

NOTICE OF MEETING

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

7:00 pm Wednesday, July 29, 2020

Video Conference:

AGENDA FOR THE CCHC BOARD OF DIRECTORS MEETING

1. Call to order & Anti-Oppression Statement
2. Adoption of agenda
3. Declaration of conflict of interest
4. Adoption of the Board minutes of June 24, 2020
5. Business arising from the previous minutes
6. Rental Committee Report
7. Facilities Management Committee Report
8. Finance Committee Report
9. Other Business
 - a. Annual reports from The Agency
 - b. Member Notice to Appear for arrears (7:30)
10. Adjournment

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

ccochousing.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 & Anti-Oppression Statement
- 2.** Adoption of agenda:
- 3.** Adoption of June 24, 2020 minutes
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
 - a)** Governance Discussion (Guest: Laine Johnson)
 - b)** Pandemic
 - c)** Aging in Place report
- 6.** Executive Committee Report
 - a)** *In camera* minutes
- 7.** Personnel Committee Report (no meeting in July)
- 8.** Finance Committee Report
 - a)** Bad debts (\$1,696.66)
- 9.** Facilities Management (June & July)
 - a)** Air Conditioner Policy
- 10.** Development Committee Report
 - a)** Forward Avenue
 - b)** Re-development sites (*in camera*)
 - c)** Staffing levels
- 11.** Tenant and Community Engagement Committee Report
 - a)** Volunteer Landscaping Policy
 - b)** AGM planning
- 12.** Rental Committee Report
 - a)** Rent arrears and collection
- 13.** Corporate Business
 - a)** Ontario Non-Profit Corporations Act
- 14.** Conference / Associations' Report
- 15.** Other Business
 - a)** Next meeting
- 16.** Adjournment

AGM: September 17, 2020

Next Regular Meeting: September 30, 2020

MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING

Wednesday, June 24, 2020

Present: Dallas Alderson (President/ Chair), Josh Bueckert (Treasurer), Ana Lori Smith (Vice-President), Shelley Robinson (Secretary), Kerry Beckett, Sarah Button, James Clark, Sinda Garziz, Penny McCann, Andrew McNeil, Bill Rooney, Jesse Steinberg, Chris Yordy

Regrets: Abra Adamo

Staff: Ray Sullivan, Andrée-Ann Cousineau (recorder).

MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING

1. Call to order & Anti-Oppression Statement
The meeting was called to order at 7:10 p.m. and a board member read the anti-oppression statement.
2. Adoption of agenda
The agenda was adopted as presented.
(M/S/C, James Clark/Bill Rooney)
3. Declaration of conflict of interest
No conflicts to report.
4. Adoption of the Board minutes of May 27, 2020
The minutes were adopted as presented.
(M/S/C, Sarah Button /Chris Yordy)
5. Business arising from the previous minutes – none
6. Rental Committee Report
Ray provided an update on turnovers:
 - One 2 bedroom apartment currently vacant
 - The 1 bedroom accessible apartment vacancy was filled
7. Facilities Management Committee Report – none
8. Finance Committee Report
 - a. Bad debts
The Board moved that \$1,053.70 in Bad Debts be written off for May 2020.

(M/S/C, Josh Bueckert/ Sarah Button)

9. Other Business – none
10. Adjournment: 7:14 p.m. (M/C, Josh Bueckert)

**MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING
Wednesday, June 24, 2020**

Present: Dallas Alderson (President/ Chair), Josh Bueckert (Treasurer), Ana Lori Smith (Vice-President), Shelley Robinson (Secretary), Kerry Beckett Sarah Button, James Clark, Sinda Garziz, Penny McCann, Andrew McNeil, Bill Rooney, Jesse Steinberg, Chris Yordy

Regrets: Abra Adamo

Staff: Ray Sullivan, Graeme Hussey (Guest), Andrée-Ann Cousineau (recorder).

1. Call to order & Anti-Oppression Statement

The meeting was called to order at 7:14 p.m. and a board member read the anti-oppression statement.

2. Adoption of agenda

The Board recommends adopting on consent item 7, Personnel Committee and moving Executive Committee 6a to 15, Other Business. The Facilities Management meeting is tomorrow night, so the report will be discussed in July.

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

3. Adoption of May 27, 2020 minutes

The Board moved to adopt the regular and *in camera* May 2020 minutes.

(M/S/C, Jesse Steinberg /Chris Yordy)

4. Declaration of conflict of interest - None

5. Business arising from the previous minutes

a) Cahdco presentation (Guest: Graeme Hussey)

Graeme delivered a presentation on the structure and business model of Cahdco, and the relationship to CCOC.

b) Pandemic reaction

Ray updated the Board of upcoming changes:

- Staff will be re-opening the office to non-essential staff visits after June 29, on a voluntary basis.
- The Pandemic Coordination committee has implemented protocols for Phase 1 of

re-opening.

- The office will not be opened to tenants or clients.
- The TSRs will schedule special appointments on and after June 29th outdoors on podium at 415 Gilmour for July rent collection by debit machine.
- Facilities is resuming full maintenance service (emergency to low-priority) as of July 6, which will be announced mid-week of July 6.

Rent Collection & Arrears:

- April, May, June collections have been consistent but there is an accumulation of arrears and repayment plans.
- Opening rent collection by debit payment appointments may help some tenants and reduce arrears.
- The Rental Department is anticipating challenges when CERB runs out.
- An analysis will be completed in July comparing market and subsidized rent collection arrears.

c) “Keep your rent” campaign

- Ray replied, following the Board’s motion in May, acknowledging receipt of the message and inviting the people behind the campaign to contact the Executive Director as individuals, not as self-appointed tenant representatives.
- No reply from the organizers or individual.

6. Executive Committee Report

a) Anti-Racism Action

- Ray presented the revised workplan, as recommended by Executive Committee.
- Anti-racism organizational change (AROC) activities were highlighted in yellow and prioritized as essential (***), the highest priority rating.
- Impacts to workplan:
 - Decision to prioritize the full-portfolio property tax strategy over the negotiation of the reduction of Beaver Barracks property taxes.
 - Staff will be invited to consult and participate during all phases of the AROC process.

The Board moved to amend the 2019-2022 workplan as presented.

(M/S/C, Bill Rooney/ Jesse Steinberg)

b) Tenant and Community Engagement

The Executive Committee made the decision to make the Tenant and Community Engagement Facilitator an indeterminate position. This position will be instrumental towards AROC development.

7. Personnel Committee Report (adopted on consent)

8. Finance Committee Report

a) **Bad Debts**

The Board moved that \$5,300.55 in Bad Debts be written off for May 2020.
(M/S/C, Josh Bueckert/Kerry Beckett)

b) **Commercial Rent**

- Requirements were amended (the 30% commercial space requirement is no longer needed), CCOC is an eligible landlord for the CECRA (Canada Emergency Commercial Rent Assistance) program.
- The program will provide forgivable loans to reduce rent for tenants by 75%. Landlords are required to cover 25% of rent costs for the months of April, May and June 2020, with the government taking on 50% and an additional 25% coming from tenants.
- 25% of cost to CCOC represents approximately \$5,203.24, and 3 out of 4 tenants are interested.

c) **Property Tax & Charitable Status**

Josh updated the Board:

- CCOC is exploring a property tax strategy that could lead to exemptions based on charitable purposes.
- The lawyers recommended that CCOC could potentially apply for CRA charitable status and separately apply for property tax reductions or exemptions based on charitable purposes. These would be separate but complimentary efforts.
- The lawyers estimate a \$5000 cost for preliminary legal work, and after that they would be paid on contingency from property tax savings.
- The Executive Committee allowed this inquiry to go forward and explore options. \$5000 was approved for initial preliminary legal expenses.

d) **EOM Proposals**

Ray updated the Board:

- The follow-up meeting with City staff was cancelled (June 25), waiting on the reschedule date, and Ray will brief the Board at the next meeting.
- The November 2019 retreat modelled income from subsidized units at 74% of CCOC market rent, which is the current level.
- The proposal cannot cost the City more than the current system, and ideally costs a bit less.

Baseline (2019, rounded)

| | |
|-----------------------------|-------------|
| 1. Operating Subsidy: | \$ 200,000 |
| 2. Property Tax Subsidy: | \$1,500,000 |
| 3. Rent Supplement Subsidy: | \$3,300,000 |

Total payments to CCOC: \$5,000,000

CCOC Property Taxes: \$1,500,000

Net cost to City: \$3,500,000

- 3 options:

Option A: 90% Rent Subsidy

1. End Operating Subsidy
2. End Property Tax Subsidy
3. Continue Rent Supplement Subsidy to the lesser of actual CCOC market rents or 90% of Ottawa Average Market Rents

Total payments to CCOC: \$4,300,000 (estimate)

CCOC Property Taxes: \$1,500,000

Net cost to City: \$2,800,000 (savings of: \$700,000)

Option B: 80% Rent Subsidy with Property Tax control

1. End Operating Subsidy
2. Change Property Tax Subsidy, to cover only assessment growth after EOM (CCOC would be subject to annual City property tax rate increases, but growth in property tax costs through increased assessment values would be neutralized through an offsetting grant)
3. Continue Rent Supplement Subsidy to the lesser of actual CCOC market rents or 80% of Ottawa Average Market Rents

Total payments to CCOC: \$3,700,000 (estimate)

CCOC Property Taxes: \$1,500,000 (growth in property taxes limited by offsetting grants)

Net cost to City: \$2,200,000 (savings of: \$1,300,000)

Option C: End Operating Subsidy

1. End Operating Subsidy
2. Continue Property Tax Subsidy
3. Continue current calculation of Rent Supplement Subsidy

| | |
|--------------------------------|--|
| Total payments to CCOC: | \$4,800,000 |
| CCOC Property Taxes: | \$1,500,000 |
| Net cost to City: | \$3,300,000 (savings of: \$200,000) |

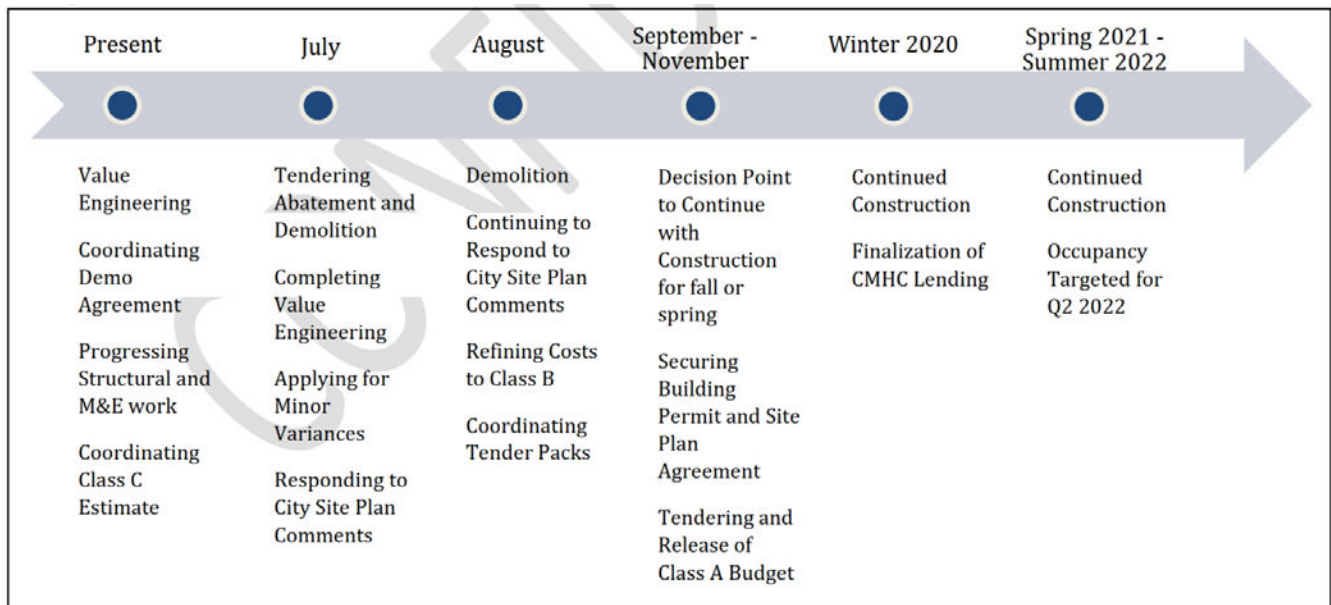
Note: Option C – Represents the least savings for the City so they most likely would not accept.

9. Facilities Management (Meeting June 25)

10. Development Committee Report

a) Forward Avenue

Penny updated the Board:



- The Board asked clarification on requirements for Net Zero funding under the FCM Green Municipal Fund, they require developments to be “Net Zero ready”, but not fully Net Zero on completion.

Ray briefed the Board on 147 Forward Avenue.

- Opportunity to add 16+ apartments (1+2 beds) (30% more).
- Possibility of additional City funding (the City has expressed interest).
- Possibility of Ward housing fund grant.
- Could explore Community Foundation short-term financing opportunities.

- The sale of the Cahdco Champlain site could provide additional cash-flow.

Risks:

- Vendor will look for unconditional offer, short closing date (usually 60 days or less).
- No serious soil contamination at the current Forward development site, which may indicate that the neighboring lot is clear as well but no guarantee.
- Currently occupied, purchase of property means taking on obligation to tenants and will mean offering relocation to current CCOC portfolios and making reasonable arrangements.
- Spring construction start (delay)
- Champlain may not sell, meaning Cahdco may not pay off the full debt to CCOC (small risk).

Staff recommend to move forward with the purchase of the property.

- The expansion of the project is viable regardless of City funding.
- The target is still zero CCOC equity.
- CCOC currently owns the existing Forward site, it is not a lease from the City.
- Staff anticipate a lower interest rate (substantially lower than 2.5%) which will improve the cost in the scenarios outlined.

The Board moved to approve the purchase of 147 Forward Ave, including an unconditional offer. (M/S/C, Penny McCann / Sarah Button)
Josh Bueckert abstained

Josh noted his abstention was because the Finance Committee did not have the opportunity to review the proposal.

11. Tenant and Community Engagement Committee Report

a) Policy updates

Shelly updated the Board:

- TCE underwent significant changes as a department, moving from Membership and Communications to Tenant and Community Engagement.
- TCE Committee was seeking Board interpretation on which committee should oversee:
 - o Nominations & Appointments Policy
 - o Lifetime Memberships Policy
 - o Meeting Rooms Guideline Policy

The Board requested that TCE Committee maintain current responsibilities for those three policies.

b) (Preliminary) Tenant Survey Results

| Quality of life wrap-up: CCOC + CCHC | | |
|---|-------------|-------------|
| Current tenant survey | 2016 | 2020 |
| <2 years | 21% | 50% |
| 2 to 5 years | 26% | |
| 5 to 10 years | 18% | 50% |
| 10 years + | 35% | |
| Good customer service - YES | 77% | 82% |
| Good customer service - YES, BUT | 19% | |
| Would you recommend - YES | 94% | 95% |
| Service of our staff | 82% | |
| office staff | | 88% |
| maintenance staff | | 79% |
| Condition of apartment | 75% | 74% |
| Condition of common areas | 71% | 64% |
| Garbage/ recycling | 72% | 60% |
| Laundry | 72% | 60% |
| Sense of community | 71% | 63% |

- CCOC properties are getting older, certain areas are in need of refreshment.

12. Rental Committee Report

a) Policy Updates (RGI Policy)

- Rental Committee is seeking Board approval to:
 - o Rename the Rent Geared to Income Policy to Rent Subsidy Requests Policy with the revisions noted on the policy.
 - o Rename the Rent Calculations Policy to Internally Funded Subsidy Minimum Rent and Rent Calculations Policy with the revisions noted on the policy.

The Board approved the renaming and revision changes to the Rent Subsidy Requests and Internally Funded Subsidy Minimum Rent and Rent Calculations Policies.

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

13. Corporate Business – none

14. Conference / Associations' Report – none

15. Other Business

a) In Camera Minutes

The Board reviewed in camera minutes from the June Executive Committee meeting regarding collaboration with another non-profit.

16. Adjournment: 9:19 p.m. (M/C, Josh Bueckert)

Aging in Place: Report to Board of Directors

July 29, 2020

Background

The December 1, 2018 CCOC All-Committee meeting asked the 22 volunteers and 7 staff four questions:

- 1) Should we make CCOC more independent of government operating grants?**
- 2) What do we do with the co-op at 240 Presland?**
- 3) What priority do we give new development in our long-term plan?**
- 4) Should we expand services to help tenants age in place?**

The fourth question was originally framed around CCOC providing additional service in tenants' apartments or finding a community partner that could provide one-on-one supports to aging tenants. The group recommended that we instead step back and decide whether CCOC needs an aging-in-place strategy and what would be CCOC's role, and that all standing committees should play a role in moving this forward. The Board added this to the 2019-2022 CCOC Workplan.

In January 2020, the Policy, Research and Advocacy Committee stepped up to start the ball rolling with a brainstorm on potential ideas that can be passed on to standing committees.

Summary

Development, Facilities Management, Rentals and Tenant & Community Engagement all considered, within their mandate areas, actions that CCOC can take, or is already taking, to support tenants aging in place. Verbatim sections from those committee meetings are included in this report. Some of the actions discussed are compatible with initiatives already underway, such as refinancing for capital repairs through CMHC Co-investment Fund. Some are compatible with existing commitments, such as universal accessibility and visibility wherever possible in new developments.

Where committees made commitments and assigned action items for staff follow-up, those committees will retain ongoing responsibility for oversight.

Committee Reports: Extracts from committee minutes and reports

Development Committee, May 2020

Ageing in Place

- Meeting rooms in CCOC properties are underutilized—this is not unique to CCOC, as most Cahdco clients have underutilized common rooms.
- Court asked the committee to consider earmarking a percentage of surpluses towards Ageing in Place related capital repairs.
- CCOC is currently applying for a CMHC grant for capital repairs with accessibility as a requirement.
- Elliot highlighted large doorways as an important accessibility consideration.
- Penny suggested removing the second point on coordination with community partners and referring it to the Rentals department.
- Penny suggested removing language regarding “securing” partnerships with community partners.
- Penny suggested moving the point on mixed communities towards the top of the document to stress its importance.
- Mary suggested keeping a waitlist of those needing accessible units, as some accessible units in Arlington were rented by tenants without accessibility needs. [This is the responsibility of the rental department]

MOTION: Approve the amended ageing in place framework. Jesse Sarah m/s/c, Mary abstains, all else in favour, Motion carried.

CCOC DEVELOPMENT COMMITTEE AGING IN PLACE FRAMEWORK

As part of a comprehensive, organization-wide ageing in place framework, the Development Committee undertakes to:

- Ensure that CCOC developments continue to have mixed communities with varying unit types/sizes/affordability;
- Review CCOC design guidelines, and/or expanding design guidelines to include wider considerations (e.g. site location);
- Coordinate and consult with local affordable housing providers (such as OCH) to discuss and share best practices regarding Ageing in Place;
- Incorporate universal design, adaptability, equitability in developments, including large signage;
- Consider construction type (allowing for adaptability), transit access/walkability, access to essential services (including grocery stores, community centres);
- Prioritize building measures that enhance general accessibility, including large doorways, low surfaces, ramps with forgiving slopes, large post boxes with lock boxes, easy access to garbage chutes, etc.;
- Create safe environments in all common spaces, including increased lighting levels in

- parking areas;
- Consider and encourage partnerships with community partners that provide seniors' support services;
- Consider incorporation of community/shared spaces to combat isolation.
- Provide comfortable environments, particularly air conditioning.

Facilities Management Committee, June 2020

Aging in Place and Base Accessibility Strategy:

The Aging in Place and Base Accessibility strategy was discussed after an overview of the proposed strategy. The committee members discussed the “softer-side” of the strategy including the social component of aging in place and how the Facilities department could integrate that in their strategy. Suggestions such as clearing walkways before anything else during the winter time and creating public spaces where neighbours could congregate were made. The committee discussed how social isolation has an effect on the aging population. The committee also discussed the Neighbourhood Network that TCE Department has created and how this will tie in with the strategy. It was suggested that the At-Home Maintenance Guide that the Facilities department is creating may work well with the Neighbourhood Network in the sense that it may motivate tenants to reach out and engage with their neighbours in order to help them with some of their at-home maintenance (ex. changing a lightbulb). Please see attached document.

Resolution: The Aging in Place and Base Accessibility Strategy be received, accepted and endorsed by the committee with the understanding that it will need continuous improvement. The committee would like to submit this strategy to the Board of Directors. (m/s/c, Mike/Penny)

CCOC FMC Aging In Place and Base Accessibility Strategy

Introduction

CCOC is pursuing a significant finance and grant package through CMHC. This comes with a number of obligations particularly around accessibility.

CCOC is developing a strategy around aging in place. Aging in place always requires significant efforts around physical accessibility and liveability.

