectively claws back the rent subsidy and the property tax subsidy.
- b. ***In camera* minutes**
The Board moved *in camera* to read draft *in camera* minutes from the June 2019 Executive Committee. (M/S/C, Bill Rooney / Josh Bueckert)
No decisions were made *in camera* and no additional notes are recorded.
The Board moved *ex camera*. (M/S/C, Abra Adamo / AnaLori Smith)

7. Personnel Committee Report

- a. **May 22 Staff meeting:** Dallas reports on the staff meeting that took place to address concerns staff had about the compensation review. The meeting was between staff (minus the Directors) and Kerry, Dallas, and Bill. About 35 of the 60 staff attended. A number of issues raised were regarding specific people, rather than the whole process. Dallas captured the concerns and recommendations in writing, which went to Personnel before being distributed to the staff. Members are hopeful that it was a useful engagement to now move forward. Dallas points out that this sets CCOC up well as we now have the compensation equity tools to connect jobs to pay scales and go forward with lots of transparency.
- b. **Corporate Services Department:** AnaLori reports that Personnel decided to create an official Corporate Services Department that will report to the Personnel committee. The committee decided it was important to ensure Corporate Services remain a neutral HR group, and so Corporate Services will report to Personnel and be its own department.

8. Finance Committee Report

- a. **Bad debt:** The Board moves \$5755.99 in bad debts be written off. (M/S/C, Josh Bueckert / Chris Yordy)
- b. **Champlain collateral:** Cahdco went ahead and purchased the property after the original partnership fell through. The Finance Committee approved the idea of CCOC acting as a loan guarantor and putting up a building for collateral for \$1M to finalize purchase of the property. CCOC previously wondered if they would be able to rent a couple of the apartments but they were not viable. This loan would be a temporary solution.

The Board moved to approve the Finance Committee's recommendation that CCOC act as guarantor and supply a suitable property as collateral.

(M/S/C, Bill Rooney / Josh Bueckert / Sarah Button abstains)

9. Facilities Management Committee Report (joint meeting with FMC)

- a. **Procurement policies:** In reviewing their policies, the Committee realized there are two policies that FMC and Finance have overlapping content. The expiration date is June 2019 and the committees request a one-year extension to complete a revised policy. The Board moves to support this request.

(M/S/C, Josh Bueckert / Jesse Steinberg)

10. Development Committee Report – none.

11. Tenant and Community Engagement Committee (no meeting)

12. Rental Committee Report

- a. **Policy on Market rent increases:** Kerry reports on the change in the amended policy. The Board moves to approve these amendments. (M/S/C, Kerry Beckett / Chris Yordy)
- b. **Returned payment policy:** Kerry reports on the new policy, which was created to put down on paper what we already do. The Board moves to adopt the policy.

(M/S/C, Kerry Beckett / Bill Rooney)

13. Policy Research and Advocacy Committee (PRAC!) (joint meeting with Development)

14. Corporate Business

- a. **Committee coverage:** Does each committee have a minimum of one Board member? Some board members agreed to try out some new committees to see if we can get two board members on each committee.

15. Conference / Associations' Report – none.

16. Other Business – none.

17. Adjournment – the meeting was adjourned at 9:11 p.m.

(M/C Josh Bueckert)

Next Meeting: August 28, 2019

Maintenance Request

Between April 1st and June 28th:

In Person: 115 Maintenance Requests

By Phone: 988 Maintenance Requests

By Email: 564 Maintenance Requests

Yardi June & July count of work orders by who created them.

	June	July
TSR	324	406
Other	632	550
Total	956	956

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

Monday, July 8, 2019
at 415 Gilmour

Present: Dallas Alderson (Chair), Kerry Beckett, Josh Bueckert, Sinda Garziz, Bill Rooney, AnaLori Smith, Ray Sullivan (staff)

Regrets: (non, je ne regrette rien)

1. **Call to order:** 7:40
2. **Approval of the agenda:** (moved/seconded/carried, Bill/Kerry)
3. **Approval of regular minutes from June 10, 2019:** (m/s/c, Josh/Kerry)
Approval of *in camera* minutes from June 10, 2019: (m/s/c, AnaLori/Josh)
4. **Business Arising:**
 - a) **Arlington Redevelopment**

Background: Re-development of CCOC's 143-153 Arlington property is scheduled for July 2017 to ~~July August September October November December January~~ April 2019.

Update: We haven't been able to achieve the high standard for noise transference we were looking for, but with recent ceiling modifications, it's still above the building code standard. With the noise transference issue resolved, we will now negotiate the disputed costs with the builder. Move-ins will continue over the summer. Expect a housewarming party in September.
 - b) **Unity housing matter:** Ray and Anne Marie Mason will meet with the Unity Housing board on July 10. No further news.
5. **Reviewing Directors' meeting:** On July 4 directors met to plan the August all-staff meeting. We are planning a discussion on how we operationalize the CCOC values, and we hope this is a good way to start improving capacity to have difficult workplace conversations in a more open way. Directors also discussed planning for welcoming a guest from South Africa in September.
6. **New Business:**
 - a) **Rooftops exchange**

Background: Rooftops Canada is an international development organization that works with social housing organizations.

Update: Through a Rooftops exchange program that builds capacity of women in management positions, CCOC will host a guest from South Africa September 23-28. It's too short to assign any project to her, but she will come to the September Board meeting and shadow some management staff around for the week.

7. Programs/Policy:

a) Expiry of mortgages:

Background: CCOC's 2019-2022 workplan identifies expiry of provincial mortgages (EOM) as a top priority. Conditions post-mortgage have to be non-punitive and allow CCOC to function sustainably.

Update: ONPHA has adopted their position on this topic: at EOM, providers should be able to choose between a modified version of the existing program (no negative operating subsidies) and switching over to a simpler rent-supplement agreement. Ray is on the Ministry's Community Housing Renewal Strategy Reference Group, which has now had its first meeting. They are still interested in working on what a "post-program" community housing sector will look like, and what funding opportunities and obligations will exist. There will likely be a difference in perspective between housing providers and municipal Service Managers, since Service Managers pay for the system. Housing providers tend to think and plan in long timelines, while governments are challenged to plan more than 4-5 years ahead.

8. Residential Tenancies Act (RTA) Proceedings:

a) Non-payment:

The committee reviewed the list and moved "That staff be authorized to proceed with eviction for non-payment in the case of **4** tenants.

(m/s/c, Josh/Bill)

b) Other reasons:

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

(m/s/c, Josh/Bill)

c) 41 Florence update

Background: A tenant was temporarily displaced under an N13 to complete major renovation work.

Update: the tenant has told CCOC and the Landlord Tenant Board that they don't wish to return to being a CCOC tenant.

9. Strategic Plan:

a) Fall Board session

Background: The Fall board planning retreat will focus on an integrated asset plan that combines the long term capital plan, redevelopment of existing sites and future new developments.

Update: Ray anticipates a mid-November date, since we will need to know more about how the province responds to the EOM issue, and what we can expect from the CMHC co-investment fund.

10. Cahdco Update:

a) Champlain

Background: Cahdco now owns this property and plans to develop it as affordable homeownership.

Discussion: Cahdco will borrow \$1 million from RBC to pay the purchase price, but CCOC must act as guarantor, and offer a property as short term collateral. The CCOC Board passed a motion supporting this at the last meeting.

Acting for the Board, executive committee passed a more specific motion:

*Whereas it is deemed expedient and in the best interests of the Guarantor that it lend assistance to **CENTRETOWN AFFORDABLE HOUSING DEVELOPMENT CORPORATION** (the "Customer") in connection with its borrowings, both present and future, from ROYAL BANK OF CANADA (the "Bank").*

NOW THEREFORE BE IT DULY RESOLVED

*1. THAT the Guarantor guarantee payment to the Bank of all present and future debts and liabilities, including interest due at any time by the Customer to the Bank; provided that the liability of the Guarantor shall be limited to the sum of **\$1,000,000.00** together with interest from the date of demand for payment at **the Bank's Prime Interest Rate plus 5.00 percent per annum;***

For the purposes hereof (where applicable), Prime Interest Rate means the annual rate of interest announced from time to time by the Bank as a reference rate then in effect for determining interest rates on Canadian Dollar commercial loans in Canada.

2. THAT the Guarantor further secure the Bank by postponing all debts and claims, present and future, of the Guarantor against the Customer to the debts and claims of the Bank against the Customer.

*3. THAT the Guarantee and Postponement of Claim upon the Bank's form, a copy of which has been submitted to this meeting, be and is hereby approved as containing a correct statement of the terms and conditions upon which the said guarantee and postponement are to be made and that the said Guarantee and Postponement of Claim be duly executed for and in the name of the Guarantor (under the corporate seal where required): **Ray Sullivan Executive Director, Kerry Beckett, Board Member,***

with such alterations, additions, amendments and deletions as they may approve; and that the Guarantee and Postponement of Claim/Suretyship and Subordination of Claims so executed is the Guarantee and Postponement of Claim authorized by this resolution.

4. THAT for the purpose of securing this Guarantee, or any present or future debts or liabilities, including interest due at any time, by the Customer to the Bank, the Guarantor shall provide to the Bank any security, including accommodation endorsements, which the Bank may request, and that for such purpose the officers of the Guarantor mentioned in paragraph 3 hereof be and they are hereby empowered for and on behalf of the Guarantor to provide such security and to execute such further documents as the Bank may require.

5. THAT a copy of this Resolution, certified by the Secretary of the Guarantor (under the corporate seal where required) be given to the branch of the Bank where the Customer has its account, and that the designation of the officers under Section 3 of this Resolution shall be binding upon the Guarantor until a Resolution, certified by the Secretary of the Guarantor, changing the officers is received by that branch of the Bank.

(m/s/c, Josh/Bill)

b) Cahdco AGM

Background: Cahdco members are the current board plus CCOC. CCOC nominates board members. Cahdco AGM will be July 16.

Discussion:

The executive committee appointed Graeme Hussey to act as CCOC's voting delegate at the Cahdco AGM. (m/s/c, Bill/AnaLori)

David Kardish is retiring from the cahdco board.

The executive committee nominated Josh Kardish as a new Board candidate, as well as the remaining seven candidates who are standing for re-election (Susan Murphy, Pierre Dufesne, Stan Wilder, Sarah Button, James Clark, Catherine Boucher, Ray Sullivan).

(m/s/c, Josh/Kerry)

11. Other business:

- a) **Onpha** conference: November 1-3, Toronto. Sinda, Bill and Josh are interested in going.

12. Adjournment: 9:01

(m/c, Josh)

Next meeting: 7:30 pm, August 12, 2019

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

Monday, August 12, 2019
at 415 Gilmour

Present: (Chair), Kerry Beckett, Josh Bueckert, Bill Rooney, AnaLori Smith, Ray Sullivan (staff)

Regrets: Dallas Alderson, Sinda Garziz

1. **Call to order:** 7:50
2. **Approval of the agenda:** (moved/seconded/carried, Josh/Bill)
3. **Approval of minutes from July 8, 2019:** (m/s/c, Josh/Kerry)
4. **Business Arising:**
 - a) **Arlington Redevelopment**

Background: Re-development of CCOC's 143-153 Arlington property is scheduled for July 2017 to ~~July August September October November December January~~ April 2019. Housewarming party September 7.

Update: So far the project is on budget. There is a meeting Tuesday morning to settle some disputed costs with the builder. The committee gave Ray strong direction that the project must stay within budget.
 - b) **Unity housing matter:**

The committee moved *in camera*. (m/s/c, Josh/Kerry)
The committee moved *ex camera* to resume the agenda. (m/s/c, Kerry/Josh)
5. **Reviewing Directors' meeting:** Directors met on August 8 to review second quarter financial statements. The committee noted that CCOC is rebuilding the foundations for sound financial monitoring. Department directors also planned the next all-staff meeting. Staying grounded in corporate values helps us successfully navigate change, so we will facilitate a discussion about putting out corporate values into practice.
6. **New Business:**
 - a) **In camera HR report**

The committee moved *in camera* to discuss three items. (m/s/c, Josh/Kerry)
The committee approved an *in camera* recommendation from Personnel.
The committee moved *ex camera* to resume the agenda. (m/s/c, Kerry/Josh)

b) Recommendations from Personnel:

- i. **Development Assistant:** Personnel Committee approved a new job description for a Development/Cahdco administrative assistant. Staff recommend approving this as a term position. Projected Development Cahdco workload in 2019 shows the need for additional support, mostly through added CCOC work. Revenue projections show Cahdco can safely afford the cost. Cahdco revenues are difficult to project beyond 12 months, but the new layer of project-based budgeting will allow Cahdco to keep a closer eye on costs and revenues over time. Acting on behalf of the board, the committee approved the new Development Assistant term position. (m/s/c, Kerry/Josh)
- ii. **Tenant and Community Engagement Facilitator:** The Personnel Committee recommended to Finance that the draft 2020 budget include the cost of making the current term TCE Facilitator position into a regular (indeterminate) position so that we can meet our workplan and strategic plan objectives in this area. The committee supported this in principle.

c) Mortgage Renewals for two properties

Acting on behalf of the Board, the Executive passed the following two resolutions:

520 Bronson:

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 **520 Bronson Avenue, Ottawa** maturing on **October 1, 2019** in the approximate amount of **\$1,219,821.93**.

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.

(moved/seconded/carried, Josh Bueckert/Bill Rooney)

341 Lyon / 515 Maclaren:

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 **515 MacLaren Street & 341 Lyon Street,, Ottawa** maturing on **October 1, 2019** in the approximate amount of **\$599,531.18**.

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.

(moved/seconded/carried, Josh Bueckert/Bill Rooney)

d) ONPHA board elections: The Executive Committee of the Board unanimously supports the nomination of Amanda Tompkins for election to the ONPHA Board of Directors.

e) 2020 Executive Budget: Deferred to September

7. Programs/Policy:

a) Expiry of mortgages:

Background: CCOC's 2019-2022 workplan identifies expiry of provincial mortgages (EOM) as a top priority. Conditions post-mortgage have to be non-punitive and allow CCOC to function sustainably.

Discussion: The City of Ottawa estimates the current value of negative operating subsidies is about \$35 million each year, and this is before mortgages are removed from the funding formula. Service managers across the province would be unable to cover such a big jump in costs under the current program. Ray's conclusion is that any resolution of the EOM/negative subsidy issue has to be a win-win for service managers and for providers. The practical reality is that municipal service managers will be a stronger voice with the Minister. A good chunk of the Ministry's policy agenda has survived through the transition to new the new conservative government. They are working quickly to lay the groundwork for a *post-program* community housing sector. Ray continues to participate in the Ministry's Community Housing Renewal Strategy Reference Group.

8. Residential Tenancies Act (RTA) Proceedings:

a) Non-payment:

The committee reviewed the list and moved "That staff be authorized to proceed with eviction for non-payment in the case of 5 tenants.

(m/s/c, Josh/Bill)

b) Other reasons:

The committee reviewed the list from May and June and moved “That staff be authorized to proceed with eviction in the case of **2** tenants for substantial interference.”
(m/s/c, Bill/Kerry)

c) 41 Florence update

Background: A tenant was temporarily displaced under an N13 to complete major renovation work. The tenant has told CCOC and the Landlord Tenant Board that they don’t wish to return to being a CCOC tenant.

Update: We are waiting for the decision from the LTB (could take a few months), but the former tenant is now no longer a tenant and we are re-renting the apartment.

9. Strategic Plan:

a) 2019-2022 Workplan

Background: The Board adopted the 2019-2022 Workplan in April 2019. Staff recommend changes that add further detail on how we will implement the CCOC Development Strategy, also adopted by the Board in April 2019.

Decision: The committee adopted updates to the Workplan as recommended.
(m/s/c, Bill/Kerry)

b) Fall Board Strategic Planning

Background: The Fall board planning retreat will focus on an integrated asset plan that combines the long term capital plan, redevelopment of existing sites and future new developments.

Decision: The committee decided on **Saturday, November 16** for a board planning retreat.

10. Cahdco Update:

a) Champlain

Background: Cahdco now owns this property and plans to develop it as affordable homeownership. Cahdco will borrow \$1 million from RBC to pay the purchase price, but CCOC must act as guarantor, and offer a property as short term collateral.

Update: the mortgage and collateral is now registered.

b) Cahdco AGM

Background: Cahdco members are the current board plus CCOC. CCOC nominates board members. Cahdco AGM was July 16.

Update: The new board is (remarkably similar to the old Board):

Chair:	Ray Sullivan
Treasurer:	James Clark
Secretary:	Catherine Boucher
Directors:	Sarah Button
	Pierre Dufesne
	Josh Kardish
	Susan Murphy
	Stan Wilder

The new board member, Josh Kardish, is also President of the Greater Ottawa Homebuilders Association.

11. Other business: None

12. Adjournment: (m/c, Josh) 9:30

Next meeting: 7:30 pm, September 9, 2019

CCOC PERSONNEL COMMITTEE

MINUTES

5:30pm, Monday, July 8, 2019

415 Gilmour Boardroom

Present: Kerry Beckett, Jane Dickinson, Sue Lott, AnaLori Smith (chair), Zak Spelay, Pascal St-Amour

Staff: Tessa Hill, Nicole Picton, Ray Sullivan

Guest: Sam Gallivan (1st meeting)

Regrets: Hannah Vlaar, Doris Zastre

1. Call to order:

The meeting called to order at 5:38pm.

2. Approval of the agenda:

The agenda was approved as presented. (M/S/C, Z. Spelay/S. Lott)

3. Approval of the June 10, 2019 minutes:

The minutes from June 10, 2019 were approved as presented. (M/S/C, J. Dickinson/Z. Spelay)

4. Staffing Updates:

Nicole Picton started on June 24 as the new Director of Corporate Services.

Karim Elnashrty was the successful candidate for the Maintenance Officer 1-year term position. This is in order to cover Ying-Hua Sun. She is taking over as Budget and Cost Analyst while Arianne Charlebois is on maternity leave. Because of this, we are now looking to hire a General Maintenance Worker on a 1-year term to cover for Karim.

5. Training:

We are exploring a plain writing course for up to 30 staff. There are no set plans yet.

6. Work plan review:

Background: The work plan needs to be updated for 2019-2021. Moved up in the agenda for this meeting to ensure it is discussed.

The Board passed the 2019-2022 workplan and there are some items for Personnel to focus on.

The committee reviewed the 2016-2018 work plan before looking at the proposed 2019-2022 work plan. The goals for 2018 focused on staff retention and achieving customer service excellence. Here is how we did:

- **Work exchange:** this item was the least successful of the list but was not without attempts. General Maintenance Workers did have the opportunity to cross-train on our maintenance

service desk (when it existed). It gave them the opportunity to see where the work orders originated and the work involved. With the new full service desk, this is no longer possible since the amount of training required is too high. There was also a “tag-along” pilot which would allow staff to follow another person throughout their workday. Unfortunately, people only wanted to shadow the Capital Projects Manager at the time. There was a peer exchange and visits to other non-profits. This style of exchange was the most successful and will continue.

- **Renew office space:** we completed the full office renovation. It was tough for everyone but it is nearly 100% complete now.
- **Custodians after-hours pilot:** this pilot was successful and has become permanent. Custodians can volunteer to do after-hours calls for a flat fee per call.
- **Review field staff wages:** this was meant to be done on a 3 year cycle. Office staff wages would have also been reviewed. However, it was delayed so long that it started to become an issue. We enlisted the help of an outside consultant and completed a full-blown compensation fairness evaluation for all staff at once. We are still working on getting the new system fully operational (including updating job descriptions) but this step is mostly complete.
- **Review the maintenance administrative assistant position:** this position in particular had a lot of pressure and led to quite a bit of turnover. Out of this work plan item came the East/West re-alignment and the addition of the TSR’s at the service desk. There is now more support as the two TSR’s can cover each other and provide support. So far, that seems to be going very well.

As for the 2019-2022 work plan, here are the proposed items:

- **Staff welcoming:** we need a structured orientation and welcoming process. The goal is to create consistency and ensure everyone gets the same information when they are hired. Estimated timeline = 6 months
- **Revise all job descriptions and integrate with job equity evaluation framework and updated compensation policy:** this step will allow us to use the compensation evaluation tool for new positions and for re-evaluations of existing positions. It will make it a CCOC-specific tool. The job descriptions also need to be updated. This could lead to a title re-evaluation as well. There will likely also be some job re-evaluations that need to take place as individuals appeal their job scoring. Estimated timeline: 12 months
- **Internal communication:** improve it. Communication doesn’t happen as organically as it did when CCOC was 20 people. Now that we have over 60 staff, we need to work at it. There will be a focus on re-invigorating the staff meetings. We will also need to explore other communication tools to see what works. Estimated timeline = 6-8 months
- **Full review of the policies of employment by 2021:** It has been a long time since the policies have been reviewed in full. Spot checking doesn’t allow the full picture.

This work plan may shift as time goes on and priorities change.

The committee approves the 2019-2022 work plan as presented. (M/S/C, K. Beckett/J. Dickinson)

New Business:

- a) **KM rates**

Background: We update the kilometric rates quarterly to match the Treasury Board’s rates. Rates have gone up slightly for July.

Type	Old Rates	New Rates (July 1)
Office	\$0.550/km	\$0.570/km
Field Staff	\$0.605/km	\$0.627/km
Trailer	\$0.715/km	\$0.735/km

Members questioned why we have a trailer rate when we use the CCOC truck for hauling everything. It could be from before CCOC purchased a truck but it was unclear. This rate is currently not used by anyone. When the committee does a full review of the policies of employment, hopefully we can spot issues like these and correct them.

b) Probation – Standards of Performance Policy

Background: The policy currently has no requirement that the employee be actively working while on probation. This should be reviewed to ensure only active service is counted towards the probationary period.

This policy is for employee performance issues. If the individual’s supervisor recommends probation, the Executive Director would then decide whether it is the best course of action. The goal of this probation is so that the supervisor and employee can work together to bring them up to the expected level of performance.

As of right now, there is no recommended probationary period in the policy. The recommendation is to match the probationary period of new hires, unless otherwise specified. This would be 6 months. Since the purpose of the probation is to review their performance, this is 6 months of actual work. Should the employee go on any type of leave, the probation is placed on hold until they return.

The committee approved the recommended changes to the Probation - Standards of Performance policy. (M/S/C, J. Dickinson/K. Beckett)

c) Training Policy

Background: The training policy does not state that the individual must remain an active employee in order to be reimbursed for training. As training is often pre-approved, this could lead to CCOC paying for training after an employee has resigned.

Training reimbursements are often pre-approved before an employee starts or completes training. The existing policy puts no limits on training reimbursement if an employee quits after it was approved. The recommendation is to add that the employee must remain an employee with CCOC in order to be reimbursed. If they are on leave and complete some pre-approved training, they will be reimbursed upon their return to work. If they leave permanently, they forfeit the reimbursement.

Members requested that the word “only” be removed from the line “CCOC may pay all or only a portion of the fees for approved training and professional development requested by employees” as it was unnecessary.

The committee approved the proposed changes with the requested update.

d) Leave Without Pay Policy – Personal Leave

Background: The policy currently has very few restrictions. To prevent the policy from being used as a safety net for departing employees, it should be reviewed and updated as required.

The committee had requested this policy be reviewed in order to clarify the intention of the policy. There are currently no restrictions on what constitutes “personal leave”. In the past, people have used this leave as a safety net before starting a new job with the understanding that they would not return if the job worked out. The question is whether that was the intent of the policy and whether it should be allowed going forward.

Members felt that a policy like the above, which allows the organization to be used as a safety net, would be very rare. It also puts CCOC at a disadvantage, as it is very difficult to hire someone for a short term. If we need to hold a position for someone who does not intend to return, it puts more stress on other employees.

The title of the policy is “personal leave”, not “alternate employment leave”. Personal leave should be personal (family, friends, special contract, mission with church etc.). The idea is to allow staff to explore something they would otherwise have no chance to do but with the intention of returning to work. If an employee would like to pursue a new job, they need to commit to it without using CCOC as a safety net.

This line will be added to the policy to define personal leave further: “Unpaid leave longer than a month may only be granted for time limited opportunities where the employee intends to return to work.”

Members felt it was important not to put too many rules in the policy. The intention to return to work is what matters most. All requests for personal leave will still be reviewed on a case-by-case basis.

The committee approved the proposed changes to the personal leave policy with the requested updates. (M/S/C, Z. Spelay/K. Beckett)

e) Revised job titles in Facilities Management

Background: The Board approved to change the name of the department as of July 1st. The Board sent the changes in titles to the Personnel Committee.

Last month, the Board approved renaming the Maintenance department to the Facilities Management department. They have asked the Personnel Committee to review the staff job titles.

Staff recommendation:
Maintenance Manager to Operations Manager
Maintenance Officer to Operations Coordinators

One concern about the “coordinator” title is that the term is used in other pay bands. Do we want to use terminology across bands? As things stand right now, the term “officer” appears

in multiple bands, so it shouldn't be an issue to use "coordinator". It is something to think about moving forward though.

How will people react to this change? Members felt it was very important that the staff being affected had been allowed to give input on the change. Ray was unsure the level of input they had been allowed. However, the managers were definitely very happy with the proposed change. The officers were definitely made aware of the change so it will not be a surprise.

The committee approves the title changes as proposed by the staff.

(M/S/C, K. Beckett/Z. Spelay), S. Lott abstained

7. Business Arising:

a) Office Reno Final Update

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

Done!

8. Report from the Board & Committees:

Committees have been having a lot of joint meetings lately. Finance and the Facilities Management Committee have been meeting quarterly. This is great for communication between committees and departments.

Cahdco bought a property that they plan to redevelop. CCOC is going to be a guarantor for a loan.

The Rental Committee has been reviewing a lot of policies. They are making updates as they go and setting sunset dates.

The Board recently participated in an anti-oppression workshop. The goal is to make CCOC's governance more inclusive. This is part of a larger plan to make CCOC as a workplace, and as a whole, more inclusive.

9. Staff meetings:

All Staff: June 12 – minutes attached (next meeting: August 14)

There was some discussion of the re-branding of the maintenance department to the facilities management department.

Yoga has always been a popular lunchtime activity. We recently had a not-for-profit yoga organization come in to teach a class. All proceeds are used to make yoga more accessible to all. One of their initiatives is providing free yoga classes at women's shelters and for groups like Cornerstone.

The new personnel reps were nominated and new floor wardens volunteered (in case of an emergency).

Staff meetings have always had a committee format but we are looking at changing that to foster better communication.

Health & Safety: May 21 – previously reviewed (next meeting: July 16)

Directors meeting: June 13

10. Other business:

a) ONPHA conference: November 1-3, Toronto

Who wants to go? Three people expressed interest in attending. They have been added to the list.

11. Adjournment:

The meeting adjourned at 6:48pm.

**Next meeting: 5:30pm, August 12, 2019
At 415 Gilmour**

CCOC PERSONNEL COMMITTEE

MINUTES

5:30pm, Monday, August 12, 2019

415 Gilmour Boardroom

Present: Kerry Beckett, Jane Dickinson, Josh Heymans, AnaLori Smith (chair), Zak Spelay, Hannah Vlaar

Staff: Tessa Hill, Nicole Picton, Ray Sullivan

Regrets: Sue Lott

1. **Call to order:** The meeting called to order at 5:33pm.
2. **Approval of the agenda:** (M/S/C, K. Beckett/J. Dickinson)
3. **Approval of the July 8, 2019 minutes:** (M/S/C, Z. Spelay/K. Beckett)
4. **Staffing Updates:**

There was one successful candidate for the General Maintenance Worker position. He will start on August 20, 2019.

5. **Training:**

There is a plain writing seminar on October 17th. Most office staff will be attending.

The ONPHA conference attendees have been notified and we are making all the arrangements now. Staff delegates will also attend the Education Day session “Navigating Conflict and Difficult Situations”.

6. **New Business:**

a) Q2 Report on Sick Leave and Overtime Accrual

Background: The committee used to receive a quarterly report on overtime and sick leave usage. This is being reinstated as a high-level overview to keep the committee informed.