CCOC has an existing duty to accommodate and a desire to allow tenants to continue in their homes as their levels of ability change. When feasible, CCOC can accommodate tenants through adaptation of the homes. Where that is not feasible, CCOC can accommodate tenants through transfer to a more suitable CCOC home.

Creating full accessibility in buildings of our vintage is particularly challenging. This is due partly to a lack of awareness but also to modesty criteria established at the time when social housing was being developed as **public** housing [to modest costs and standards].

Approach

Because the corporation has assets that were never envisioned to comply with modern accessibility codes and standards, any accessible units in the portfolio are by necessity modified often very visibly.

Accessibility is not just about physical access in a “door openers and ramps” way but can include adaptations for people dealing with other challenges:

Braille in elevators, floor annunciators, strobe fire alarms and so on are examples.

The challenge every landlord faces when heavily modifying a unit is that tenant who has no specific needs is usually extremely reluctant to rent an apartment that is heavily modified.

Secondly tenant specific modifications can be as unique as each individual, requiring a customised approach.

To satisfy the needs of CMHC, CCOC is advancing a scaled strategy with the ability to adapt to peculiar individual needs. This will involve a base level of accessibility which parallels needs for aging in place.

This base level (in unit) would not involve structural modifications (such as wider doors etc).

There would be two levels of modification above this base level. The second level would include “menu items” which would be available as individual improvements that are “quality of life” improvements. These could include comfort height toilets, medically designed grab bars, door openers or tub cut outs or roll in showers.

Certain mods could be on request based on aging (e.g. over 75’s could request a tub cut out or comfort height lavatory) without having to chase an OT for a letter.

The final level is one of full modifications. This would strictly be on demand and would include extensive modifications. Over time CCOC would develop a library of such modifications to allow the experience to accelerate roll out in the future.

Base Level Accessibility Improvements (equally valid for mobility issues and aging in place)

Building Common Areas in elevatored buildings:

- Ramps and paddles for all entrance doors where practical
- Signage in garages and common areas to lead to accessible access points where totally universal access is not feasible.
- Lever door handles where there are currently knobs
- Replace button door locks with fobs along with other access controllers (explore incorporating remotes)
- Way finding – improved signage, floor indicators opposite elevator doors, braille on buttons, annunciators in elevators, colour contrasts, floor contrasts (top of stairs etc textures)

In-suite measures

- Raised receptacles lowered light switches
- Lever door sets
- Lever taps
- LED lighting

- Grab bar quality towel rails and toilet roll holders
- Stoves, front control
- Zero threshold flooring
- Breaker panels to accessible height as changed out
- Ball valves on shut offs
- Large number, touch screen thermostats (potentially voice controlled?)
- Hand held shower heads
- Ergonomic cabinet handles

Implementation

Unit modifications could be carried out on turnover, however priority would be given to buildings where through grant conditions increased accessibility is required. It may also be possible to coordinate with Rentals to pre-prepare based on likely incoming tenants

Rental Committee, April 2020

Transfers, Turnover Rents and Aging in Place: We reviewed all transfer data for both Market and subsidized tenants from January 1, 2016 to February 29, 2020. The Rental Department looked at their reasons for moving, noting where people moved to and from and whether the move was to a larger, smaller or same sized home. For anyone who transferred between 2018 and 2020, we also looked at the impact on their rent. CCOC only started using standard turnover rents in 2018, so we did not go further back than that in the rent analysis. While reviewing the trends for tenants receiving a subsidy, we kept in mind that turnover rents only affect households paying market rent.

The original question that sparked this conversation at Rental Committee was to investigate the impact of turnover rents on households that were downsizing due to being empty nesters or aging in place. We have included a table summary of the data for households that moved to a smaller home in the minutes. Between January 1, 2016 and February 29, 2020, 87 households paying market rent transferred and 86 households receiving a subsidy transferred.

In summary the number of market rent tenants downsizing (for affordability or any other reason) for the last 4 years is very small (6 total households, which is 3% of all transfers for those 4 years). For long-term tenants aging in place, there is an option to apply for an in situ subsidy as long as the size of the apartment meets occupancy standards.

We all fed into a lively discussion about the idea of whether CCOC should consider a policy to lower turnover rents for people downsizing or aging in place and agreed that we do not need a new policy at this time given the transfer trends. Everyone agreed that CCOC should continue to monitor the rental market and its relation to our turnover rents.

| Data from all transfers between January 1, 2016 and February 29, 2020 | | | | |
|---|--------|------------------------------------|-----------------------------------|--------------------------|
| <u>Market Rent</u> – of those who went smaller (19 households) | Number | Percent of those who moved smaller | Percent of total market transfers | Percent of all transfers |
| Change in household composition (often roommates going on their own or couple separating) | 8 | 42% | 9% | 5% |
| Downsized for affordability | 6 | 32% | 7% | 3% |
| Other reasons | 5 | 26% | 6% | 3% |
| <u>Subsidized Rent</u> – of those who went smaller (34 households) | Number | Percent of those who moved smaller | Percent of total market transfers | Percent of all transfers |
| Overhoused (fewer people than bedrooms – this is a <u>required</u> transfer according to legislation) | 27 | 70% | 31% | 16% |
| Accessibility (needed a building with an elevator, or an accessible apartment) | 3 | 9% | 3% | 2% |
| Other reasons | 4 | 12% | 5% | 2% |

Rental Committee, June 2020

Aging In Place: Fran advised there were a few discussion points from PRAC’s last meeting that the committee did not specifically discuss yet regarding Aging In Place. The Rental Committee did look at whether there was the need for a policy relating to tenants downsizing and being negatively impacted by turnover rents at our April 2020 meeting.

There isn’t necessarily a link between accessible apartments and aging in place, as most CCOC tenants living in accessible apartments are not seniors. Tenants who are living in accessible units do need the accessibility features. When an accessible apartment comes available, we look at the Social Housing waiting list. If someone calls or emails CCOC looking for an accessible apartment, we encourage them to apply to the Social Housing Registry (even if they do not need a subsidy).

Using the information gathered in someone’s file with the Social Housing Registry about their accessibility needs (like door widths, tub vs roll-in shower, etc) the Rental Officers are able to match our apartment’s features to offer it to the first person on the list for whom their needs match the major features. We had learning takeaways from the redevelopment of Arlington and the two adaptable apartments created which had a barrier free bathroom but a standard kitchen.

A useful tool for the Rental Department is the ability to refer tenants who are seniors whose needs may have changed to Primary Care Outreach for Seniors, which is run out of the

Southeast Ottawa Community Health Centre. They will send a nurse or health care professional to the person's home in order to assess the person's needs and try to connect them to health care or community resources. Since PCO will accept referrals from landlords, neighbours, or anyone, this has been a helpful resource.

We talked about whether there are other things related to Aging in Place that the Rental Committee or Department wants to commit to exploring. David suggested engaging a master's student to visit tenants who are aging in place and gather their feedback on: what is missing, what works, and their biggest fears as they age in place. This would help CCOC develop strategies and plans that will respond to our tenants' concerns. The committee felt this was worth pursuing in future.

Aging In Place Questions for Rental Committee

PRAC raised three questions for Rental Committee to investigate related to Aging in Place:

1. Downsizing of existing tenants to smaller units -- in situ rents?

The Committee looked into transfers and the application of turnover rents as it relates to transfers at the April 2020 meeting. Based on the current data, most people who transfer in market rent apartments are upsizing and most people who transfer are not seniors. The Committee decided not to set up a policy to address turnover rents for transfers at this time.

There isn't necessarily a link between accessible units and aging in place.

2. Distribution of tenants in accessible units that don't need the features

People who are living in accessible units do need the features. When an accessible apartment comes available, we consult the waiting list for accessible apartments on the Social Housing Registry (even if it does not have a subsidy). When someone calls or emails CCOC looking for an accessible apartment, we encourage them to apply to the Social Housing Registry (even if they do not need a subsidy).

In the redevelopment of Arlington, we created two apartments that were visitable and that had roll-in showers but standard kitchens that were modifiable. In these two apartments, it was extremely difficult to find tenants who required a fully accessible shower and a standard kitchen (not fully accessible). In those two apartments, we did not rent to people on the waiting list for an accessible apartment since it did not meet the needs of any of the households on the waiting list.

3. Is there a policy around how to match accessible units to people?

CCOC has data about the door widths and accessibility features of all accessible apartments. Our accessible apartments were built across several decades and different buildings have differing levels of accessibility (compared to today's standards). Registry

files for anyone waiting for an accessible apartment have specific requirements that the person is looking for – door widths and accessibility features. When we are renting an accessible apartment, we go through the waiting list in order and find the person closest to the top of the list for whom that apartment fits their requirements.

4. Primary Care Outreach

If the Rental Department learns that a tenant is aging in place and beginning to have difficulty managing independent living, we reach out to the person and ask for their consent to refer them to Primary Care Outreach. They will send a Nurse to the person's home in order to assess the person's needs and try to connect them to health care resources. This is one of the few resources that allows landlords (or neighbours) to refer.

Tenant and Community Engagement Committee, February 2020

The CCOC Policy, Research and Action Committee (PRAC) is an ad-hoc committee whose mandate is expiring. TCE has been tasked with the following two items:

- **Neighbourliness** – social support around basic tasks
- **Demographics of our tenants** – data collection and analysis

The Board is asking that TCE committee agree to look at these items going forward so that PRAC can disband with confidence. The committee felt that the points were vague and wondered if there were actionable items that PRAC is looking for. Laine explained that these items are less actionable than other committee tasks. However, TCE will be looking at demographics with our tenant survey and neighbourliness is something the department already focuses on and will continue this.

The committee moved that, in principle, TCE adopt neighbourliness as part of their work moving forward, to be discussed more at a future meeting. (M/S/C Shelley Robinson/Ralf MacGrady)

The committee also moved to adopt a demographics focus as part of their work moving forward, to be discussed more in a future meeting. (M/S/C Shelley Robinson/Ralf MacGrady)

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

7:30 PM, Monday, July 13, 2020

Video Conference

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

1. **Call to order & anti-oppression statement:** 7:32
2. **Approval of the agenda:** (moved/seconded/carried, Josh/Kerry)
3. **Approval of past minutes:** (m/s/c, AnaLori/Bill)
4. **Reviewing Department Directors' meeting:** On June 18, Dept Directors dove into revenue projections. On July 9 they kicked off creating a property-by-property asset management plan, with eventual defined levels-of-service and indicators for each property.
5. **Business Arising:**
 - a) **Collaboration with other Non-profits:** The committee moved *in camera* (m/s/c, Josh/Kerry) for an update on preliminary merger discussions with a smaller non-profit.
 - b) **Legal matter:** no news.
The committee moved *ex camera* to resume the agenda (Kerry/Bill)
 - c) **Property tax and charitable status**

Background: We are exploring a property tax strategy that could lead to exemptions or reductions based on charitable purposes. The committee approved a \$5,000 initial expense on legal work to confirm the opportunity.

Discussion: Ray updated the committee that the lawyers' team has a whole lot of CCOC data and is doing the preliminary analysis to see if we have a good case. Ray shared some of the data, for interest. The average household income of CCOC tenants is \$36,268 and the average of the median incomes of all properties is \$31,773.
6. **New Business:**
 - a) **City of Ottawa Housing System Working Group**

Background: the City created a Housing System Working Group in 2010. The initial mandate was to help integrate the housing and homelessness sectors

(mirroring the City's restructuring), and advise the city on an integrated housing and homelessness plan. Ray has been an active member from the start.

Discussion: After 10 years as a member, Ray has stepped down from the HSWG. Technically, there are term limits, but they really haven't been enforced. Ray said he has found the group is often not a productive use of time since the City does not really ask for help making decisions on shaping the system.

b) Redevelopment Sites

Background: the 2019-2022 CCOC Workplan asks staff to evaluate options for three small sites.

Discussion: Ray gave a heads-up that the high-level business case to begin redevelopment planning will coming to the Board at the July meeting.

7. Programs/Policy:

a) Expiry of Provincial Mortgages (EOM)

Background: Program funding and regulations are unclear or unsustainable after mortgages are paid off in the Provincial Reformed Portfolio. Ray and Maryse have a ~~June 25~~ July 15 follow-up meeting with City staff.

Discussion: the follow-up meeting to CCOC's EOM proposal has been delayed to July 15.

b) Bill 184

Background: The Province has introduced the "Protecting Tenants and Strengthening Community Housing Act (Bill 184, 2020). Among other things, it sets the stage for an EOM pathway. Many tenant advocacy groups are campaigning to oppose the Bill because of provisions that strengthen the weight of payment plans for arrears and believe it will lead to greater evictions as a result of COVID-related rent arrears.

Discussion: Ray summarized the analysis of our RTA lawyer (who normally represents tenants at the LTB): the Bill tightens restrictions on bad-faith evictions (like "reno-victions"); it allows landlords to collect from tenants at the LTB after they have moved out (that's now done in small claims court); and allows landlords to apply for eviction based on failure to meet the terms of a rent arrears payment agreement, even if that agreement isn't mediated by the LTB (right now only LTB-mediated agreements have that weight). There is also a provision directing the LTB to not award evictions from COVID-related arrears unless the landlord has attempted to negotiate a payment agreement with the tenant first. Advocates are worried that bully landlords can push tenants into unreasonable payment plans and use that as a shortcut to eviction. CCOC's lawyer says tenants would still have legal steps to avoid any automatic eviction.

The committee discussed that there are parts of the Bill that CCOC can support, but other parts we couldn't support and whether it's OK to say nothing. One committee member pointed out that some of the advocacy against the Bill has echoes of the "Keep Your Rent" campaign. The committee agreed that the best approach is, when asked, to describe our practices as a responsible landlord, but not to actively support the opposition campaign.

c) Defunding the Police

Background: Some groups and individuals have been calling for funds to be reallocated from armed policing to community services. CCOC has had discussions around alternatives to calling police, especially for things like wellness checks and dealing with trespassers after hours. Two tenants have individually asked if CCOC supports the movement.

Discussion: The committee discussed that the slogan is sometimes misunderstood, but also sometimes means different things to different activists, and as one committee member said, "we don't want to wade into that can of worms". One committee member pointed out that CCOC relies on police for other things and may not want to be front and center on this message. CCOC doesn't have to take a stance on where the money comes from, but can actively support creating better and safer response options for people in crisis and people who need non-violent intervention. CCOC can articulate what we want to see, and what we need. Committee members said that their personal support for the movement doesn't necessarily translate into CCOC support. One committee member pointed out that the issue is tied to housing, and it's best to work on promoting change rather than being quick joiners on a slogan bandwagon.

The committee reached consensus that CCOC should work on developing alternatives to police.

8. Residential Tenancies Act (RTA) Proceedings:

There are no new recommendations from staff.

9. Strategic Plan:

No updates

10. Cahdco Update:

a) Champlain Ave Site

Background: In January 2019, Cahdco bought two triplexes in New Edinburgh as a development site on behalf of a seniors co-housing group. When the co-housing group collapsed, Cahdco sought to develop the site as affordable home ownership.

Discussion: The Cahdco Executive committee recommends that that Cahdco board approve selling the site. Staff have tried many options and consulted

with many experts and we can't find a good fit for an affordable homeownership project on the site.

- b) Staffing:** The committee moved *in camera* (m/s/c, Bill/Josh)
The committee moved *ex camera* to resume the agenda. (m/s/c, Bill/Josh)

11. Other business:

a) Upcoming Board schedule

July: Governance, Aging in Place memo
August: no meeting
September: CCOC Board orientation
Fall: Establishing a charitable foundation, strategic plan development

12. Adjournment: 9:07 (m/c, Josh)

Next meeting: Monday August 10, 2020

**Finance Committee
Minutes
July 16, 2020**

Finance committee: Josh Bueckert (chair), David Boushey, Court Miller, Andrew McNeil, Mary Huang, Linda Camilleri, Nicole Rogers, Michael Holmes

Guest: Sandy Hung (third meeting)

Regrets: Vladimir Gorodkov, Alannah Bird, Rod Manchee,

Staff: Maryse Martin, Arianne Charlebois

| |
|-----------------------------------|
| Motions for Board Approval |
|-----------------------------------|

CCOC Motions for Board Approval

MOTION: That \$1,696.66 in Bad Debts be written off for CCOC for June 2020.
(M/S/C, Andrew McNeil/Court Miller)

1. **Call to Order at 7:02pm and Anti-Oppression Statement – Read and Acknowledged**
2. **Declaration of Conflict of Interest:** None
3. **Adoption of the Agenda**
(M/S/C, David Boushey/Court Miller)
4. **Approval of meeting minutes**
 - Finance Meeting June 18, 2020
 - Q: Why is the estimate for property tax due on assessment growth (proposal B – 80% rent subsidy with property tax control) the same as the total property tax subsidy (proposal C – End of operating subsidy)?
 - A: Proposals show estimate of the subsidy today under each scenario. The value of the growth in property taxes, to be offset by grants, would be incremental costs to the City.
(M/S/C, David Boushey/Andrew McNeil)

5. Notices/Announcements

- ONPHA virtual conference (Wednesday Nov 4th)
 - Please let Arianne know if you're interested in attending.

6. Business Arising

- Forward Development
 - On June 25, the Board approved the purchase of 147 Forward Ave, adding 50' of lot width to our existing site.
 - Acquisition price was \$930k.
 - The closing date is August 24th.
 - There are currently two tenants on site who will be offered relocation within the CCOC portfolio if they so choose.
 - This allows us to add about 20 more units, for a total of approximately 50 units.
 - The city supports this expanded project and has arranged discussions as to how they can assist financially. We're hoping to qualify for additional funding as well (Green Municipal Funds).
 - CCOC is planning to get short-term financing to fund the acquisition. Cahdco is also looking at selling the Champlain site and repaying their debt to CCOC. This will be useful timing to provide further financing.
 - Demolition on the original site is delayed until we hear back from the city and the province.
- Commercial rent relief
 - Government funding extended to the month of July.
 - We're still waiting on approval of our application for 170 Booth. We've gotten approval for 258 Lisgar already.
- Update on End of mortgage proposal
 - CCOC had a phone call with the city on July 15.
 - The city is feeling strapped for cash due to Covid and can not provide a long term commitment right now.
 - There was interest in a portfolio-based approach to funding, and in a rent subsidy calculation based on Ottawa average market rents (80%). There was not much interest in funding agreement options B or C.
 - The next step will be a phone call with all parties, including CMHC.
- Mortgages
 - We're now mortgage free at 210 Gloucester.
 - \$1.2M loan up for renewal in October for 1142 Richmond.
 - Approximately \$18M of Beaver Barracks loan will be up for renewal next year, and we're excited about it. We currently pay 5.51% interest on these mortgages so renewal should help that portfolio financially.

7. Integrated Asset Plan

- CCOC is evaluating redevelopment options as per the approved CCOC 2019-2022 Workplan.
- Looking at 3 small sites for redevelopment: 171 Armstrong/277 Carruthers; 212-216 Carruthers; and 82-84 Putman
 - Poor-quality housing

- Underperforming properties
- Coming to the end of mortgages in 2022 and 2025
- Aim to begin construction in Spring 2022.
- All of these properties currently have deficits, with the largest deficit at Putman. They're projected to continue having deficits for the next 10 years.
- The expected redevelopment cost for Putman is \$434,000, for Armstrong/Carruthers is \$274,000, and for 212-216 Carruthers is \$289,000. The estimated costs to maintain these properties for the next 10 years is for \$446,000 Putman, \$341,000 for Armstrong/Carruthers, and \$358,000 for 212-216 Carruthers. In each case it's cheaper to redevelop than to maintain these properties.
- Redevelopment also presents the opportunity to potentially add more homes.
- Josh asked if there had been any discussion recently about selling these properties and using that money to purchase other properties in the future. When the idea of redevelopment was discussed in past years, he was led to believe that the possibility of selling would also be explored.
- Andrew noted that these projections assume getting similar grants as the Forward project, which may not be possible. He urged caution with moving ahead if we can't get similar funding. Nicole asked if there was a way we could reach out to Action Ottawa to get a better idea of what grants we can expect.
- Sandy did not believe that the committee was being given enough detail on the pro forma financial projections to make a decision.
- Andrew asked if we're committed to redevelop if we apply for the pre-development funding. Maryse confirmed that this is the case.
- David asked about whether CCOC is considering redeveloping the Loretta property. Not currently, as Loretta would be a much bigger project than the three being currently considered.
- Due to its small size and more distant location, the committee was in favour of selling Putman especially. Andrew noted that in the past CCOC had considered selling Putman and had identified difficulties with being able to sell the property.
- The committee asked to see more options before making any decisions.

8. Maintenance Variance Report

- Mary noted that turnover maintenance is lower than expected, but asked if units are remaining vacant for longer. Maryse confirmed that units are staying vacant a little longer because we aren't doing showings until units are vacant during Covid.

9. Bad Debt Write Off and Accounts Receivable Statistics

- In mid-June there were 122 households with rent arrears. Approximately 1/3 of these were Covid related. As expected, market rent tenants have been more heavily affected by Covid.
- CCOC can technically issue N4s, but we're still trying to decide whether and how we want to issue them, while staying in line with our ideals and mission.
- Josh noted that with the lack of evictions currently, we're likely writing off less bad debt because we only write off bad debt when tenants move out. We can probably expect a lull in bad debt for now followed by a surge within a year or less.

- Court asked whether we're overvaluing our receivables due to the reduction in bad debt written off, and whether we should write them off anyway to account for this. Maryse said that this decision will be made at year end.
- Mary asked what percentage of rent has been paid on time during the pandemic. Maryse said that the rent is coming throughout the month, as opposed to most rent being received at the beginning of the month in the past. April-July rent collections are all around the same (\$1M) and not too far below a regular year. People are paying when they can throughout the month. Additionally, CCOC is only making bank deposits once a week with everyone working virtually.

MOTION: That That \$1,696.66 in Bad Debts be written off for June 2020.

(M/S/C, Andrew McNeil/Court Miller)

10. Annual Information Return

- Agency Report on 240 Presland
 - Maryse presented the report, which we receive every year from the Agency.
 - The co-op's strengths were low vacancy and low rent arrears. Everything else is a work in progress.
 - We're investigating why our energy costs are so much higher than our peer group. Andrew noted that that building has electric baseboard heating, which may be contributing.
 - Linda asked what made up the peer group to which CCHC is being compared. Maryse said it includes the other co-ops regulated by the Agency; it doesn't seem to be based on any factors such as number of units.
- Review of CCOC & CCHC AIR Indicators
 - Maryse presented the comparison between CCOC properties.
 - Josh noted that it would be nice to group buildings by attributes such as size, building with elevators, etc.

11. New Business

- **Additional Development Staffing**
 - Cahdco is currently working on a business case to add another project team in Development and a Budget & cost Analyst in Finance due to their high volume of work. These positions will be paid for by Cahdco revenue.
 - The break-even revenue with these new hires is the current revenue projections for 2020.
 - Cahdco has been growing steadily, but future revenues aren't guaranteed. To mitigate the risk, these are being considered as term positions.
 - This business case is going to the Cahdco Board this month, and then to CCOC Board.
 - Nicole asked whether the positions could be one year term to further mitigate the risk.
 - Josh asked why Cahdco doesn't present this proposal as part of their 2021 budget, since it's not in the 2020 budget. Maryse said that they feel a need to hire now because of the amount of work in the pipeline that they can't commit to without more staff.

- Linda asked where there would be space at the 415 Gilmour office for additional staff. Maryse said that more employees may be interested in working remotely post-Covid. There is currently no plan to have Cahdco move back to a separate space.

12. Next meeting/Deferrals

- Joint meeting with Rental Committee, tentatively scheduled for Tuesday August 18 at 6:30pm
- Policy Expiration Updates - sunset dates extended by the Board for procurement policies

13. Motion to adjourn: 9:13pm

(M/S/C, Nicole Rogers)

7/10/2020

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

Report Period: May 2020

| Expense Item | MTD Actual | MTD Budget | MTD Variance | MTD Last Year | YTD Actual | YTD Budget | YTD Variance | YTD Last Year |
|-----------------------------------|----------------|----------------|--------------|----------------|------------------|------------------|---------------|------------------|
| Common Area R&M | 225,803 | 179,649 | (46,154) | 220,532 | 1,063,634 | 950,787 | (112,847) | 940,326 |
| Insuite R&M | 30,073 | 57,391 | 27,318 | 66,990 | 239,753 | 286,955 | 47,202 | 288,118 |
| Turnover R&M | 28,743 | 42,739 | 13,996 | 38,276 | 144,905 | 213,695 | 68,790 | 214,696 |
| Redecorating | - | 7,461 | 7,461 | - | 975 | 37,305 | 36,330 | - |
| Other | (663) | 971 | 1,634 | 788 | (19,905) | 4,855 | 24,760 | (2,866) |
| Total Maintenance Expenses | 283,957 | 288,211 | 4,254 | 326,585 | 1,429,362 | 1,493,597 | 64,235 | 1,440,273 |

4.30%

Comments:

Monthly Variances can be explained by:

Common Area:

Higher building cleaning costs due to Covid.

A variance of 15K on Building cleaning CCOC staff is due to a posting error of WO's (Jan, Feb, Mar and Apr were posted for May) for a new staff member.

The fire and safety line was significantly over budget due to annual deficiency repairs and a fire watch at 145 Clarence during fire panel replacement.

Safety supplies for Covid also contributed to higher fire and safety expense.

Higher elevator expense is due to OTIS quarterly maintenance for the elevators at 145 Clarence.

Higher plumbing expense due to sewage back up at 90 James.

Insuite Repairs:

There continued to be less insuite work done due to Covid.

Turnover Repairs:

Favourable variance due to low number of turnovers.

ACCOUNTS RECEIVABLE STATISTICS - CCOC & CCHC COMBINED

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.

| | ARREARS | | | EVICTIONS | | | | BAD DEBTS WRITTEN OFF* | | | | New 09/18 | VACANCY COSTS | | | |
|--------|----------------|---------------|---------------|-----------|-------------|-----------|-------|------------------------|--------------|-------------|-----------------|-------------------|----------------|--------------|--------------|--------------|
| | Active Tenants | Moved Tenants | Total Arrears | Form 4's | L1 /L2 Apps | Evictions | NSF's | Sent to Collections | RENT ARREARS | R&M CHARGES | TOTAL BAD DEBTS | Bad Debt Recovery | Rents Payable | Vacancy Cost | Current % | YTD % |
| Jan-20 | \$45,476.67 | \$4,355.36 | \$49,832.03 | 28 | 2 | | 10 | 2 | \$505.00 | \$6,337.75 | \$6,842.75 | \$1,190.00 | \$1,051,327.00 | \$18,479.00 | 1.12% | 1.12% |
| Feb-20 | \$53,319.86 | \$5,284.06 | \$58,603.92 | 17 | 1 | | 8 | 3 | | \$15,251.00 | \$15,251.00 | \$1,085.00 | \$1,064,624.00 | \$14,301.79 | 0.86% | 0.99% |
| Mar-20 | \$53,768.34 | \$9,908.06 | \$63,676.40 | 16 | | | 12 | 1 | | \$2,990.98 | \$2,990.98 | \$784.75 | \$1,065,616.00 | \$12,076.00 | 0.72% | 0.90% |
| Apr-20 | \$63,722.37 | \$10,365.36 | \$74,087.73 | 2 | | | 9 | | | | | \$1,800.00 | \$1,061,354.00 | \$13,151.00 | 0.79% | 0.87% |
| May-20 | \$73,133.01 | \$12,666.36 | \$85,799.37 | | | | 3 | | \$6,254.70 | \$99.55 | \$6,354.25 | \$540.00 | \$1,060,194.00 | \$15,423.00 | 0.92% | 0.88% |
| Jun-20 | \$79,444.32 | \$5,326.23 | \$84,770.55 | | | | 3 | 4 | \$1,659.83 | \$36.83 | \$1,696.66 | \$1,031.32 | | | #DIV/0! | #DIV/0! |
| Jul-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| Aug-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| Sep-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| Oct-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| Nov-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| Dec-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| | | | | 63 | 3 | | 45 | 10 | \$8,419.53 | \$24,716.11 | \$33,135.64 | \$6,431.07 | \$5,303,115.00 | \$73,430.79 | 0.88% | 0.88% |

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

| | |
|---------------------------|-------------|
| Annual bad debt budget | \$57,807.00 |
| Rent bad debt % of budget | 14.56% |

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

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 | \$52,578.17 | \$48,005.33 | \$100,583.50 | 16 | | | | \$3,807.14 | \$30,053.27 | \$33,860.41 | \$846.93 | \$978,043.50 | \$20,431.00 | 1.31% | 1.31% |
| Feb-18 | \$45,400.16 | \$15,286.00 | \$60,686.16 | 17 | | 2 | | \$1,442.00 | \$2,208.34 | \$3,650.34 | \$521.58 | \$982,414.14 | \$19,242.50 | 1.23% | 1.27% |
| Mar-18 | \$43,217.73 | \$11,187.89 | \$54,405.62 | 19 | | | 6 | | \$586.14 | \$586.14 | \$511.43 | \$985,434.00 | \$18,837.00 | 1.20% | 1.24% |
| Apr-18 | \$75,821.14 | \$35,698.27 | \$111,519.41 | 15 | | | 1 | \$1,073.62 | | \$1,073.62 | \$2,388.36 | \$989,984.00 | \$16,203.00 | 1.03% | 1.19% |
| May-18 | \$26,303.36 | \$69,896.33 | \$96,199.69 | 26 | | 2 | 5 | \$7,165.90 | \$580.83 | \$7,746.73 | \$1,900.49 | \$989,211.00 | \$18,815.00 | 1.19% | 1.19% |
| Jun-18 | \$38,695.80 | \$69,018.83 | \$107,714.63 | 19 | | | | \$553.41 | \$519.43 | \$1,072.84 | \$864.60 | \$992,088.00 | \$15,802.00 | 1.00% | 1.16% |
| Jul-18 | \$61,144.70 | \$67,006.19 | \$128,150.89 | 17 | | | 17 | \$1,317.00 | \$23,524.54 | \$24,841.54 | \$695.99 | \$993,329.00 | \$15,900.00 | 1.01% | 1.14% |
| Aug-18 | \$45,673.69 | \$65,557.49 | \$111,231.18 | 23 | | 2 | 4 | \$5,900.64 | \$31,003.31 | \$36,903.95 | \$1,354.17 | \$996,572.00 | \$15,785.00 | 1.00% | 1.12% |
| Sep-18 | \$45,651.95 | \$58,044.87 | \$103,696.82 | 22 | | | 4 | \$539.02 | \$332.63 | \$871.65 | \$225.90 | \$1,002,434.00 | \$20,904.00 | 1.32% | 1.14% |
| Oct-18 | \$55,334.66 | \$51,941.60 | \$107,276.26 | 7 | | | 5 | | \$4,047.54 | \$4,047.54 | \$440.00 | \$1,000,252.00 | \$17,168.00 | 1.08% | 1.14% |
| Nov-18 | \$47,713.91 | \$57,100.32 | \$104,814.23 | 17 | | | | \$3,918.00 | \$50.86 | \$3,968.86 | \$668.58 | \$998,495.00 | \$18,380.17 | 1.16% | 1.14% |
| Dec-18 | \$46,188.47 | \$50,223.04 | \$96,411.51 | 18 | | 1 | 6 | \$10,113.09 | \$751.05 | \$10,864.14 | \$370.00 | \$999,890.00 | \$19,145.00 | 1.20% | 1.14% |
| | \$48,643.65 | \$49,913.85 | \$98,557.49 | 216 | | 7 | 48 | \$35,829.82 | \$93,657.94 | \$129,487.76 | \$10,788.03 | \$11,908,146.64 | \$216,612.67 | 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 | \$45,512.09 | \$28,246.90 | \$73,758.99 | 17 | 1 | | 2 | \$190.01 | \$6,252.11 | \$6,442.12 | \$555.00 | \$1,002,255.00 | \$18,450.00 | 1.16% | 1.16% |
| Feb-19 | \$45,533.20 | \$23,280.30 | \$68,813.50 | 11 | 3 | | 1 | \$24.00 | \$1,825.59 | \$1,849.59 | \$5,667.06 | \$1,004,505.00 | \$22,259.00 | 1.39% | 1.28% |
| Mar-19 | \$31,558.33 | \$33,480.29 | \$65,038.62 | 16 | 2 | | 4 | | \$2,843.92 | \$2,843.92 | \$370.00 | \$1,011,090.00 | \$21,362.00 | 1.33% | 1.29% |
| Apr-19 | \$30,845.10 | \$27,590.79 | \$58,435.89 | 22 | | 2 | 7 | \$4,955.99 | \$800.00 | \$5,755.99 | \$4,089.00 | \$1,011,226.00 | \$25,732.00 | 1.60% | 1.37% |
| May-19 | \$34,370.26 | \$29,551.41 | \$63,921.67 | 8 | | | 10 | | | | \$1,058.25 | \$1,022,216.00 | \$19,201.00 | 1.19% | 1.34% |
| Jun-19 | \$35,934.87 | \$10,196.75 | \$46,131.62 | 13 | | | 7 | \$853.81 | \$838.76 | \$1,692.57 | \$640.00 | \$1,021,916.00 | \$19,621.00 | 1.21% | 1.32% |
| Jul-19 | \$32,154.44 | \$27,869.72 | \$60,024.16 | 24 | 3 | | 3 | \$11,682.77 | \$834.68 | \$12,517.45 | \$1,893.00 | \$1,026,213.00 | \$19,089.00 | 1.18% | 1.30% |
| Aug-19 | \$32,288.47 | \$15,761.94 | \$48,050.41 | 16 | 1 | | 7 | | \$1,329.62 | \$1,329.62 | \$490.00 | \$1,031,076.00 | \$21,149.00 | 1.30% | 1.30% |
| Sep-19 | \$31,829.12 | \$13,731.73 | \$45,560.85 | 20 | | | 6 | \$964.00 | \$2,084.59 | \$3,048.59 | \$2,646.31 | \$1,042,750.00 | \$17,367.00 | 1.06% | 1.27% |
| Oct-19 | \$41,772.53 | \$15,773.18 | \$57,545.71 | 17 | 2 | | 5 | | \$2,130.63 | \$2,130.63 | \$1,280.00 | \$1,043,597.00 | \$25,774.00 | 1.57% | 1.30% |
| Nov-19 | \$41,205.00 | \$13,075.00 | \$54,280.00 | 11 | 2 | | 2 | \$2,363.89 | | \$2,363.89 | \$560.00 | \$1,044,928.00 | \$17,968.00 | 1.09% | 1.28% |
| Dec-19 | \$44,952.89 | \$11,273.11 | \$56,226.00 | 19 | 4 | | 2 | | \$1,515.00 | \$1,515.00 | \$801.47 | \$1,054,023.00 | \$11,615.00 | 0.70% | 1.23% |
| | \$37,329.69 | \$20,819.26 | \$58,148.95 | 194 | 18 | 2 | 56 | \$21,034.47 | \$20,454.90 | \$41,489.37 | \$20,050.09 | \$12,315,795.00 | \$239,587.00 | 1.23% | 1.23% |

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 | 5.33% |
| Bad debt % of rents payable | 0.14% |

| | |
|---------------------------|-------------|
| Annual bad debt budget | \$59,160.00 |
| Rent bad debt % of budget | 35.56% |

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

16 June 2020

Centretown Citizen Housing Co-operative

Dear Co-operators:

Subject: Performance Report for Your Co-op

Now that the Agency has completed its review of your Annual Information Return (AIR), we are pleased to be able to share this report, which compares your performance with that of other housing co-ops. A refreshed version of our original Co-op Data Report, the Performance Report looks at

- vacancy loss
- arrears and bad debts
- maintenance spending
- capital-replacement reserve spending and contributions.

Depending on your circumstances and the information available from all sources, you may find that your Performance Report includes more measures than are listed above.

To explore your results even further, I invite you to visit our benchmarking and good-practice website: www.homerun.coop. Watch the tutorial video to learn how to dig deep into your results for a better understanding of how your co-op is really performing.

We encourage you to discuss this report with your members. Please feel free to contact me if you have questions to ask or ideas to share.

Yours sincerely,



Tiffany Woodfield
Relationship Manager
Toll-free phone: 1.866.660.3140

Centretown Citizen Housing Co-operative Co-op Data Report for the Year Ended 31 December 2019

What You Need to Know before Reading this Report

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

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

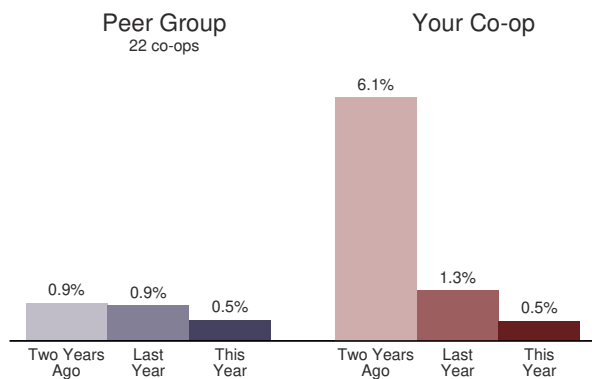
The **line graph** (sample below, right) shows the range of results for the co-ops we have compared you to. The upright bar is the median point. Half your peers were above this and half below. The bullet point shows where your co-op sat.



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

Please contact Tiffany Woodfield at the Agency with any questions.

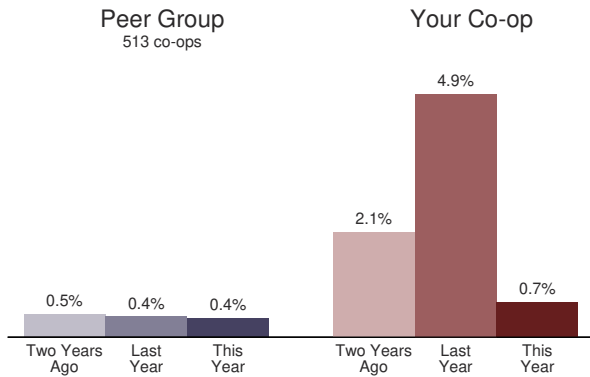
Vacancy Loss



Rental market vacancy rates vary by community. Over the year, your co-op lost 0.5% of its housing revenue to vacant units. Half the co-ops reporting in your area lost less than 0.5% and half lost more. Out of 22 co-ops in your peer group, 12 lost less to vacancies than you did.

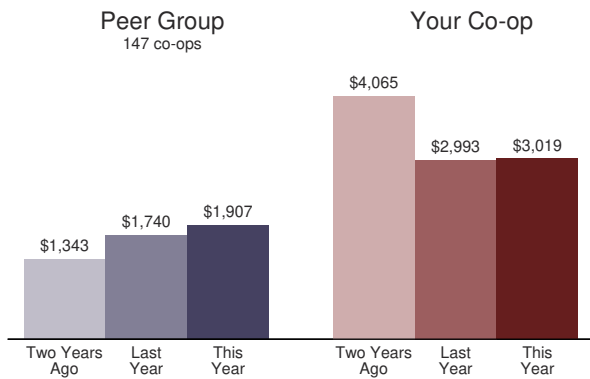
As of October 2019, the average vacancy rate for similar rental housing in your area was 1.7%. The X on the line graph marks this point.

Housing Charge Arrears and Bad Debts



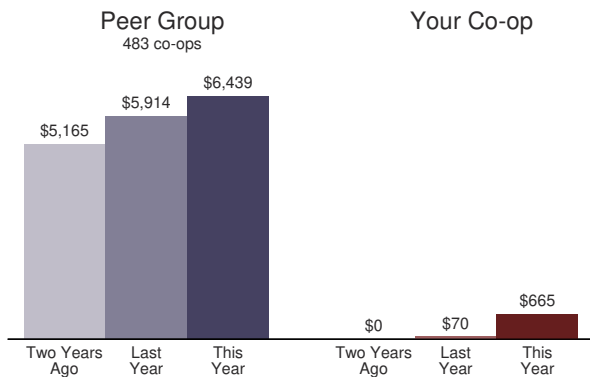
The sum of your year-end arrears and annual bad-debt expense came to 0.7% of the total charged to residents in the year for housing. Half of reporting co-ops lost less than 0.4% and half lost more. The best-managed and governed co-ops have few or no arrears and bad debts. Out of 513 co-ops reporting, 321 lost less to arrears and bad debts than you did.

Maintenance Spending per Unit



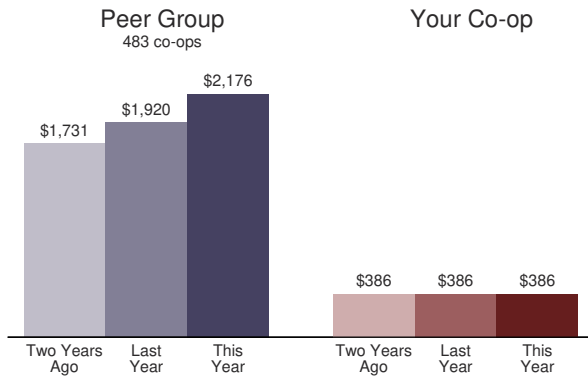
Your co-op spent \$3,019 per unit on maintenance over the year. Half of reporting co-ops with an elevator spent more than \$1,907 per unit and half spent less. Of your 147 peers, 9 spent more on maintenance than you did.