Update: One staff was above the maximum 5 days of overtime. They are working to use some of it up. There was also one person who had used all of their sick leave. Both supervisors are aware.

b) Job Equity Framework and Job Description Template

Background: As part of the 2019 work plan, the committee tasked staff with updating job descriptions and integrating the job equity framework into our operations.

Discussion: A draft job description template has been created using the McConnell job scoring document. The intent is to create a guide with CCOC context for building job descriptions. This guide will not be a substitute for the full McConnell document when scoring positions. The

hope is that the guide will be clear enough that anyone could use it in the future to create the Minimum Education and Experience, Supervision and Decision-Making and Working Environment sections of the job descriptions. This will also help ensure wording remains consistent across job descriptions. If the word “moderate” is used for multiple positions, it will always mean the same thing.

In order to put the guide in a CCOC context, it does not include scoring levels that are not relevant. For example, under “consequence of effort” we only have some of the levels. This is because no one is a neurosurgeon. While the consequence of error could be high, it is not so severe that a small slip of the wrist could kill someone. Therefore, we don’t need level 10.

This is still a draft but committee members were encouraged to provide feedback for moving forward.

There was some discussion surrounding bilingualism and job scoring. Language is currently not a job scoring criteria. Just because we request a position be bilingual, doesn’t mean that position will score higher and be paid higher. One person warned that it could be seen as discriminatory if the job could actually be done without needing the second language skill. For example, a translator would absolutely need to be proficient in both languages for the work being done. Language is not a compensation factor but it is a screening factor.

Policy or guide? If this document is considered a policy, all changes would need to go through the Personnel Committee. If it is used just as a staff guide, it would not need such direct oversight. Staff could make updates as needed, particularly building in notes around interpretation to make sure it is used consistently over time.. That doesn’t mean it wouldn’t still be brought back to Personnel but it wouldn’t require approval. Members didn’t feel the need for it to be a policy with oversight but liked the idea of setting a sunset date where Personnel would have the chance to review all changes every few years.

Confidentiality: Should the job description guide be made public? Personnel had previously voted to keep all scoring confidential. If we provide the job description guide, someone could try to score their position or the position of others. However, they would not reach the actual score since there are weights attached to each scoring criteria. They would be able to see their position in relation to others but would not have access to the real score. Members felt this would basically be the same as providing all of the job scoring. However, it is important for the guide to be transparent. One option would be to have two documents: one with the numerical levels/scoring in the guide for use when actually creating a job description and another with numerical levels removed. The latter would be available to staff. They would be able to see the wording used and how a job description is built but would not know how that wording translates to the level scoring.

Members felt that some of the language used is too vague. Perhaps adding detail or a “for example” would help elaborate. We want to make sure that job descriptions aren’t just for scoring a job. We have to keep in mind that they are also a tool to attract candidates. We want them to understand what the expectations of the position are when they apply. We also can’t lose our “voice” – it should sound like CCOC is telling a prospective candidate what the job is all about (not a robot listing attributes we want).

Nicole will take this feedback to help refine and improve the existing draft. It will be brought back to Personnel when it is closer to completion.

Members felt it was important to share an update with staff. It will help put minds at ease to know that work is being done on this. It won’t be at the staff meeting but Nicole will share an update with staff shortly.

c) Development Assistant

Background: The Development Department is requesting the addition of a new staff position.

Discussion: The Development Department is requesting a new staff person to help alleviate a heavy workload. Cahdco pays all Development staff wages but they would be employees of CCOC. This new staff person would take on most of the corporate administrative work that is currently being handled by the Project Coordinators. This will give them more time to focus on actual projects. The workload is predicted to increase for all Development staff near the end of 2019 and early 2020.

The position would be a two-year term. This is standard for new development positions to ensure the revenue continues to increase and the work remains steady. It could always convert to a regular position in the future.

The committee members reviewed the proposed job description. The title was accidentally written as “Development Support” but it should read “Development Assistant”. Some of the wording doesn’t sound very organic since it comes straight from the job equity guide. For the future, we should work on the wording to make it sound more natural. In this case, the posting should remove the sections after “education”. The full posting will be made available to anyone who requests it.

Decision: The committee approved the job description with the title change.

(M/S/C, K. Beckett/ H. Vlaar)

d) Tenant and Community Engagement Facilitator

Background: This position was originally approved as a 1-year term position. The term is ending in January.

Discussion:

H. Vlaar left the room for this discussion.

The TCE committee has expressed interest in making this a regular position. The TCE department currently has two permanent staff: the Sustainability Facilitator and the TCE Director (who will start in November). Hannah has taken on all of the existing programs and the tenant engagement piece. There is still more that needs to be addressed once the new TCE Director starts in November. It will definitely need to be a 3-person department in order to complete all of the work plan items the TCE committee hopes to achieve.

Decision: The Personnel Committee recommends the Finance Committee budget for a regular indeterminate position going forward. (M/S/C, K. Beckett/J. Dickinson)

H. Vlaar returned to the room to continue the meeting.

e) Consumer Price Index

Background: As of June 30, 2019 CPI was 2.0% vs 2.5% in the previous year. CPI is used to calculate salary increases and other expenses in the 2020 budget.

Decision: The June-to-June CPI was 2%. CCOC always uses the June-to-June metric to stay consistent.

The Personnel Committee recommends the Finance Committee include CPI of 2% to the 2020 budget. (M/S/C, Z. Spelay/J. Dickinson)

f) Personnel Budget 2020

Review the 2020 personnel budget

It was not quite ready for this meeting but will be reviewed at the next meeting. We might be adding some items that used to be in other general Admin areas now that we have a Corporate Services Department.

g) Integrated Asset Plan

Background: Putting the CCOC development strategy into practice we are putting our long-term capital plan, redevelopment plans and development.

Discussion: In the Spring, the Board passed the Development Strategy. Moving forward, we need an integrated asset plan. This means treating capital repairs, redevelopment of existing properties, and the creation of new housing as one integrated plan, instead of dealing with them in isolation.

We have some properties that may need redevelopment in the next 10 years. The cost of repairing them may outweigh the cost of redeveloping them. We are still working to determine which properties are the highest priority. We may need to sell some in order to

fund the redevelopment of others. It may mean a net loss of sites but it will definitely mean an increase in units. The CMHC co-investment fund is one place we are looking to help fund these redevelopments. The loan would be well-below market. They could lend us up to \$60 million for redevelopment and capital repairs.

We are also looking at possible new development sites. There are a few new ones coming up: Forward Family and Bullman/Hinchey.

7. **Business Arising:** None

8. **Report from the Board & Committees:** Nothing to discuss.

9. **Staff meetings:**

All Staff: August 14 (July 10 meeting previously reviewed) – no minutes to review

Health & Safety: August 20 (July 16 meeting was cancelled) – no minutes to review

Directors meeting: July 11 and August 8

10. **Work plan review:** This item was deferred due to time.

11. **Other business:**

a) **Arlington opening celebration:** 12:00-1:30, September 7. Everyone is invited!

b) **Pride Parade:** is on Sunday, August 25. CCOC is participating this year and everyone is welcome to join. We are meeting at 12:30pm on the day of the parade at 415 Gilmour. Email Hannah to RSVP. On August 23, we are going to do some crafts in the afternoon to ensure we are well glittered. Feel free to join in on that too.

c) **In camera Item:**

The staff representatives left the room.

The committee moved *in camera* at 7:13pm.

Director, Rental Department

Debbie will be announcing retirement tomorrow. The job description has not been updated in many years. A draft job description was circulated to members for review. Debbie has agreed to stay until December 31st in order to allow some overlap for training. We need to have someone in place by mid-November at the latest. This means we need to post the position in August to ensure it has a chance to circulate properly.

Members agreed it was a big job description with lots of detail. When we standardize the job descriptions, a lot can be removed/re-written to make it sound more natural. However, the job description is complete and clear enough to be posted as is for now. There is one spelling error that will be fixed prior to posting.

The committee approved the job description as presented (with the spelling edit). (M/S/C, Z. Spelay/D. Zastre)

T. Hill left the room.

- i. **Second in camera item** (minutes recorded separately)

12. **Adjournment:** recorded in separate in camera minutes

**Next meeting: 5:30pm, September 9, 2019
At 415 Gilmour**

Work plan (2019-2022)

Goal (from CCOC strat plan)	Objectives	Strategies	Activities	Timelines
Empower staff, volunteers and tenants	Shared staff understanding and commitment to mission and bigger picture	Ensure new staff welcoming process is consistent and complete	Staff welcoming: develop a comprehensive welcoming and orientation process for new staff	6 months
Empower staff, volunteers and tenants	Fair and objective pay practices	Implement job equity framework into operations	Human Resources: Revise all job descriptions and integrate with job equity evaluation framework and updated compensation policy	12 months
Empower staff, volunteers and tenants	Staff have trust that they are well informed across departments and about corporate priorities	Take a more deliberate and consistent approach to internal communication and team building	Internal Communication: Plan staff meetings and engage other tools to improve internal communications	6-8 months
Empower staff, volunteers and tenants	Update procedures to ensure decision-making is consistent	Use an intersectional approach when developing policies	Human Resources: Full review of Employment Policies 2021.	End of 2021

**Joint Rentals & Finance Committees
Meeting Agenda
July 16, 2019**

Rental committee: Kerry Beckett (Chair), Toby Brooks, Christopher Yordy

Guests: Teresa Schoembs, Dahyla Smolash

Regrets: Vera Theokritoff, Michelle Boyer, Daniel Boyer, Alison Kar, David Brooks, Sulaina Bonabana, Cynara Desbarats, Adriane Dijis, Helena Brown

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

Guests:

Regrets: Domir Berberi, Kris Gordon, James Clark

Staff: Amanda Tompkins, Arianne Charlebois, Debbie Barton, Linda Camilleri

Motions for Board Approval

MOTION (ITEM 7): That **\$1,692.57** in Bad Debts be written off for **CCOC (June 2019)**
m/s/c Rod/Court

1. Call to Order: Joint committee: 7:03 p.m.

2. Adoption of the Agenda

m/s/c David/Chris

3. Review of 2020 Rents:

- Debbie presented the proposed 2020 rents.
- The rent increase guideline for 2020 is 2.2%. Although CCOC is exempt from this guideline, we have historically followed it for in-situ tenants.
- CCOC also sets turnover rents, which determine the rent increase for new tenants. This allows us to raise our market rents at a rate higher than the rent increase guideline, which helps us reach a better balance between revenue and expenses.
- The recommended turnover rents assume: 1) that we use the CMHC zone rent as opposed to the city-wide average to determine AMR for each building; 2) a target

rent of 93% of AMR overall; 3) a target of 80-90% of AMR for less desirable units (e.g. basement units, electric heat, small size, location).

- The proposed turnover rents in red represent an increase that is higher than the original proposed increase. This was done to bring these rents closer to AMR.
- Debbie pointed out that the way we structure the rental of 283 Arlington will be changing. She will be speaking to the city about redistributing the subsidies associated with this property and this rent amount is subject to change.

MOTION: That the market rents increase by 2.2% in 2020 for all in-situ tenant units as listed in Column G in the document: 2020 CCOC In-situ and Turnover Market Rents by Bedroom Size and furthermore, that these TO Rents in Column J of the same document also be forwarded to Finance for inclusion in the budget. **m/s/c Kerry/Chris**

4. Motion to Adjourn Joint Meeting: 8:16 p.m.

5. Call to Order: Finance committee: 8:20 p.m.

6. Adoption of the Agenda: The agenda was adopted. **m/s/c Court/Michael**

7. Declaration of Conflict of Interest: None

8. Approval of meeting minutes

- June 20, 2019

m/s/c Court/Rod

9. Notices/announcements

- **ONPHA:** This year's conference is happening in Toronto November 1-3. If you're interested in attending, please let Amanda know by August 1st. CCOC can send one member from each committee.
- **Cahdco Financing Update:** Cahdco will be taking a \$1M loan from RBC. The loan will last until August 2022 and has a variable rate of prime + 0.5%. We plan to repay this loan once construction financing has been acquired.

10. Bad Debt Write-off and Accounts Receivable Statistics

- The bad debt for June is made up of several relatively small amounts at six different properties.

MOTION: That **\$1,692.57** in Bad Debts be written off for **CCOC (June 2019)**
m/s/c Rod/Court

11. Maintenance Variance Report

- Amanda presented the May variance report. High elevator, fire safety, HVAC, plumbing and snow removal expenses contributed to the negative variance.
- Josh asked if there's anything maintenance can identify from the current costs that will affect next year's budget. The maintenance and finance departments have briefly discussed this, but have not identified anything yet at this early stage in the analysis.

12. Agency Report on 240 Presland

- The Agency found that 240 Presland was in full compliance.

13. CCOC & CCHC AIR Indicators

- This is the second year that we've created indicators based on the Agency's AIR indicators for 240 Presland.
- This helps us demonstrate that although CCHC has a spotlight on it, it's only one of our buildings. Some CCOC properties had a similar or worse year, but are hidden within the overall positive CCOC numbers.
- When looking at the vacancy loss chart, Court asked why we were looking for a tenant that would be a good fit at 163 James. This is our rooming house, and we pay special attention to finding the right tenants to occupy these units.
- When looking at the maintenance spending per unit, Josh mentioned that it would be nice to highlight year-over-year trends in maintenance spending.
- Josh would also like to see a legend showing the number of units at each property.
UPDATE: The table on the last page showing the data now includes the unit count for each property.

14. Items for Board Review

- CCOC and CCHC AIR Indicators
- Bad debts

15. Motion to Adjourn:

The meeting ended at 9:07 p.m.

m/c Court

ACCOUNTS RECEIVABLE STATISTICS - CCOC & CCHC COMBINED

	ARREARS			EVICTIONS			BAD DEBTS WRITTEN OFF*				New 09/18	VACANCY COSTS			
	Active Tenants	Moved Tenants	Total Arrears	Form 4's	L1 /L2 Apps	Evictions	Sent to Collections	RENT ARREARS	R&M CHARGES	TOTAL BAD DEBTS	Bad Debt Recovery	Rents Payable	Vacancy Cost	Current %	YTD %
Jan-18	\$52,578	\$48,005	\$100,584	16				3,807	30,053	\$33,860	\$847	978,044	20,431	1.31%	1.31%
Feb-18	\$45,400	\$15,286	\$60,686	17		2		1,442	2,208	3,650	522	982,414	19,243	1.23%	1.27%
Mar-18	43,218	11,188	54,406	19			6		586	586	511	985,434	18,837	1.20%	1.24%
Apr-18	75,821	35,698	111,519	15			1	1,074		1,074	2,388	989,984	16,203	1.03%	1.19%
May-18	26,303	69,896	96,200	26		2	5	7,166	581	7,747	1,900	989,211	18,815	1.19%	1.19%
Jun-18	38,696	69,019	107,715	19				553	519	1,073	865	992,088	15,802	1.00%	1.16%
Jul-18	61,145	67,006	128,151	17			17	1,317	23,525	24,842	696	993,329	15,900	1.01%	1.14%
Aug-18	45,674	65,557	111,231	23		2	4	5,901	31,003	36,904	1,354	996,572	15,785	1.00%	1.12%
Sep-18	45,652	58,045	103,697	22			4	\$539	\$333	872	226	1,002,434	20,904	1.32%	1.14%
Oct-18	55,335	51,942	107,276	7			5		4,048	4,048	440	1,000,252	17,168	1.08%	1.14%
Nov-18	47,714	57,100	104,814	17				3,918.00	50.86	3,969	669	998,495	18,380	1.16%	1.14%
Dec-18	46,188	50,223	\$96,412	18		1	6	10,113.09	751.05	10,864	370	999,890	19,145	1.20%	1.14%
	\$48,644	49,914	\$98,557	216		7	48	\$35,830	93,658	\$129,488	\$10,788	\$11,908,147	\$216,613	1.14%	1.14%

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

	ARREARS			EVICTIONS			BAD DEBTS WRITTEN OFF*				New 09/18	VACANCY COSTS			
	Active Tenants	Moved Tenants	Total Arrears	Form 4's	L1 /L2 Apps	Evictions	Sent to Collections	RENT ARREARS	R&M CHARGES	TOTAL BAD DEBTS	Bad Debt Recovery	Rents Payable	Vacancy Cost	Current %	YTD %
Jan-19	\$45,512	\$28,247	\$73,759	17	1		2	\$190	\$6,252	\$6,442	\$555	\$1,002,782	18,882	1.19%	1.19%
Feb-19	\$45,533	\$23,280	\$68,814	11	3		1	\$24	\$1,826	\$1,850	\$5,667	\$1,005,032	22,259	1.39%	1.29%
Mar-19	31,558	33,480	\$65,039	16	2		4		\$2,844	\$2,844	\$370	\$1,011,823	21,362	1.33%	1.30%
Apr-19	30,845	27,591	\$58,436	22		2	7	\$4,956	\$800	\$5,756	\$4,089	\$1,011,547	25,732	1.60%	1.38%
May-19	34,370	29,551	\$63,922	8			10				\$1,058	\$1,018,793	19,201	1.19%	1.34%
Jun-19	35,935	10,197	\$46,132	13			7	\$854	\$839	\$1,693	\$640				
Jul-19															
Aug-19															
Sep-19															
Oct-19															
Nov-19															
Dec-19															
	\$37,292	25,391	\$62,683	87	6	2	31	\$6,024	12,560	\$18,584	\$12,379	\$5,049,977	\$107,436	1.34%	1.34%

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

L1/L2 Apps These are L1 (rent arrears) and L2 (Persistent Late payments) applications made to the Landlord and Tenant Board.

Rent arrears % of rents payable	#DIV/0!
Bad debt % of rents payable	#DIV/0!

Annual bad debt budget	59,160
Rent bad debt % of budget	10.2%

<-based on current month being reviewed
<-based on current month being reviewed

Report Period: May 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	220,484	181,431	(39,053)	221,081	940,278	940,013	(265)	899,560
Insuite R&M	65,512	52,754	(12,758)	65,668	286,639	263,770	(22,869)	264,572
Turnover R&M	36,526	45,347	8,821	35,710	212,946	226,735	13,789	205,852
Redecorating	-	-	-	62	-	-	-	1,392
Other	788	(453)	(1,241)	(38,174)	(2,866)	(2,265)	601	(65,477)
Total Maintenance Expenses	323,310	279,079	(44,231)	284,347	1,436,997	1,428,253	(8,744)	1,305,898

Comments:**Monthly Variances can be explained by:****Common Area:**

- 1- Contractor building cleaning - offset by savings in CCOC building cleaning
- 2- Elevator issues (464 Metcalfe leak from February, 160 Argyle, 145 Clarence)
- 3- Higher landscaping cost (Spring cleaning budgeted in April but done in May)
- 4- Fire safety (Secur Fire service calls)
- 5- HVAC - Furnace repairs at 50 Waverley and booster pumps at 111 Catherine
- 6 - Additional snow removal costs due to high snowfall last winter

In-suite:

- 1- Higher than anticipated appliances repair
- 2- High volume of plumbing repairs

June 12, 2019

SENT BY EMAIL

Centretown Citizen Housing Co-operative

Dear Co-operators:

Subject: Annual Compliance Review for Your Fiscal Year Ended December 31, 2018

On receipt of your Annual Information Return (AIR), we reviewed your co-operative's compliance with its CMHC operating agreement. I am happy to say that your co-op is in full compliance.

The agreements between co-ops and CMHC are posted on our [client website](#). To access the site, enter your username and password and go to "Agreements." You will find further information on [program requirements](#) on our public website.

Please contact me with any questions about this letter. I would be glad to assist you.

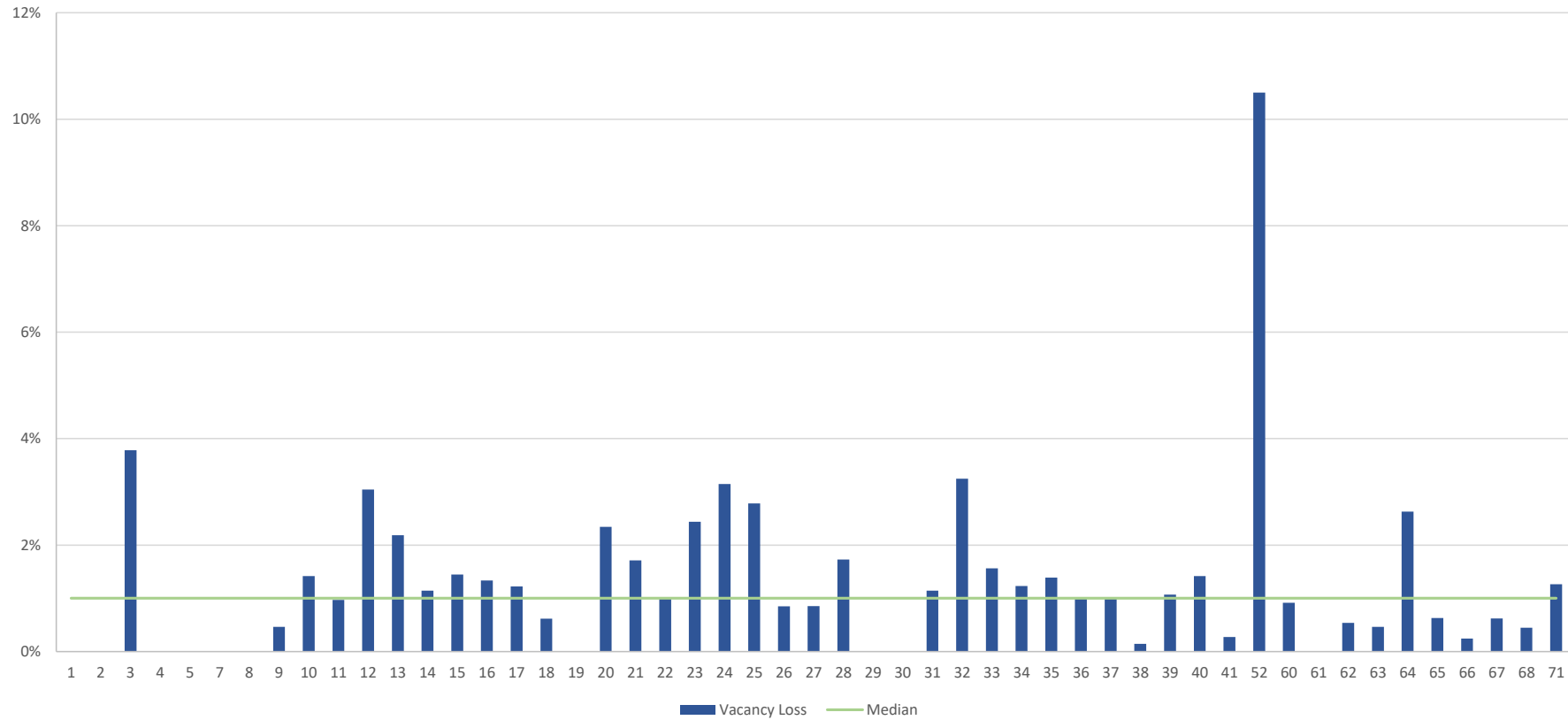
Yours sincerely,



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

AIR Building Indicators as of December 31, 2018

2018 Vacancy Loss

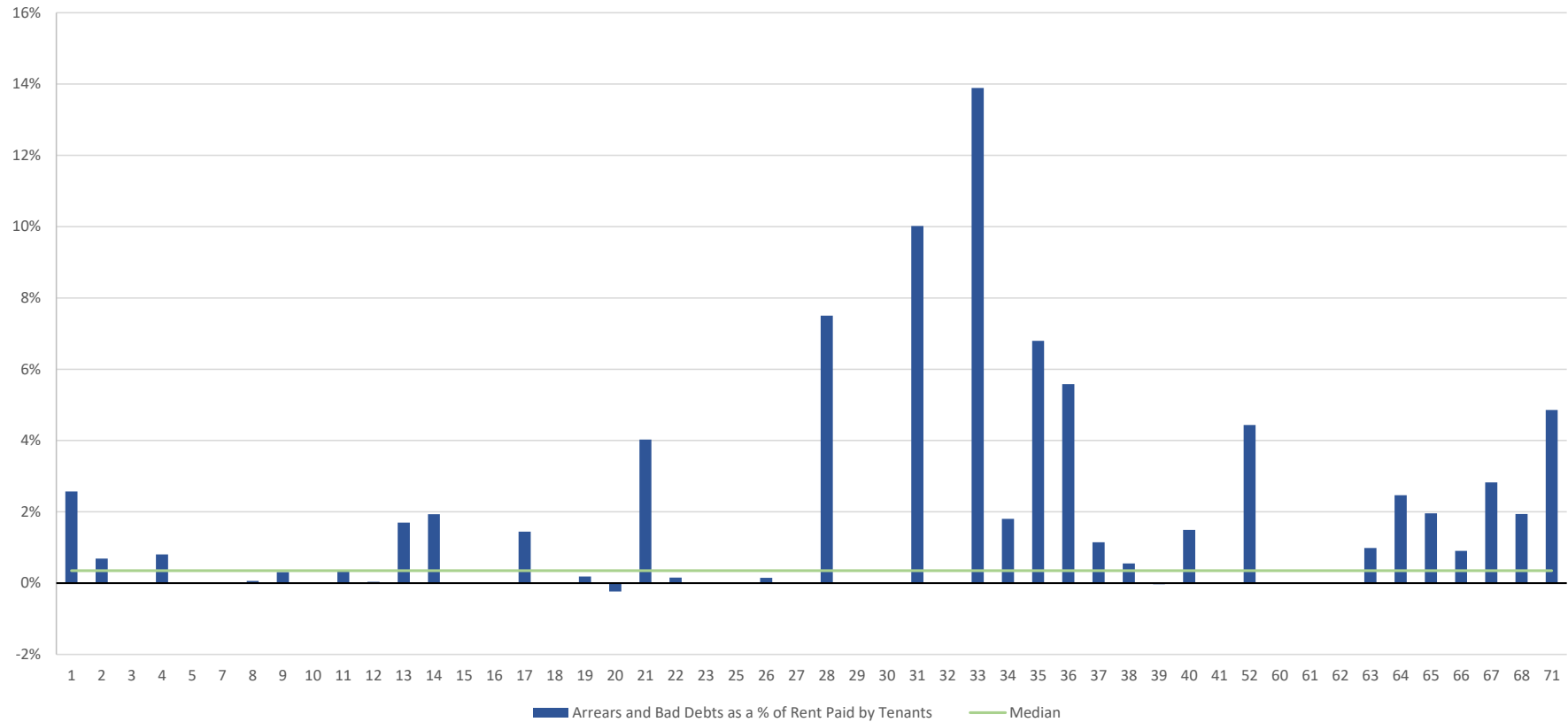


Notes:

- 1) Vacancy costs for the unrentable unit at 293 Loretta (p31) were excluded from the data.
- 2) Vacancy costs at 163 James (p52) were due to N5s served there, combined with difficulty finding a new tenant who will be a good fit at the property.