Capital Replacement Reserve Balance



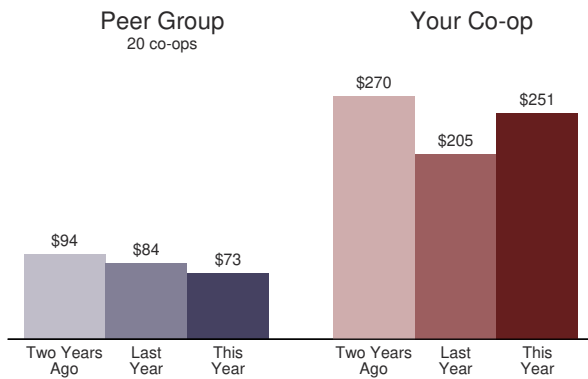
At year end, your co-op had a replacement reserve of \$665 per unit. It held cash or investments of \$665 per unit backing this reserve. Half of reporting co-ops with money in their reserve had more than \$6,439 per unit and half had less. You had less in your reserve than 457 of your 482 peers.

Capital Replacement Reserve Contributions



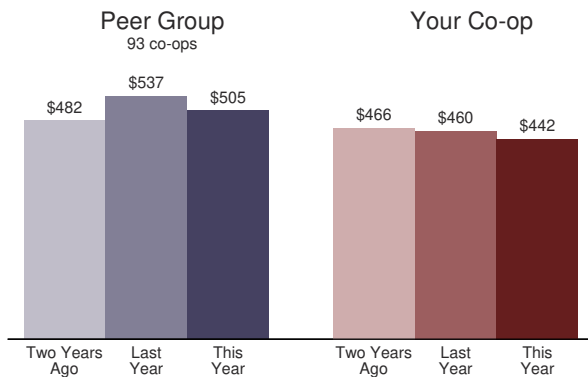
Last year, you added \$386 per unit to your capital replacement reserve from operating revenues. Half of all co-ops that put money in their reserve during the year added more than \$2,176 per unit and half added less. You added less to your reserve than 470 of your 482 peers.

Energy Costs



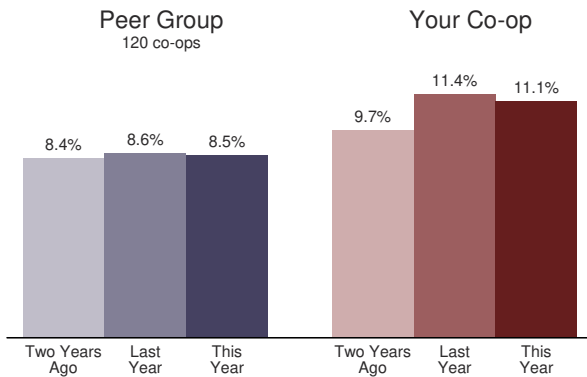
Your co-op spent \$251 per unit on energy for heat, light, hot water and power over the year. We compared your co-op with others in Ottawa where the co-op pays for energy for common areas only. Half of the co-ops we compared you to spent more than \$73 per unit on energy and half spent less. Out of 20 co-ops in your peer group, 17 spent less on energy than you did.

Water and Sewerage Charges



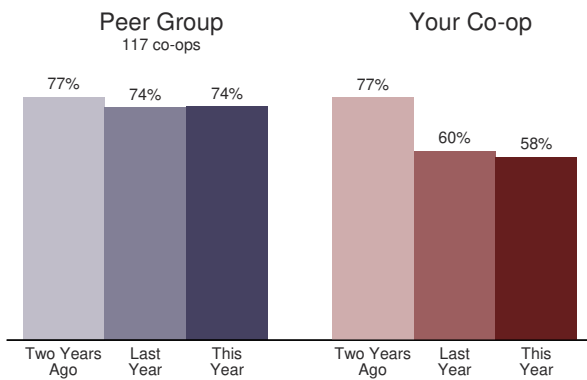
A co-op's spending on water and sewerage varies by average household size. It also reflects who pays for the water members use and, where the co-op pays, whether any units are vacant. Your co-op spent \$442 per unit over the year. Half of co-ops in your peer group spent more than \$505 and half spent less. We grouped your co-op with others where the co-op pays all water and sewerage charges and the average unit has under two bedrooms. Out of 93 co-ops like yours, 36 spent less on water than you did.

Administrative Spending



Administration costs vary by area, management model and the services a co-op chooses to hire out. Many smaller co-ops pay more of their revenue for administration than larger co-ops. Over the year your co-op spent 11.1% of its operating revenue on administration. Half of co-ops in your peer group spent more than 8.5% on administration and half spent less. Out of 120 Ontario co-ops that use the services of a management firm, 94 spent a lower percentage on administration than you did. Please take a moment to look at your administrative spending against other indicators, such as vacancy loss and arrears. This will show you how well your co-op's approach to administration is working for you.

Housing Charges Compared to Market



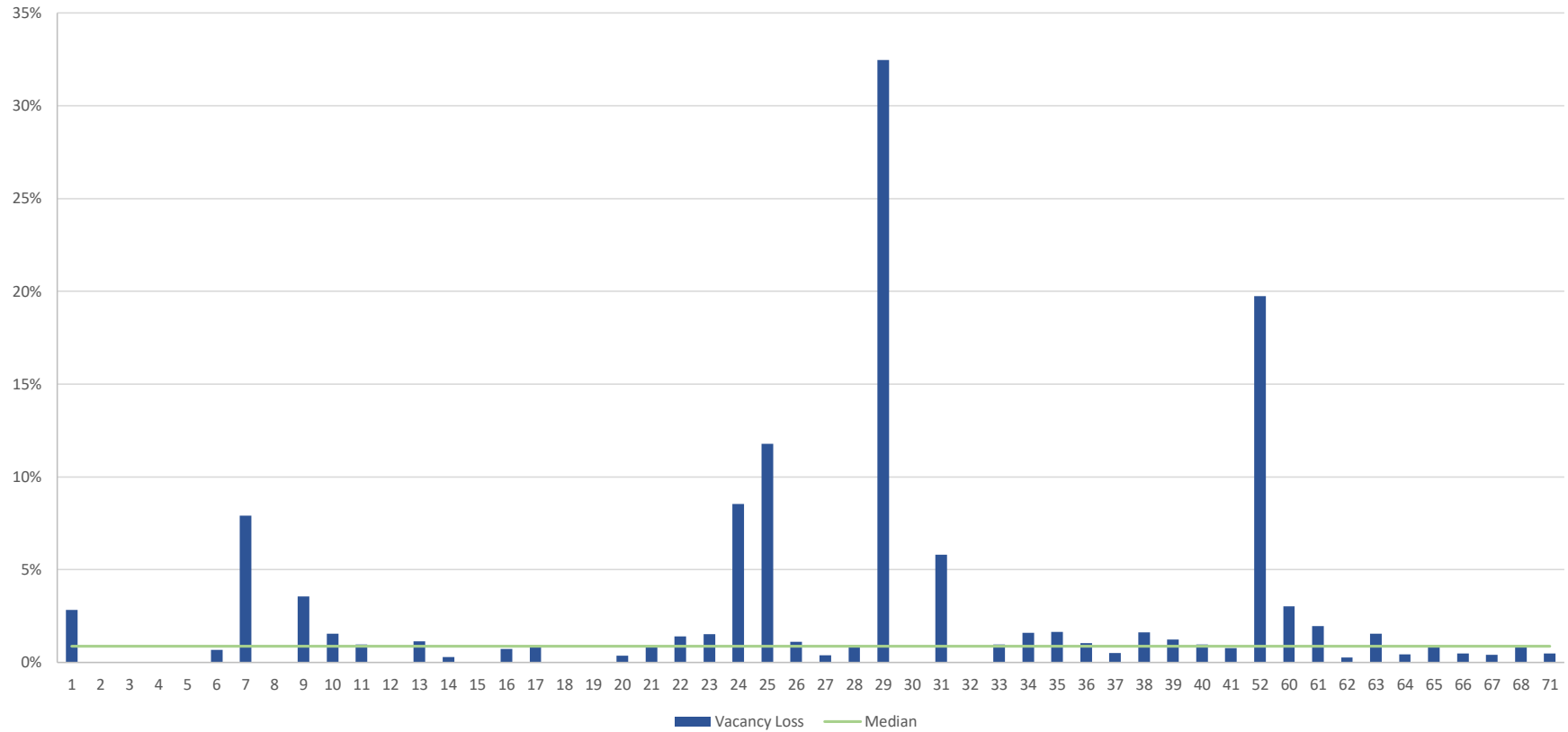
This graph compares your housing charges to the average rent in your marketplace, weighted by bedroom count. Half of co-ops reporting had charges below 74% of the average market rate for apartments and half had higher charges. If your percentage is below 100, your charges are lower than the average rent in your marketplace.

In the year reported your co-op's housing charges were 58% of the average rent in your marketplace.

Out of 117 co-ops, 102 had higher housing charges, compared to market, than you did.

AIR Building Indicators as of December 31, 2019

Vacancy Loss

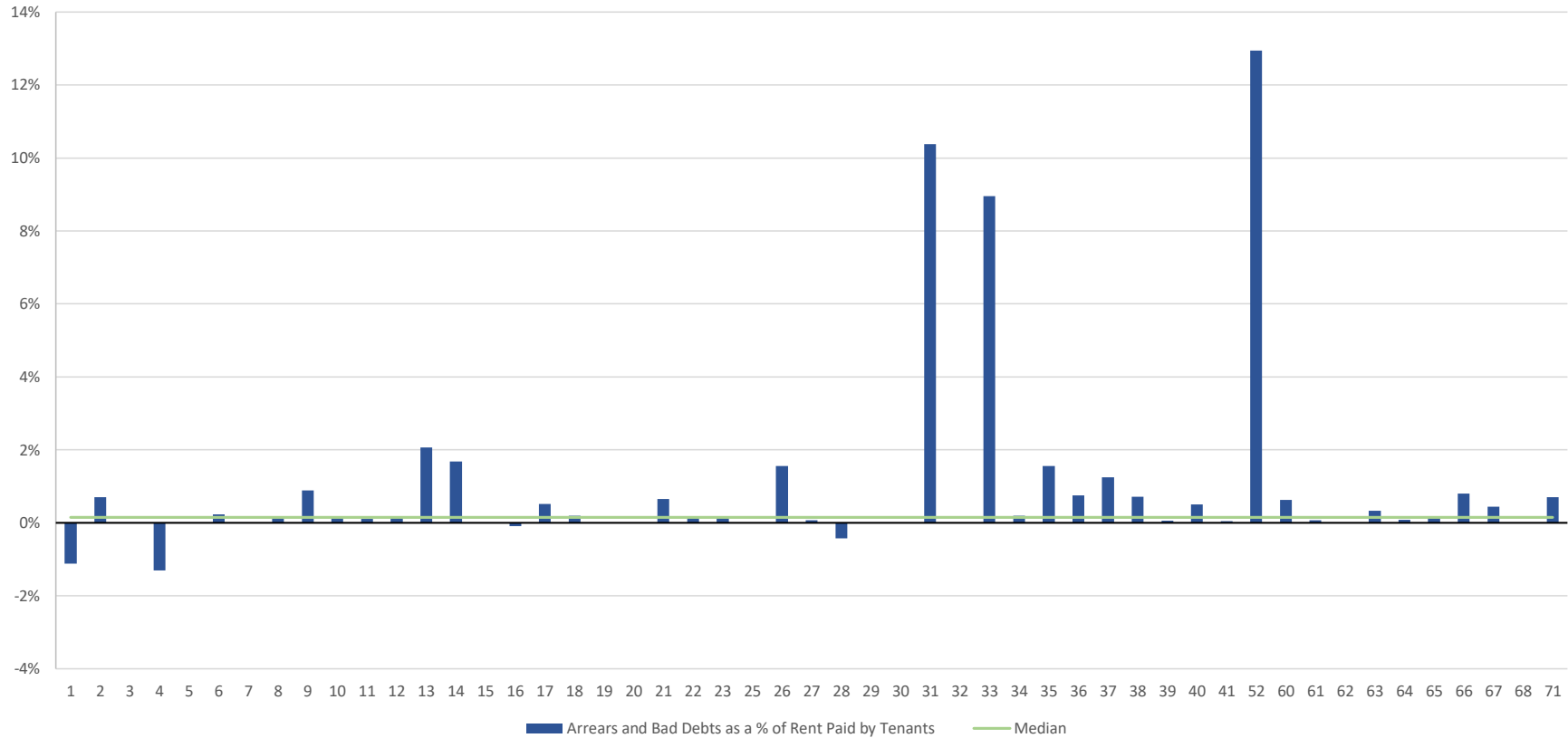


Notes:

- 1) Vacancy at 41 Florence (p7) were due to extensive turnover and a delay in move-in after the turnover was complete.
- 2) Options Bytown had some trouble filling vacancies at 369 Stewart (p25) in 2019.
- 3) Vacancy at Armstrong/Carruthers (p24) was due to a new strategy to extend turnover time and partner with support agencies to improve the success of tenancies.
- 4) Vacancy costs at 283 Arlington (p29) were due to an extensive turnover required after a 20-year hoarder tenant, and multiple refused offers on showings.
- 5) Vacancy costs for the unrentable unit at 293 Loretta (p31) were excluded from the data.
Prospective RGI tenants also refused a unit, so it was flipped to market rent, and market rent tenants then had to be found.
- 6) Vacancy costs at 163 James (p52) were due to an eviction and an abandonment, both requiring extensive turnover work.
This is the second year in a row that 163 James experienced high vacancy costs.

AIR Building Indicators as of December 31, 2019

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

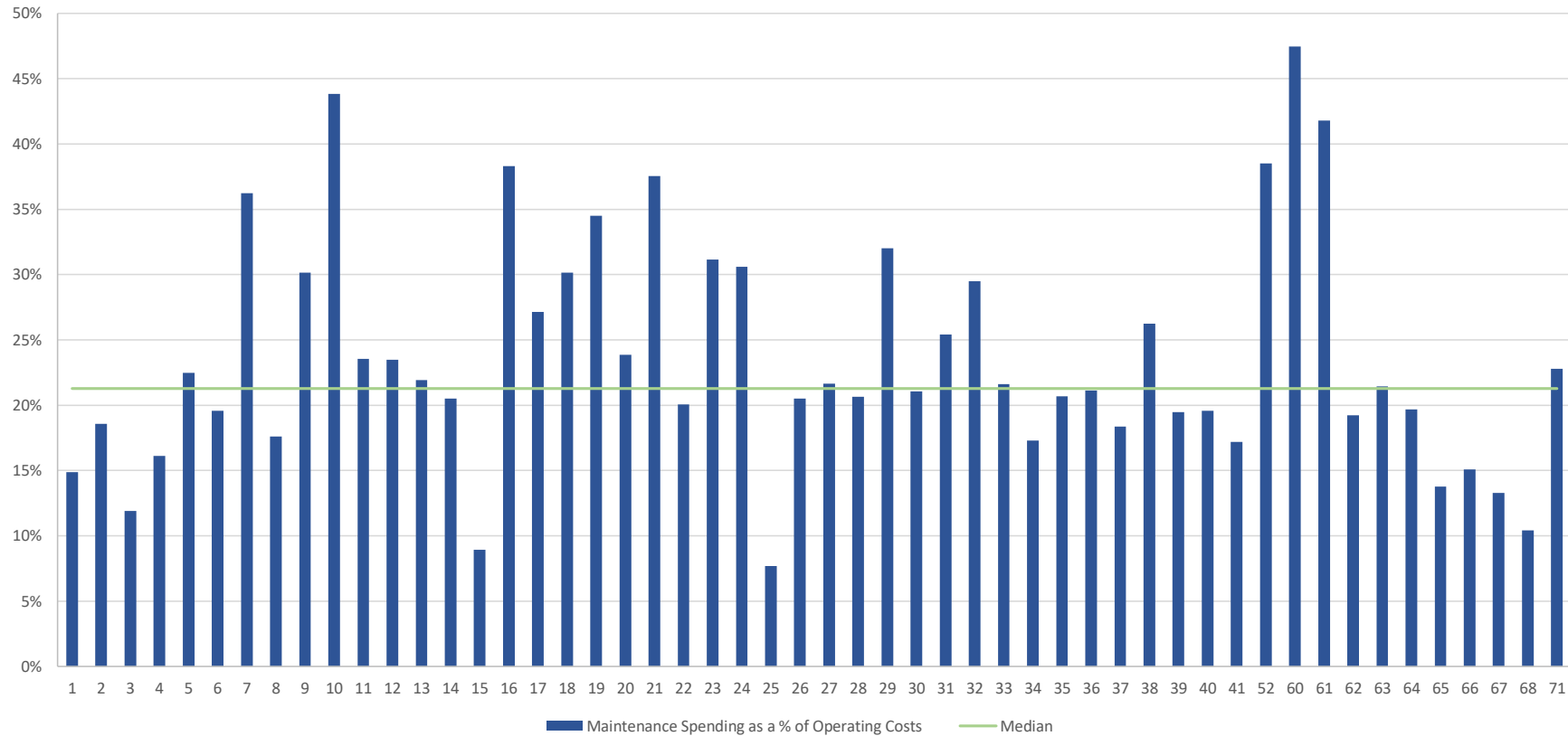


Notes:

- 1) Arrears at 147 Hinchey (p33) were from one tenant (accumulated over several years); she is paying off the amounts.
- 2) Arrears at Loretta (p31) represent a large turnover chargeback after an eviction.
- 3) Arrears at 163 James (p52) stemmed from two units with both rent arrears and turnover chargebacks.

AIR Building Indicators as of December 31, 2019

Maintenance Spending as a % of Operating Costs

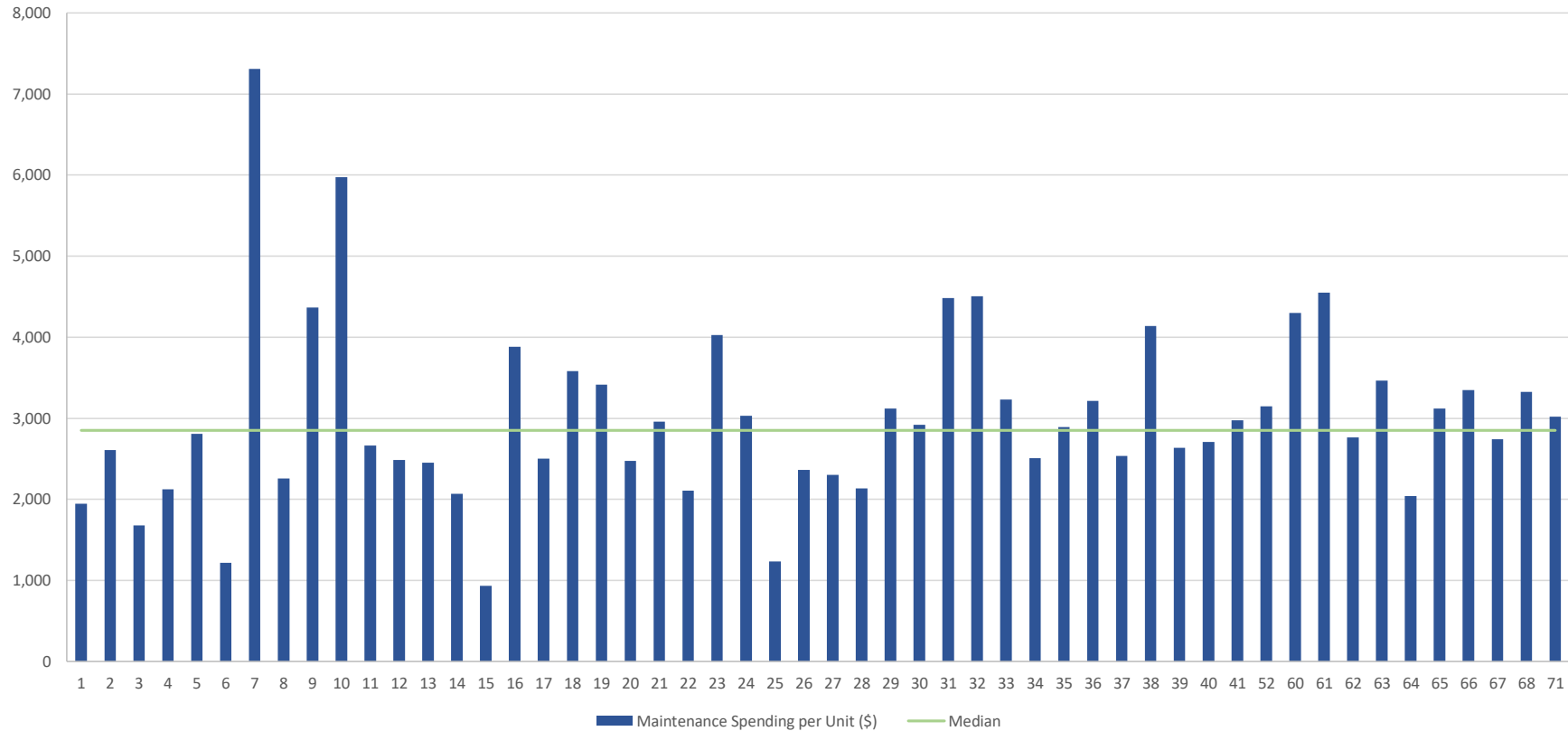


Notes:

- 1) Turnover repairs and rent abatements for one tenant account for high maintenance expense at 41 Florence (p7).
- 2) High costs at 50 Waverley (p10) were largely for furnace repairs.
- 3) Higher than expected costs at Rochester (p16) for fire safety, HVAC, and window repairs. Accumulation of multiple small/medium repairs and supplies at a small property.
- 4) Higher than expected costs at 345 Waverley (p21) for fire safety, HVAC, flooring, plumbing, and window repairs, and turnover cleaning.
- 5) Options Bytown has a separate maintenance person for most maintenance work at 369 Stewart (p25).
- 6) Higher than expected costs at 163 James (p52) for snow removal, fire safety, and turnover repair/cleaning.
- 7) Higher than expected costs at 140 Bronson (p60) for snow removal, fire safety, HVAC, CA plumbing (frozen pipe), IS plumbing, pest control, flooring.
- 8) Higher than expected costs at 123 Stirling (p61) for fire safety, HVAC, and lock repairs. HVAC repairs required on boiler, furnace, air makeup, and radiators.
- 9) High fire safety expense at most properties due to new contractor (previously in-house), performing deferred maintenance, and smoke detector replacement in most units.