AIR Building Indicators as of December 31, 2018

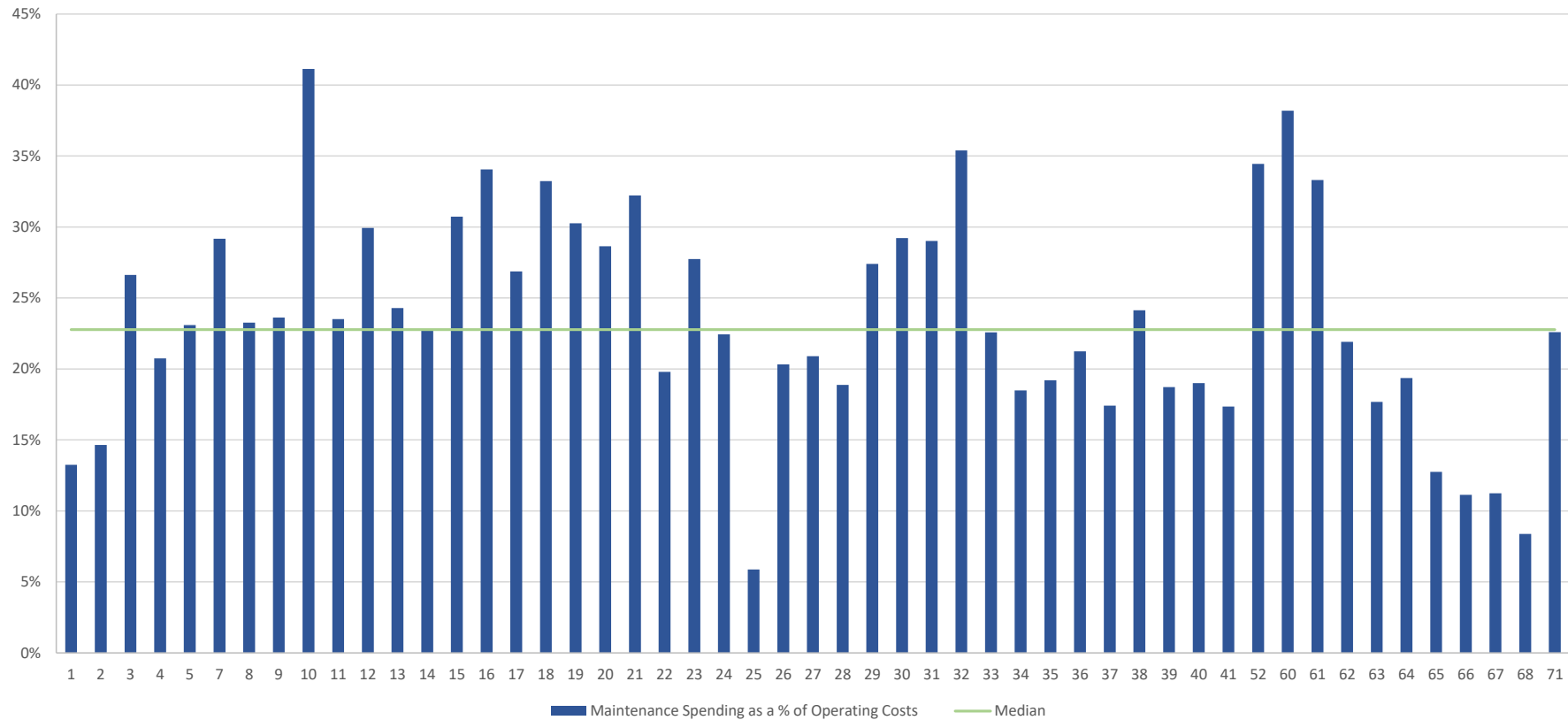
2018 Arrears and Bad Debts as a % of Rent Paid by Tenants



Notes:

- 1) Arrears at 147 Hinchey (p33) were from one tenant (accumulated over several years); she is/has been paying off the amounts.
- 2) Arrears at Loretta (p31) represent 5 months of unpaid rent and legal fees due to a long legal process to evict for non-payment.
- 3) Arrears at Armstrong/Carruthers (p24) were \$15,447 (41% of rents payable) from a chargeback for mould and sewage remediation for a tenant who was evicted. Charge was accidentally accounted for on the 2018 arrears listing based on when the LTB order came in, but chargeback will be sent in 2019 when the work is complete. Armstrong/Carruthers was excluded from the chart to allow a closer view of all other properties.

2018 Maintenance Spending as a % of Operating Costs

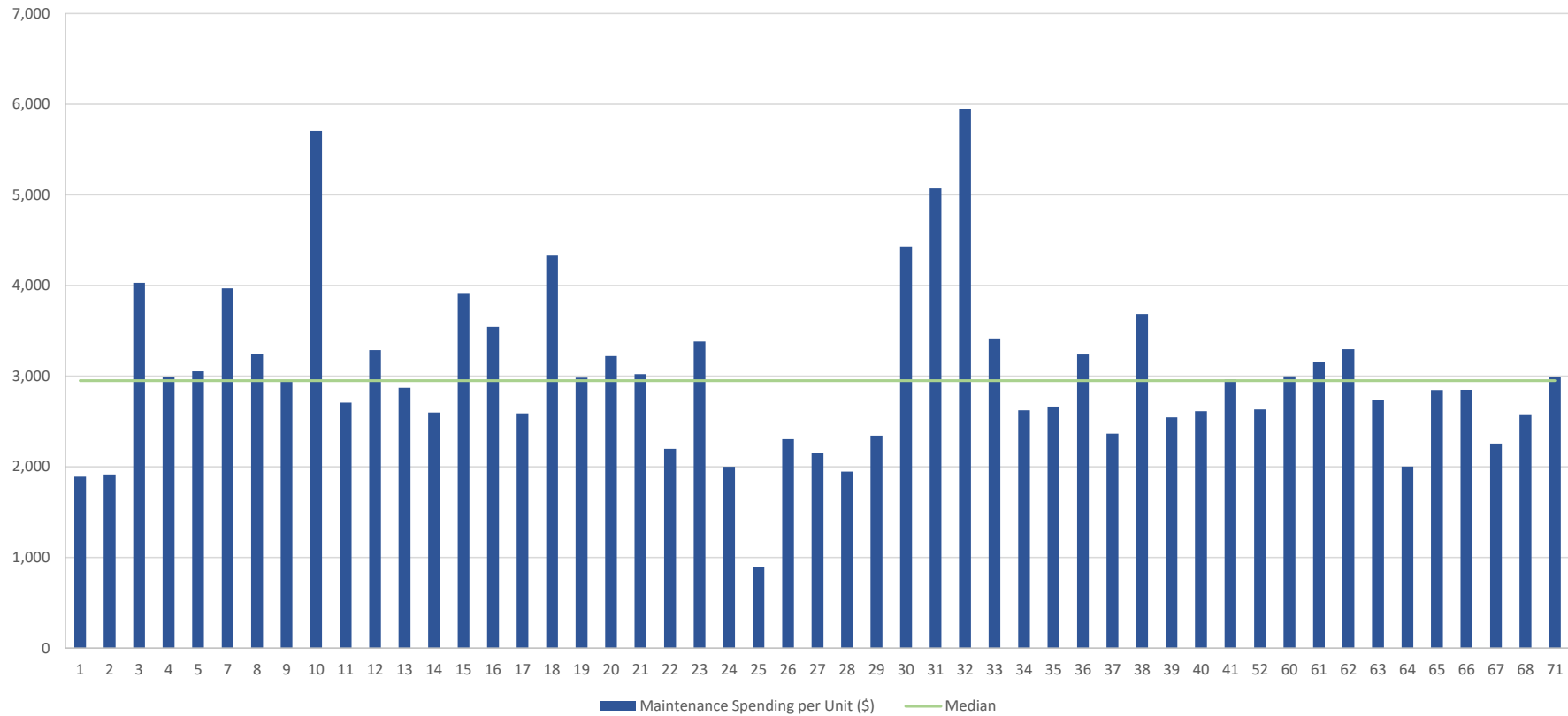


Notes:

- 1) Options Bytown has a separate maintenance person for most maintenance work at 369 Stewart (p25).
Fire alarm testing accounts for most of the maintenance spending at this property.
- 2) High costs at 50 Waverley (p10) were from an extensive turnover after a 38-year tenancy.

AIR Building Indicators as of December 31, 2018

2018 Maintenance Spending per Unit

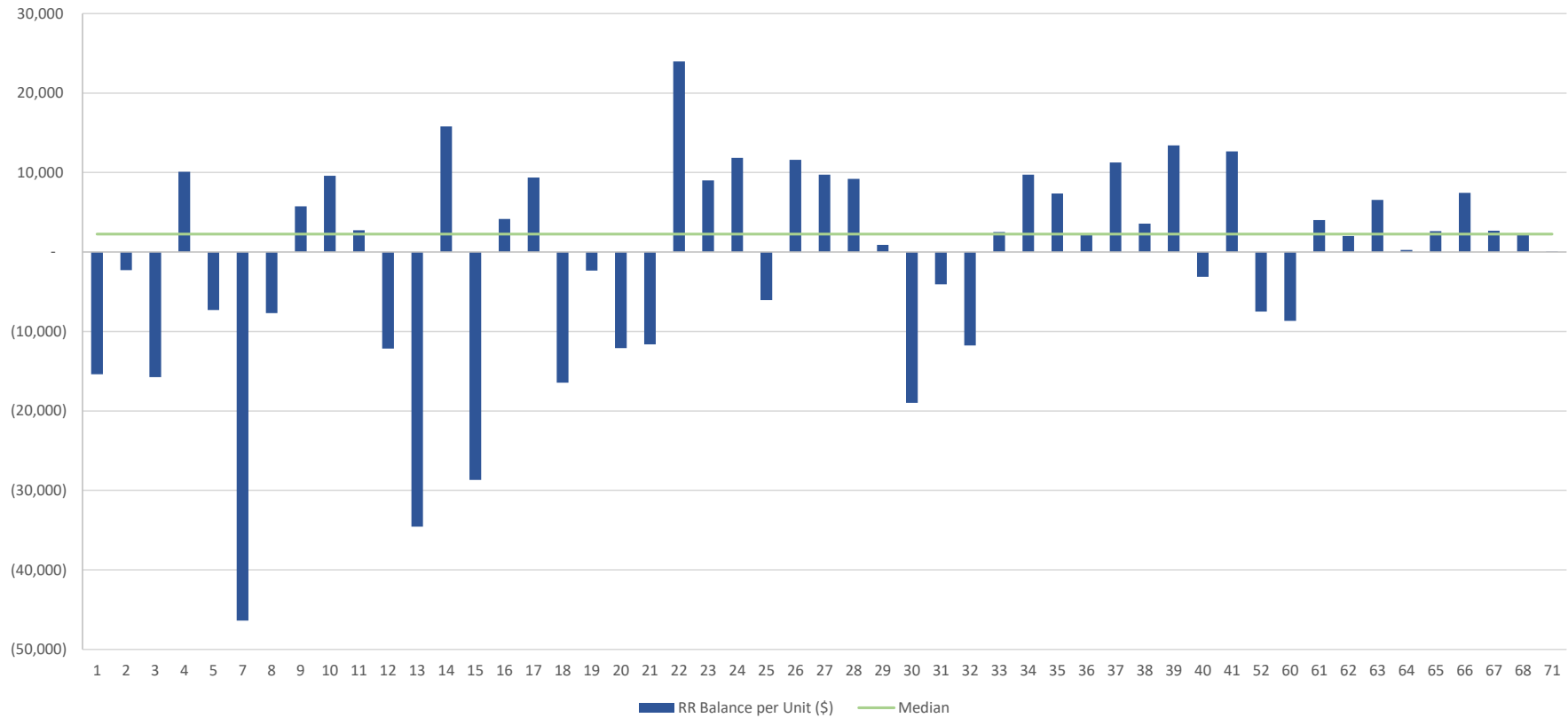


Notes:

- 1) High costs at Loretta (p31) were partly from a large turnover at one unit. Costs were also higher than expected across several expense lines.
- 2) High costs at Putman (p32) were partly from a large turnover in one unit, partly from costs for a tree removal. Putman has been in the top three properties for maintenance spending per unit for two years in a row.

AIR Building Indicators as of December 31, 2018

2018 RR Balance per Unit

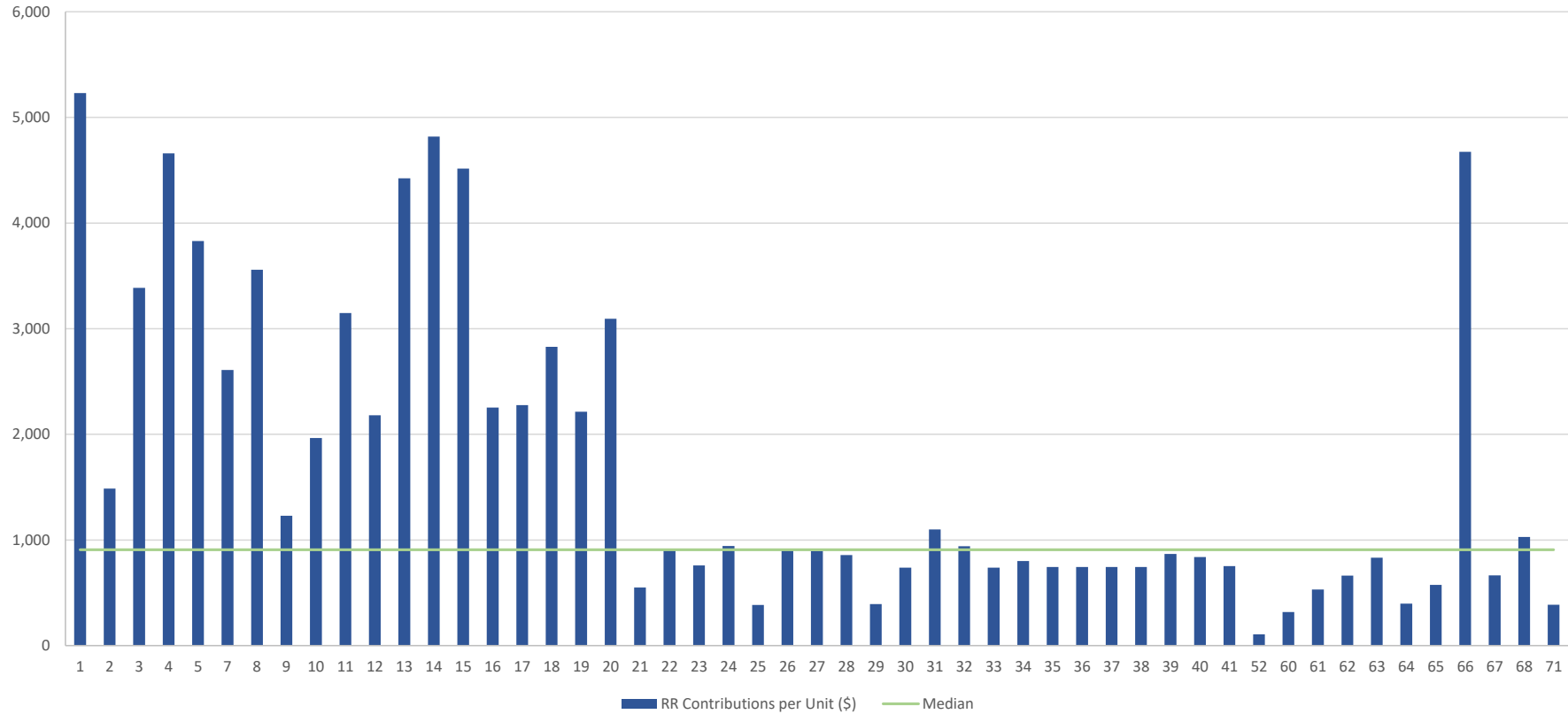


Notes:

- 1) Although individual properties have negative RR balances, each portfolio has a positive balance overall.
- 2) CCOC undertook major capital repairs to a unit at 41 Florence (p7) after not being granted access to the unit to complete repairs for several years.
- 3) There have been ongoing capital repairs at Percy School (p13) for several years. The property is being refinanced to pay for these repairs.
- 4) The wiring and plumbing was changed at all units for Gladstone (p15) in 2018.

AIR Building Indicators as of December 31, 2018

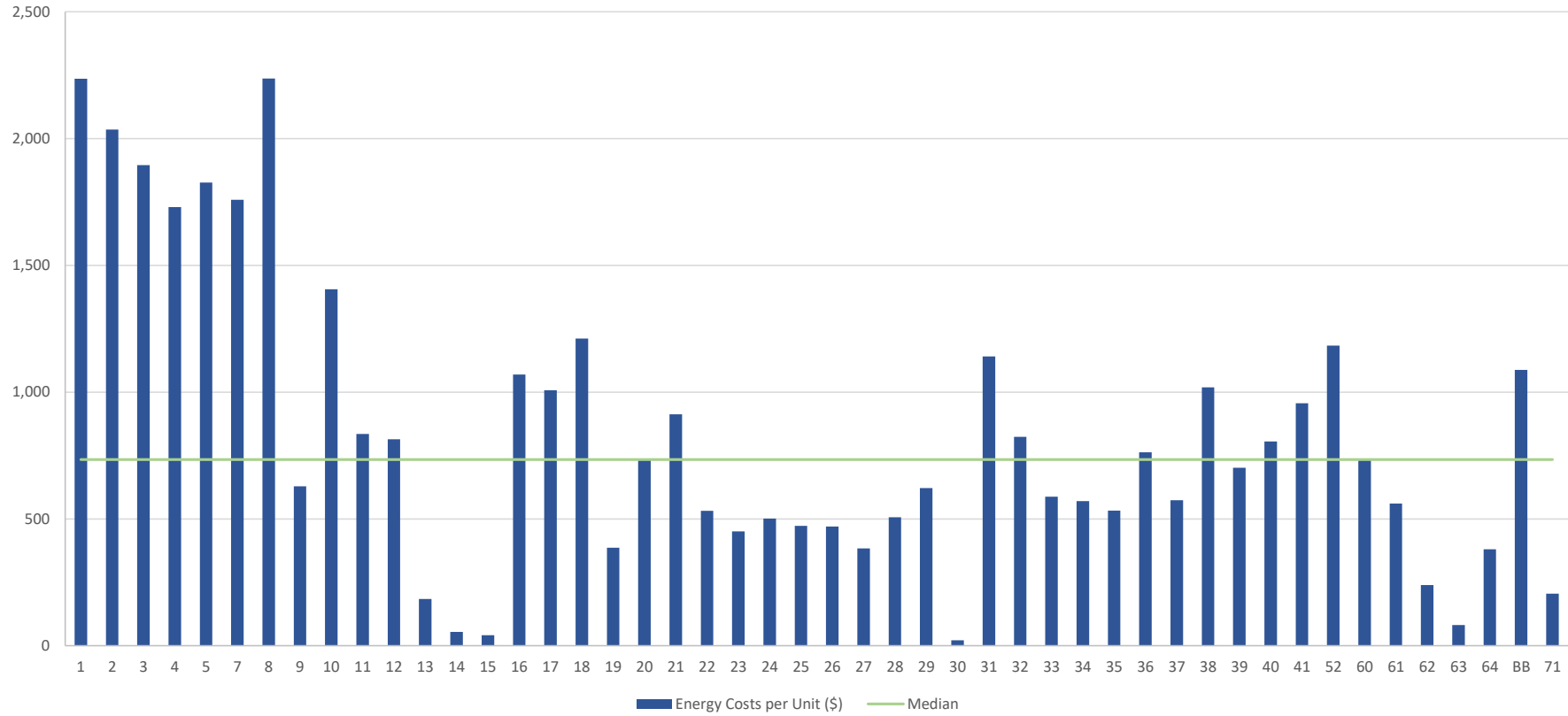
2018 RR Contributions per Unit



Notes:

- 1) We made higher contributions for EOA properties since this portfolio had an operating surplus for 2018.
- 2) We made a higher one-time contribution at 160 Argyle (p66) due to the lawsuit settlement of \$217K

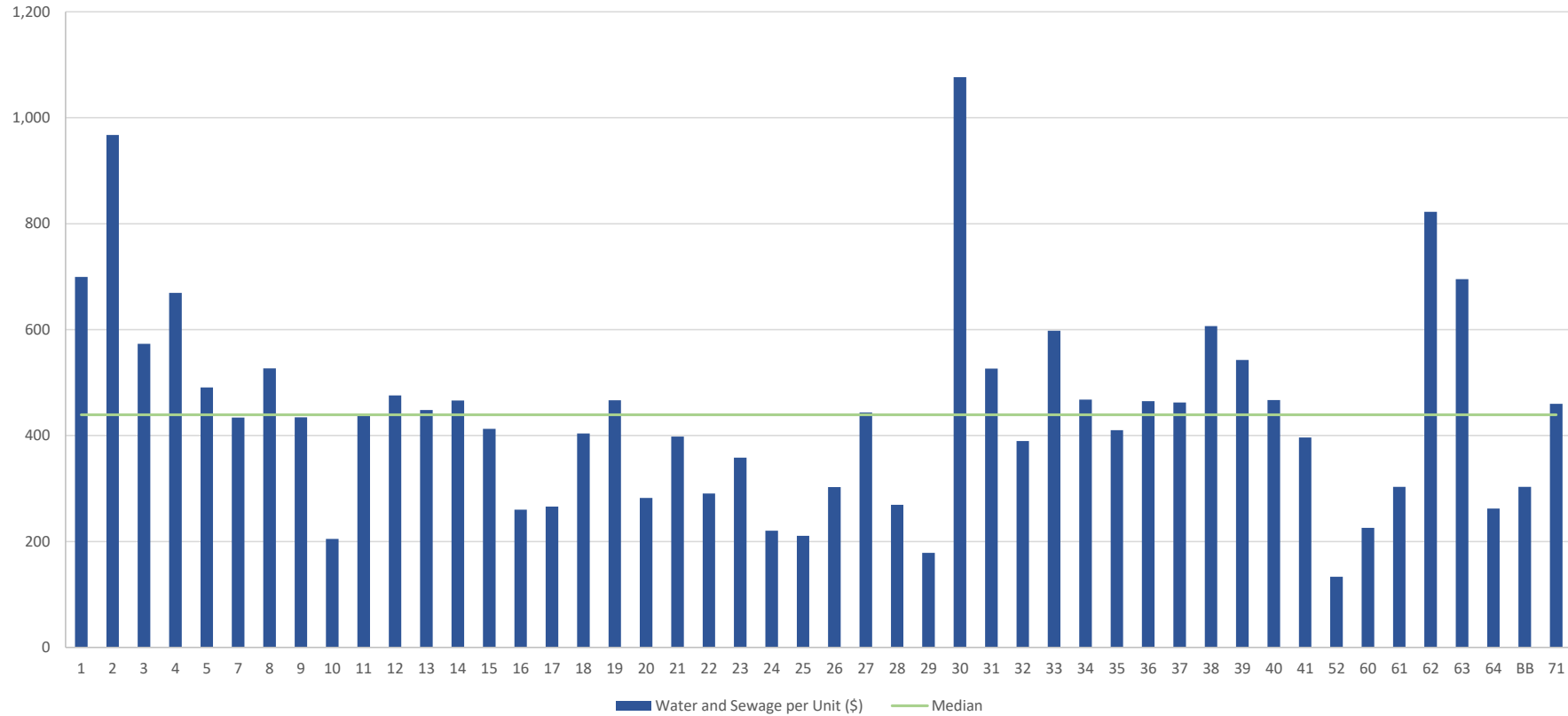
2018 Energy Costs per Unit



Notes:

- 1) CCOC pays all utilities for p1-8 and 10 (townhouses/apartments) and 25, 29, and 52 (rooms).
- 2) Utility bills are shared for Beaver Barracks properties. An average for BB as a whole is shown on the chart.

2018 Water Charges per Unit

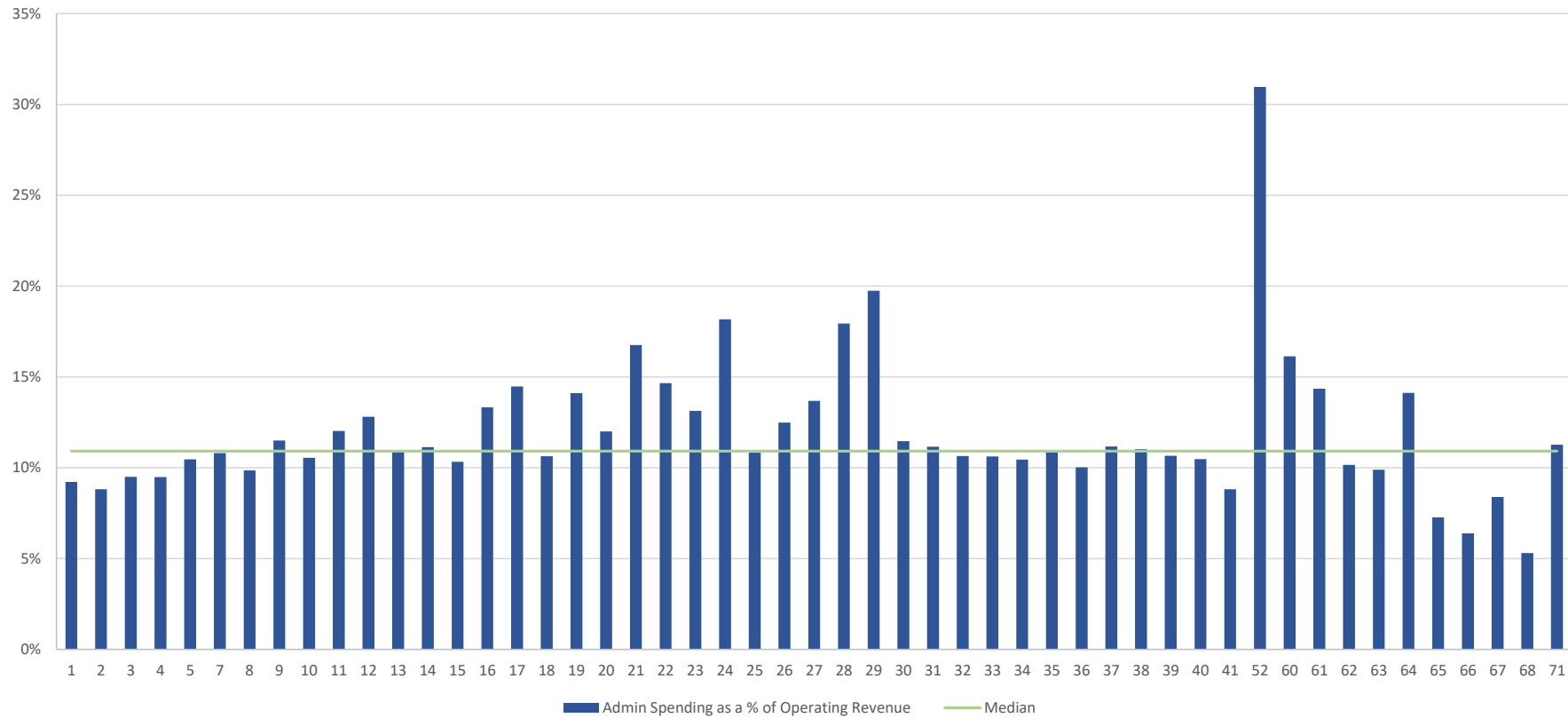


Notes:

- 1) The high consumption per unit at 706-712 Gilmour (p2), 212-216 Carruthers (p30), and Merviale/Mayview (p62) was consistent with previous years. These homes tend to house larger families - average household size was 5.5 people at Gilmour, 4.7 people at Carruthers, and 3.7 people at Merviale/Mayview in 2018. Maintenance will investigate for leaks at these three properties.
- 2) Water bills are shared for Beaver Barracks properties. An average for BB as a whole is shown on the chart.

AIR Building Indicators as of December 31, 2018

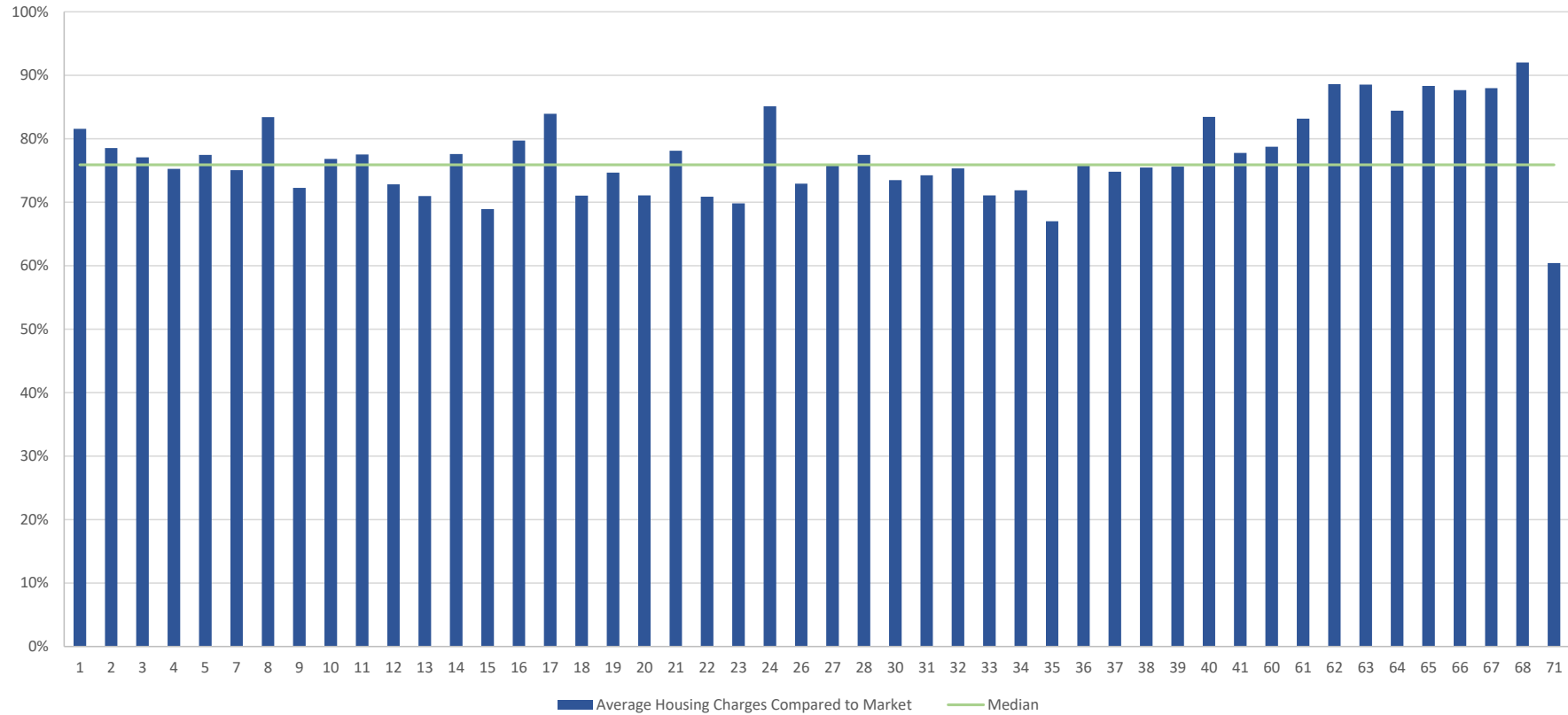
2018 Administrative Spending as a % of Operating Revenue



Notes:

1) Operating revenue was low at 163 James (p52) since all units are rooms, all subsidies are internal, and vacancy costs were high in 2018.

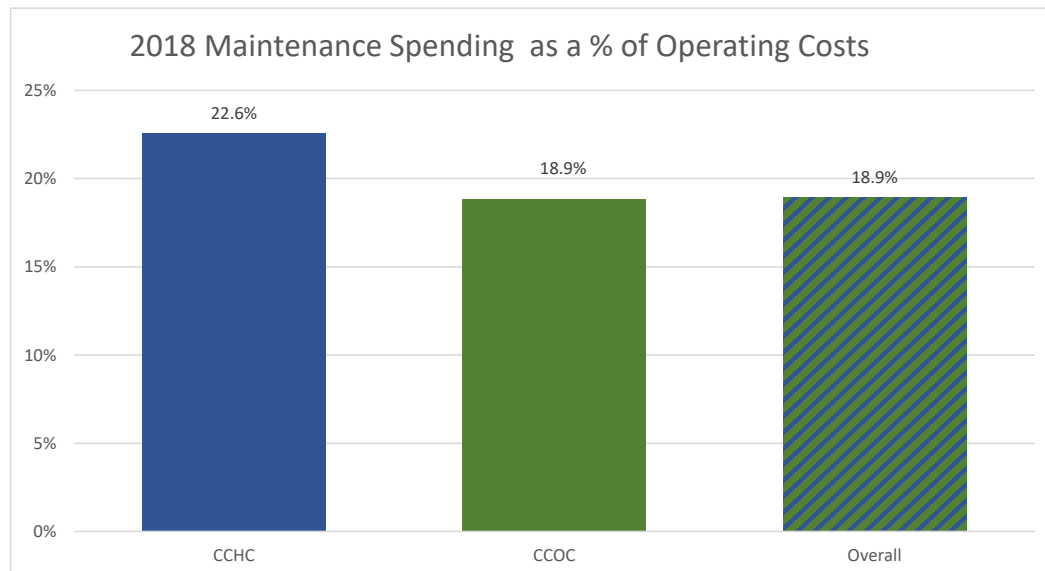
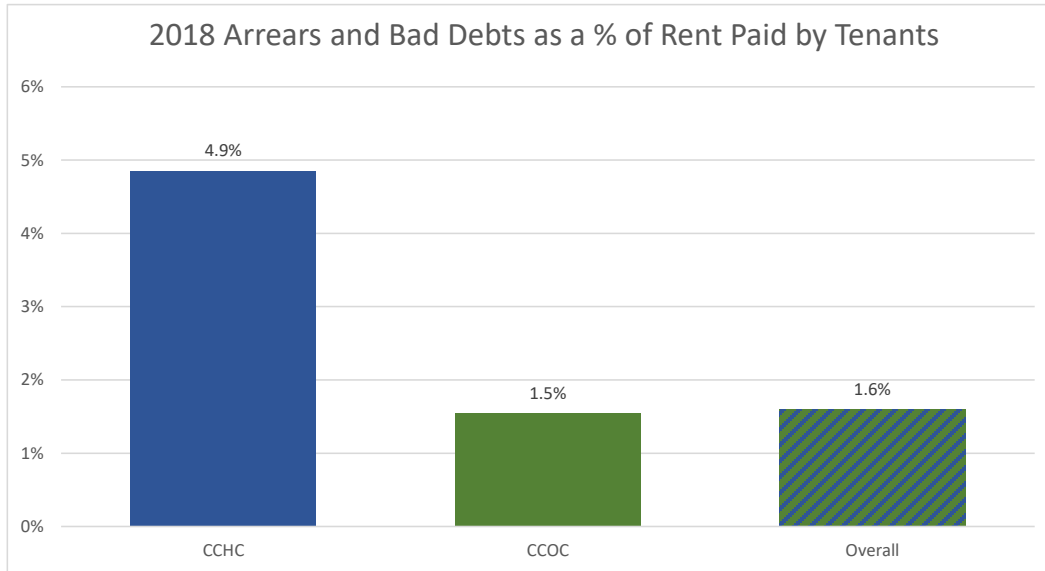
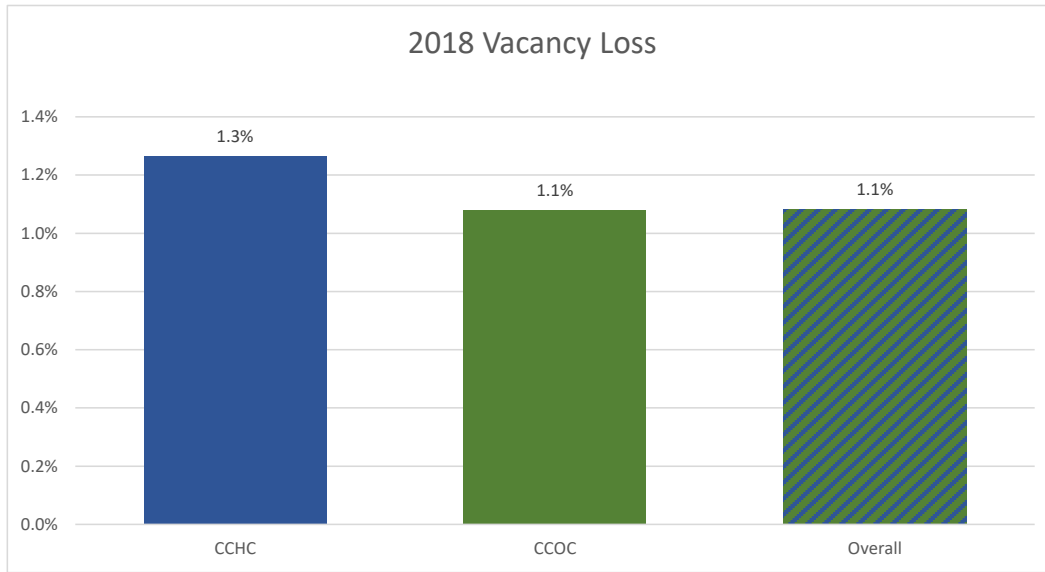
2018 Housing Charges Compared to Market, Weighted by Bedroom Count



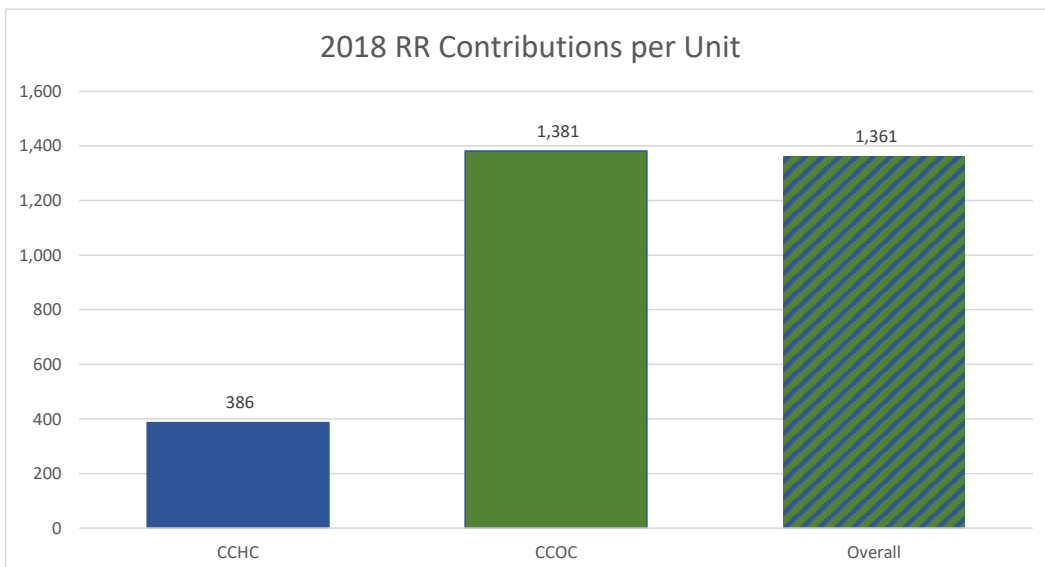
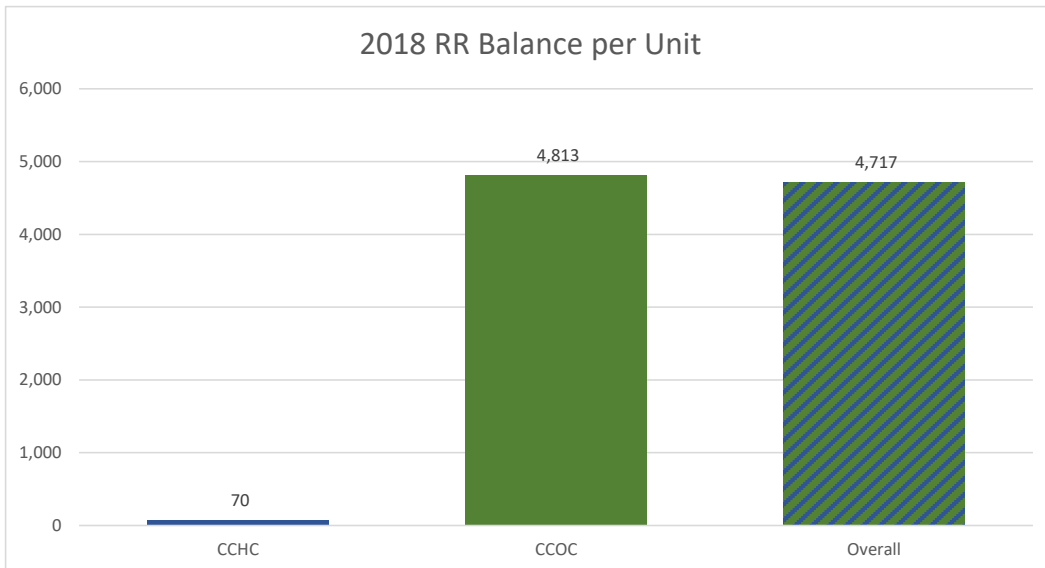
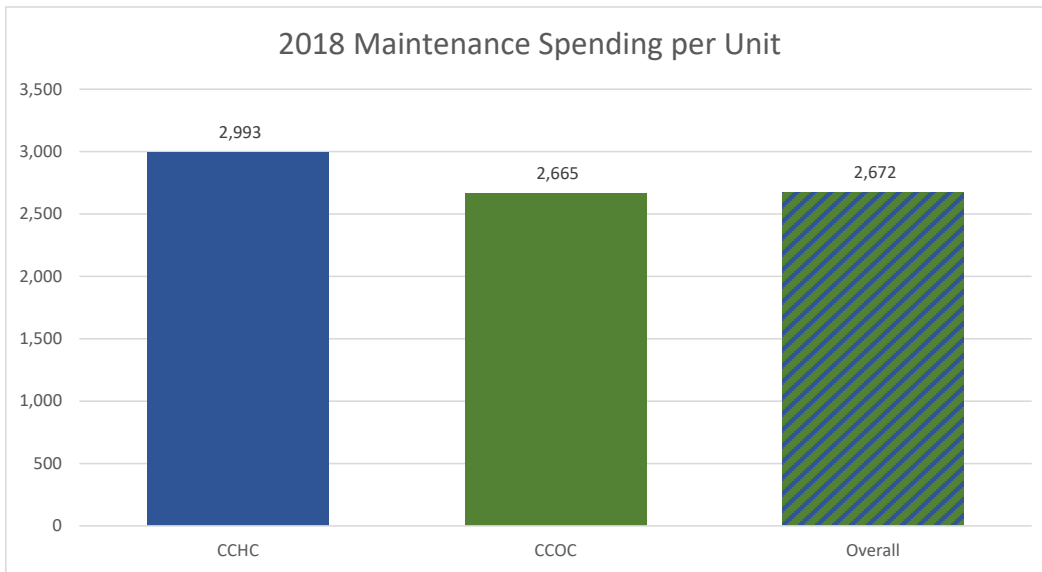
Notes:

- 1) The data excludes properties with rooms instead of full units: 369 Stewart (p25), 283 Arlington (p29), and 163 James (p52). St. Elijah's (p28) includes 341 Lyon but not 515 MacLaren.

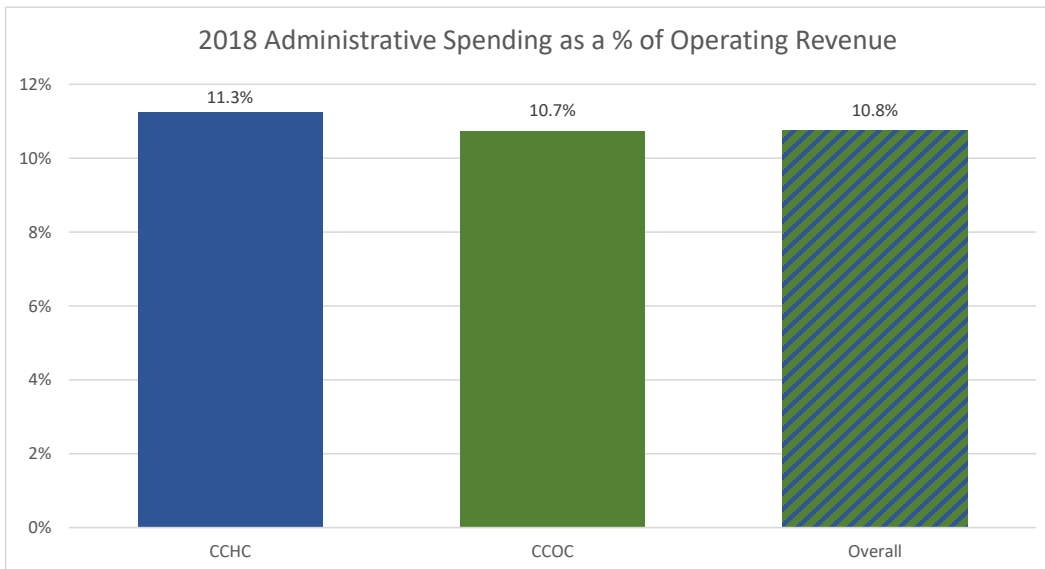
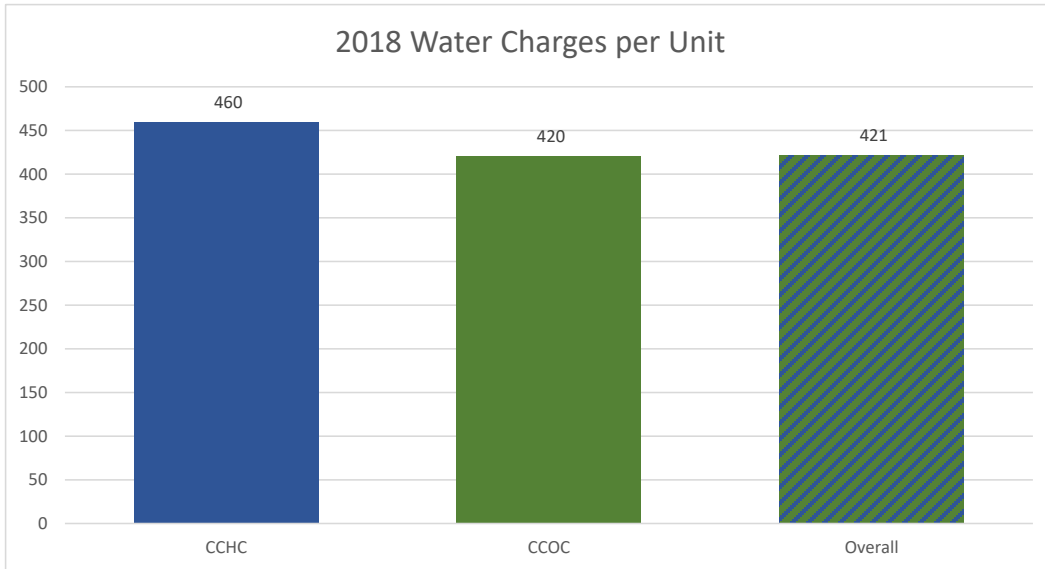
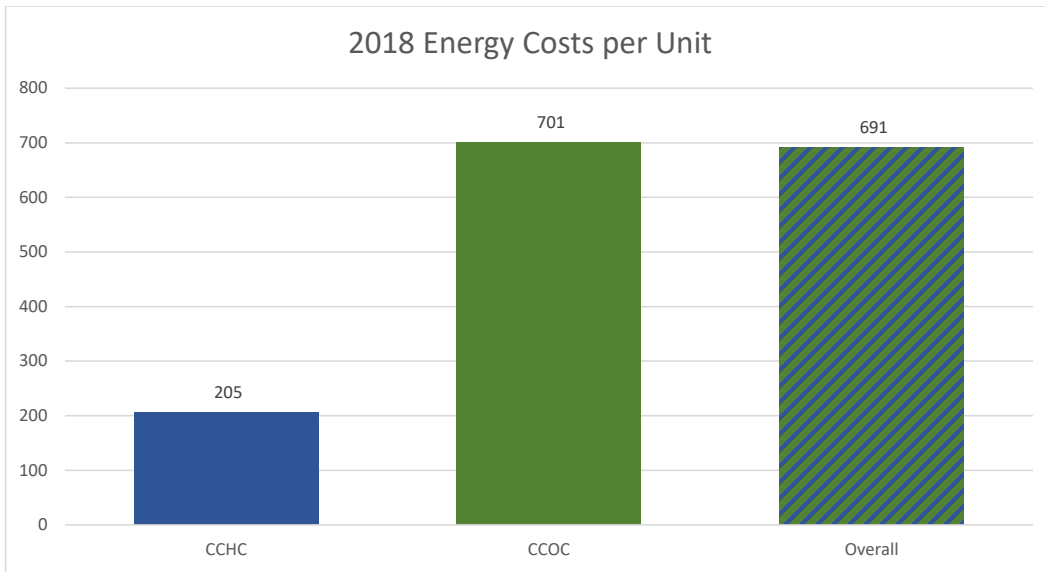
AIR Building Indicators as of December 31, 2018



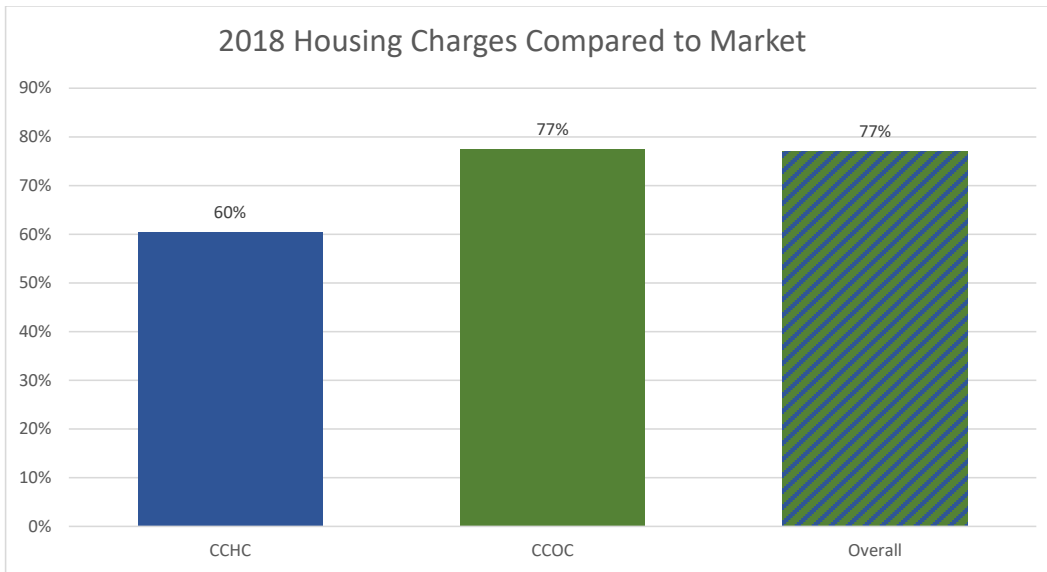
AIR Building Indicators as of December 31, 2018



AIR Building Indicators as of December 31, 2018



AIR Building Indicators as of December 31, 2018



AIR Building Indicators as of December 31, 2018

Property	Address	# Units	Arrears and Bad Debts as a % of Rent		Maintenance	Maintenance	RR Balance	RR	Energy Costs	Water and Sewage per	Admin	Average Housing
			Loss	Tenants	Spending as a % of Operating Costs	Spending per Unit (\$)	per Unit (\$)	Contributions per Unit (\$)	per Unit (\$)	Unit (\$)	Spending as a % of Operating Revenue	Charges Compared to Market
1	530-544 McLeod	8	0.0%	2.6%	13%	1,889	(15,376)	5,230	2,236	700	9%	82%
2	706-712 Gilmour	4	0.0%	0.7%	15%	1,914	(2,283)	1,487	2,036	968	9%	79%
3	539-539A McLeod	2	3.8%	0.0%	27%	4,031	(15,748)	3,388	1,895	573	10%	77%
4	500-504 Gilmour	4	0.0%	0.8%	21%	2,995	10,103	4,660	1,730	670	9%	75%
5	202 Flora	3	0.0%	0.0%	23%	3,054	(7,293)	3,830	1,826	491	10%	77%
7	41 Florence	3	0.0%	0.0%	29%	3,968	(46,384)	2,609	1,758	434	11%	75%
8	100-102 Flora	4	0.0%	0.1%	23%	3,248	(7,688)	3,557	2,237	527	10%	83%
9	50 James	22	0.5%	0.3%	24%	2,950	5,750	1,230	628	434	11%	72%
10	50 Waverley	3	1.4%	0.0%	41%	5,706	9,596	1,964	1,405	205	11%	77%
11	258 Lisgar	87	1.0%	0.3%	24%	2,707	2,742	3,148	835	439	12%	78%
12	Kent/Gilmour	13	3.0%	0.0%	30%	3,288	(12,160)	2,181	814	476	13%	73%
13	Percy School	42	2.2%	1.7%	24%	2,871	(34,553)	4,423	184	448	11%	71%
14	Albert/Rochester	29	1.1%	1.9%	23%	2,598	15,797	4,819	54	466	11%	78%
15	594-604 Gladstone	6	1.4%	0.0%	31%	3,908	(28,664)	4,515	42	413	10%	69%
16	29, 33 Rochester	10	1.3%	0.0%	34%	3,543	4,158	2,254	1,069	260	13%	80%
17	170 Booth	53	1.2%	1.4%	27%	2,589	9,370	2,277	1,008	266	14%	84%
18	90-92 James	6	0.6%	0.0%	33%	4,330	(16,441)	2,829	1,211	404	11%	71%
19	Booth/Primrose	7	0.0%	0.2%	30%	2,983	(2,326)	2,213	387	467	14%	75%
20	298 Arlington	8	2.3%	-0.2%	29%	3,221	(12,096)	3,094	734	282	12%	71%
21	345 Waverley	41	1.7%	4.0%	32%	3,023	(11,622)	550	912	398	17%	78%
22	210 Gloucester	80	1.0%	0.2%	20%	2,196	23,971	907	532	290	15%	71%
23	20 Robinson	30	2.4%	0.0%	28%	3,382	9,022	760	451	358	13%	70%
24	Armstrong/Carruthers	13	3.1%	41.4%	22%	1,999	11,840	943	501	220	18%	85%
25	369 Stewart	9	2.8%	0.0%	6%	889	(6,046)	385	473	211	11%	71%
26	110 Nelson	69	0.9%	0.2%	20%	2,303	11,606	916	470	303	12%	73%
27	520 Bronson	88	0.9%	0.0%	21%	2,155	9,735	894	384	444	14%	76%
28	515 MacLaren/341 Lyon	40	1.7%	7.5%	19%	1,947	9,203	857	506	269	18%	77%
29	283 Arlington	5	0.0%	0.0%	27%	2,343	887	393	622	178	20%	71%
30	212-216 Carruthers	3	0.0%	0.0%	29%	4,432	(18,970)	739	22	1,077	11%	73%
31	287-293 Loretta	6	1.1%	10.0%	29%	5,072	(4,068)	1,099	1,141	526	11%	74%
32	82-84 Putman	4	3.2%	0.0%	35%	5,949	(11,757)	941	823	390	11%	75%
33	147 Hinchey	15	1.6%	13.9%	23%	3,417	2,522	738	587	598	11%	71%
34	264 Lisgar	64	1.2%	1.8%	18%	2,622	9,721	800	571	468	10%	72%
35	10 Stevens	53	1.4%	6.8%	19%	2,665	7,367	745	533	410	11%	67%
36	258 Argyle	44	1.0%	5.6%	21%	3,239	2,225	743	762	465	10%	76%
37	145 Clarence	84	1.0%	1.1%	17%	2,366	11,263	743	574	462	11%	75%
38	511 Bronson	26	0.1%	0.6%	24%	3,686	3,562	743	1,019	607	11%	75%
39	415 Gilmour	91	1.1%	0.0%	19%	2,546	13,411	868	702	543	11%	76%
40	151 Parkdale	76	1.4%	1.5%	19%	2,613	(3,120)	838	806	467	10%	83%
41	455 Lisgar	41	0.3%	0.0%	17%	2,963	12,647	752	956	396	9%	78%
52	163 James	8	10.5%	4.4%	34%	2,633	(7,501)	106	1,184	134	31%	67%
60	140 Bronson	14	0.9%	0.0%	38%	2,997	(8,658)	318	733	226	16%	79%
61	123 Stirling	10	0.0%	0.0%	33%	3,158	4,013	531	561	303	14%	83%
62	Merivale/Mayview	13	0.5%	0.0%	22%	3,298	2,011	663	240	822	10%	89%
63	Richmond	23	0.5%	1.0%	18%	2,732	6,564	831	82	695	10%	89%
64	54 Primrose	29	2.6%	2.5%	19%	2,001	259	396	380	262	14%	84%
65	464 Metcalfe	107	0.6%	2.0%	13%	2,847	2,615	576	906	519	7%	88%
66	160 Argyle	53	0.2%	0.9%	11%	2,850	7,435	4,674	871	139	6%	88%
67	111 Catherine	76	0.6%	2.8%	11%	2,256	2,683	664	971	554	8%	88%
68	100-200 Victory Gardens	18	0.4%	1.9%	8%	2,580	2,254	1,028	1,604	-	5%	92%
BB	Beaver Barracks Avg.								1,088	303		
71	CCHC	32	1.3%	4.9%	23%	2,993	70	386	205	460	11%	60%
Total	CCOC	1547	1.1%	1.5%	19%	2,665	4,813	1,381	701	420	11%	77%
Total	Overall	1579	1.1%	1.6%	19%	2,672	4,717	1,361	691	421	11%	77%