AIR Building Indicators as of December 31, 2019

Maintenance Spending per Unit

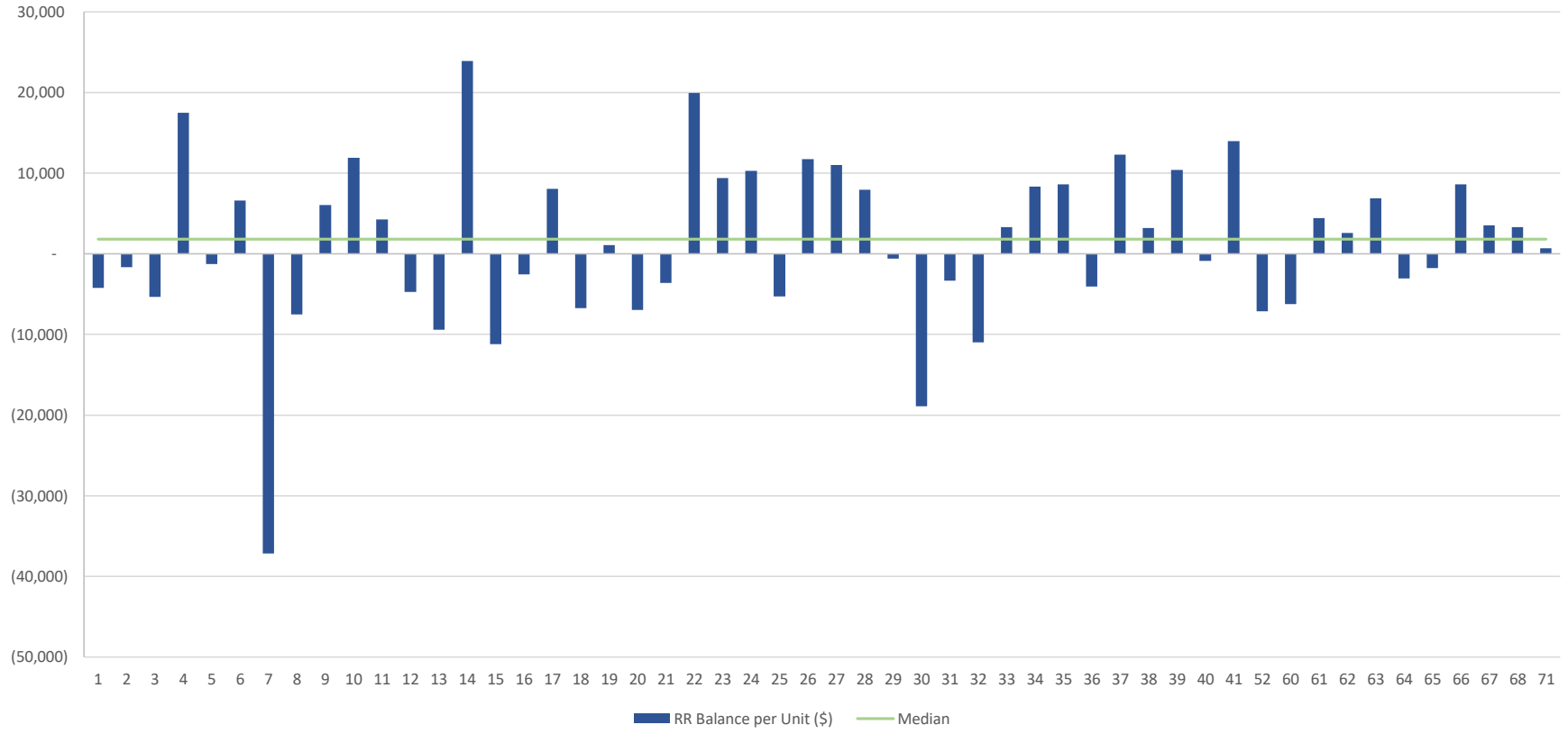


Notes:

- 1) Turnover repairs and rent abatements for one tenant account for high maintenance expense at 41 Florence (p7).
- 2) High costs at 50 James (p9) were due to pest control, fire safety, CA HVAC (air makeup), CA plumbing (burst pipe), "IS-general repairs", IS HVAC, IS plumbing. Several extensive turnovers put turnover repairs almost 500% above budget.
- 3) High costs at 50 Waverley (p10) were largely for furnace repairs.
This is the second year in a row that Waverley has been in the top three properties for maintenance spending per unit.
- 4) High costs at Loretta (p31) were due to a roof leak, HWT repair, "IS-general repairs", pest control, door repairs, t/o cleaning
- 5) High costs at Putman (p32) due to stair and deck replacement, leak in concrete wall. However most line items were actually below budget.
Putman continues to be among the properties with the highest maintenance costs per unit for the third year in a row.
- 6) Higher than expected costs at 511 Bronson (p38) for new winter matting, tree removal, fire safety, intercom systems, "IS-general repairs", plumbing, and turnover repairs.
- 7) Higher than expected costs at 140 Bronson (p60) for snow removal, fire safety, HVAC, CA plumbing (frozen pipe), IS plumbing, pest control, flooring.
- 8) Higher than expected costs at 123 Stirling (p61) for fire safety, HVAC, and lock repairs. HVAC repairs required on boiler, furnace, air makeup, and radiators.
- 9) High pest control costs at p. 31 and 61 were due to wildlife (squirrels, mice, etc), not bugs.

AIR Building Indicators as of December 31, 2019

RR Balance per Unit

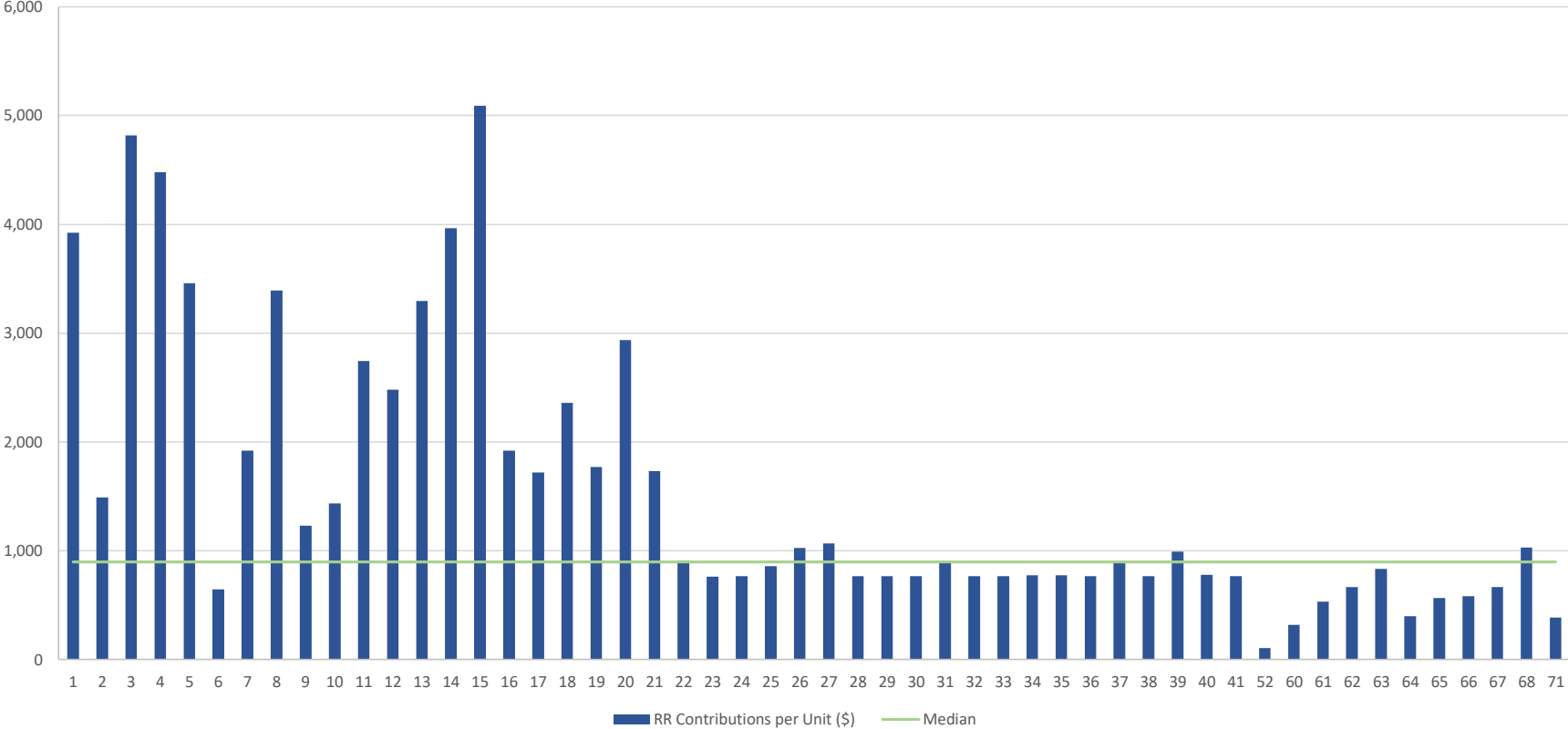


Notes:

- 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 (continued from 2018).

AIR Building Indicators as of December 31, 2019

RR Contributions per Unit

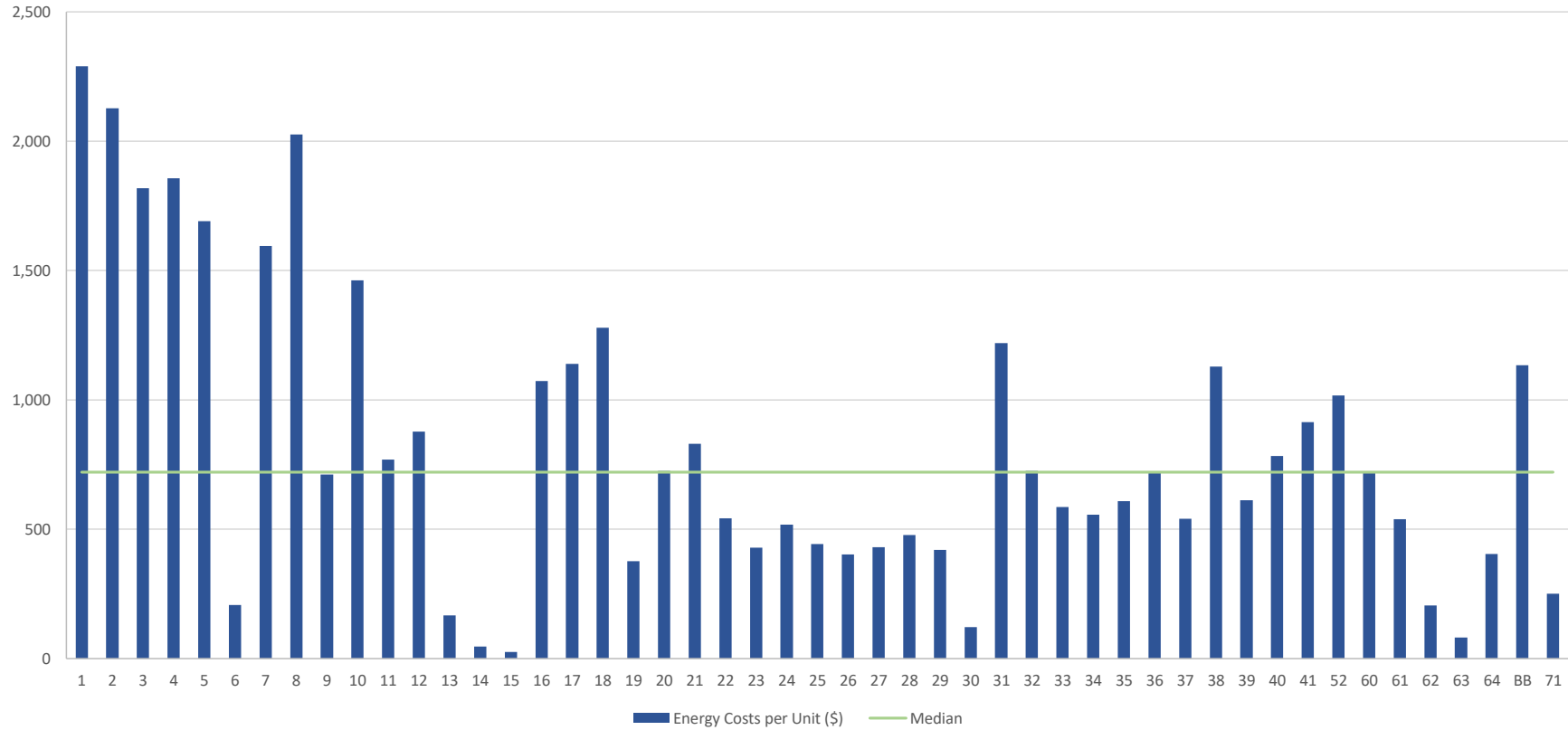


Notes:

1) We made higher contributions for EOA properties since this portfolio had an operating surplus for 2019.

AIR Building Indicators as of December 31, 2019

Energy Costs per Unit

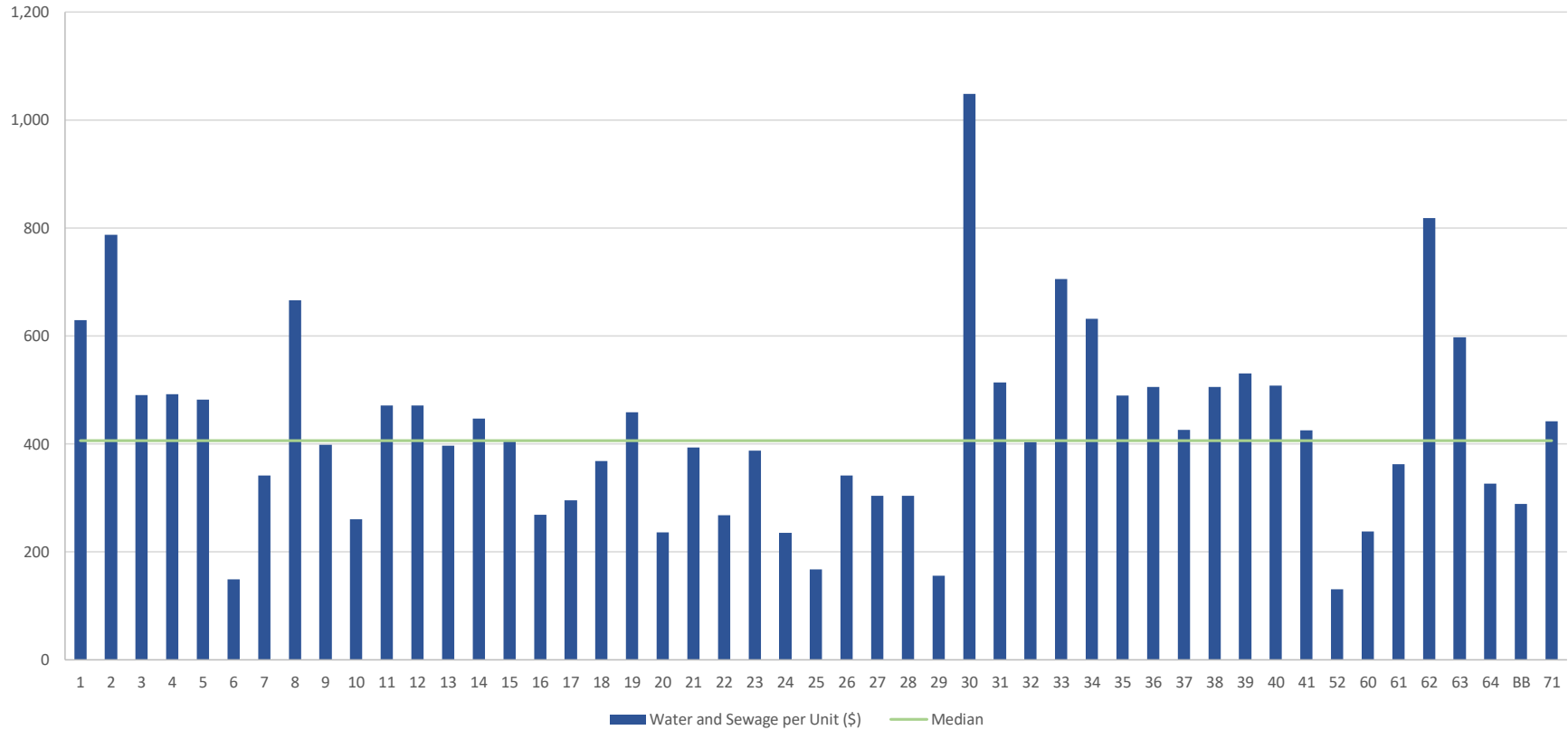


Notes:

- 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.