**Finance Committee
Meeting Minutes
August 15, 2019**

Finance committee: Josh Bueckert (Treasurer/Chair), Rod Manchee, Michael Holmes, Mary Huang, Nicole Rogers, Domir Berberi

Regrets: David Boushey, Court Miller, Linda Camilleri, Kris Gordon

Facilities Management Committee: Barbara Legace, Michael Lambert

Staff: Amanda Tompkins, Cynthia Jacques

Motions for Board Approval

MOTION (ITEM 6): That \$11,682.77 in Bad Debts be written off for **CCOC (July 2019)**

m/s/c Rod / Nicole

1. **Call to Order:** Finance committee: 7:06 p.m.
 - Round table introductions
2. **Adoption of the Agenda:** The agenda was adopted. m/s/c Domir/Nicole
3. **Declaration of Conflict of Interest:** None
4. **Approval of meeting minutes**
 - July 16, 2019 m/s/c Michael/Rod
5. **Notices/announcements**
 - Arianne had her baby!
 - Andrew McNeill to join Finance Committee as a second board representative
6. **Bad Debt Write-off and Accounts Receivable Statistics**

MOTION: That \$11,682.77 in Bad Debts be written off for **CCOC (July 2019)**

m/s/c Rod/Nicole

7. **Q2 Financial Statement Review**
 - Amanda walked through the statements

- **CCHC:** incurring less vacancies than budgeted, increased expenses for maintenance (i.e., smoke detectors, fire safety contracts); showing a \$5K surplus, but more likely a break-even or loss as we've currently received more subsidies than we need; looking to be approx. breakeven for the full year.
 - **Question from Josh:** has an internal review been done re: fire safety expertise on staff, since we used to have that on staff? Are there other areas that we are vulnerable on because someone on staff is doing it, but if they leave no one else is doing it? **ANSWER:** All other services are currently being monitored and inspected by outside contractors so there are no other known concerns.
- **CCOC :**
 - Hovering around \$1.2M cash monthly, which is what we need to flow expenses for approx. one month → very thin coverage
 - Despite showing a current surplus, it is expected that we will end the year at a break even state due to need support the EOA replacement reserve expense
- **Replacement reserve:**
 - Lots of expenditure in older EOA properties; but they are making money operationally to cover expenditures so far

8. Maintenance Variance Report for June

- Increased costs compared to budget: Fire safety costs, contract garage cleaning, building cleaning, elevator issues
- Some savings now in turnovers, but will likely be spent as there are more turnovers in August; but new tenants pay the new turnover rents

9. 2020 Budget

- Amanda reviewed the budget schedule with the committee
- Budgets to be reviewed (in draft) at next month's meeting

10. CCOC Development Strategy

- a. Integrated Asset Plan, CMHC Co-investment Fund, Action Ottawa
 - Reminding us of the development strategy plans and recommendations which lead to our IAP
 - A lot potential opportunities are on the table currently – Forward Ave, Bullman, Re-development of CCOC properties
 - Review of assumptions for all proformas:
 - Net gain of units; no loss of one unit type; grow stock of family housing
 - CMHC and Action Ottawa affordability assumptions
 - Capital & Operating consistent cost assumptions

- Cynthia reviewed the Forward Avenue proforma – questions regarding why an elevator in a 4 story building when with Arlington we were cautioned against it – **follow up from Kiefer:**
 - The current default plan is for the building is to have two elevators.
 - For Co-Investment, the building needs to be 100% (or as close to as possible) universally accessible. The City’s RFP also dictates a minimum of 10% of the units being universally accessible.
 - The current plan is for 11% of the units to be barrier free or adaptable to barrier free.
 - It is a CCOC preference that should any barrier free units be located anywhere other than the ground floor, a second elevator is included to prevent tenants becoming trapped if an elevator were to break down.
- Amanda reviewed the current “basket” of properties proposed for the co-investment fund capital works section

11. Items for Board Review

- Bad debts

12. Motion to Adjourn:

The meeting ended at 9:29 p.m.

m/c Rod



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info@ccohousing.org

FACILITIES MANAGEMENT COMMITTEE

Agenda

Thursday, July 18th 2019
415 Gilmour St

Facilities Management Committee

Present: James Clark, Penny McCann, Doug Campbell, Michael Lambert, Hieu Nguyen

Visitor: Carol Chantal, Debra Hitsman, Prasanna Lyengar

Regrets: David McCallum

Staff: Anne Marie Mason, Nick Dodds (Recorder), Karim Elnashrty, Kiefer Maracle

1. **Call to Order – FMC Committee 7:10**

2. **Adoption of the Agenda :** m/ Doug s/ Michael

3. **Declaration of Conflict of Interest:**

None

4. **Tenant Presentation**

- **Carol Chantal and Debra Hitsman (160 Argyle)**
Share concerns regarding elevator
- Carol Chantal shared the following frustrations regarding elevator:
 - When elevators break down it is particularly difficult for people with disabilities, which she stressed.
 - Debra provided an example. She has nurses that visit daily, and one of her nurses was not able to use the stairs due to bad knees, so Debra had to go without care.
 - Her frustration was exacerbated by the delay to get personnel with the necessary qualifications to the site
 - This delay was due to our elevator contractor only having one specialist with the necessary qualifications who was already scheduled to do work at other locations across eastern Ontario.
 - Carol expressed that she would like CCOC to go to the media in situations such as these in order to put pressure on the contractor to move faster. By not doing so Carol feels CCOC was not making every effort to get the issue resolved in a timely manner.
 - In addition to the frustrations with the elevator breaking down, Carol also has concerns about move-ins.
 - Specifically Tenants moving outside of the time they have scheduled.
 - a. For Clarity: Carol is referring to people using the elevator to move in/out even when it's not on service. They block the door from closing, causing damage to the elevator.



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- b. Our policy is to give tenants a two hour window for moving in/out specifically refers to the time period in which the elevator can be on service.
- Lastly Carol express frustration with the building planning. Her understanding is that 160 Argyle was meant to have 2 elevators, but this plan was changed due to budget limitations.
 - She recognizes that this is a moot point because there's nothing that can be done about it now.
 - She also noted that CCOC has offered her an apartment in a neighbouring 2 elevator building, but there was space limitations that made it difficult for her to maneuver in her chair.
- In closing, Carol said that she would like guarantees that there won't be elevator interruptions.
- **Following Carols presentation the committee brain stormed solutions. Below are all the recommendations advised**
 - **Short term:**
 - Anne Marie is already in the process of scheduling a face to face meeting with Kone senior management review this situation and find solutions moving forward.
 - Carol would like longer notice for elevator shut downs, because 48 hours is often not long enough to cancel doctor's appointments without a cancellation charge.
 - Carol would like for tenants to only be allowed to have the elevator on service for move in/out in the hours scheduled. No changes for late truck arrival. Carol asked that a staff member be on site supervising all move-ins
 - Penny recommended we discuss with TCE Department about having a listening party with the tenants of 160 Argyle.
 - **Long Term Solutions:**
 - Kone's contract is up in a year or two, at which time the Facilities Development department will have an important opportunity to renegotiate the terms either with Kone or another contractor in order to get better service.
 - James will bring the three major issues raised to the board for discussion: 1) Reliability of our elevators, 2) Communications with media, 3) Move in Policy.

5. Review of the Minutes

- Adoption: June 20th, 2019 Minutes m/michael s /Doug c
- Business arising:

- Both policies with sunset dates of June 2019 (Provision of Information for Unplanned Expenditures and Purchase Orders) need a larger discussion, between Finance and Facilities Management Departments. To be addressed by yearend.

6. Development Department

- **Presentation of Development Strategy**
 - Kiefer Maracle presented the Development Strategy to the Committee to inform us as to how they are planning to move forward. This strategy works hand in hand with our needs in Facilities. We will be working together to identify opportunities for redevelopment of existing properties.
- Committee appreciates the presentation!

7. Staff Report

- **Director's Report:**
 - Facilities is also working with all Departments to strategize on our application to CMHC to apply for funding through the Co-Investment Program. This application will be in aid of financing redevelopment and capital repairs for the next nine years. Initial ask is now at 125M.
 - Application in to CMHC Co-Investment Urgent Repair at 258 Lisgar to the tune of 4.2M
 - Elevator issues at 145 Clarence and 258 Argyle. Work for solution is now out to Tender and bids are due July 26.
 - We are developing an Integrated Asset Plan that is multidisciplinary. This will help the Board and all Departments make strategic decisions when it comes to Capital expenditures, Development and Redevelopment keeping social and environmental outcomes front and centre.
- **Capital Projects Report:**
 - All active and scheduled projects were discussed.
- **Sean's update on N5's:**
 - Three active N5's and close to decision from the Landlord Tenant Board

8. Report from the Board & Committees:

- **Committee Summaries:**
 - No Comments

9. July Activities:

- **Chargeback Report:**
 - Clarified that “remove tenant content” refers to removing contents the tenant has left after moving out.
 - Sometimes our staff can do this when minimal items are left. For situations where there is significant clearing of garbage and furniture we have to hire 3rd party contractors.
- **Chargeback appeals:**
None
- **Variance Analysis Report**
 - Fire and safety is over budget and this trend will continue as we have moved to a third party contractor after staff retirement. We have carried out a complete sweep of smoke detectors and carbon monoxide detectors to document expiry dates and replaced where needed
 - Plumbing is a concern as old infrastructure is showing it’s age.
- **Service Delivery Standards Report**
 - The committee is once again pleased to see that we are sustaining the significant improvement we had in April
- **Painting Agreement Revision**
 To be consistent with the lease agreement we are updating the ‘Colour Painting Agreement’ to clarify that tenants will be charged the full cost to reinstate the original colours, rather than \$100/room as the current agreement states. We found that we were certainly losing money at that price.
 - No Comments
 - **Motion:** the colour painting agreement amendments attached be recommended to the board for adoption as presented.

Commented [ND1]: Does this need to go to the board?

m/Hieu s/Michael /Unanimous

- **Chargeback Policy Review**
 Through discussions with Rentals the Facilities Management Department is recommending some changes to the policy to improve clarity and consistency with our lease agreement.
 - All substantive issues were highlighted, including clarification that a tenant can be charged for damage done by a guest, chargebacks can be applied for the poor condition of the apartment after move out, and the time to pay was reduced from 60 days to 30 days.
 - **Motion:** the Chargeback policy amendments attached, as well as additional amendments to bring titles into align with current by recommended to the board



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info@ccohousing.org

for adoption

m/Doug s/Michael /Unanimous

10. For Board attention:

- James will bring Tenant's concerns to board attention
- The committee recommends the Colour Painting Agreement amendments be approved by the Board.
- The committees recommends the Chargeback Policy amendments accompanied by title changes to reflect new job titles and department name be adopted by the Board.

Other Business:

There is no scheduled meeting for August. If there is any approvals required for the CMHC Application we will hold a special meeting in late August.

11. Adjournment: 9:05pm

Facilities Management Committee

DIRECTORS REPORT:

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

- Staffing
 - We have filled Ying’s replacement for a one year term (she is moving over to Finance to fill a maternity leave). Karim Elnashrty is moving over from General Maintenance position to Operations Coordinator and we are very happy to have him join the office team.
 - A Posting went out last week for a one year term position for General Maintenance to fill Karim’s job.
 - Personnel Committee approved job title changes for Jack and Al from “Maintenance Manager” to Operations Manager. The “Maintenance Officer” position is now changed to “Operations Coordinator”.

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

- 258 Lisgar – Application to CMHC Co-Investment Fund
 - We have approval for SEED Funding from CMHC to get moving on reports and studies to support a 4.2M renovation for this building. Rida is getting this work initiated.

- CMHC Portfolio Funding
 - CMHC has pitched to us the idea of CCOC submitting an application that would cover Capital work over the next nine years. We have put together a scenario of 56M in Capital work on existing buildings and another 70M for redevelopment of existing properties (assuming our buildings on Loretta and 140 Bronson). We chose our buildings with elevators for consideration as we have Building Condition Assessments completed in 2018. CMHC are calling this “Portfolio Approach” for funding we can count on for this time-period (to 2029). The sticky points are the absolute need for the portfolio to have 20% of our homes accessible. All buildings will also have to see a 25% reduction in Greenhouse

Gases (GHG) as well. What this means for us is the heavy weight on the redevelopment proposals to beef up our accessibility. We will also have to go into homes that have the potential of renovations to provide the chance of wheelchair use in kitchens and bathrooms.

- We met with CMHC last week and provided our ask for 125M with an accompanying schedule of projects. They were very interested in our approach of combining repair and redevelopment. There is lots more work to do and we have to figure out how to resource this..just to get to the table.
- **Update for July:** Facilities, Development and Finance are looking at all options and constraints for this 9 year plan. Not only are we looking at GHG reductions and accessibility, we need to look at status of mortgages to carry the debt. CMHC funding will be, at best, a 70% loan and 30% grant. We will not know this until much further down the road.

- Elevators at 145 Clarence and 160 Argyle

- We are having service issues for the above addresses with Otis and Kone respectively. We have engaged a Consultant for 145 Clarence and are scheduling a meeting with Kone to ensure better service in the future.
- 160 Argyle is a building with only one elevator and there were service interruptions as Kone worked through the list of issues that might be the problem. We have several Tenants in this building that travel with wheelchair only. Several upset Tenants, poor communication, and seemingly poor troubleshooting from Kone are at the top of the list for our meeting.
- 145 Clarence has one elevator down with a burned out motor. Once again, a building that has several Tenants confined to wheelchair. The functioning elevator is getting a lot of use and is breaking down (fuses, relays etc.). Otis have not been working “with us” to replace the motor. We have brought in a Consultant and now have bought our own new motor and may go to other Vendors to install. Otis hourly rate for this project is double that of other elevator contractors. Clearly a work in progress.
- **Update for July:** Consultant has put together a scope of work for both 258 Argyle and 145 Clarence. Bid showing took place last week and submissions are due on July 19. It ends up that 145 Clarence needs a new motor and pump assembly. 258 Argyle needs similar work but this elevator will need to be shut down for approximately two weeks. We need to schedule this carefully to meet the needs of the Tenants as this is a building with only one elevator.

Capital Projects Progress Report – Rida Oulhaj– July 15, 2019

Unscheduled Capital Projects:

54 Primrose - New Make Up Air Unit

The contract is signed, the work will start by the end of July and will be complete by the end of September.

Lebreton Flats - Disconnecting from Heating Plant

The project is moving on. Boilers for 170 Booth and 33 Rochester are on site, they are installing the pipes and we expect this work to be complete by the end of July.

Beaver Barracks - Geothermal and Corix

- TPH Plumbing were the successful bidder for the work to take place inside the Corix room and adjacent areas. This work will take away some of the complexity of the connection to the geothermal field and help with less electrical demand. Some work will take place on CCOC pumps adjacent to the Corix Plant.
- This project is being managed by Corix, and should be complete by the end of June.
- The Cooling tower is installed and running, this unit will help reduce the heat buildup in the geothermal system, hopefully we should receive less complaint about the heat this summer.

515 MacLaren - New Make Up Air Unit

The work is complete, the contractor needs to connect the MAU to the fire panel before he can start it.

Social Housing Improvement Program (SHIP):

520 Bronson - Meeting Room Conversion

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

Housing and Homeless Investment Program (HHIP)

10 Stevens - Parking Garage Repairs

CCOC has received funding under the Housing and Homelessness Investment Plan. The work is for structural repairs to the parking garage at 10 Stevens. This work just has a few items that had to wait for spring weather. All paperwork has been submitted to City of Ottawa reimbursement.

Capital Projects Progress Report – Rida Oulhaj– July 15, 2019

151 Parkdale - Boilers, MUA and Booster Pump Replacement

This project was a successful applicant for the GreenOn program last year. The new Provincial Government cancelled the program. The City of Ottawa is now going to fund this work under the 2019 HHIP Program. We are getting the specifications prepared so we can go out to Tender. This project must be complete by calendar year end.

Planned Capital Projects:

Lighting Upgrades - Multiple Properties

Two lighting companies are working in 15 buildings carrying out lighting audits to provide proposals and secure the Hydro rebate.

50 James, 455 Lisgar, 264 Lisgar, 210 Gloucester, 511 Bronson Lighting retrofit is now complete.

258 Lisgar - Elevator Modernization

- Project is complete.

264 Lisgar: Exterior sealant replacement

- A kick off meeting was held with the consultant and the contractor and the construction work is to start on Monday June 24th.
- The Work in progress, it will be complete by the end of August.

110 Nelson - Roof Replacement

This project is complete.

210 Gloucester - Roof Replacement

The contractor started the demolition of the planter and tree on the roof, the work will be complete by the end of September.

258 Argyle - Garage Structural Repair

The work has started, contractor is now working on the upper level drive lane, replacing the membrane and doing concrete repair, once he is done, he will move to the lower level. Work will be complete by the end of August.

Percy School - Property Renewal

Phase 2 - Work is complete.

Phase 3 - Landscaping at Percy School

Landscaping project is in the design phase. We are working with Landscape Architects and they have brought in Civil Works Engineers to inform them on the proper design for water run-off.

170 Booth - Landscape Redesign

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

Tender document were provided and being reviewed before going to tender.

Capital Projects Progress Report – Rida Oulhaj– July 15, 2019

41 Florence - Property Standards Order
Work is complete.

23 Properties - Building Condition Assessments
The City of Ottawa is insisting that we download all this information into Asset Planner (software developed by Ameresco).
We have been integrating the information in Asset planner, and are done with the new BCAs.

415 Gilmour - Garage Repairs
The contract is signed, the work will start by mid-July and will take two months to be complete.

Unity Non-Profit Housing:

55 Hilda - SHIP - Energy Efficiency Work:

Lighting Replacement is complete.
Toilet replacement is complete.

New boilers are installed.

Tim Dowell Projects:

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

345 Waverley - Front Entrance Door and Entry Phones
Installation of the doors at 345 Waverly complete

511 Bronson - Front Entrance Door and Entry Phones
Installation of the doors at 511 Bronson complete

Capital Budget Schedule 2019

Address	Project	Updated Budget	Engaged amount (PO/ Contract)	Running Costs Q2	Planned cost			Planned cost		
					Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
530-544 McLeod	Furnace Replacement	32,000								
530-544 McLeod	Electrical Work	25,000								
500-504 Gilmour	Roofing	14,000								
500-504 Gilmour	Fire Escape	4,000								
41 Florence	Repairs	100,000	90,000.00	82,174.00	20000	10,000.00	15,000.00	30,000.00	25,000.00	
100-102 Flora	Windows	33,000								
258 Lisgar	Windows and Heating	2,585,000								
Percy School	Landscape	400,000	41,500.00	8,650.00		5,000.00	5,000.00	5,000.00	5,000.00	10,000.00
111 Catherine	Cooling tower	250,000	230,000.00	134,917.00			5,000.00	15,000.00	80,000.00	100,000.00
CCOC Buildings	Lighting	199,000	120,000.00	70,000.00				25,000.00	25,000.00	25,000.00
170 Booth	Landscape	150,000	32,000.00	16,000.00		5,000.00	5,000.00	5,000.00	5,000.00	10,000.00
90-92 James	Electrical Work	30,000								15,000.00
298 Arlington	Windows	50,000								
345 Waverley	Elevator	-								
170 booth	heating plant / Boiler	350,000	350,000.00	169,213.00				50,000.00	100,000.00	100,000.00
210 Gloucester	Roofing	300,000						5,000.00	5,000.00	50,000.00
54 Primrose	New make up air unit	150,000	145,900.00	6,800.00			5,000.00	5,000.00	40,000.00	50,000.00
163 James	Windows	22,000								
		4,694,000			20,000	20,000	35,000	140,000	285,000	360,000
	Capital turnovers and unit refurbishment	159,697			13,308.12	13,308.12	13,308.12	13,308.12	13,308.12	13,308.12
		\$ 4,853,697	\$ 1,009,400	\$ 487,754	\$ 33,308	\$ 33,308	\$ 48,308	\$ 153,308	\$ 298,308	\$ 373,308
520 Bronson	Roofing	35,000	5,790	2,790.00						
147 Hinchey	Roofing	40,000								
147 Hinchey	Decking	16,000								
147 Hinchey	Sealant	7,000								
264 Lisgar	Sealant	175,000	154,500.00	20,204.00					5,000.00	30,000.00
258 Argyle	Parking Garage Repairs	275,000	213,950.00	18,574.00			2,500.00	7,500.00	10,000.00	10,000.00
415 Gilmour	Carpet	8,500								
415 Gilmour	Parking Garage Repairs	465,000	449,500.00	7,454.00	5000	5,000.00	5,000.00	5,000.00	50,000.00	100,000.00
		1,021,500			5,000	5,000	7,500	12,500	65,000	140,000
	Capital turnovers and unit refurbishment	147,929			12327.4125	12327.4125	12327.4125	12327.4125	12327.4125	12327.4125
		\$ 1,169,429	\$ 823,740	\$ 49,022	\$ 17,327	\$ 17,327	\$ 19,827	\$ 24,827	\$ 77,327	\$ 152,327
Address	Project	Budget								
464 Metcalfe	Heat Pumps	18,725								9,362.50
464 Metcalfe	Paint	45,000	20,000.00	20,000.00			20,000.00			
160 Argyle	Heat Pumps	9,275								9,275.00
160 Argyle	Paint	18,000	10,000.00	10,000.00				10,000.00		
111 Catherine	Heat Pumps	18,725								18725
464 Metcalfe	Geothermal Plant	250,000	250,000.00	49,131.00				30000	50000	70000
		359,725								
	Capital turnovers and unit refurbishment	14,556			-	9,363	20,000	40,000	50,000	107,363
						1,213	1,213	1,213	1,213	1,213
		\$ 374,281	\$ 280,000	\$ 79,131		\$ 10,575	\$ 21,213	\$ 41,213	\$ 51,213	\$ 108,575

MAINTENANCE N5 STATUS REPORT, JUNE 2019

240 Presland Rd. – A second merits hearing took place on February 19, 2019. The member made a request for adjournment, in order to retain new legal counsel, which the adjudicator granted. The hearing was rescheduled for July 3, 2019. Approximately one week before the hearing, a follow up housekeeping examination was conducted and found conditions largely unchanged

During the hearing on July 3rd the member stated that the day after the inspection she had moved many of her possessions to a rented storage unit, and that the clutter issue had been resolved. In order to verify this, the LTB adjudicator opted to examine the apartment personally. CCOC's inspector, and rental officer met the adjudicator on site (along with LTB commissionaire, the member, and the member's support worker). The state the apartment appeared to be consistent with conditions found during CCOC's inspection. After viewing the kitchen and living room, the adjudicator ended the examination without viewing the bedrooms or bathroom. The Board's decision has not been received as of the writing of this report.

41 Florence St. – The former tenant had filed T2 and T6 applications with the LTB, related to grievances surrounding her N13 based eviction. The applications were scheduled to be heard on April 10, 2019; however, the adjudicator felt the case could not be fully heard in a single sitting, so adjourned the hearing until June 19th.

Subsequently, the former tenant made a request to the LTB that her T2 and T6 applications be withdrawn, and replaced with a T5 application (largely comprised of the same issues contained in the previous applications). At the start of the hearing on June 19th, the adjudicator (and duty council) advised the former tenant of the consequences of withdrawing her T2 and T6 applications, to which she decided to go forward with all three.

During the course of the hearing, the former tenant revealed that she would not be resuming her tenancy with CCOC, and was waiving her right to first refusal.

The Board's decision has not been received as of the writing of this report.

140 Bronson Ave. – The tenant filed a T6 (complaint regarding landlord refusal to do necessary work) with the LTB. Although the T6 acknowledges that treatments have been applied, it asserts that extermination measures were ineffective, and that he suffered damages as a result. More specifically, the tenant is seeking compensation for having to replace a couch which was infested with bed bugs. A Case Management Hearing on the application was held on March 15th; however, no resolution was reached. The case was scheduled for a full Merits Hearing on May 7, 2019, but the tenant requested an adjournment for health reasons, so the hearing was rescheduled and heard on July 9, 2019. The board's decision has not been received as of the writing of this report.

Committee Summaries

Tenant and Community Engagement	July 2, 2019
TCE had a packed meeting! Committee began by electing Sinda Garziz as the new chair. The committee heard a report on the urban bees program and the 151 Parkdale Listening Party. Members gave feedback on the proposed property tour plan and the Arlington Welcome party ideas. They also prioritized the work plan for the TCE Facilitator for July – December. Finally, they heard an update on the Irving Greenberg Memorial Camp Fund and the fundraising efforts for the fund. The committee approved a light fundraising strategy. Next meeting: BBQ!	
Personnel	June 10, 2019
Members welcomed the new committee chair, AnaLori, to her first meeting. The meeting also had some guests from the Board of Directors to discuss the results of the compensation evaluation staff meeting held in May. Members discussed the recommendations and approved the release of the report to all staff. The committee voted to make the Corporate Services team into its own department with committee oversight. With this change, the Corporate Services Manager will be renamed the Director of Corporate Services. Members agreed that the committee's work plan needs to be updated so it will be a priority at one of the next meetings.	
Development	June 11, 2019
Development Committee had a joint meeting with PRAC (Policy, Research, and Advocacy Committee). The committees discussed their roles and responsibilities in relation to CCOC and Cahdco. There are overlapping interests and potential tasks between the two committees, and there was a discussion about how to best coordinate work between the two. The committees came up with some short-term next steps to help communicate the work that both committees do with one another and with CCOC as a whole.	
Policy, Research & Advocacy (PRAC!)	June 11, 2019
Development Committee had a joint meeting with PRAC (Policy, Research, and Advocacy Committee). The committees discussed their roles and responsibilities in relation to CCOC and Cahdco. There are overlapping interests and potential tasks between the two committees, and there was a discussion about how to best coordinate work between the two. The committees came up with some short-term next steps to help communicate the work that both committees do with one another and with CCOC as a whole.	
Facilities Management	June 20, 2019
The committee discussed possible funding from CMHC through gas emission reduction to assist aging-in-place. Capital renovations will target to achieve this goal. Good data should be available next summer for Crox plant and cooling tower at Beaver Barracks. Redecorating estimates was presented in the meeting. Variance analysis reports shows maintenance costs are below budget largely because a lot of our spring and early summer cleaning was delayed this year. Service standard report shows very high on-time completion rates for the second month in a row.	
Finance Committee	June 20, 2019
Finance Committee and FMC Committee had a joint meeting. Anne Marie presented the estimates for redecorating requests. The total estimate still leaves us under budget for this line item, so all requests vetted by the Operation Managers will be approved. The committees also reviewed the Q1 financial statements. Amanda presented an overall statement for CCOC as well as a statement broken down by portfolio. Amanda also gave updates on the Arlington project (still on budget), the Percy School mortgage (finalized), and the Cahdco Champlain project (CCOC will act as a guarantor on this mortgage and provide collateral). The Finance committee asked for a continuance on the Provision of Information for Unplanned Expenditures and the Purchase Order policies, as the Finance and Facilities Management departments need more time to review these policies together.	
Rental Summary	June 18, 2019
Motions for the Board - Market Rent Increase policy be accepted as amended, Returned Payment new policy be approved. 240 Presland: committee reviewed reports from The Agency and Rental Staff documents, a lively discussion followed with all members providing feedback, motion to the Board to accept staff proposal. An update on recent RentSmart training attended by both Linda and Louis was provided.	
Board of Directors	June 26, 2019
The Board reviewed national performance indicators for CCHC at 240 Presland, decided to work on an anti-oppression statement for future meetings, heard a report on a May 22 meeting with staff, decided to offer a CCOC property as medium-term collateral for Cahdco to secure ownership of a new property, extended procurement policies for a year while we work on a new one, amended a policy from Rental committee on Market rent increases, and adopted a new policy from Rental committee on bounced cheques. And because they worked so hard, the board decided to take August off – so next Board meeting on September 25.	

Chargeback Report for May

2019

	Year to Date		This Quarter		Monthly	
	No.	Value of Charges	No.	Value of Charges	No.	Value of Charges
Regular Chargebacks						
Lock Out	11	1350	0	720		395.00
Lock Changes	10	1130	0	400		250.00
Blocked drains	13	1993.7	0	767.1		466.05
Garbage	3	1164.65	0	271.62		
Pest Control	3	687.13	0	480.23		80.23
Smoke Detector	0	0	0	0		
Total Regular Chargebacks	40	6325.48	0	2638.95	0	1191.28
Damages and Other Service Calls						
Turnover	5	4483.96	0	2756.42		2,456.42
Other	5	1505.93	0	421.37		382.23
Total Other Chargebacks	10	5989.89	0	3177.79	0	2838.65
Total Charges to Tenants	50	12315.37	0	5816.74	0	4029.93

Chargeback Report for May

2019

Details:

Prop	Description	Charge
	65 Remove Tenant Content	130.01
	65 Repair hole in the wall	22.60
	35 Install Chain Lock	87.01
	66 Unblock Bathtub Drain After Hours	85.00
	65 Unblock Bathtub Drain	40.00
	65 Lock Out After Hours	50.00
	34 Lock Out After Hours	50.00
	36 Lock Out After Hours	50.00
	68 Lock Change	50.00
	65 Install Tenant's Shower Head	80.55
	11 Door Handle Replacement	101.33
	26 Unblock Toilet After Hours	85.00
67a	Lock Out After Hours	50.00
	11 Lock Out After Hours	50.00
	71 Lock Out After Hours	50.00
	65 Lock Out After Hours	50.00
	21 Unblock Toilet	40.00
	65 Unblock Shower Drain	40.00
	21 Turn Over-Remove Tenant Content	884.68
	22 Change Lock Reg. Hr.	50.00
	27 Pest Control	55.37
	39 Unblock Bathroom Sink Reg. Hr.	136.05
	39 Lock Change Reg. Hr.	50.00
41a	Unblock Toilet Reg. Hr.	40.00
	60 Unlock Door Reg. Hr.	45.00
62b	Lock Change Reg. Hr.	50.00
	64 Pest Control	24.86
	64 Lock Change Reg. Hr.	50.00
1017	Replace Burnt Light Reg. Hr.	90.74
	13 Turn Over-Remove Tenant Content	1,014.66
	52 Turn Over-Remove Tenant Content	203.40
	63 Dump Run	223.67

Report Period: May 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	220,484	181,431	(39,053)	221,081	940,278	940,013	(265)	899,560
Insuite R&M	65,512	52,754	(12,758)	65,668	286,639	263,770	(22,869)	264,572
Turnover R&M	36,526	45,347	8,821	35,710	212,946	226,735	13,789	205,852
Redecorating	-	-	-	62	-	-	-	1,392
Other	788	(453)	(1,241)	(38,174)	(2,866)	(2,265)	601	(65,477)
Total Maintenance Expenses	323,310	279,079	(44,231)	284,347	1,436,997	1,428,253	(8,744)	1,305,898

Comments:**Monthly Variances can be explained by:****Common Area:**

- 1- Contractor building cleaning - offset by savings in CCOC building cleaning
- 2- Elevator issues (464 Metcalfe leak from February, 160 Argyle, 145 Clarence)
- 3- Higher landscaping cost (Spring cleaning budgeted in April but done in May)
- 4- Fire safety (Secur Fire service calls)
- 5- HVAC - Furnace repairs at 50 Waverley and booster pumps at 111 Catherine
- 6 - Additional snow removal costs due to high snowfall last winter

In-suite:

- 1- Higher than anticipated appliances repair
- 2- High volume of plumbing repairs

**Work Order Service Standards
June 2019**

Priority	# Completed	# Completed on Time	% Completed on Time
Emergency/Urgent (24 hrs)	394	386	98%
Priority (7 days)	393	391	99%
Low (14 days)	67	67	100%
Other (21 days)	36	36	100%
Turnover (45 days)	16	16	100%
Pending (1 year)	21	21	100%
Grand Total	927	917	99%

Colour Painting Agreement

I/We, _____ of _____ Street/Avenue,
Ottawa, Ontario understand that CCOC has approved my request to paint my home in a
colour other than CCOC tint. I understand and agree to the following conditions to receive
final approval of my request:

- I accept responsibility for the quality of the paint job and will ensure it is done properly.
This includes:
 - Cleaning all walls to remove grease, dirt, or anything else on the walls.
 - Making sure any patching is done smoothly against the wall.
 - Not painting over any electrical plates, outlets, light switches, or fire equipment.
 - Not leaving any paint on the floor or the ceiling.
 - Not painting any cupboard doors or sliding closet doors.
 - Not putting anything on or against the walls for at least 24 hours after the painting is completed.
- If the walls are damaged and need to be re-painted, CCOC will only re-paint in CCOC tint. We will not match any paint colours.
- I understand that I will be billed by CCOC for the total cost of a third party contractor to re-instate to the original CCOC colour when I end my tenancy with CCOC.

Tenant/Member signature

DATE

Authorized signature

DATE



Chargebacks

CCOC values working together as tenants, members and staff in ways which are responsible and supportive. This includes tenants and CCOC each accepting their responsibility for some costs.

CCOC must accept its responsibility for the cost of fixing anything damaged through normal wear and tear, or failure.

Tenants must accept their responsibility for;

1. the cost of damages they or their guests have caused,
2. extra service they have requested,
3. costs associated with not meeting their responsibilities under the terms of their lease, or
4. cost incurred to return the apartment to rentable condition after tenant vacates.

Chargebacks are not a punishment or fine to tenants. They are a way for tenants to pay for costs that are their responsibility, not the responsibility of CCOC.

Rates are generally set lower than the full market cost to encourage tenants to ask CCOC to do the repairs instead of hiring an outside contractor. This is an advantage because it makes sure that CCOC will be aware of problems in the building. In the case of lock changes it also allows CCOC/CCHC to put locks on the same master as all other locks in the building.

These charges should be reviewed by the maintenance department every five years and updated as necessary.

1. Damages

Tenants must accept their responsibility for any cost to repair damages that are beyond normal wear and tear. For example, a tenant may be charged to replace a broken window, or patch a wall with a large hole.

Staff must inform the tenant of potential charges before going to the call, or as soon as they become aware that there will be a charge.

Approved by the Board Feb/82. Amended October 2002.

Amendments proposed July 2016



In the case of an emergency, CCOC must resolve the problem immediately and tenants may not be notified in advance.

If CCOC sends a contractor to make repairs, the tenant will be charged based on the contractor invoice.

2. Extra Services

Charges and examples of extra services are listed in Appendix “A”.

Tenants have the option of hiring their own contractor to do this work, but CCOC encourages tenants to use CCOC staff by charging lower than market rates.

Staff must inform the tenant of potential charges before going to the call, or as soon as they become aware that there will be a charge.

In the case of an emergency, CCOC must resolve the problem immediately and tenants may not be notified in advance.

3. Charges based on Lease Responsibilities

Tenants’ leases clearly outline their responsibilities. For example, tenants must properly dispose of garbage, pick up after pets, prepare for pest control and not leave any belongings behind when they move out.

Tenants must accept their responsibility to pay for any costs that result from failing to accept their responsibilities.

If the situation is not an emergency, CCOC staff must give the tenant a warning that they are breaking the conditions of their lease. If the tenant continues not to follow the responsibilities described in their lease, they can be charged for any of CCOC’s costs to deal with the situation.

For emergencies, safety or legal matters, like a purposely disconnected smoke detector or door closer, CCOC must resolve the problem immediately and tenants will be charged for the cost without prior warning.

Payment

A copy of this policy will be sent to all tenants when CCOC sends notice of a potential or actual chargeback.



No charge will be made if it is established that CCOC equipment is defective.

If the tenant refuses to pay, CCOC will use whatever avenue necessary to collect the unpaid invoice, including forwarding the tenant to collection if appropriate and notifying the Social Housing Registry.

Appeals and Reconsiderations

Tenants have the right to appeal any charge.

1. **Notice of appeal:** Tenants must inform CCOC that they wish to appeal the charge within 30 days after the original charge was sent.
2. **Review by manager:** The Maintenance Manager will review and reconsider the charge. The Maintenance Manager can waive or adjust any charge.

If the Maintenance Manager thinks the charge should stand, the appeal will be reviewed by the Property Management Committee.

3. **Appeal to Property Management Committee:** Tenants must provide a written appeal. They may also appear in person at a FMC meeting if they have given notice at least two business days in advance.
4. **Notice of Decision:** CCOC staff will send the tenant a letter within one week after the meeting notifying them of the committee's decision.
5. **Reconsideration:** If a tenant has new information to add after their appeal, they can request that FMC reconsider. To request a reconsideration, the tenant must clearly state, in writing, what new information they are providing that wasn't included in the appeal.

The decision of the Property Management Committee on reconsiderations is final.



Appendix “A”

Rates

Lockouts: \$50.00 for unit or mailbox after regular working hours or during the weekend.

Lock changes: \$50.00 for unit and mailbox during regular working hours.

Lock changes: \$85.00 for unit and mailbox after regular working hours or during the weekend.

Lock change due to break-in:

The tenant will not be charged to replace a lock if the lock is damaged. If the lock is still functional, the tenant can choose to keep their current lock or to pay for a lock change.

Blocked Toilets/Sinks: \$40.00 during regular working hours.
\$85.00 after regular working hours or during the weekend.

Other work:

\$50.00 per hour during regular working hours, plus cost of materials.

\$60 per hour after regular working hours or during the weekend, plus cost of materials.

Friday June 14, 2019

Attention Ray Sullivan,

Ray when I moved into 160 Argyle Avenue CCOC had no protocol for any building housing the disabled with only one elevator, for tenants moving in and out. I worked with you and Leanna to develop one.

Well Ray it's apparent that after last week CCOC needs to develop a protocol for elevator breakdown. It was totally unacceptable to leave the tenants unable to use the stairs hanging day to day.

I will be happy to assist in developing a protocol for evacuation and housing of tenants stranded at 160 Argyle Avenue. I look forward to your response.


Yours truly

 (APT 408)

Debra Hutzman (APTS 308)

Ken Meyer (APT 401)

Mitchell Boyer (APT 204)

 (APT 301)

c.c. President of the Board
Maintenance Ann Marie

Ray Sullivan

June 14, 2019

Again Ray why did ccoc not reach out to the mediator when Kone's adjuster did not come for another two days?

The tenants deserve to know what is being done for our peace of mind so Kone does not provide such poor service in the future.

I went to look at the Apartment at 111 Catherine and the kitchen which is not an open concept apartment prevents me from safely turning.

The bathroom upon reflection is even worse with that plastic panel, I would not be able to use my two bathroom chairs safely.

Ray cutting corners on disabled units clearly has a major impact on accessibility, particularly on safety.

Yours truly



President of the Board
c.c. Maintenance Annmaria

Development Committee Meeting Minutes

Tuesday, July 9, 2019, 7:00 PM
415 Gilmour, Meeting Room

Development Committee: Alison Kar (Chair), Penny McCann (CCOC Board Member), Sarah Button (CCOC Board Member), Natalie Duchesne, Rod Manchee, Jesse Steinberg (CCOC Board Member), Elliot Sherman, Mary Huang, Alannah Bird, Court Miller, Graeme Hussey (Staff), Kyla Tanner (Staff/Minute-taker)

Regrets: Abra Adamo (CCOC Board Member), Richie Allen, John Kingsley, Brent Walden, Stephanie Bohdanow, David McCallum, Jeff Nadeau, Kevin Judge, Sarah Banks, Vanessa Matta, Gisele Doyle

Summary of Motions:

- Motion passed to elect Penny McCann for Chair and Elliot Sherman for Vice-Chair. (m/s/c Jesse/Sarah)

-
1. **Call to Order:** 7:26
 2. **Approval of Agenda** (m/s/c Sarah/Court)
 3. **Approval of Minutes** (m/s/c Jesse/Elliot)
 4. **Announcements**
 4. A) **ONPHA Conference 2019**
 - The Ontario Non-Profit Housing Association (ONPHA) Conference 2019 is taking place November 1st – 3rd this year.
 - It takes place downtown Toronto, across from City Hall.
 - CCOC pays for staff and volunteers to attend each year. There is at least one space for a volunteer from the Development Committee.
 - If someone is interested, please let Graeme know.
 5. **Business Arising:**
 - A. **Development Committee Chair Election**
 - Alison stepped down after serving as Chair of the Committee.
 - **Motion to elect Penny McCann for Chair and Elliot Sherman for Vice-Chair of the CCOC Development Committee. The Committee unanimously voted in favour.**
(m/s/c Jesse/Sarah)
 - The Committee discussed having at least one member on the Rental Committee and another with Maintenance Committee to act as liaisons.
 - B. **Arlington Update**

- The project is complete but there was a problem with the acoustic testing. Remediation strategies were proposed that the architect and Cahdco agreed to.
- After making the changes, the builder re-tested and it was approved. It is in the bottom end of the acceptable range.
- The acoustic engineer and architect feel this is within reason and suggested accepting it and moving on. CCOC accepted it.
- The bottom units have not been rented yet because the acoustics testing was holding it up.
- The building has been built to Passive House standard, however, there is a chance it will still not achieve certification. The building loses points because the source of energy is electricity which, while clean in Canada, is a dirty source in Germany, where the certification points originate from. At this point, the certification is uncertain but the standard is in place. CCOC is happy to have the standard of Passive House.
- The addresses are still incorrect, but Cahdco is in touch with a City of Ottawa urban planner who is helping to change the address numbers.

C. CCOC Development Strategy: CMHC, Co-Investment, & Action Ottawa Update

- Recently, CMHC made a financing announcement of funding directly to TCHC for their portfolio. CMHC is making similar efforts for other organizations that already own and operate affordable housing.
- CMHC approached CCOC to see what development and capital renovations CCOC is planning. The two will negotiate a deal moving forward for funding (a combination of grant and low-interest loan). This may include a formal application by the end of the calendar year.
- The funding will likely be in the form of a low interest capital loan and grant with a schedule for drawing the loan and grant over 10 years.
- There could be only one application submitted for the whole portfolio of CCOC.
- It will contractually bind CCOC to move forward on the developments we have committed to.
- Any properties that CCOC wants to redevelop can be put into the application but they need to contribute to accessibility and energy efficiency targets.
- Cahdco is coordinating with CCOC for the list of capital upgrades that could be included in the application. The two teams are just starting to look at which projects they want to include and what the schedules may be.
- Cahdco/CCOC will be coming back to the Development Committee in the future regarding further details about this.
- We do not have full details regarding the application process at this time.
- The schedule will be over the next 10 years and focus mostly on projects that are reasonably close to accessibility and energy efficiency standards set by CMHC. CMHC is willing to be somewhat flexible in their standards.



- New builds will need to have a minimum of 25% accessible units and nearly Passive House efficiency in order to boost up averages from the redevelopments that will not be able to meet the standard. This way the overall application portfolio will meet CMHC's standards.
- The Committee discussed the need for CCOC to develop a document that provides definitions of accessibility – by those programs we operate under and CCOC's own definition. This may be better placed under the Rentals Committee.
- The Committee also expressed interest in creating market accessible units, not just affordable ones.
- **The Committee requested pro formas for the CCOC redevelopment properties for the next meeting in August.**
- Delegated authority by City Council was given to the City of Ottawa Housing Branch to operate the Action Ottawa program over the next three years, including Action Ottawa RFPs.
- The OPHI program replaces the IAH program. There is not a lot of money in it for the next three years.
- We are expecting three RFPs to be released in 2019: A general RFP; one for the Forward Avenue site and one for the Bullman site that each include land and a capital grant. CCOC could apply to all of these.
- Moving forward, Cynthia will be leading the submission to CMHC and Kiefer will be leading the RFP submissions for Action Ottawa.

6. Government Policy & Program

- There was no PRAC update for this meeting because PRAC has not met since the Development Committee last met. The PRAC update will remain as a standing agenda item as will a Development Committee update on the PRAC agenda.
- CMHC announced a new program related to affordable home ownership. This will not have very much of an impact on CCOC, but a large impact for Cahdco.
- LeBreton Flats updates:

1. There is a relaunch of the LeBreton Flats redevelopment.

- The previous proposal and agreement fell through.
- The NCC has begun a new process with consultations through both an open house and online survey.
- In the Fall, the 6-12 month process to create a Master Concept Plan will begin.
- CCOC expects the property to be divided into 5-10 acres sections with smaller RFPs for each of these done sequentially (similar to the Rockcliffe Base process).
- The NCC may go forward with an RFP for the land between the new public library and the OC Transpo station before the other division of land.

2. There is currently an informal coalition formed to advocate for a Community



Benefits agreement for LeBreton Flats.

- The informal coalition may transition to become more formal.
- CCOC is currently unsure whether to join the coalition.
- The agreement is for more than affordable housing. CCOC feels that it is clear affordable housing is needed, what we need is a strategy for developing the housing on site, not necessarily a Community Benefits agreement.

3. Cahdco will be on one of the respondent teams for a response to the Master Concept Plan.

- Cahdco will provide the lens of social planning for a team responding to the Master Concept Plan.
- Cahdco/CCOC wants to spend the time and energy to create the affordable housing development strategy for LeBreton Flats. It may be publicized on Twitter or the blog. Cahdco knows how to do this, as they have done similar work for other clients.

7. Report of Board, Committees, Community Associations

- Committee Summaries were provided for members to read on their own.

8. Report from Cahdco

- A few new feasibility contracts have begun in the last few months.
- The KDS and YSB projects are nearly complete.
- The MHI Veterans House project was in the media today with the turning of soil. Cahdco has been working on it in some capacity over the last five years. Construction will begin in late August to early September.
- Maison Fraternité is a client looking at bringing together multiple sites to one location.
- A feasibility assessment for Elizabeth Fry will begin in September.

9. Items to Highlight for the Board

- Penny is the new Chair of the Development Committee and Elliot is the Vice-Chair.
- The LeBreton Flats updates.
- The Arlington update and subsequent “opening” party to announce.

10. Agenda Items or Decisions for Next/Future Meetings

- Cahdco will provide pro formas for the August meeting.
- The status of any Action Ottawa RFPs released.
- CCOC’s definition of accessibility, possibly from Rental Committee.
- Let PRAC know about LeBreton Flats updates and need for accessibility definition.

Adjournment 8:54

(m/s/c Penny/Court)

Next Development Committee Meeting: 7:00 pm Tuesday, August 13th, 2019

(Only if an Action Ottawa RFP comes out before then)

Development Committee

Meeting Minutes

Tuesday, August 13, 2019, 7:00 PM

415 Gilmour, Meeting Room

Development Committee: Penny McCann (Chair, CCOC Board Member), Shelley Robinson (CCOC Board Member), Rod Manchee, Brent Walden, Elliot Sherman, Mary Huang, Gisèle Doyle, Mark Sider (Staff), Kiefer Maracle (Staff), Jana Bawaba (Staff/Minute-taker)

Regrets: Abra Adamo (CCOC Board Member), Sarah Button (CCOC Board Member), John Kingsley, Jesse Steinberg (CCOC Board Member), David McCallum, Court Miller, Natalie Duchesne, Alannah Bird, Stephanie Bohdanow, Kevin Judge (Guest), Sarah Banks (Guest), Vanessa Matta (Guest)

1. **Call to Order:** 7:02 pm
2. **Approval of Agenda** (m/s/c Brent/Rod)
3. **Approval of Minutes – Attached July 2019** (m/s/c Rod/Elliot)
4. **Introductions & Announcements**
 - Penny is the new chair of the committee, and Elliot is the vice-chair.
 - CCOC is participating in the Pride Parade. Development committee can RSVP to Hannah Vlaar if they are participating in the Parade on August 25.
 - An Arlington welcome party is being planning for September 7. More information to come.
 - A CCOC bike tour visiting potential redevelopment sites is being planning for September 28. More information to come.
5. **Business Arising:**
 - A. Possible New Staff Hire – **Verbal Report**
 - The projected Cahdco workload shows the need for additional support.
 - The new staff would primarily report to Graeme in an administrative role.
 - With CCOC Executive Committee’s approval, a job description will be posted shortly for a Development Assistant position.
 - B. Arlington Update – **Attached Arlington July 2019 Report**
 - Arlington is nearing the end of construction.
 - The acoustic deficiency in 8 units has been remediated.
 - CCOC met with the construction manager to settle some disputed costs. It was a successful meeting, and the project will not exceed its budget.
 - The passive house consultant is actively working on the certification and will provide an update once available.



- C. Action Ottawa RFP & CCOC Applications (Bullman & Carruthers, Forward) –
Attached Forward Briefer, Forward Charter
- An Action Ottawa RFP for the Forward site has been issued for up to \$5 million in grant. An RFP has not yet been issued for the Bullman/Carruthers site but is expected.
 - CCOC will submit a proposal for the Forward site.
 - Kiefer presented preliminary work on the Forward project based on 160 Argyle.
 - The team is modelling a 32-unit development.
 - CCOC wants to build at least as many family units (2+ rooms) as there were before on the site.
 - CCOC has procured an architect for both Forward and Bullman/Carruthers. The architect for both sites is Figurr.
 - Currently, the project is expected to cost approximately \$10 million, with \$1.7 million in equity from CCOC required.
 - Action Ottawa and CMHC have requirements for affordability, accessibility, and sustainability. The team is trying to balance both to keep options open for future applications.
 - CCOC will be targeting passive house for the Forward site.
 - Currently, the project complies with zoning.
 - Development committee suggested that CCOC consider using 35-year amortisation in the pro forma to match the Action Ottawa commitment timeline of 35 years.
 - The committee discussed the importance of flexibility in building for accessibility.
 - Keeping construction flexible, e.g. by installing backing for grab bars, allows staff to make modifications more easily in the future.
 - CCOC has previously hired disability consultants.
 - As the project targets families, recreation and outdoor space is important. The committee suggested including multigenerational families as part of the target group of families.
 - Kiefer presented the Forward Project Charter, which outlines the project, decision-making/approvals processes, roles and responsibilities, among other items.
 - The Charter will be taken to the Directors on Thursday, including comments from Development Committee.
 - **Motion to recommend to the Board that CCOC proceed with the Action Ottawa proposal for 159 Forward Avenue with the accompanying draft Project Charter. (m/s/c Rod/Mary)**
- D. CCOC Integrated Asset Plan (IAP) & CMHC Portfolio Application
- Following the CCOC Development Strategy, CCOC is establishing an Integrated Asset Plan (IAP), submitting an Action Ottawa proposal, and



preparing to approach CMHC for funding/financing for a CCOC-wide portfolio application for both development and capital repairs.

- The IAP includes long-term financial plan, long-term capital plan, and new/redevelopment strategy.
- Focus properties include:
 - New development: Forward, Bullman/Carruthers.
 - Redevelopment: 287 Loretta, 140 Bronson, 212-216 Carruthers, 82-84 Putman, 171 Armstrong/277 Carruthers.
 - Capital repairs: Several buildings.
- Preliminary pro forma have been created for the various sites.
 - Kiefer presented high level findings resulting from the pro forma, including a chart depicting the existing unit mixes at the different sites and a (preliminary) concept unit mix to compare.
 - Kiefer presented established uniform assumptions (capital and operating) to be used in all modelling relating to IAP.
- Kiefer presented the preliminary Forward pro forma based on the concept described in 5C. The pro forma will be updated/refined.

6. Government Policy & Program – Verbal Report

- Mark is representing CCOC at a design charrette around LeBreton Flats.

7. Report of Board, Committees, Community Associations

- Committee Summaries – Attached

8. Report from Cahdco – Report distributed

- Background: Update on active and new Cahdco client projects.
- The committee reviewed the Projects & Partnerships document outlining Cahdco consulting and development activities.

9. Items to Highlight for the Board

- New staff hire.
- Motion in 5C to confirm direction for 159 Forward Action Ottawa proposal.

10. Agenda Items or Decisions for Next/Future Meetings

- Pro forma for potential CCOC redevelopment sites.
- CCOC All-Committee Meeting 2019.

Adjournment: 9:05 pm

(m Rod)

Next Meeting: 7:00 p.m. Tuesday, September 10, 2019 (TBC)

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF TUESDAY, JULY 2, 2019
415 Gilmour St. 7:00pm**

Present: Linda Morrison, Sinda Garziz, Lisa Hollingshead, Lee Pepper, Andrew McNeill, Peter Thorn, AnaLori Smith

Staff: Ray Sullivan, Hannah Vlaar

Regrets: Doris Zastre, Sarah Eastwood, Ashlin Kelly

Guests: Jordan Edwards, Marcel Roy, Sarah Banks, Danielle Brandow, Ralf MacGrady, Teresa Schoembs

1. The meeting was called to order at 7:07pm

Acting as committee chair, AnaLori led a round of introductions as there were so many new faces at the table! A big thank you to everyone for attending.

2. Adoption of the agenda

Short-term rentals and *LeBreton Flats* were added to the agenda under *TCE related community activities/events* (agenda item 7a). The amended agenda was adopted as written.

(M/S/C, Lee Pepper/Sinda Garziz)

3. Adoption of the minutes

The minutes of the meeting of Tuesday, May 7, 2019 were amended to correct the spelling of Ralf's last name and to confirm that no conflict of interest was determined with Peter in relation to item 6a. The amended minutes were adopted as written.

(M/S/C, Peter Thorn/Andrew McNeill)

4. Business arising from the previous minutes

a) Elect committee chair

AnaLori was elected Vice President of the Board of Directors at the AGM. This role means she is automatically the chair of the Personnel committee. With this obligation and the new role of VP, she has decided it best to step down as chair of the TCE committee.

The committee discussed whether or not the secretary of the board automatically becomes the chair of TCE. While this is the case for other board/committee roles, it is not mandatory for TCE. However, Andrew nominated Sinda (the board secretary) to be chair. She was the only person nominated. Sinda was acclaimed for the position.

b) Urban bees

Last year we had a proposal from a Centretown beekeeper to put beehives on the roof on one or two of CCOC's larger buildings. CCOC would have the benefit of increasing bee habitats as well as receiving some of the honey harvest. The beekeeper attended the TCE committee last year to present the case and the committee approved further exploration of the project.

520 Bronson has been designated as the first building to try the beehives. The building is a good candidate because the roof has lots of space and the hives can be located in an area that is easily accessible in winter. The area is also separate from tenant areas. The plan is a soft launch at 520 Bronson either this or next summer. There will be lots of communication with the tenants at this building about the project, and if it goes well there will be a larger announcement next year in the NewsNotes. The gardeners at 520 Bronson are excited about the project.

Members brought up the concern about life-threatening allergies, and reiterated the importance of everyone in the building being informed and comfortable with the project before proceeding.

c) 151 Parkdale Listening Party

On Sunday June 9, staff from various departments hosted a BBQ and Listening Party at 151 Parkdale. The party was designed to receive feedback from tenants around what they would like to see improved at the building. There have been multiple challenges at this property and this event was an opportunity to stop speculating on what the issues are and instead hear from tenants directly. Staff knocked on every tenant's door and delivered invites for the event, as well as asked tenants what they like about living at Parkdale and what they would like to see changed. There was also a language survey as there have been some communication barriers between the staff and tenants. Over 30% of tenants completed the survey during the door-knocking.