AIR Building Indicators as of December 31, 2019

Water Charges per Unit

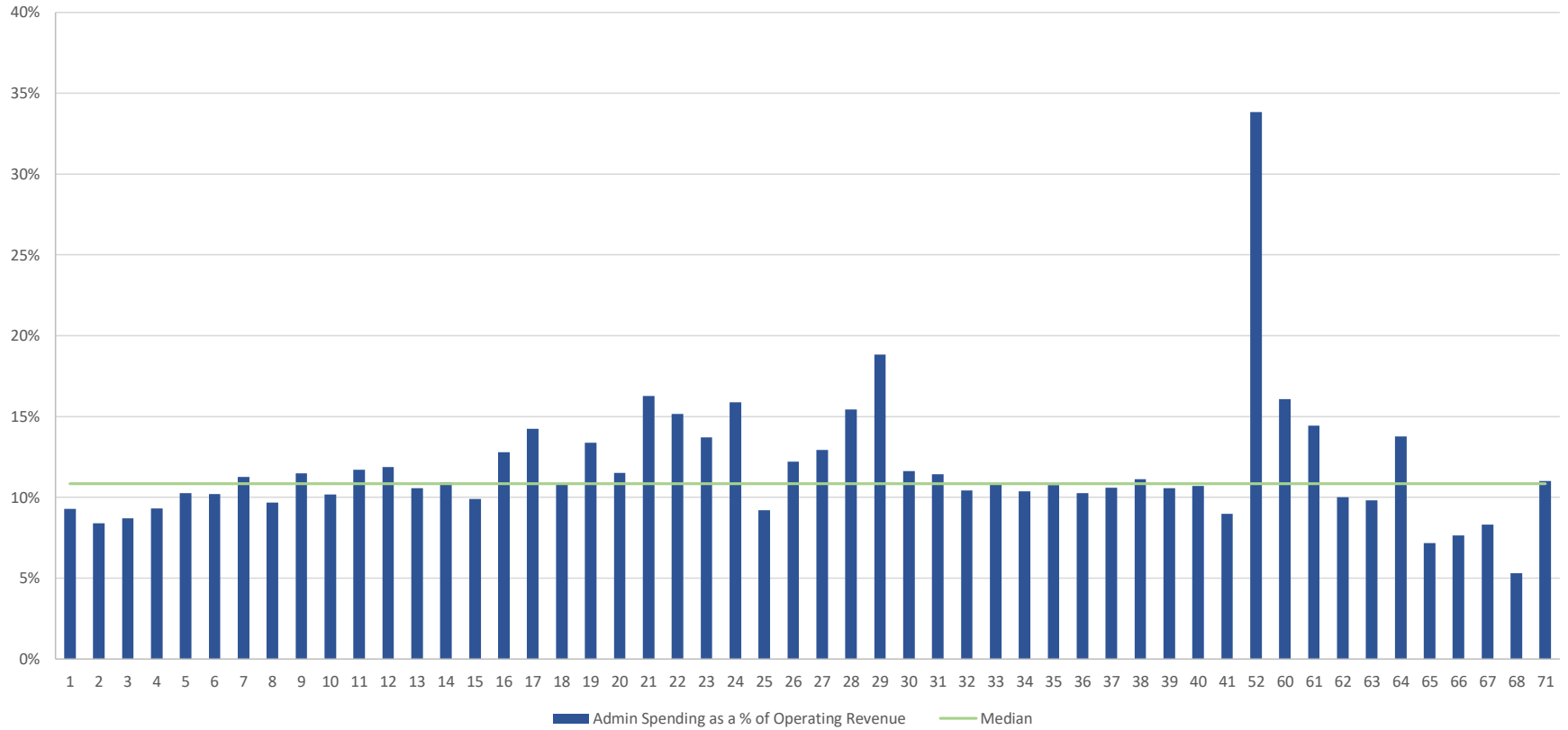


Notes:

- 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.
- 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, 2019

Administrative Spending as a % of Operating Revenue

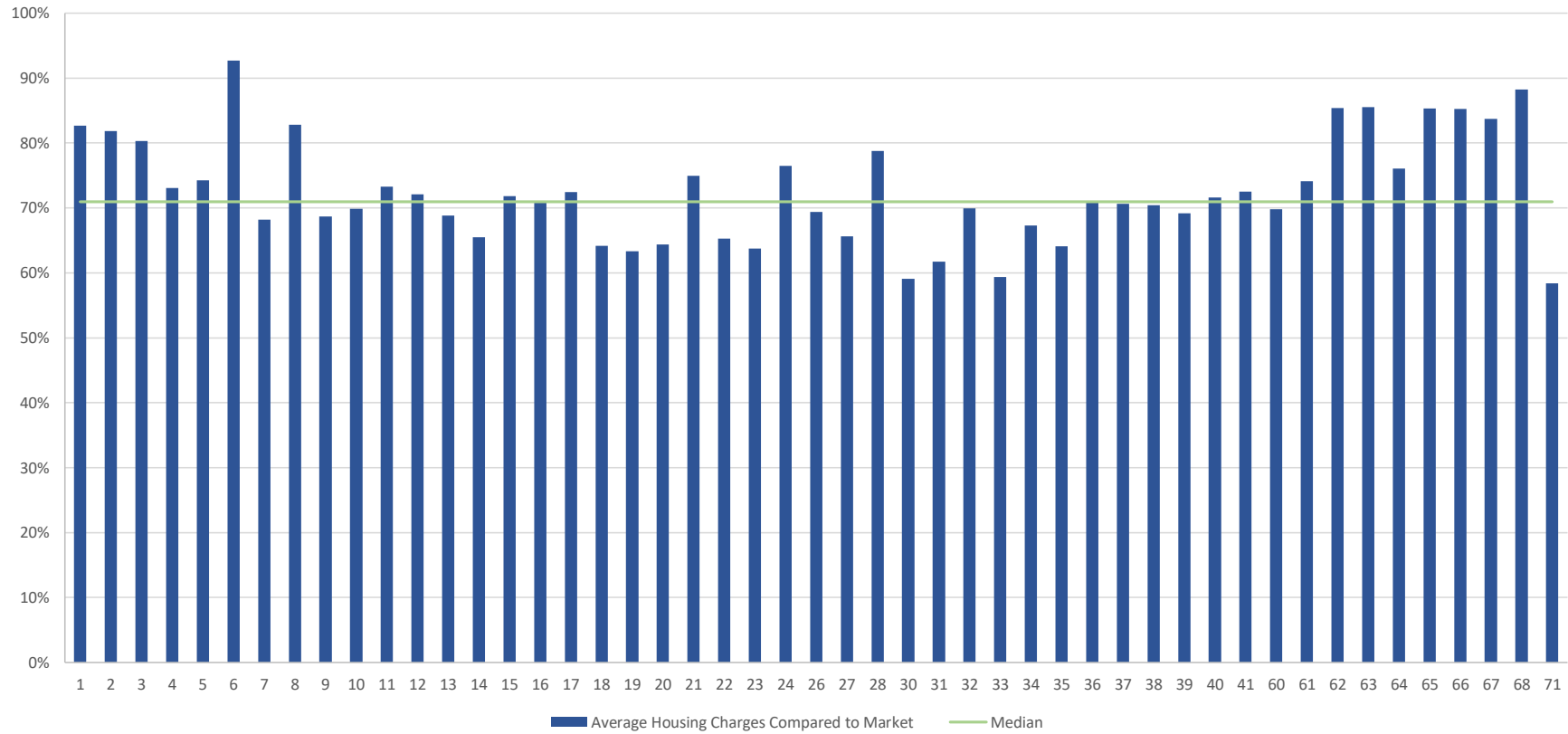


Notes:

1) Operating revenue was low at 163 James (p52) since all units are rooms, all subsidies are internal, and vacancy costs were high in 2019.

AIR Building Indicators as of December 31, 2019

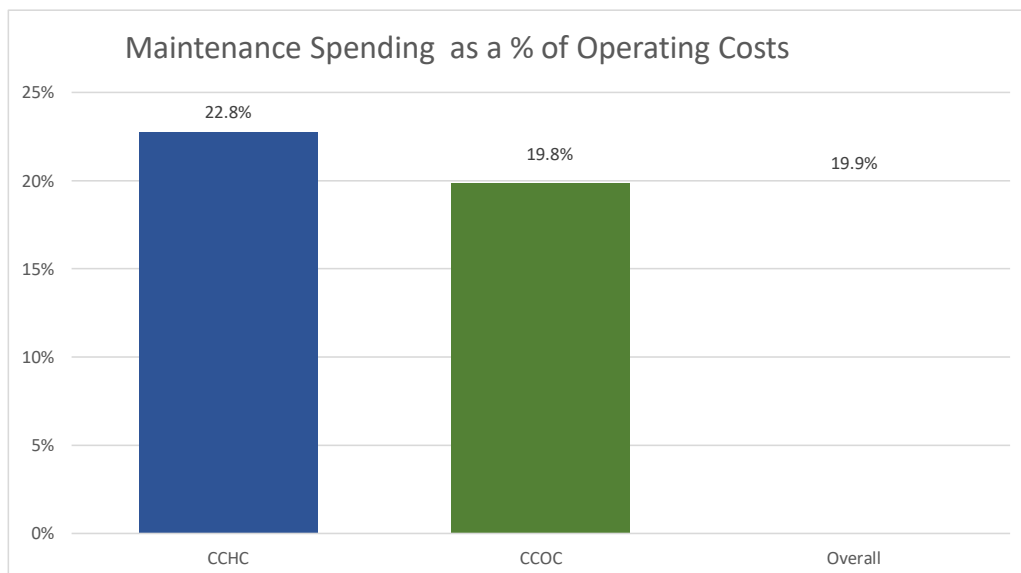
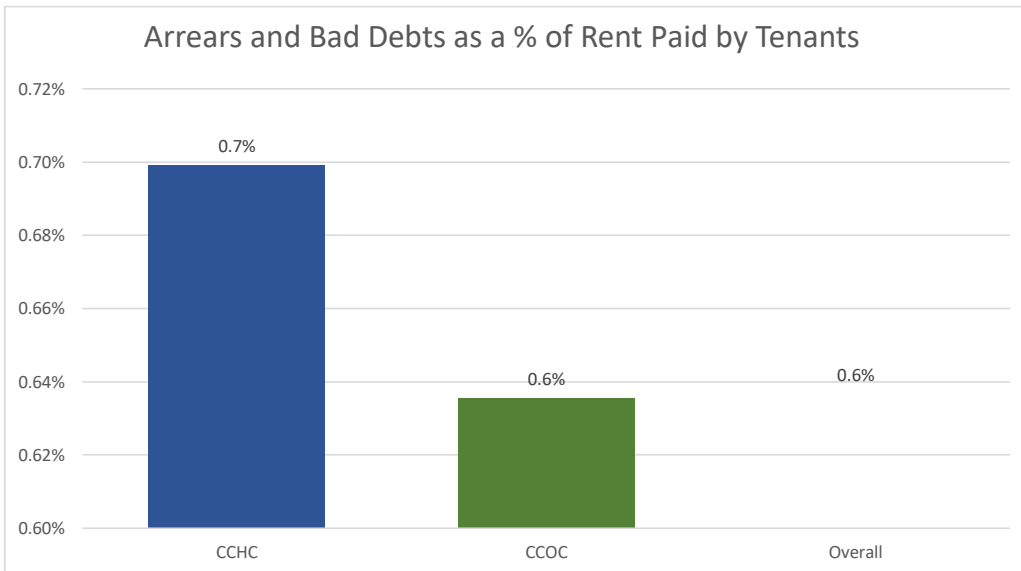
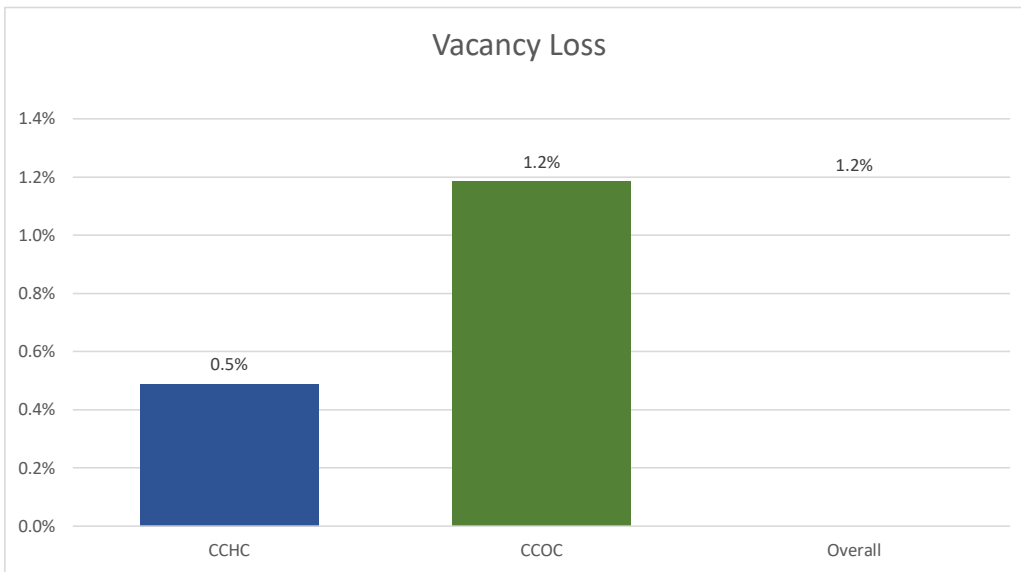
Housing Charges Compared to Market, Weighted by Bedroom Count



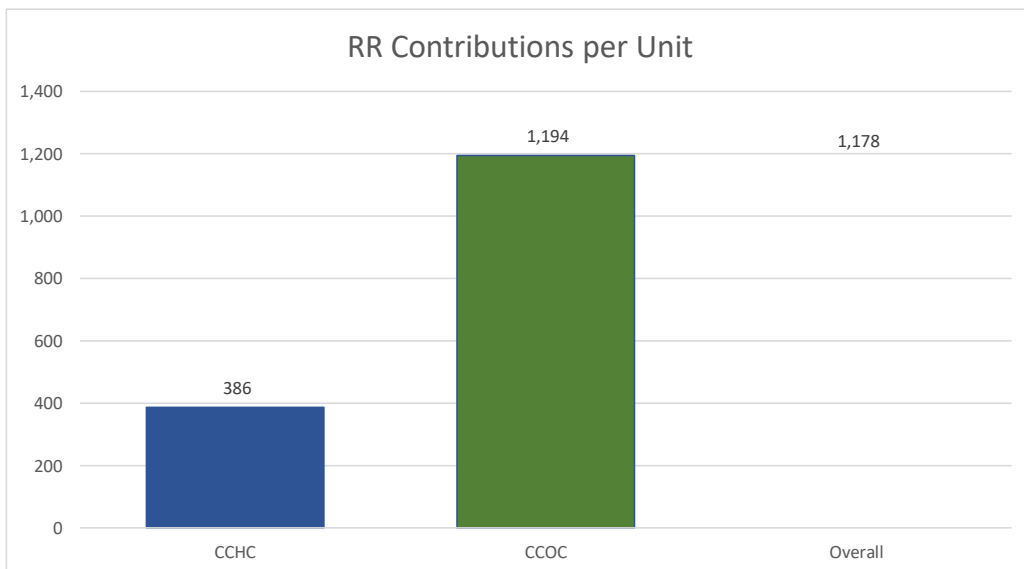
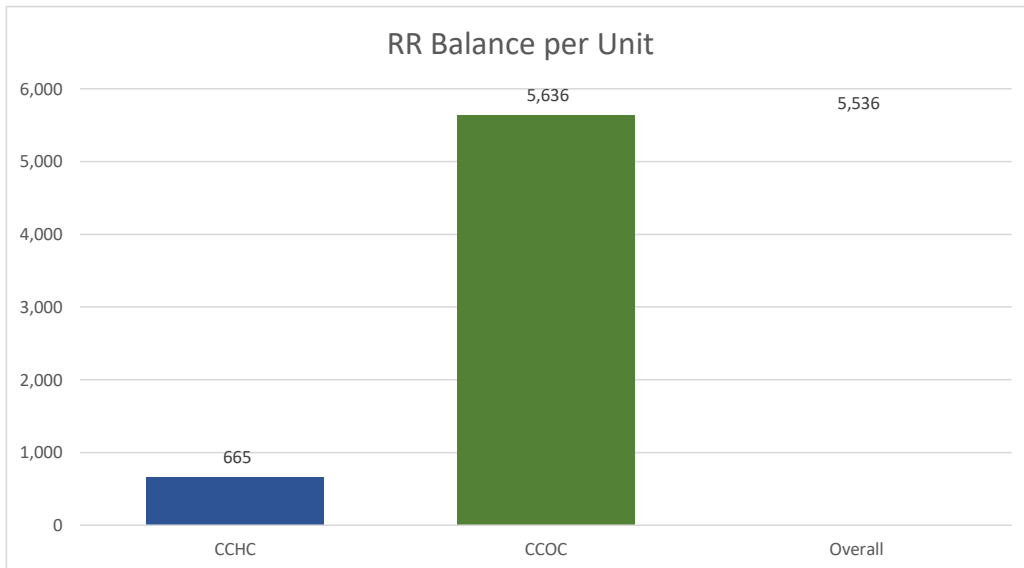
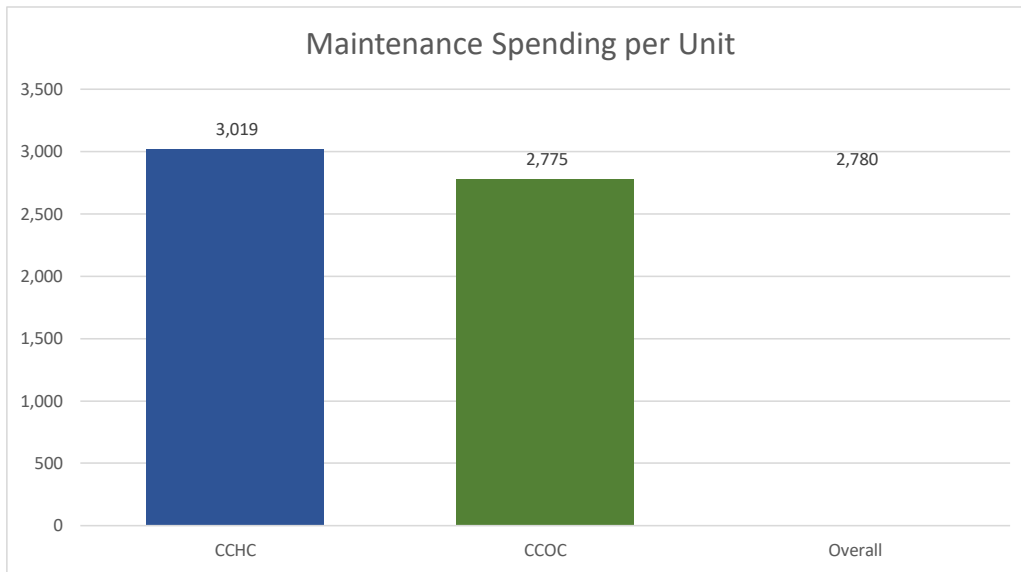
Notes:

- 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.

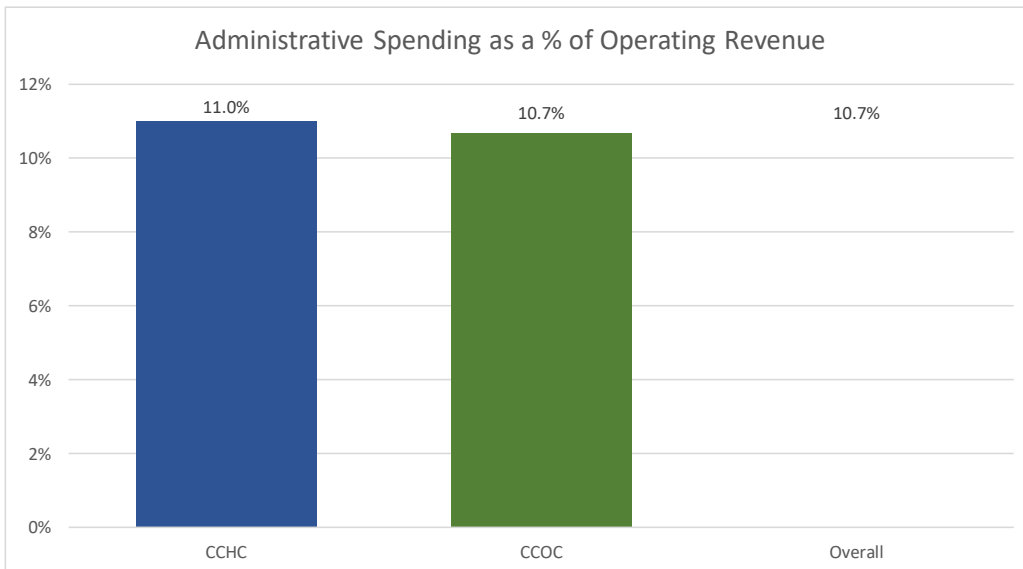
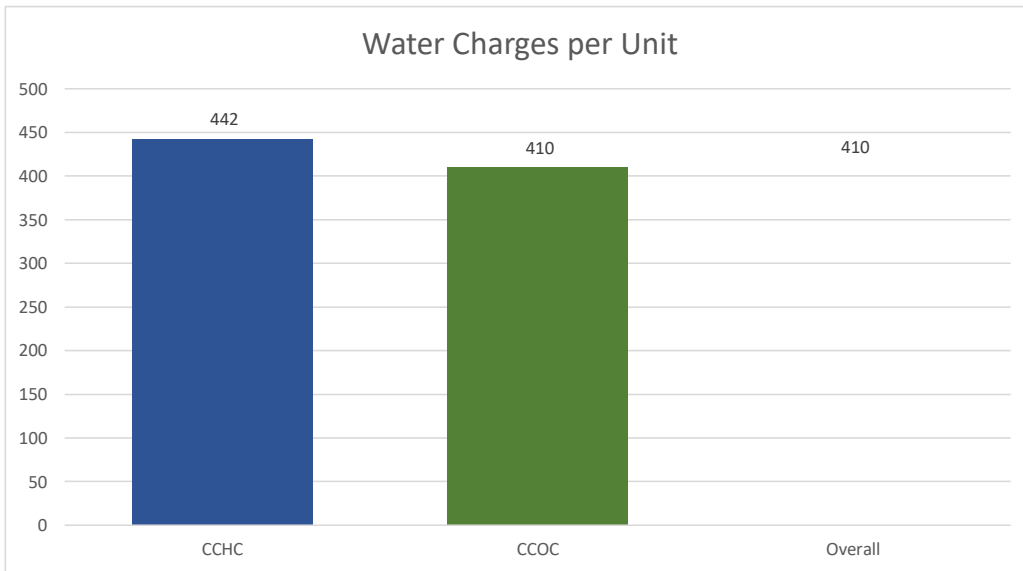
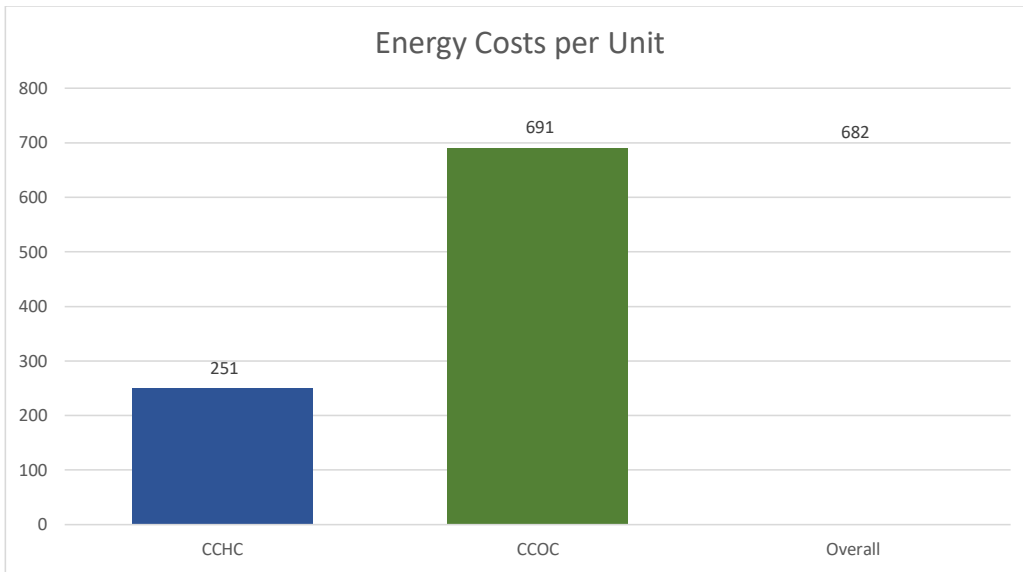
AIR Building Indicators as of December 31, 2019