The event was a success! Dozens of tenants attended the event and enjoyed the free BBQ. CCOC staff heard that tenants are frustrated about the garbage system and that there is a lack of education on how to use the garbage room.

Committee members suggested creating a video (in French and English) to explain how the garbage works in the building and sharing it with tenants, as everyone has different learning styles. The committee discussed that the recycling posters are confusing because there are so many images and that words on these posters would be helpful. Someone suggested having recycling posters, and refreshing the signage in general, in the garbage chute rooms. Another option is to have a recycling reminder in the back of the NewsNotes. Another member suggested having garbage reduction tips in the communications at 151 Parkdale, or in the NewsNotes. This would be an opportunity for tenants to share ideas with each other about how to reduce waste.

All of these ideas will be shared with Adella, the Communications Officer.

Another member suggested that 54 Primrose would also be a good place to have a Listening Party. There is a fair bit of turnover at the building and not a good sense of community. Hannah will follow up with colleagues to see how this could work.

d) Property Tour

Every year CCOC hosts a tour either by bus, bike, or foot. The tour is an opportunity for board and committee members to learn more about CCOC. Community members are also welcome to attend as well. The tour gives CCOC an opportunity to talk about issues that are important to us. This year the tour will be on Saturday September 28 from 9am-12pm (meet up time at 8:30am).

Hannah and Ray showed the proposed bike tour route to the committee for review. The potential tour speakers include Adam Hortop from the transportation department at the City of Ottawa, someone from Bike Ottawa (TBD), Graham Larkin, the Executive Director of Vision Zero Canada, and Carol Chantal, a wheelchair user from Beaver Barracks.

Andrew mentioned that the City has creatively come up with a bike solution for the multi-use path (MUP) near the Queensway along Preston. If Adam is with the tour for that part of the ride, ask him to talk about it. Peter mentioned that Elgin at Somerset just closed; we will have to have contingency plans for road closures.

Committee members suggested sharing the route with registered attendees the week of the event. Someone also mentioned asking attendees to sign a letter of support encouraging the City to adopt Vision Zero. Staff also have to ensure there is at least one washroom stop somewhere on the route.

The committee also discussed connecting with either Right Bike or Cycle Salvation as a rental location if someone is interested in attending but does not have a bike. Hannah will work on this and report back.

Last year, due to the tornado, the event after the tour was cancelled. This year, the committee approved the decision to go for ice cream at the end of the tour for folks who are interested in lieu of an official event.

Committee members mentioned that the communications should remind attendees to bring water and snacks.

5. New business

a) AGM Feedback

The staff reported on the AGM and open house. Guests appreciated seeing the new office and checking out the history exhibits. The committee determined that while it was exciting to hold the AGM in the new office, the boardroom was too small. Going forward, the AGM will return to 464 Metcalfe.

Suggestions for next year's programming during ballot counting included a panel of journalists who are CCOC tenants, a forum on senior's housing/aging in place, and tenants from diverse backgrounds sharing their housing stories—a human library around the impacts of affordable housing.

b) Green Commitments

The Green Commitments are actions that tenants identify they can take to reduce their ecological footprint. A year after making their commitment, tenants receive a report card outlining, in fun measures like dump trucks and elephants, how much energy their efforts saved over the course of the year. The TCE department creates and delivers the report cards in the spring to match report card season in schools. However, spring is extremely busy for the TCE department and staff propose moving the report card delivery to the fall. The committee approved this change.

c) Tenant and Community Engagement Facilitator - Work plan review

Last November the TCE committee approved a one-year term position for the role of Tenant and Community Engagement Facilitator. Hannah began the role on January 28, 2019. The TCE Facilitator work plan was brought to committee for review and prioritization of tasks.

The committee prioritized the work plan items (document attached).

Some items brought up specific points:

Federal election: Andrew asked if there are any legislative restrictions around landlords encouraging tenants to vote. Hannah will look in to this before beginning federal election work.

Reconciliation: The idea of Reconciliation needs to be explained, as some people do not understand what it means for them. As a land user, CCOC also needs to tackle their role in Reconciliation with indigenous

peoples. This work plan item (among other) needs to be a corporate effort with all staff and volunteers contributing.

Anti-Racist Organizational Change (AROC): LGBTQ2I+ people are not included in the name and they should be. The committee discussed that CCOC has done a better job of supporting these tenants than that of the racialized and black people, indigenous people, and people of colour (BIPOC) people in our community. However, the realities of identity intersections, and how this impacts oppression, will be present in the AROC work.

Irving Greenberg Memorial Camp Fund Fundrasing: The committee asked if staff could find a community champion to take on the IGMCF instead of having staff resources for it. Hannah will look in to this and bring it to the discussion with the fundraising consultant.

d) Irving Greenberg Memorial Camp Fund (IGMCF) – Fundraising

Members of the IGMCF committee (including Ray) brought a fundraising proposal to the Danbe foundation in the winter with the hope of increasing the camp fund to send more kids to camp every year. They did not receive the donation they hoped, however the Danbe foundation provided a fundraising consultant to help CCOC fundraise for the IGMCF. In the past, the Greenberg family has restricted external fundraising for the fund, however they lifted this rule this winter.

CCOC does not have a history of fundraising and will temper the fundraising effort. The original goal proposed was \$30 000, however staff will work towards a more manageable goal of \$10 000.

e) Arlington Housewarming Party

The Arlington redevelopment is almost complete! Ray and Hannah reviewed the ideas of a Saturday afternoon block party, including a free BBQ and a thorough invite list. Hannah will continue working with Development and Rentals to prepare for the event.

(Update: On Thursday July 5, staff determined that an ideal date for the party would be either September 7 or 14. The committee will be updated on the confirmed date at the August meeting)

6. Standing items

a) Board & committees report

Hannah will attach the board and committees report with the minutes.

b) Department report

Hannah's work was seen in the work plan document (see post-committee package). Natalia has been working on the beehive project, community gardens, and shifting the Green Commitments to the fall.

c) Items for board discussion – none.

7. Announcements

a) TCE related community activities/events

Short-term rentals workshop: Peter attended one of the City meetings on short-term rentals out of his own interest (not representing CCOC). There is a high concentration of short-term rentals in the downtown core. There appears to be an appetite for the creation of a licensing regime that would be

applicable to everyone involved in the sector. Following the workshop, the City will develop a report for public consultation.

LeBreton Flats: The partnership fell apart and development process ended last year. The NCC restarted the consultation process and Peter attended one of their events recently. The committee was pleased to hear that multiple attendees talked about the need affordable housing and the services attached to a healthy community.

b) 2019 Meeting Schedule: August 6, September 3, October 1

The August meeting will be a BBQ! Committee members are welcome to bring something to share for a potluck, however there will be food provided. The BBQ will begin at 6:30pm and the meeting will be called to order at 7:00pm.

This was Andrew McNeill's last TCE meeting! Andrew has been on the committee for over a decade and will be taking his wisdom to the Finance Committee. Thank you Andrew for your commitment to this table for so many years!

8. Adjournment

The meeting was adjourned at 9:22pm.

(M/C, Andrew McNeill)

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF TUESDAY, AUGUST 6, 2019
415 Gilmour St. 7:00pm**

Present: Sinda Garziz, Lisa Hollingshead, Ralf MacGrady, Linda Morrison, Lee Pepper, AnaLori Smith, Peter Thorn, Doris Zastre

Staff: Ray Sullivan, Hannah Vlaar

Regrets: Sarah Eastwood, Ashlin Kelly

Guests: Jordan Edwards, Marcel Roy, Laura Young

1. Call to order: 7:16pm

2. Adoption of the agenda

The agenda was adopted as written.

(M/S/C, Peter Thorn/Linda Morrison)

3. Adoption of the minutes

Item 4a will be changed to read “Sinda was acclaimed for the position.” The minutes of the July 2, 2019 meeting were adopted as amended.

(M/S/C, Lisa Hollingshead/Peter Thorn)

4. Business arising from the previous minutes

a) Urban Bees

The launch of beehives on the roof of 520 Bronson will be postponed until next year. Natalia and Adella will work on a thorough communication strategy for the tenants at the property. A member asked how the honey will be distributed as it is harvested. CCOC will receive half of the honey harvest and will endeavor to give every tenant a jar.

b) Property Tour

Ray Hannah, and Adam (a transportation planner with the City of Ottawa) cycled the tentative route a few weeks ago. The route is approximately 13km and will pass CCOC properties that are proposed for possible redevelopment, as well as along city infrastructure for cycling that has increased in the past 5-10 years. Hannah is waiting to hear back from Cycle Salvation about a potential bike loan in case someone wants to participate but does not have their own bike.

c) Arlington welcome – Closing Activity

Hannah and the planning team are looking for a closing idea for the Arlington Welcome party. The committee suggested the following ideas:

- Release one balloon. Colour options included red, green, white and blue.
- Plant a tree. The city is responsible for planning trees in front of the property. Staff will see if it is possible to coordinate with them. If tree planting is possible, tenants and guests could also hang ornaments on the tree.
- Cut a large ribbon that is wrapped around the building. Could be logistically challenging. Car dealerships or hospitals might have big bows.

Hannah will continue working with the planning team to determine what is feasible. We'll explore the tree planting idea.

5. New business

a) Volunteer recognition – Event?

In the past, CCOC hosted a volunteer recognition event every fall to thank the volunteers that guide CCOC's work. The staff tried to create different events every year so that, sooner or later, something would appeal to every volunteer. They then switched between giving volunteers a gift and hosting an event, as that way everyone could be recognized. Over the past several years, volunteer appreciation has been a gift.

The committee had a discussion about whether a gift or event is a better way to thank the volunteers. Some members discussed that large events can cause social anxiety, but they are also an opportunity for volunteers to meet others who are on different committees. One member suggested hosting an event and having a gift, while another suggested that some volunteers do not want a gift or to be recognized at all.

Sinda suggested doing games and amazing race activities. This would require some socializing but also create an opportunity for people to socialize, get to know other volunteers, and make different connections.

The committee decided to ask all volunteers what they would prefer in an email survey form. The survey options will ask if volunteers prefer a gift (with examples), event (with examples), or both. Staff will report back to the committee with the results.

b) Alternatives to Calling the Police

The board requested that the TCE Department look in to alternatives to calling the police following the death of Abdirahman Abdi in Ottawa. There are many people in Ottawa who are homeless and sleep rough. How should CCOC respond when common areas, like lobbies and stairwells, are used by non-CCOC tenants? Currently, staff tell tenants to call the police if they feel unsafe in their home due to someone trespassing because CCOC's legal duty is to the tenants. However, this call can escalate a situation and introduce more harm and, potentially, death.

The committee reviewed a list of community services compiled by the Centretown Community Health Centre and Operation Come Home. The challenge is that many of these services are only available during the day. The committee discussed the value community police officers brought to the community when they were in place. Unfortunately, police do not always have the training to deal with the ancillary issues that impact homelessness.

The committee discussed walk-home services, bystander resources, and the challenge of being a compassionate landlord, among many other things.

After a lengthy discussion, the committee members thought it would be helpful when we instruct tenants to call police, to also provide additional resources around alternatives that they can use if they so choose. The resource would include information on how to act as an ally and how to intervene without hurting

someone. It could include language like “We care #1 about tenants’ safety. You should call the police if you feel unsafe. Here are some alternative options if you feel comfortable using them.” This information could be shared in a lease signing package, at a lease signing, or in a tenant handbook.

While a resource like this would not guarantee that people will use it, it would potentially decrease the number of negative police interactions in CCOC’s communities.

The committee will continue the discussion at the September meeting.

c) Integrated Asset Plan – A holistic approach to asset management.

Last April, the Board of Directors approved a CCOC development strategy to reimagine the way the buildings portfolio is managed. Ray briefed the committee on a new strategic planning tool.

The Integrated Asset Plan will bring together new developments, redevelopments, and capital projects under one umbrella. It will lay out a long-term financial plan, a long-term capital plan (multi-year budgeting for capital repairs), and a new and redevelopment strategy.

This plan will also affect the financial planning for all new development, redevelopment, and capital projects.

d) Capital Pride Parade

CCOC has been in the Capital Pride parade once in the past, and staff brought the idea of participating in the 2019 parade to the committee for discussion.

The committee had a great discussion on the topic. Members mentioned that it is important that CCOC march in the pride parade to show that the organization does not discriminate on the basis of gender, sexual orientation, etc.

Some members choose not to march in the parade due to transphobia, however they acknowledged that CCOC does have substantive reason for being there. The committee discussed the value of participating in the parade as well as using the website blog and social media to share CCOC’s history and the ways that CCOC is a trans-inclusive landlord.

The committee moved to march in the parade and share CCOC’s history as a 2SLGBTQIA+ friendly landlord on social media during pride week.
(M/S/C, Peter Thorn/Lee Pepper)

6. Standing items

a) Board & committees report – attached to post-committee package

b) Department report – Hannah shared the 151 Parkdale Listening Party follow up document that was shared with tenants.

c) Items for board discussion – none.

7. Announcements

a) TCE related community activities/events



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Arlington Welcome Party – Saturday September 7, 12:00pm – 1:30pm. 143-153 Arlington (Arlington St. and Lyon St.)

Property Tour – Saturday September 28, 9:00am – 12:00pm. Meet on NE corner of Dundonald Park (Lyon St. side)

Community Events – Jordan attended Catherine McKenna's coffee house meeting on Wellington St. at Second Cup. He brought up affordable housing and, specifically, the CCOC mixed-income model. Thank you Jordan!

b) 2019 Meeting Schedule: September 3, October 1, November 5

8. Adjournment – Lee moved to adjourn at 9:08pm.



**Centretown Citizens
Ottawa Corporation**

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JOINT RENTAL & FINANCE COMMITTEE MEETING July 16, 2019

RENTAL COMMITTEE:	Kerry Beckett (chair), Christopher Yordy, Toby Brooks
GUESTS:	Teresa Schoembs (3rd meeting) Dahyla Smolash (1 st meeting)
REGRETS:	Adriane Dijis, Helena Brown, Sulaina Bonabana, Vera Theokritoff, Alison Kar, Cynara Desbarats, Michelle & Daniel Boyer
FINANCE COMMITTEE:	Josh Bueckert (Treasurer/Chair), Rod Manchee, Michael Holmes, David Boushey, Court Miller, Nicole Rogers, Mary Huang, Linda Camilleri (also Rental staff)
REGRETS:	Domir Berberi, Kris Gordon, James Clark
STAFF:	Debbie Barton, Linda Camilleri (staff/recorder), Amanda Thompkins, Arrienne Charlebois

- 1. The agenda was accepted.**
- 2. Review of 2020 Rents:** The Rental and Finance Committee met jointly to review the 2020 Rents. Debbie led the members through the **2020 Annual Market Rent Increase Report**, which provides the CCOC historical context of annual rent increases as well as the guiding principles informing rent increases.

The rent review guideline for 2020 is 2.2%. Although CCOC is exempt from the guideline, we have historically followed it for our in-situ tenants. For those units that turnover during the year, the Board has approved much higher rents in recent years. It has always been our desire to lessen the gap between private sector average market rents (AMR) and CCOC rents. This year we wish to achieve a critical turning point in addressing this gap. As such, we have by applied the following criteria to our turnover rents going forward:

- Use the CMHC Zone rent comparables (by neighbourhood) as opposed to City-wide average market rents
- Use a target rent of 93% AMR
- Use 80-90% AMR for units that may be less desirable (e.g. small size. basement units, electric heat, location)

There was good discussion, questions and comments from the Committee members. It was moved **“That the market rents increase by 2.2% in 2020 for all in-situ tenant units as listed in Column G in the document: 2020 CCOC Insitu and Turnover Market Rents by Bedroom Size and furthermore, that these TO Rents in Column J of the same document also be forwarded to Finance for inclusion in the budget.”** M/S/C Beckett/Yordy/ unanimous

Debbie provided Committee members with a word of caution concerning our market rent bachelors units... Historically, Rental Committee has deliberately kept market rents on these units well below AMR to allow singles on limited income access to affordable housing. This has been a very cost effective tool to CCOC as well as creating social good. CCOC data shows that

almost 50% of current tenants occupying bachelor units would be eligible for a subsidy, thus demonstrating that we are achieving our desired outcome. The most efficient use of rent subsidies is for CCOC to allocate these to families occupying larger units. Very few deep subsidies are allocated to tenants in bachelor units. By increasing bachelor rents to a higher level of AMR, as proposed in the 2020 TO rents, this tool will be removed and reduce the access for low and modest income singles.

Debbie advised that 283 Arlington, previously allocated to Bruce House, will have its rent structure (based on 5 rooms) and the subsequent rent amount change. She will speak to the City about this matter and the redistribution of the rent subsidies to Bruce House.

3. **Adoption of the Minutes: The June minutes were adopted.** M/S/C Yordy/Brooks
4. **Business Arising:**
 - a) **June 19th Rental Policy Matters & Recommendation**
The two policies found in item 4. and the recommendation in 5.b) were approved by the Board without amendments.
5. **Rental Department Reports:** Refer to notes provided in the reports
 - a) **Vacancies and Turnovers**
 - b) **Legal Tracking Report:** Debbie shared about a recent accounting of our LTB Hearing involving a tenant with hoarding issues. The presiding Adjudicator actually did a home visit with both parties because of conflicting evidence presented at the Hearing. This was a first for us!
 - c) **Accounts Receivable Stats:** Document reviewed.
 - d) **Bad Debt Write-offs:** Document reviewed.
6. **Board & Committee Reports:** A snapshot from all Committees' work will be sent out along with the minutes. ONPHA conference was discussed. Anybody interested in attending should let either Debbie or Linda know.
7. **Board Focus on Rental Business:** no items were identified

Adjournment: The meeting adjourned at 8:55 p.m.

Next Meeting: September 17, 2019 and annual potluck dinner to be held at 415 Gilmour.
Please note the office is peanut free!

***NOTE: There will be no Rental Committee Meeting in August!**

MEMO

To: Rental & Finance Committee
From: Debbie
Date: July 16th, 2019
Re: 2020 Annual Market Rent Increase Report

RECOMMENDATION:

“That the market rents increase by **2.2%** in 2020 for all insitu tenant units as listed in Column G in the document: **2020 CCOC Insitu and Turnover Market Rents by Bedroom Size** and furthermore, that these **TO Rents** in Column J of the same document also be forwarded to Finance for inclusion in the budget.”

BACKGROUND:

The Provincial Rent Review Guideline recently announced for 2020 is **2.2%**. Although CCOC is exempt from the guideline for all programs prescribed in the RTA, historically CCOC has generally kept the annual rent increases to the rent review guideline for our “insitu” tenants. We do however, increase rents to a higher amount when there is a turnover during the course of the year. This not only increases our rent revenue, but also helps to lessen the gap between CCOC rents and the average market rents (AMR) found in the private market, as reflected in the CMHC Rental Market Reports. Over the years, there has been policies recommended by Rental Committee and adopted by the Board; from increasing rents on turnovers 2% above rent review guideline to authorizing the Director to bring the rents more in line with CMHC rents.

1. Notes on Rents/Rationales/Inputs on Decision-making:

Why does CCOC increase market rents?

At the October 1999 CCOC Board meeting, the following principles guiding annual increases for market rents were approved:

- CCOC believes in mixed-income housing and does not impose “income ceilings” on its applicants for market rent units
- High income tenants should not benefit financially from living in non-profit housing
- CCOC market rents should be competitive with those in the private sector, to keep vacancy losses reasonable
- Comparable units should have similar market rents, regardless of the funding program
- Net surpluses should be used to further CCOC’s goal of creating, maintaining and promoting housing through:
 - additional rent subsidies
 - capital works to extend and improve the life of buildings
 - development of additional housing

If CCOC does not increase market rents, it will face difficulties in years where operating costs rise above the approved budgets.

CCOC rents as a percentage of CMHC AMRs/What’s ‘the right’ percentage?/Zone rents vs City-wide CMA rents?

During recent CCOC Strategic Planning processes, we discussed what the desired gap should be between CCOC rents and CMHC rents and the suggestion of 5 to 15% below AMR kept coming up. Rental staff point out that this is not achievable without increasing CCOC rents by double and triple the amount above the rent review guideline. In 2011, the Board approved higher rent increases on turnovers in an effort to bring rents more in line with AMR. In the attached document, **2020 CCOC Insitu & Turnover Market Rents by Bedroom Size (Tab 2020)** we have added Column J that lists the CMHC Zone rents and Column K that identifies the percentage of average market rent (AMR) by neighbourhood based on the turnover rents (TO rents) being proposed for 2020

in Column I.

The recommended TO Rents for 2020 incorporate the following assumptions:

- Use of Zone rent comparables (by neighbourhood) found in the annual CMHC Rental Market Reports rather than City-wide CMA rents.
- Use of 93% AMR as the target
- Use of 80-90% AMR for our units that may be less desirable for a variety of factors, like basement or small units, location, electric heat, 100% rgi, etc...

Market rent bachelors have played a significant role in providing affordable housing

The Rental Committee has deliberately kept market rents on bachelor units well below AMR (as much as 20%) to allow greater access to our housing for low and moderate-income singles. This provides CCOC a very effective tool to give access to singles with limited income. Our data shows that almost 50% of current tenants occupying bachelor units would be eligible for a subsidy, thus demonstrating that we are achieving our desired outcome. The most efficient use of rent subsidies is for CCOC to allocate these to families occupying larger units so very few deep RGI subsidies are allocated to bachelor units (except for the BMR units). By increasing bachelor rents to a higher level of AMR, as is being proposed in the 2020 TO rents, we will be taking away this tool and reducing the access for low and modest income singles. Should this be the decision of the joint Rental/Finance to increase the bachelor rents above 90% then it would be appropriate for us to have further discussion on the allocation of additional revenue generated from such increases towards internal subsidies for our bachelor units.

Limitations on rent increases on rent supplement market rents:

Our Rent Supplement Agreements with the City limit the amount of rent increases in the following Agreement clause that states:

12. (3) No increase in the full monthly rent shall be made unless the increase is in accordance with the rental increase provisions of the RTA whether or not the unit in question is subject to those provisions.

This is a matter that our Committees and Board need to be aware of, although to date there have been no questions raised when we have increased rents above the rent review guideline on turnover and the City has continued to pay the increased rent supplement amount. The impact could be that it results in a two tiered rent system, as is the case with our new Arlington building where for the rent supplement units, they have agreed to the City-wide rents for two and three bedroom units and then we have applied the Zone 1 (Downtown) rents for the full market rent units.

2. Current Environment:

The following data is from CMHC Rental Market Report, Ottawa CMA, October 2018

- Ottawa's vacancy rate decreased slightly from 1.7% in 2017 to 1.6% in 2018. Zone 1 (Downtown), where the majority of CCOC housing is located experienced the tightest overall vacancy rate at 1.7%.
- Downtown had the highest percentage rent increase for all bedroom types at 9.4%, well above the Ontario Rent Review Guideline for 2018, of 1.8%.
- There were double-digit rent increases in the Chinatown/Hintonburg area for 2 bedrooms, averaging 13% increase and for 3 bedrooms, 15%. Bachelor apartments in the Carlington area increased 11%, followed by Downtown at 10%. (p.11) In 2018, there were "slightly fewer condo apartments offered for rent" (p.3) In the Downtown area, 37% of the condo units are in the rental market. There is a definite premium rent extracted for rental units in the condo market where average rents for all bedroom counts are 19% higher than comparable purpose built rentals. (p.3)
- The lowest vacancy rates where CCOC has the majority of its housing are located in Sandyhill/Lowertown (1.2%), Downtown and Chinatown/Hintonburg/Westboro N, with each at 1.4%, compared to the overall vacancy rate of 1.6%. These neighbourhoods continue to be very desirable.
- In 2018, there were "slightly fewer condo apartments offered for rent" (p.3) In the Downtown area, 37% of the condo units are in the rental market. There is a definite premium rent extracted for rental units in

the condo market where average rents for all bedroom counts are 19% higher than comparable purpose built rentals. (p.3)

3. Competition:

Table 1: Average Apartment Rents by Area & Bedroom Size in Ottawa, October 2018

AREAS	BACH		1 BED		2 BED		3 BED	
Downtown (Zone 1)	\$931.	9.9%	\$1183.	8.1%	\$1583.	6.3%	\$1708.	4.0%
Sandyhill/Lowertown (Zone 2)	\$880.	5.5%	\$1186.	4.6%	\$1459. ↓	6.5%	\$1740. ↓	8.8%
Carlington/Iris (Zone 5)	\$909.	11%	\$1007.	7.5%	\$1187.	6.1%	\$1,491.	12%
Chinatown/Hintonburg/WestboroN (Zone 6)	\$867.	4.7%	\$1075.	5.7%	\$1412.	13%	\$1,644. ↓	15%
Vanier (Zone 10)	\$747.	1.4%	\$898.	3.3%	\$1034.	1.6%	** (poor data & info is suppressed)	
Ottawa CMA (Zone 1-14)	\$881.	5.4%	\$1088.	6.4%	\$1,301.	5.6%	\$1,584.	1.0%

SOURCE: Rental Market Report, Ottawa CMA, CMHC 2018 Survey; ↓ indicates that rent decreased;

Table 2: Average Rent Increase by Zone 1 (Downtown) for all bedroom sizes

Year	Ottawa CMA Vacancy Rate	CCOC Vacancy Rate	Rent Review Guideline	CCOC Rent Increase	Private Market Average Rent Increase
2018	1.6%	1.1%	1.8%	1.8%	9.4%
2017	1.7%	1.6%	1.5%	1.5%	**
2016	3.0%	1.8%	2.0%	2.0%	2.7%
2015	3.0%	1.6%	1.6%	1.6%	4.8%
2014	2.6%	1.0%	0.8%	1.0%	0.2%
2013	2.9%	1.3%	2.5%	2.6%	1.0%
2012	2.5%	1.5%	3.1%	2.8%	1.7%
2011	1.4%	1.6%	0.7%	2.1%	4.1%
2010	1.6%	1.6%	2.1%	1.9%	1.1%
2009	1.5%	1.3%	1.8%	1.8%	3.1%

SOURCE: Rental Market Report, Ottawa CMA, CMHC October 2009-2018; Ontario Rent Review Guidelines 2009-2018; CCOC Files

Table 3: CMHC universe of private apartments surveyed by Zone where CCOC has buildings

AREAS	BACH	1 BED	2 BED	3 BED +
Downtown (Zone 1)	1,495	5,007	2,085	239
Sandyhill/Lowertown (Zone 2)	958	2,982	1,714	439
Carlington/Iris (Zone 4)	492	3,277	2,787	237
Chinatown/Hintonburg/Westboro N (Zone 6)	666	2,454	1,297	154
Former City of Ottawa (Zone 1-9)	4,794	24,128	17,759	2,021

SOURCE: Rental Market Report, Ottawa CMA, CMHC October 2018 Survey

2020 CCOC INSITU & TURNOVER MARKET RENTS BY BEDROOM SIZE

Rent Review Guideline for 2020 is 2.2%, 2019 was 1.8%; for 2018 was 1.8%, for 2017 was 1.5%; 2016 was 2%; 2015 was 1.6%; 2014 was .

ROOMS:

	#	2019	%	2020	Utilities
25 369 Stewart	9	558	2.20%	570	H/H/H
28 515 MacLaren	20	558	2.20%	570	H/H/H
29 283 Arlington*	5	468	2.20%	478	H/H/H
52 163 James	7	530	2.20%	542	H/H/H
Totals:	41				

BACHELORS:

	#	2019	%	2020	Utilities	TO Rents	CMHC* Zone	% AMR	CMHC Zone	CMHC CMA AMR
11 258 Lisgar	20	723	2.20%	739	H/HW	875	931	94%	1	881
12 388 1/2 Kent	1 sm	611	2.20%	624	H	800	931	86%	1	881
16 33 Rochester	4	711	2.20%	727	H	800	867	92%	6	881
21 345 Waverley	13	718	2.20%	734	H/HW	875	931	94%	1	881
24 171 Armstrong	6 rgi	723	2.20%	739		760	867	88%	6	881
24 277 Carruthers	6 rgi	779	2.20%	796	H/H/H	800	867	92%	6	881
28 341 Lyon N.	20 rgi	734	2.20%	750		840	931	90%	1	881
31 3-287 Loretta	1 base1	711	2.20%	727	HW	760	867	88%	6	881
37 145 Clarence	8	728	2.20%	744		840	880	95%	2	881
40 151 Parkdale	1	789	2.20%	806		820	867	95%	6	881
60 140 Bronson	8	734	2.20%	750	H	760	867	88%	6	881
61 123 Stirling	7	739	2.20%	755	H/HW	800	867	92%	6	881
64 54 Primrose	29	745	2.20%	761		790	867	91%	6	881
65 464 Metcalfe	36	806	2.20%	824		875	931	94%	1	881
66 160 Argyle	24	806	2.20%	824		875	931	94%	1	881
67 111 Catherine	25	806	2.20%	824		875	931	94%	1	881
Totals:	209									

Notes:

* single family home block leased to community partner; total rent to increase to \$2340 based on 5 rooms x \$468. This is changing and CCOC is taking back the house and reallocating 5 additional units to BH. Looking at \$1900 + utilities(?) Feedback?

H/H/H = heat, hot water and hydro included in rent

H/HW = heat and hot water included in rent

H = heat included in rent

Blank space under Utilities = tenant pays for all utilities

*Updated 05/14/19: CMHC data is from October 2018 Rental Market Survey. The rents are neighbourhood (zone) based average market rent (AMR) in Column J as well as Ottawa CMA found in Column M. Where there is ** this means the data is suppressed because it is poor data.

The column % AMR compares CCOC rents with those average rents by Zones (neighbourhoods).

Rent Review Guideline for 2010 is 2.2%, 2019 was 1.8%; for 2018 was 1.8%, for 2017 was 1.5%; 2016 was 2%; 2015 was 1.6%; 2014 was .

ONE BEDROOM:

	#	2019	%	2020	Utilities	TO Rents	CMHC	% AMR	CMHC Zone	CMHC CMA AMR
1 542-544 McLeod	2	1032	2.20%	1055	H/H/H	1150	1183	97%	1	1088
5 3-202 Flora	1	983	2.20%	1005	H/H/H	1100	1183	93%	1	1088
7 2-41 Florence	1 sm	930	2.20%	950	H/H/H	1060	1183	90%	1	1088
8 2-100/102 Flora	2 base	925	2.20%	945	H/H/H	1060	1183	90%	1	1088
10 1-50 Waverley	1 base	959	2.20%	980	H/H/H	1100	1183	93%	1	1088
24 7-277 Carruthers(100%)	1	938	2.20%	959	H/H/H	975	1075	91%	6	1088
52 8-163 James (RH)	1	801	2.20%	819	H/H/H	950	1183	80%	1	1088
11 258 Lisgar	20 1A	954	2.20%	975	H/HW	1100	1183	93%	1	1088
11 258 Lisgar	19 1B	965	2.20%	986	H/HW	1120	1183	95%	1	1088
11 258 Lisgar	8 1C	993	2.20%	1015	H/HW	1150	1183	97%	1	1088
17 170 Booth	35	943	2.20%	964	H/HW	1000	1075	93%	6	1088
21 345 Waverley	28	954	2.20%	975	H/HW	1100	1183	93%	1	1088
36 258 Argyle	20	954	2.20%	975	H/HW	1100	1183	93%	1	1088
38 511 Bronson	17	938	2.20%	959	H/HW	1060	1183	90%	1	1088
39 415 Gilmour	40	954	2.20%	975	H/HW	1100	1183	93%	1	1088
40 151 Parkdale	41	949	2.20%	970	H/HW	1000	1075	93%	6	1088
41 455 Lisgar	31	954	2.20%	975	H/HW	1100	1183	93%	1	1088
60 140 Bronson	4	779	2.20%	796	H/HW	910	1075	85%	6	1088
61 123 Stirling	1	943	2.20%	964	H/HW	1000	1075	93%	6	1088
12 1-472 Gilmour	1	873	2.20%	892	H	950	1183	80%	1	1088
18 3-90 James	1	966	2.20%	987	H	1060	1183	90%	1	1088
20 298 Arlington	2 base	859	2.20%	878		1060	1183	90%	1	1088
31 4-287 Loretta	1 base	847	2.20%	866	HW	910	1075	85%	6	1088
9 50 James	12	892	2.20%	912		1100	1183	93%	1	1088
19 220-222 Booth	2	892	2.20%	912		975	1075	91%	6	1088
22 210 Gloucester	52	874	2.20%	893		1080	1183	91%	1	1088
23 20 Robinson	13	858	2.20%	877		1065	1186	90%	2	1088
26 110 Nelson	36	881	2.20%	900		1080	1186	91%	2	1088
27 520 Bronson	49	858	2.20%	877		975	1075	91%	6	1088
34 264 Lisgar	32	892	2.20%	912		1080	1183	91%	1	1088
35 10 Stevens	14	814	2.20%	832		840	898	94%	10	1088
37 145 Clarence	52	887	2.20%	907		1080	1186	91%	2	1088
63 Richmond	2	897	2.20%	917		950	1007	94%	5	1088
65 464 Metcalfe	36	1073	2.20%	1097		1120	1183	95%	1	1088
66 160 Argyle	17	1073	2.20%	1097		1120	1183	95%	1	1088
67 111 Catherine	31	1073	2.20%	1097		1120	1183	95%	1	1088
71 240 Presland	8	760	2.20%	777		810	898	90%	10	1088
Total:	634									

Notes:

Updated 05/14/19: CMHC data is from October 2018 Rental Market Survey. The rents are neighbourhood (zone) based average market rent (AMR) in Column J as well as Ottawa CMA found in Column M.

Rent Review Guideline for 2019 is 1.8%; for 2018 was 1.8%, for 2017 was 1.5%; 2016 was 2%; 2015 was 1.6%; 2014 was .8%

TWO BEDROOM:

	#	2019	%	2020	Utilities	TO Rents	CMHC	% AMR	CMHC Zone	CMHC CMA AMR
4 1-500 Gilmour	1	1173	2.30%	1200	H/H/H	1450	1583	92%	1	1301
4 1-504 Gilmour	1	1190	2.20%	1216	H/H/H	1450	1583	92%	1	1301
5 1-202 Flora	1	1174	2.20%	1200	H/H/H	1500	1583	95%	1	1301
6 143-153 Arlington(new)	8 1300	1580		1615		1615	1583	102%	1	1301
7 1-41 Florence	1	1185	2.20%	1211	H/H/H	1500	1583	95%	1	1301
7 3-41 Florence	1	1197	2.20%	1223	H/H/H	1500	1583	95%	1	1301
10 2-50 Waverley	1	1228	2.20%	1255	H/H/H	1575	1583	99%	1	1301
10 3-50 Waverley	1	1300	2.20%	1329	H/H/H	1575	1583	99%	1	1301
11 258 Lisgar	18 2A	1164	2.20%	1190	H/HW	1450	1583	92%	1	1301
11 258 Lisgar	1 2B	1190	2.20%	1216	H/HW	1500	1583	95%	1	1301
11 258 Lisgar	1 2C	1276	2.20%	1304	H/HW	1550	1583	98%	1	1301
17 170 Booth	18	1144	2.20%	1169	H/HW	1265	1412	90%	6	1301
18 1-92 James	1	1151	2.20%	1176	H/HW	1450	1583	92%	1	1301
2/3-92 James	2 sm	1083	2.20%	1107	H/HW	1420	1583	90%	1	1301
20 298 Arlington	6	1144	2.20%	1169	H/HW	1450	1583	92%	1	1301
36 258 Argyle	17	1164	2.20%	1190	H/HW	1450	1583	92%	1	1301
38 511 Bronson	7	1128	2.20%	1153	H/HW	1450	1583	92%	1	1301
39 415 Gilmour	44	1164	2.20%	1190	H/HW	1450	1583	92%	1	1301
40 151 Parkdale	26	1144	2.20%	1169	H/HW	1300	1412	92%	6	1301
41 455 Lisgar	8	1164	2.20%	1190	H/HW	1450	1583	92%	1	1301
61 123 Stirling	2	1144	2.20%	1169	H/HW	1300	1412	92%	6	1301
12 2/3-472 Gilmour	2	1115	2.20%	1140	H	1450	1583	92%	1	1301
12 2-388/390 Kent	2	1115	2.20%	1140	H	1400	1583	88%	1	1301
16 33 Rochester	4	1174	2.20%	1200	H	1300	1412	92%	6	1301
18 1-90 James	1	1164	2.20%	1190	H	1480	1583	93%	1	1301
2-90 James	1	1094	2.20%	1118	H	1450	1583	92%	1	1301
32 2-82/84 Putman	2	1094	2.20%	1118	H	1270	1494	85%	7	1301
60 140 Bronson	1	1148	2.20%	1173	H	1200	1412	85%	6	1301
60 140 Bronson	1 sm	1043	2.20%	1066	H	1180	1412	84%	6	1301
9 50 James	5	1099	2.20%	1123		1450	1583	92%	1	1301
13 Percy ST	21	1134	2.20%	1159		1475	1583	93%	1	1301
14 23+ 35-39 Rochester T	4	1117	2.20%	1142		1300	1412	92%	6	1301
25 Rochester T (even #'s (even #'s + 9,11,15,17,19,21)	13	1174	2.20%	1200		1300	1412	92%	6	1301
16 1-29 Rochester	1	1129	2.20%	1154		1265	1412	90%	6	1301
2-29 Rochester	1	1083	2.20%	1107		1250	1412	89%	6	1301
19 129-131 Primrose	2	1027	2.20%	1050		1250	1412	89%	6	1301
1-135 Primrose	1	1068	2.20%	1091		1250	1412	89%	6	1301
22 210 Gloucester	28	1089	2.20%	1113		1420	1583	90%	1	1301
23 20 Robinson	12	1055	2.20%	1078		1310	1459	90%	2	1301
26 110 Nelson	33	1083	2.20%	1107		1310	1459	90%	2	1301
27 520 Bronson	38	1050	2.20%	1073		1250	1412	89%	6	1301
27 520 Bronson	2 sm	1004	2.20%	1026		1200	1412	85%	6	1301
33 147 Hinchey ST	7	1032	2.20%	1055		1270	1412	90%	6	1301
34 264 Lisgar	23	1107	2.20%	1131		1420	1583	90%	1	1301
35 10 Stevens	30	997	2.20%	1019		1030	1034	100%	10	1301
37 145 Clarence	16	1112	2.20%	1136		1330	1459	91%	2	1301
145 Clarence ST	1	1117	2.20%	1142		1350	1459	93%	2	1301
62 Mayview/Merivale ST	4	1079	2.20%	1103		1150	1187	97%	5	1301
62 Mayview/Merivale ST	2	1122	2.20%	1147		1170	1187	99%	5	1301
63 Richmond	6	1089	2.20%	1113		1150	1187	97%	5	1301
65 464 Metcalfe	22	1442	2.20%	1474		1520	1583	96%	1	1301
66 160 Argyle	8	1442	2.20%	1474		1520	1583	96%	1	1301
67 111 Catherine	19	1442	2.20%	1474		1520	1583	96%	1	1301
68 100-200 VGardens	10	1447	2.20%	1479		1535	1583	97%	1	1301
71 240 Presland	24	895	2.20%	915		930	1034	90%	10	1301
Total:	513									

Rent Review Guideline for 2020 is 2.2%, 2019 was 1.8%; for 2018 was 1.8%, for 2017 was 1.5%; 2016 was 2%; 2015 was 1.6%; 2014 was 1.1%

THREE BEDROOM:

	#	2019	%	2020	Utilities	TO Rents	CMHC *	% AMR	CMHC Zone	CMHC CMA AMR
1 530-540 McLeod T	6	1394	2.20%	1425	H/H/H	1570	1708	92%	1	1584
2 706-712 Gilmour T	4	1365	2.20%	1395	H/H/H	1570	1708	92%	1	1584
3 539 McLeod	1	1466	2.20%	1498	H/H/H	1600	1708	94%	1	1584
539A McLeod	1	1213	2.20%	1240	H/H/H	1580	1708	93%	1	1584
4 2-500/504 Gilmour	2	1343	2.20%	1373	H/H/H	1580	1708	93%	1	1584
5 2-202 Flora	1 sm	1354	2.20%	1384	H/H/H	1500	1708	88%	1	1584
6 143-153 Arlington(new)	8 1585	1695		1732		1732	1708	101%	1	1584
36 258 Argyle	7	1303	2.20%	1332	H/HW	1530	1708	90%	1	1584
38 511 Bronson	2	1293	2.20%	1321	H/HW	1500	1708	88%	1	1584
40 151 Parkdale	6	1303	2.20%	1332	H/HW	1500	1644	91%	6	1584
40 151 Parkdale ST	2	1349	2.20%	1379	H/HW	1550	1644	94%	6	1584
41 455 Lisgar ST	2	1349	2.20%	1379	H/HW	1570	1708	92%	1	1584
12 476 Gilmour T	1	1378	2.20%	1408	H	1570	1708	92%	1	1584
478-482 Gilmour T	3	1364	2.20%	1394	H	1570	1708	92%	1	1584
1-388/390 Kent	2	1252	2.20%	1280	H	1460	1708	85%	1	1584
31 289-291 Loretta	2	1225	2.20%	1252	H	1450	1644	88%	6	1584
32 1-82 Putman	1	1257	2.20%	1285	H	1400	poor	data!	7	1584
				0						
9 50 James	5	1252	2.20%	1280		1550	1708	91%	1	1584
12 474 Gilmour T	1	1293	2.20%	1321		1570	1708	92%	1	1584
13 Percy (upper)ST	7	1220	2.20%	1247		1560	1708	91%	1	1584
13 Percy (lower)ST	14	1257	2.20%	1285		1590	1708	93%	1	1584
14 25 Rochester(odd)T	12	1225	2.20%	1252		1520	1644	92%	6	1584
746-760 Albert T				0						
15 594 Gladstone T	1	1202	2.20%	1228		1550	1708	91%	1	1584
596-604 Gladstone T	5	1197	2.20%	1223		1550	1708	91%	1	1584
19 2-135 Primrose	1	1150	2.20%	1175		1400	1644	85%	6	1584
23 20 Robinson	5	1129	2.20%	1154		1480	1740	85%	2	1584
30 212-216 Carruthers T	3	1230	2.20%	1257		1400	1644	85%	6	1584
31 1/2-287 Loretta	2	1184	2.20%	1210		1450	1644	88%	6	1584
33 147 Hinchey ST	8	1179	2.20%	1205		1450	1644	88%	6	1584
34 264 Lisgar	9	1257	2.20%	1285		1460	1708	85%	1	1584
35 10 Stevens	9	1129	2.20%	1154		1400	poor	data!	10	1584
37 145 Clarence T	5	1325	2.20%	1354		1590	1740	91%	2	1584
62 Mayview/Merivale ST	4	1288	2.20%	1316		1400	1491	94%	5	1584
63 Richmond ST	9	1320	2.20%	1349		1400	1491	94%	5	1584
65 464 Metcalfe	13	1615	2.20%	1651		1660	1708	97%	1	1584
66 160 Argyle	4	1615	2.20%	1651		1660	1708	97%	1	1584
67 111 Catherine	1	1615	2.20%	1651		1660	1708	97%	1	1584
68 100-200 VGardens ST	8	1633	2.20%	1669		1680	1708	98%	1	1584
Total:	177									

	#	2019	%	2020	Utilities	TO Rents	CMHC*	% AMR	CMHC Zone	CMHC CMA AMR 4+
FOUR BEDROOM:										
19 133 Primrose (single)	1	1235	2.20%	1262		1700	N/A		6	
32 84 Putman	1	1282	2.20%	1310	H	1600	N/A		7	
37 145 Clarence T	2	1411	2.20%	1442		1700	N/A		2	
62 Mayview T	3	1352	2.20%	1382		1500	N/A		5	
63 Richmond T	6	1352	2.20%	1382		1500	N/A		5	
Total:	13									

	#	2019	%	2020	Utilities	TO Rents	CMHC *
FIVE BEDROOM:							
8 100-102 Flora	2	1565	2.20%	1599	H/HW	1900	N/A

ST = stacked townhouse; T = townhouse

RENTAL DEPARTMENT REPORT June 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	17	11							
Transfers	8	2	1	5	4	1							
Registry W/L	4	5	2	4	4	6							
Referrals	4	9	5	7	5	3							
Signage/Ads													
Insitu MR to RGI	1												
Websites/Twitter	2	4	1	4	3	1							
Former Tenant		2		2	1								
Unit T.O by month	13	18	13	19	13	14							
Monthly V.C. rate	1.5%	1.2%		1.1%	0.8%	0.9%	1.1%						

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

June 2019: # of units rented = 11
of turnovers = 14

* **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.

July Turnovers: 12 units

August Turnovers: 11 units

The current vacancy rate for July is 1.1% with 17 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: June/July:

N5's & Evictions: There are 8 active N5's and one new N5 served at the end of June.

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	17	11	0	0	0	0	0	0	100					
RGI Units	8	6	2	6	6	6	0	0	0	0	0	0	34	34%				
Special Priority	2	1	1		1	2							7	21%		1	3	3
Overhoused	1	1			1								3	9%		2		1
Insitu MR to RGI	1												1	3%		1		
Homeless		2			1	2							5	15%	1			4
Urgent Safety				2	1								3	9%		1	1	1
Urgent Medical						1							1	3%				1
Graduates of SH		1		1									2	6%				2
Chronological	2	1	1		1	1							6	18%		1	2	3
Modified (W/C)				1									1	3%				1
Transfers	2			2	1								5	15%	3			2
Totals:	8	6	2	6	6	6	0	0	0	0	0	0	34		4	6	15	9

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	17	11	0	0	0	0	0	0	100					
MR units	11	16	7	16	11	5	0	0	0	0	0	0	66	66%				
CCOC website	2	4	1	3	3	1							14	21%		9	3	2
Other Websites/Twitter				1									1	2%		1		
Signage													0	0%				
Ads													0	0%				
Walk-ins													0	0%				
Tenant Transfers	5	1	1	3	2	1							13	20%	1	4	2	6
Former Tenants		2		2	1								5	8%		3		2
Referrals	4	9	5	7	5	3							33	50%	6	12	10	5
Totals:	11	16	7	16	11	5	0	0	0	0	0	0	66		7	29	15	15

Notes:

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

	ARREARS			EVICTIONS			BAD DEBTS WRITTEN OFF*			New 09/18 Bad Debt Recovery	VACANCY COSTS				
	Active Tenants	Moved Tenants	Total Arrears	Form 4's		Evictions	Sent to Collections	RENT ARREARS	R&M CHARGES		TOTAL BAD DEBTS	Rents Payable	Vacancy Cost	Current %	YTD %
Jan-18	\$52,578	\$48,005	\$100,584	16				3,807	30,053	\$33,860	\$847	978,044	20,431	1.31%	1.31%
Feb-18	\$45,400	\$15,286	\$60,686	17		2		1,442	2,208	3,650	522	982,414	19,243	1.23%	1.27%
Mar-18	43,218	11,188	54,406	19			6		586	586	511	985,434	18,837	1.20%	1.24%
Apr-18	75,821	35,698	111,519	15			1	1,074		1,074	2,388	989,984	16,203	1.03%	1.19%
May-18	26,303	69,896	96,200	26		2	5	7,166	581	7,747	1,900	989,211	18,815	1.19%	1.19%
Jun-18	38,696	69,019	107,715	19		0	0	553	519	1,073	865	992,088	15,802	1.00%	1.16%
Jul-18	61,145	67,006	128,151	17			17	1,317	23,525	24,842	696	993,329	15,900	1.01%	1.14%
Aug-18	45,674	65,557	111,231	23		2	4	5,901	31,003	36,904	1,354	996,572	15,785	1.00%	1.12%
Sep-18	45,652	58,045	103,697	22			4	\$539	\$333	872	226	1,002,434	20,904	1.32%	1.14%
Oct-18	55,335	51,942	107,276	7			5		4,048	4,048	440	1,000,252	17,168	1.08%	1.14%
Nov-18	47,714	57,100	104,814	17				3,918	50.86	3,969	669	998,495	18,380	1.16%	1.14%
Dec-18	46,188	50,223	\$96,412	18		1	6	10,113	751.05	10,864	370	999,890	19,145	1.20%	1.14%
	\$48,644	49,914	\$98,557	216		7	48	\$35,830	93,658	\$129,488	\$10,788	\$11,908,147	\$216,613	1.14%	1.14%

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

VACANCY COSTS			MARKET RENTS	
Month	YTD		Current	YTD
	20,431		1,563,514.50	1,563,515
	39,674		1,569,651.50	3,133,166
	58,511		1,571,458.50	4,704,625
	74,714		1,573,263.50	6,277,888
	93,529		1,574,557.50	7,852,446
	109,331		1,576,590.50	9,429,036
	125,231		1,578,613.50	11,007,650
	141,016		1,581,397.50	12,589,047
	161,920		1,583,607.50	14,172,655
	179,088		1,585,523.50	15,758,178
	197,468		1,587,298.50	17,345,477
	216,613		1,589,614.50	18,935,091
0	0	216,613	18,935,091	18,935,091

	ARREARS			EVICTIONS			BAD DEBTS WRITTEN OFF*			New 09/18 Bad Debt Recovery	VACANCY COSTS				
	Active Tenants	Moved Tenants	Total Arrears	Form 4's	L1 /L2 Apps	Evictions	Sent to Collections	RENT ARREARS	R&M CHARGES		TOTAL BAD DEBTS	Rents Payable	Vacancy Cost	Current %	YTD %
Jan-19	\$45,512	\$28,247	\$73,759	17	1		2	\$190	\$6,252	\$6,442	\$555	\$1,002,782	18,882	1.19%	1.19%
Feb-19	\$45,533	\$23,280	\$68,814	11	3		1	\$24	\$1,826	\$1,850	\$5,667	\$1,005,032	22,259	1.39%	1.29%
Mar-19	31,558	33,480	\$65,039	16	2		4		\$2,844	\$2,844	\$370	\$1,011,823	21,362	1.33%	1.30%
Apr-19	30,845	27,591	\$58,436	22	0	2	7	\$4,956	\$800	\$5,756	\$4,089	\$1,011,547	25,732	1.60%	1.38%
May-19	34,370	29,551	\$63,922	8	0	0	10			\$0	\$1,058	\$1,018,793	19,201	1.19%	1.34%
Jun-19	35,935	10,197	\$46,132	13		0	7	\$854	\$839	\$1,693	\$640	\$1,021,165	17,733	1.10%	1.30%
Jul-19			\$0							\$0			0		
Aug-19			\$0							\$0			0		
Sep-19			\$0							\$0			0		
Oct-19			\$0							\$0			0		
Nov-19			\$0							\$0			0		
Dec-19			\$0							\$0			0		
	\$37,292	25,391	\$62,683	87	6	2	31	\$6,024	12,560	\$18,584	\$12,379	\$6,071,142	\$125,169	1.30%	1.30%

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

L1/L2 Apps These are L1 (rent arrears) and L2 (Persistent Late payments) applications made to the Landlord and Tenant Board.

Rent arrears % of rents payable	5%
Bad debt % of rents payable	0.17%

Annual bad debt budget	59,160
Rent bad debt % of budget	10.2%

<-based on current month being reviewed
<-based on current month being reviewed

PRAC!
Policy, Research and Advocacy Committee

NOTES
7:00 pm July 17, 2019
415 Gilmour – main office, second floor

PRAC	Parks and Recreation Advisory Committee
PRAC	Pascagoula River Audubon Center (<i>Moss Point, MS</i>)
PRAC	Project Rental Assistance Contract
PRAC	Pacific Rim Advisory Council
PRAC	Petroleum Research Atlantic Canada
PRAC	Public Relations Advisory Committee
PRAC	Program Review and Assessment Committee
PRAC	Planning and Resource Allocation Committee
PRAC	Peer Review Advisory Committee
PRAC	Professional Relations Advisory Committee
PRAC	Puerto Rican Action Committee (<i>Woodbine, NJ</i>)
PRAC	Parks and Recreation Advisory Commission
PRAC	Plymouth Rock Assurance Corporation (<i>Boston, MA</i>)
PRAC	Placed Remedial Action Contract
PRAC	Pre-Placed Remedial Action Contract
PRAC	Program Resource Advisory Committee
PRAC	Prison Reform Advocacy Center
PRAC	Proved Reserve Acquisition Costs
PRAC	Project Review and Advisory Committee
PRAC	Pocono Regional Aquatic Club (<i>Pennsylvania</i>)

Present: Abra Adamo, Natalie Duchesne, Judy Forrest, Yvette Guo, Mike Lambert, Rod Manchee, Andrew McNeil, Jesse Steinberg, Ray Sullivan (Staff)

1. **Call to Order:** 7:04
2. **Adopt Agenda:** adopted unanimously. Future agendas will add a standing item called “Development Committee Update”.
3. **Adopt Notes from April and June 2019 meeting:** adopted unanimously.
4. **Business Arising from past meetings:**

a. Housing Hackathon:

Background: PRAC had a brilliant idea back in October 2018: an Affordable Housing Hackathon, where volunteer groups collaborate to propose an imaginary (but practical) mixed affordable housing development. Best case scenario; we tap some creativity and come up with something nobody has ever thought of before. Likely scenario; everyone who participates has a deeper understanding of housing development challenges and economics.

Update: It’s rolling! The City, Greater Ottawa Homebuilders Association and the Ottawa Social Housing Network will co-host the event. The City is taking the lead on a funding application to CMHC Solutions Labs (although we would continue with a smaller version even without CMHC funding).

- b. Systems thinking:** Natalie presented a draft issue paper. The committee agreed it needs more “tangibleness”. The examples of complicated vs complex could be building affordable housing vs eliminating core housing need.

If we accept that the housing system is a complex system, then the next steps would be to: map out the system; create a critical mass of people watching and identifying patterns; model and track patterns and bottlenecks. It might make sense to start with a discussion among a small group of influential people.

Ray will reach out to Shelley VanBuskirk, head of the City housing branch, to open up a dialogue.

Natalie will revise the document, depending on how things go with Ray and Shelley.

- c. Transportation Master Plan (TMP): The TMP update will be part of the Official Plan (OP) update, but nothing seems to be happening until the end of the year.

5. Recent News

- a. **Municipal/local:** Official Plan review schedule is still a bit mysterious. The Interdepartmental Working Group on Affordable Housing near Transit has passed hands from Planning Dept leadership to Housing Services leadership.

Ray will inquire whether the community stakeholder group is continuing.

Ray will get the OP consultation schedule (attached – but very high level).

- b. **Provincial:** EOM (expiry of mortgages) is the hot topic. ONPHA released their position (allow housing providers to choose between staying in the system, with no negative operating subsidies, or exiting the system and moving to a rent supplement instead). The province has issued a policy statement that total subsidy to housing providers can't be negative, but this still allows for significantly negative operating subsidies which will effectively claw back the rent and property tax subsidies.
- c. **Federal:** Co-investment fund is hot. Lots of announcements, but not lots of actual signed final agreements. CCOC is working on a big multi-building portfolio application.

6. New Business:

- a. **Lebreton Flats Community Benefits Agreement (CBA):** This is an initiative that started with some unaffiliated individuals who are now seeking endorsement from community-based groups. CCOC's participation would fit with our desire to work in alliance with coalitions, but it's unclear if the CBA approach is the best strategy to achieve the outcomes and we need to know more details. **Ray** will attend the next meeting to see what's what.

7. Other business:

- a. **Development committee update:** this will become a standing item on the PRAC agenda. Sometimes it may be light, other times it may be juicy. Maybe there are more joint meetings in the future.

- b. Next meeting:** Ray is away on August 21 when PRAC would normally next meet. Ray will start a doodle poll.

The next meeting will be a deep dive into the OP, including the Housing Discussion Paper (attached) – everyone's got to read it!

- 8. Adjourn:** done!