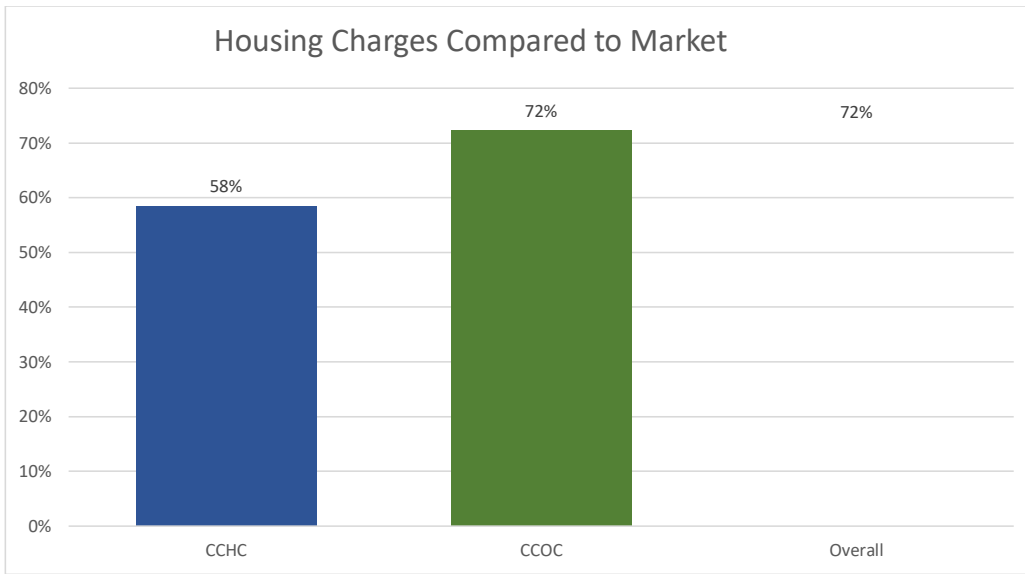
AIR Building Indicators as of December 31, 2019



AIR Building Indicators as of December 31, 2019



AIR Building Indicators as of December 31, 2019





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www.ccochousing.org 613-234-4065
info@ccohousing.org

**Facilities Management Committee
Meeting Agenda
June 25th 2020**

*The meeting will be conducted **remotely***

Thu, June 25, 2020 7:00 PM - 10:00 PM (EDT)

Please join my meeting from your computer, tablet or smartphone.

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Participants: James Clark, David McCallum, Mike Lambert, Penny McCann, Kevin Judge (1st meeting), Erika Koenig-Sheridan (1st meeting), Dahlya Smolash (3rd meeting)

Regrets: Shelley Robinson

Staff: Norm Turner, Kat LeBlanc (minute taker)

1. Call to Order: 7:08PM

2. Anti-oppression Statement

As Committee members,

We acknowledge that the land on which we gather is the traditional and unceded territory of the Algonquin Peoples, recognize Canada's first peoples before contact, and are committed to reconciliation.

We are committed to:

Listening actively; Being accountable for our actions and words at meetings, and encouraging continuous self-improvement as Committee members; Being mindful when taking up time and space at meetings; Being respectful of the diverse and lived experiences of Committee members, tenants, volunteers and staff; Empowering the leadership abilities of everyone on the Committee; Respecting correct pronouns (e.g. he/she/they/ze) according to each person's

preference; Using compassionate language, specifically when speaking of inequalities that disproportionately impact Indigenous communities, people of colour, persons with disabilities, people living in poverty, those with addiction and mental health challenges.

3. Adoption of the Agenda & Anti Oppression Statement (m/s/c, Mike/Penny)

4. Declaration of Conflict of Interest - None

5. Approval of meeting minutes

5.1. Meeting Minutes –May 21st , 2020

Resolution - The Agenda be adopted and meeting minutes from April 16th meeting be approved.

Discussion: We will be proceeding with the replacement of the AMU at 240 Presland.

(m/s/c, Mike/David)

6. Items for Board Attention:

6.1. Aging in Place and Base Accessibility Strategy

Discussion: The Aging in Place and Base Accessibility strategy was discussed after an overview of the proposed strategy. The committee members discussed the “softer-side” of the strategy including the social component of aging in place and how the Facilities department could integrate that in their strategy. Suggestions such as clearing walkways before anything else during the winter time and creating public spaces where neighbours could congregate were made. The committee discussed how social isolation has an effect on the aging population. The committee also discussed the Neighbourhood Network that TCE Department has created and how this will tie in with the strategy. It was suggested that the At-Home Maintenance Guide that the Facilities department is creating may work well with the Neighbourhood Network in the sense that it may motivate tenants to reach out and engage with their neighbours in order to help them with some of their at-home maintenance (ex. changing a lightbulb). Please see attached document.

Resolution- The Aging in Place and Base Accessibility Strategy be received, accepted and endorsed by the committee with the understanding that it will need continuous improvement. The committee would like to submit this strategy to the Board of Directors.

(m/s/c, Mike/Penny)

7. Consent Items

7.1. Committee Summary

7.2. Capital Projects Report

Discussion: New format of the report is from Microsoft Project. Looking at potential of using Yardi that we will demo. Committee preferred the Monday.com Status report that Krish created over the MS Project Report.

The committee discussed the budget for Percy Landscaping. The cost of the project will be less because we are not doing the same level of engineering

7.3. LTB Status Report

7.4. Chargeback Report

7.5. Service Delivery Standards

Discussion: As of the 6th of July the field staff will be responding to maintenance requests of all priorities.

7.6. Maintenance Variance Report

7.7. Key Indicators and Utility Consumption and Benchmarks

Discussion: The committee suggested reviewing the tenant survey results at the next meeting.

Utility consumption benchmarks have lowered by almost 50% in the last 10 years because of the introduction of improved equipment.

7.8. Pandemic Plan- Office Reopening Plan

Resolution - The reports listed as Consent items be received by the committee for information

(m/s/c, Penny/Mike)

8. Chargeback Appeals (0)

9. Directors Summary

9.1. Capital Budget

9.1.1. On-going Capital Projects were reviewed.

9.2. CMHC & FMC

- 9.2.1. Applications underway. City funding for Environmental Assessments has been approved.
- 9.3. **Fire Safety**
Continuing roll out of document boxes and fire logs, finding deficiencies of varying severity as we work through the portfolio
- 9.4. **Lone worker software**
 - 9.4.1. No update. – review in Q3
- 9.5. **Pest control**
Currently still having an issue with the current provider, considering taking in house.
There is a new product called Apprehend that will be coming to market soon. This product typically costs more than a regular treatment. The product is fungus based and has no effect on humans. It can be used in a precautionary setting as well. Pests have no resistance to it yet because it's brand new. The treatment also requires no / limited prep.
- 9.6. **Staff Training**
 - 9.6.1. Most of the staff have completed pest control training which allows them to identify pests. Field staff have updated their sharps training and WHIMIS. The department will be taking part in sensitivity training and is look at some continuous training following the suggestions from the field staff during 1-1 meetings.
- 9.7. **Staffing**
 - 9.7.1. Internal job posting for Fire Safety and Inspection Technician and internal/external posting for Painter & Decorator was posted today.
- 9.8. **Operations**
Moving to "business as normal" 6th July, noted that staff and tenants are feeling stress which is understandable.

Resolution - The Directors Report be received by the committee for information

(m/s/c, Mike/Penny)

10. Next Meeting: July 16th 2020

The committee agreed to take a summer break in the month of August.

11. Adjournment: 8:42

(m/ Penny)

Aging In Place And Base Accessibility Strategy

Introduction

CCOC is pursuing a significant finance and grant package through CMHC. This comes with a number of obligations particularly around accessibility.

CCOC is developing a strategy around aging in place. Aging in place always requires significant efforts around physical accessibility and liveability.

CCOC has an existing duty to accommodate and a desire to allow tenants to continue in their homes as their levels of ability change. When feasible, CCOC can accommodate tenants through adaptation of the homes. Where that is not feasible, CCOC can accommodate tenants through transfer to a more suitable CCOC home.

Creating full accessibility in buildings of our vintage is particularly challenging. This is due partly to a lack of awareness but also to modesty criteria established at the time when social housing was being developed as public housing.

Approach

Because the corporation has assets that were never envisioned to comply with modern accessibility codes and standards, any accessible units in the portfolio are by necessity modified often very visibly.

Accessibility is not just about physical access in a “door openers and ramps” way but can include adaptations for people dealing with other challenges:

Braille in elevators, floor annunciators, strobe fire alarms and so on are examples.

The challenge every landlord faces when heavily modifying a unit is that tenant who has no specific needs is usually extremely reluctant to rent an apartment that is heavily modified.

Secondly tenant specific modifications can be as unique as each individual, requiring a customised approach.

To satisfy the needs of CMHC, CCOC is advancing a scaled strategy with the ability to adapt to peculiar individual needs. This will involve a base level of accessibility which parallels needs for aging in place.

This base level (in unit) would not involve structural modifications (such as wider doors etc). There would be two levels of modification above this base level. The second level would include “menu items” which would be available as individual improvements that are “quality of life” improvements. These could include comfort height toilets, medically designed grab bars, door openers or tub cut outs or roll in showers.

Certain mods could be on request based on aging (e.g. over 75's could request a tub cut out or comfort height lavatory) without having to chase an OT for a letter.

The final level is one of full modifications. This would strictly be on demand and would include extensive modifications. Over time CCOC would develop a library of such modifications to allow the experience to accelerate roll out in the future.

Base Level Accessibility Improvements (equally valid for mobility issues and aging in place)

Building Common Areas in elevated buildings:

- Ramps and paddles for all entrance doors where practical
- Signage in garages and common areas to lead to accessible access points where totally universal access is not feasible.
- Lever door handles where there are currently knobs
- Replace button door locks with fobs along with other access controllers (explore incorporating remotes)
- Way finding – improved signage, floor indicators opposite elevator doors, braille on buttons, annunciators in elevators, colour contrasts, floor contrasts (top of stairs etc textures)

In-suite measures

- Raised receptacles lowered light switches
- Lever door sets
- Lever taps
- LED lighting
- Grab bar quality towel rails and toilet roll holders
- Stoves, front control
- Zero threshold flooring
- Breaker panels to accessible height as changed out
- Ball valves on shut offs
- Large number, touch screen thermostats (potentially voice controlled ?)
- Hand held shower heads
- Ergonomic cabinet handles

Implementation

Unit modifications could be carried out on turnover, however priority would be given to buildings where through grant conditions increased accessibility is required. It may also be possible to coordinate with Rentals to pre-prepare based on likely incoming tenants



**Centretown Citizens
Ottawa Corporation**

415 Gilmour St., Suite 200, Ottawa ON K2P 2M8
415, rue Gilmour, pièce 200, Ottawa ON K2P 2M8
www.ccochousing.org 613-234-4065
info@ccohousing.org

Facilities Management Committee

Meeting Agenda

July 16th 2020

*The meeting will be conducted **remotely***

Thu, Jul 16, 2020 7:00 PM - 10:00 PM (EDT)

Please join my meeting from your computer, tablet or smartphone.

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Participants: James Clark, David McCallum, Michael Lambert, Penny McCann, Kevin Judge (2nd meeting).

Regrets:

Staff: Norm Turner, Marie Rose Kassim (minute taker)

1. Call to Order: 7:03PM

2. Anti-oppression Statement

As Committee members,

We acknowledge that the land on which we gather is the traditional and unceded territory of the Algonquin Peoples, recognize Canada's first peoples before contact, and are committed to reconciliation.

We are committed to:

Listening actively; Being accountable for our actions and words at meetings, and encouraging continuous self-improvement as Committee members; Being mindful when taking up time and space at meetings; Being respectful of the diverse and lived experiences of Committee members, tenants, volunteers and staff; Empowering the leadership abilities of everyone on the Committee; Respecting correct pronouns (e.g. he/she/they/ze) according to each person's preference; Using compassionate language, specifically when speaking of inequalities that

disproportionately impact Indigenous communities, people of colour, persons with disabilities, people living in poverty, those with addiction and mental health challenges.

3. Adoption of the Agenda & Anti Oppression Statement (m/s/c, Michael, Penny)

4. Declaration of Conflict of Interest – None.

5. Approval of meeting minutes

**5.1. Meeting Minutes – June 25th 2020
(m/s/c, Penny, Michael)**

6. Items for Board Attention: Air Conditioner Policy (see 9 below)

Discussion: We are still looking into laws and legislations that could aid in the “phase-out process” of using window air conditioner units. A/C policy will be passed forward to the Board. Committee member added that we should include a section in the News Notes that focuses on empowering tenants to find alternative a/c models over window units.

(m/s/c, Michael, Penny)

7. ONPHA Virtual conference meeting info

Discussion: Encouragement for as many staff and committee members to attend!

8. Tenant Survey Results

Discussion: Trends and feedback comments at the end of each page were deemed a little harsh by the committee. These comments will fade. Cosmetic improvements –plans for building restoration is in the works.

9. Request for full board acceptance of air conditioning policy

Discussion: Please see notes above. (See number 6)

10. Consent Items

10.1. Committee Summary – No discussion.

10.2. Capital Projects Report

Discussion: 240 Presland – New AMU was passed over to the board for resolution.

Rochester – inspections are being carried out. The base of some columns are starting to degenerate.

Balcony inspections are being conducted. Strong focus by engineers regarding the balconies located at 210 Gloucester.

415 Gilmour – Looking for options in improving accessibility at the front door – swapping the entry phone to the outside lobby.

10.3. Q2 Capital Projects Schedule

Discussion: Gives an indication of where the projects are likely to take place in the second quarter and which projects would likely reach Q3.

10.4. LTB Status Report – No discussion.

10.5. Chargeback Report

Discussion: Pretty quiet! Committee shed light on: sending out an additional educational piece to empower tenants to avoid flushing things down the toilet that do not belong there.

10.6. Service Delivery Standards

Discussion: Slight hit in the “Low Priority Category”. Statistical glitch that will be sorted for the next report.

10.7. Maintenance Variance Report

Discussion: As always, we are up on cleaning due to covid-19. Additional cost to OTIS found. Smaller number of turnovers. Fire panels at 145 Clarence gave out which called for a couple days of fire watch which is costly. Financial aid for covid supplies to relieve the expense for it.

These next few months – we will see a spike in turnovers. Committee drew attention to: *if there is a neutralization period before a new tenant moves into their apartment*. Currently tenants are unlikely to take position earlier than 2 weeks after vacation which provides time for any germs to subside, notwithstanding the fact that all our apartments are of course cleaned before turnover.

(m/s/c, Michael, David)

11. Chargeback Appeals (0)

12. Directors Summary (verbal)

- **KPI – Reporting**

Discussion: Metcalfe, Argyle & Catherine were piloted on the “final draft” with scores of 91% 92 % and 87% respectively. The next final draft will include CPTED elements. We are currently extending to some of the older buildings.

- **Capital Budget / Planning**

Discussion: Currently developing an asset management plan and long term capital plan to assist with future capital plans. Booth and Percy landscaping projects currently being re-scoped which may make them feasible this year (Booth has some city funding).

- **CMHC & FMC**

Discussion: Developing project list for CMHC (has over 400 elements) will compare with opportunities for FMC funding. EA work underway and also exploring energy management systems.

- **Fire Safety**

Discussion: Books and boxes are out in the buildings, a few left overs. 258 Lisgar is in tender stage.

13. Next Meeting: Thursday, September 17th, 2020 – Hopefully this meeting can be conducted at the office again with respect to social distancing and safety precautions. Will be reviewed.

The committee agreed to take a summer break in the month of August.

James Clark will pass along the Policies to bring up to the board.

14. Adjournment: 8:03PM

(m/ all members)

Draft Air Conditioner Policy

Installation of a window mounted air conditioner constitutes a unit modification and as such will require the written consent of CCOC.

Before considering installation you should consider the following, you will be required to:

Obtain and maintain third party liability insurance (a condition of your tenancy in any event)

Agree to return OCH property to its original condition if OCH asks you to and when you move out

Agree to pay all costs for changes, installations and repairs; and for damages to any person or property resulting from the modification.

Installation of a window air-conditioner is also subject to the following conditions

- Installation over a balcony is the preferred option.
- Units must **never** be installed through a window in a door
- In vertically sliding windows the unit must be installed in the lower portion with a wall below
- All units must be self evaporating (dripless) and must be angled to prevent water flow back to the wall or frame.
- The power demand should not exceed the supply available and in the case of fused panels the circuit must not be over fused to accommodate additional load
- The unit must be installed in accordance with the manufacturer's instructions and side panels must be either as supplied with the unit or made from not less than ¼ inch plywood painted white and adequately sealing the window opening.
- The unit must be energized by plugging directly into the electrical outlet, or using appliance grade extension cord (12 gauge, 6 foot/2 metre)

In the event that a unit is to be installed in a window which is not over a balcony, the following must be observed:

- Only a competent installer or HVAC specialist may install the unit.
- On no account should tenants attempt to locate the unit in the window openings or remove it themselves.
- Units not over balconies should be supported by a purpose made bracket rated for the weight of the air conditioner, but in any event at least 150lb.
- The tenant must ensure that the modifications are removed and the unit returned to its original condition at their expense and will be responsible for the cost of repairs in the event of damage.
- Falling AC units have been the cause of property damage, injury and even fatalities. The tenant understands that they are legally liable for damage or injury caused should their unit fall from their window.

CCOC encourage the use of alternatives such as floor mounted portable units where there is not a balcony.



Air Conditioner Policy

Background

Falling air conditioner units have damaged property, injured and even killed people. The tenant is legally liable for damage or injury from their air conditioner unit falling from their window.

Installing a window-mounted air conditioner is making a change to your rental unit and, according to section 4.c. of your lease, you will need written permission from CCOC to install a window air conditioner. .

Policy

Before installing a window air conditioner you must:

- Have third-party liability insurance (which is also required when new tenants move in)),
- Agree to return CCOC property to its original condition if CCOC asks you to and when you move out,
- Agree to pay all costs for changes, installations and repairs, and for damages to any person or property resulting from the modification.

CCOC strongly advises:

- **Installing the air conditioner over your balcony or not higher than seven feet from the ground, where a falling air conditioner can do less harm,**
- **Using floor mounted portable units where there is not a balcony or ground-floor option.**

If you install a window-mounted air-conditioner that is not over a balcony, you must:

- Make sure that it is only installed by a competent installer or HVAC specialist,
- Support the air conditioner with a purpose-made bracket rated for the weight of the air conditioner (at least 150lb or 68 kg),
- Never install an air conditioner through a window in a door,
- Install the air conditioner in the lower portion of vertically sliding windows, with a wall below,
- Use a self evaporating (dripless) air conditioner and i angle it to prevent water from flowing back to the wall or frame,

- Make sure the power demand does not exceed the supply available and, in the case of fused panels, that the circuit is not be over fused to accommodate additional load,
 - Plug the air conditioner directly into the electrical outlet, or use a grounded (three prong) appliance grade extension cord (12 gauge, 6 foot/2 metre),
 - Follow manufacturer's instructions and use the side panels supplied with the air conditioner, or make your own from plywood at least ¼ inch thick, painted white and adequately sealing the window opening.
-

Air Conditioner Agreement

DATE

I, **NAME**, have requested to install my air conditioner in my apartment at:

STREET ADDRESS

Ottawa, ON

POSTAL CODE

My air conditioner is a Model of AC and will be installed in my floor model /name of room/ location of window. The air conditioner will be installed by: Name of person installing/ should be an HVAC specialist or a competent installer.

By requesting to have an air conditioner in my unit, I agree to the following:

- To obtaining and maintain third party liability insurance (if you moved in after 2010, this is already something you must have according to your lease)
- To returning CCOC property to its original condition if CCOC asks you to during your tenancy. You'll also agree to do this when you move out
- To paying all costs for changes, installations and repairs; and for damages to any person or property resulting from the modification.

Installation of a window air-conditioner is also subject to the following conditions

- Installation over a balcony is the preferred option.
- Units must **never** be installed through a window in a door
- In vertically sliding windows the unit must be installed in the lower portion with a wall below
- All units must be self evaporating (dripless) and must be angled to prevent water flow back to the wall or frame.
- The power demand should not exceed the supply available and in the case of fused panels the circuit must not be over fused to accommodate additional load which means if your apartment's breaker panel keeps tripping or your fuses keep blowing from the air conditioner, you will have to remove the air conditioner.
- Do not put in larger fuses if you have a fuse box. Overloading the electrical panel is dangerous and could cause a fire.
- The unit must be installed in accordance with the manufacturer's instructions and side panels must be either as supplied with the unit or made from not less than ¼ inch plywood painted white and adequately sealing the window opening.
- The unit must be energized by plugging directly into the electrical outlet, or using appliance grade extension cord (12 gauge, 6 foot/2 meter)

Commented [FC1]: This will be difficult for some folks to understand, but not sure how to say it in more simple language – I took a crack at it



In the event that a unit is to be installed in a window which is not over a balcony, the following must be observed:

- **CCOC prohibits all window mounted a/c units that are higher than ~3' from a surface.**
- Only a competent installer or HVAC specialist may install the unit.
- On no account should tenants attempt to locate the unit in the window openings or remove it themselves.
- Units not over balconies should be supported by a purpose made bracket rated for the weight of the air conditioner, but in any event at least 150lb.
- The tenant must ensure that the modifications are removed and the unit returned to its original condition at their expense and will be responsible for the cost of repairs in the event of damage.
- Falling AC units have been the cause of property damage, injury and even fatalities. The tenant understands that they are legally liable for damage or injury caused should their unit fall from their window.

Commented [FC2]: Will we have a short list of people they could try calling?

CCOC encourage the use of alternatives such as floor mounted portable air conditioners where there is not a balcony.

I acknowledge that CCOC, the landlord of the building, is not liable for the installation of the air conditioner and agree that I will not hold CCOC responsible for any defect or flaw in the manufacture or installation of the air conditioner. I will not hold CCOC accountable for any injury or loss related to the air conditioner.

In order to proceed with the installation of the air conditioner, you must have a signed copy of this agreement by a CCOC staff.

Once the air conditioner is installed, please notify CCOC within 7 days in order to schedule an inspection. If the CCOC staff member who is inspecting your installation deems the installation to be unsafe, you will be asked to remove the air conditioner.

Tenant

Date

CCOC Staff Member

Date



Development Committee

Meeting Minutes

Tuesday, July 14th, 7:00 PM
Conducted remotely via GoToMeeting

Attendees: Penny McCann (Chair, CCOC Board Member), Sarah Button (CCOC Board Member), Jesse Steinberg (CCOC Board Member), Rod Manchee, Elliot Sherman, David McCallum, Mary Huang, Erika Koenig-Sheridan (Guest) Graeme Hussey (Staff), William Cohen (Staff/Minute-taker)

Regrets: Abra Adamo (CCOC Board Member), Natalie Duchesne, John Kingsley, Brent Walden, Stephanie Bohdanow, Alannah Bird, Court Miller, Gisèle Doyle

1. **Call to Order** 7:05pm
 - Sarah presented the CCOC Anti-Oppression statement
2. **Approval of Agenda** **Jesse/David (m/s/c)**
3. **Approval of Minutes** – **Attached June 2020** **Sarah/Jesse (m/s/c)**
4. **Announcements**
5. **Business Arising:**
 - CCOC Forward Avenue Update – **Report Attached**
 - CCOC purchased a property adjacent to the north of 159 Forward. We now own 147-159 Forward Avenue. This will be a part of the CCOC Forward Avenue affordable housing project.
 - Purchase will close in August 2020.
 - Pro-forma has been updated with an estimate based on estimated 20 more units for a tentative total of 51 units.
 - Planning to build to passive house standards:
 - Net zero energy
 - No gas
 - Value of real estate continues to increase.
 - CCOC REOI Sites Update – **Report to be distributed**
 - **MOTION:** Go on camera Elliot/David (m/s/c)
 - Erika, guest on the committee, agrees to not disclose committee REOI information.
 - Pro-forma assumptions:
 - \$263/sqft. Construction costs (including 15% contingency).
 - Action Ottawa capital grant: \$120,000 for 2 bedrooms, \$150,000

for 3 bedrooms.

- Cost to redevelop vs. cost to maintain for 10 years:
 - Armstrong/Carruthers: \$274,000/\$341,000
 - 212 Carruthers: \$289,000/\$358,000
 - Putman: \$434,000/\$446,000
- Case to redevelop:
 - Maximize capital investments: quality new buildings vs capital repairs of older buildings;
 - Providing quality housing;
 - Increase CCOC operating efficiency;
 - Save on operating costs.
- **MOTION:** Recommendation that CCOC move forward with the redevelopment of Armstrong/Carruthers, 212-216 Carruthers, Putman.
 - Jesse/Rod (m/s/c) unanimous approval.
- **MOTION:** Go off camera Sarah/Elliot (m/s/c).

6. Government Policy & Program

- No discussion

7. Report of Board, Committees, Community Associations

- Committee Summaries – **Attached**

8. Report from Cahdco – **Report to be distributed**

- Background: Update on active and new Cahdco client projects.
 - Cahdco is very busy—2020 has been our busiest year to date.
 - Considering hiring a 4th project manager and project coordinator.
 - Kyla Tanner is at Cahdco for a second summer.

9. Items to Highlight for the Board

- Recommendation on REOI sites.

10. Agenda Items or Decisions for Next/Future Meetings

- Meeting will be held in August.
- Development Policy working group update.
 - Ageing in Place

Adjournment

Sarah (m/c) 8:27pm

Next Development Committee Meeting: Tuesday, July 14, 2020 (TBC)



159 Forward Ave

Monthly Project Report



Date: June 9, 2020
To (Attention): CCOC Development Committee
From: Kiefer Maracle, Project Manager, Cahdco
Re: **June 2020 Project Report**

Note: New items since last month's report will be noted in red font in subsequent reports moving forward.

CCOC is developing up to 50 units of affordable housing on the site of the City's former Forward Family Shelter at 159 Forward Ave.

Recent Activity

Purchase of 147 Forward Avenue:

- On Thursday June 25th CCOC was presented the opportunity to purchase 147 Forward Avenue. After review and approval by the Board of Directors CCOC elected to buy the property.
- This purchase will close in August of 2020.
- This property is adjacent to 159 Forward on the northern lot line.
- This purchase adds 50' of lot width to our existing site, which presents further opportunity to develop more affordable housing.
- An initial analysis of the property has indicated that it could add between 14 and 20 additional units to our existing design.
- It is predicted that the rent from these new units will allow us to service enough debt to cover the cost of the purchase as well as the additional cost of construction. This is because the new units increase the efficiency of the buildings design.
- With this new purchase the design and consultant teams have taken a step back to evaluate our position and plot our most effective way forward.

What We Know:

- This purchase is positive for CCOC and our development of Forward Ave.
- The City has agreed to support this purchase and has arranged discussions as to how they can assist financially.
- This will increase our capacity to debt service our mortgage and enable us to take on a larger mortgage.
- The additional room on the roof lends itself to supporting more solar power and can help us achieve our Net Zero goals.
- This will affect our timelines for financing, site plan, demolition, and construction start.

What We Do Not Yet Know:

- We do not yet know the impact this will have on our schedule or the final design.
- We do not yet know the total value of the financial assistance we will receive from the City.

Next Steps:

- Our design consultant is preparing a number of initial options for the redesign of the building to include the new space.
- We have prepared meetings with the City and CMHC to determine how this affects our schedule and we will report further once those discussions have started.

CCOC Board Meeting

21 July 2020

3 Small Sites for Redevelopment

171 Armstrong / 277 Carruthers



- Current Units – 13 Bachelors
- Proposed Units – 8 Family

212 - 216 Carruthers



- Current Units – 3 Family
- Proposed Units – 8 Family

82-84 Putman

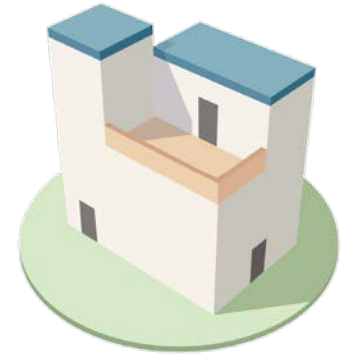


- Current Units – 4 Family
- Proposed Units – 8 Family



**261(A) Hinchey Ave/
Bullman**

Context



- CCOC Development Strategy
- Integrated Asset Plan – Identified properties to consider for redevelopment vs. capital repairs
- Underperforming properties
- Coming to the end of mortgage and operating agreement

Existing Building Financials (2019)

171
Armstrong
/ 277
Carruthers



212 - 216
Carruthers



82-84
Putman



| | Existing Buildings – Today (2019)* | | | |
|--------------------------|------------------------------------|-----------------------------------|-------------------|-----------------------------------|
| | Net Surplus/ Deficit (2019) | Capital Reserve Balance (2019) | Balance (2019) | Mortgage Remaining** (2019) |
| Armstrong/ Carruthers | -\$82,000 | \$133,000 | \$51,000 | -\$63,000 |
| Carruthers | -\$48,000 | -\$57,000 | -\$105,000 | -\$71,000 |
| Putman | -\$181,000 | -\$44,000 | -\$44,000 | -\$96,000 |

Net Surplus/Deficit includes:

- Replacement reserves
- Mortgage balance
- Projected operating deficits

* See [summary](#) for sources and calculations

** Included in Net Surplus/Deficit

Cost to Maintain Existing Buildings 10 Years

| | Existing Buildings – 10 Years (to 2029)* | | | | |
|--------------------------|--|---|--------------------------------------|-------------------|-------------------------------------|
| | Net Surplus/ Deficit (2029) | Capital Reserve Balance (2019) | Capital Repairs** (until 2029) | Balance (2029) | Mortgage Remaining *** (2029) |
| Armstrong/ Carruthers | \$17,000 | \$133,000 | -\$358,000 | -\$208,000 | \$0 |
| Carruthers | -\$46,000 | -\$57,000 | -\$312,000 | -\$415,000 | \$0 |
| Putman | -\$130,000 | -\$44,000 | -\$316,000 | -\$490,000 | \$0 |

- Net Surplus/Deficit includes:
- Replacement reserves
 - Mortgage balance
 - Projected operating deficits

171
Armstrong
/ 277
Carruthers



212 - 216
Carruthers



82-84
Putman



* See [summary](#) for sources and calculations

** Based on BCAs and discussion with Sean Duggan, and includes contingency of 20% (from November 2019)

*** Included in Net Surplus/Deficit

Cost to Redevelop (2022)

| | Redevelopment (2022)* | | | | |
|--------------------------|-----------------------------------|---|--------------------|--------------------------------------|-----------------------------------|
| | Net Surplus/ Deficit (2022) | Capital Reserve Balance (2019) | Equity Required | Balance (redevelop- ment 2022) | Mortgage Remaining** (2022) |
| Armstrong/ Carruthers | -\$76,000 | \$133,000 | -\$198,000 | -\$141,000 | \$0 |
| Carruthers | -\$58,000 | -\$57,000 | -\$231,000 | -\$346,000 | -\$33,000 |
| Putman | -\$194,000 | -\$44,000 | -\$240,000 | -\$478,000 | -\$45,000 |

- Net Surplus/Deficit includes:
- Replacement reserves
 - Mortgage balance
 - Projected operating deficits

* See [summary](#) for sources and calculations

** Included in Net Surplus/Deficit

171
Armstrong
/ 277
Carruthers



212 - 216
Carruthers



82-84
Putman



Pro Forma Assumptions

Capital Budget

- \$263 ft² construction costs (including 15% contingency)
- Based on \$242 ft² construction costs for Arlington

Funding/Financing

- Action Ottawa Capital grant
 - \$120,000/unit for 2 bedroom (3)
 - \$150,000/unit for 3 bedroom and accessible (5)
- CMHC financing with 2.0% interest rate

Rent Roll

- 4 units AMR
 - 2-bedroom
 - 2-bedroom BF
 - 3-bedroom
 - 3-bedroom BF
- 4 units BMR (60% of AMR)
 - 2 2-bedroom
 - 2 3-bedroom

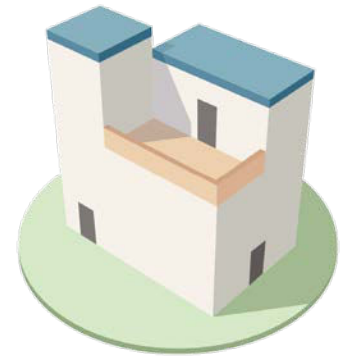
Case for Redevelopment

- Maximise capital investments – quality buildings vs. capital repairs of older buildings
- Provide quality housing
- Increase CCOC operating efficiency
- Save on operating costs (e.g. through energy efficient measures)

| | Costs to maintain for 10 years | Costs to Redevelop |
|----------------------|--------------------------------|--------------------|
| Armstrong/Carruthers | \$208,000 | \$141,000 |
| Carruthers | \$415,000 | \$346,000 |
| Putman | \$490,000 | \$478,000 |

Recommendations

- That CCOC move forward with the redevelopment of 171 Armstrong / 277 Carruthers, 212 - 216 Carruthers, 82-84 Putman.



Next Steps

- Development Committee
- Board Approval (July)
- Signing of City Agreement
- Project Charter
- Architectural Concepts



Memorandum

July 21, 2020

To: Cahdco Board of Directors

From: Graeme Hussey, Cahdco President

RE: Proposal to Increase Cahdco Staff Capacity: add a 4th PM/PC & Budget/Cost Analyst

The Development department (a.k.a. Cahdco) does not have enough staff to fulfil its upcoming project responsibilities and opportunities to create affordable housing for CCOC and its non-profit clients.

This memo outlines two proposed changes to add more capacity to accommodate these opportunities to create more affordable housing, (1) add a 4th Project Manager & Project Coordinator team & (2) to eliminate the Development Assistant position and replace it with a Budget & Cost Analyst position in the CCOC Finance Department.

These changes would result in an increase of 2 full-time equivalent staff. The roles & responsibilities, financial implications and the specific project opportunities Cahdco are trying to accommodate are described in this proposal.

Cahdco, CCOC's sister corporation, is staffed primarily by CCOC's Development Department. Cahdco pays for the staffing costs, but the individuals remain CCOC staff. The core Cahdco team structure mirrors the structure of CCOC's Development Department.

This proposal was presented to the Cahdco executive and CCOC finance committee, and will be presented at the upcoming CCOC personnel committee and CCOC & Cahdco boards in July for discussion and decision. This proposal is recommended by the CCOC development department staff.

The original Cahdco 2020 budget had \$757,000 in revenues that covered costs for 9 full-time staff and projected a surplus of \$27,000. Currently we project revenues of \$981,000 and a surplus of \$165,000. If we hire a 4th PM/PC, we can grow our revenues to beyond \$1.1 million in 2020 and a potential surplus of \$250,000.

In addition to covering the costs of the new staff, new revenues over the next six months will grow our surplus even larger allowing us to improve our cash flow and pay off debt to CCOC, refer to the table below.

Financial

The original Cahdco 2020 budget had \$757,000 in revenues that covered costs for 9 full-time staff and projected a surplus of \$27,000. Currently we project revenues of \$981,000 and a surplus of \$165,000. If we hire a 4th PM/PC, we can grow our revenues to beyond \$1.1 million in 2020 and a potential surplus of \$250,000.

| | 2019 (Actuals) | 2020 Budget | 2020 Projections | 2020 Projections with new Staff |
|-------------|----------------|-------------|------------------|---------------------------------|
| Staff (FTE) | 8.25 | 9 | 9 | 11 |
| Revenues | \$791,000 | \$757,000 | \$981,000 | \$1,126,000 |
| Surplus | \$59,000 | \$26,000 | \$165,000 | \$251,000 |

With the increased staff levels, we can expect annual expenses to be approximately \$957,000 in 2021. The staff changes will add an estimated \$225,000 annually in expenses or \$18,000 per month including salaries and benefits for the two new positions plus the anticipated difference in cost between the development assistant and the financial position and an increased allocation for CCOC overhead. It is expected that these changes could happen in September 2020 with 4 months of 2020 remaining. This will add \$60,000 in costs to the original board approved 2020 budget.

Consistently over the past 5 years, Cahdco has exceeded the budgeted revenues at the end of the year, turning a budgeted deficit into a surplus. The 2019 budget, for example, projected a deficit of \$154,000, which became a surplus of \$156,000. Our sales runway (our prediction of new business & contracts) is only so long, so our ability to predict whether we can afford the three new staff (along with our existing staff) moving forward in 2021 is difficult. This will depend on our ability to continue to find new clients and create affordable housing projects; but our performance over the past 8 years gives the confidence that we can expand our clients and increase Cahdco revenues.

Cahdco has more than \$150,000 in new anticipated contracts in 2020, but we need a 4th PM/PC to fulfill the contracts

Cahdco has recently signed contracts with the Ottawa Social Housing Network (\$110,000 over 22 months, \$35,000 in 2020), Parkdale United Church (\$25,000), Bronson Centre (\$25,000) & Parkdale's Neighborhood Land Trust (\$6,000), all are 2020 revenues. As well, Cahdco has submitted proposals to Cornerstone Housing for Women (\$35,000), Unitarian Congregation (\$25,000), Somerset West CHC (\$22,500), and ROHSCO (\$12,500). All of these contracts are expected to be approved in the coming month and revenues are for FY 2020.

Role & Responsibilities

This proposal would add a 4th project manager (PM) & project coordinator (PC) team which will be supervised by the Senior Project Manager. New positions would be hired on a time-limited term contract. If revenues allow, those term contracts would be extended.

There is a possibility that both the 4th PM & PC roles could be filled by internal CCOC candidates, but we are prepared that we would need to post and hire external if there are no qualified internal candidates.

The responsibilities of the project manager and project coordinators are consistent, but the project and clients vary. Each PM & PC team work on approximately 5-6 projects, sometimes more based on the workload.

After creating the Development Assistant role in fall 2019, we have realized that 75% or more of this role has been financial administration and analysis, something we never intended when we created the generic development assistant role. The Budget & Cost Analyst role will be similar to an existing role in the CCOC finance department, but will be focused on Cahdco accounting and financial analysis.

The new Budget & Cost Analyst position will be supervised by the Finance Director, but the costs of the position would be paid for by Cahdco and not CCOC. Responsibilities will include accounts receivable, accounts payable, credit card reconciliation, administer timesheets, client billing, Dashboard, Billing Log, Cost & Billing schedule, create Cahdco Financials Statement and analysis. The remaining duties (administer committees & board) of the Development Assistant will be performed by the various project coordinators.

Department Capacity & Project/Client Opportunities

Presently, the development department does not have enough staff capacity to manage its current project load and to accommodate additional client projects in the future. This has caused several staff to work overtime in the first half of 2020 and could result in larger amounts of overtime in second half of 2020 and early 2021.

Since Covid pandemic started, all Cahdco existing projects and clients have continued, CCOC has increased its use of Cahdco, as well as several new contracts have been signed and more than 6 proposals (invited, uncompetitive proposals for clients with approved budgets) are expected to be approved in the coming 2 months (4 have been approved and 2 remain to be approved). Having a summer student has helped with developing this potential business.

In the past two years Cahdco staff have diligently tracked their time and this data is used to estimate the amount of billable (time each staff will work on each project) and non-billable time (admin and time off) to create project work plans that help us understand our capacity to fulfill our current work load and/or plan to add clients & projects.

The 4th project manager and project coordinator will allow Cahdco to take on 5 or more immediate client projects, including the Ottawa Social Housing Network Shared Services program manager, Ottawa Community Land Trust project manager and feasibility work for the Bronson Centre, Parkdale United Church, Unitarian Congregation and Cornerstone Housing for Women.

| PM 1 | PM 2 | PM 3 | PM 4 |
|---------------------------|----------------------------|----------------------------------|------------------------|
| Anglican CCBC | Arlington | KDS | OSHN Shared Services |
| Anglican Julian | CCOC Forward | MHI Veteran's House | OCLT |
| St. Patrick's Home | CCOC CMHC Portfolio | SWCHC Rooming Houses | Cornerstone Shelter |
| CCOC Putman | CCOC CMHC 258 Lisgar | Sisters of Providence (Kingston) | Parkdale United |
| CCOC Armstrong/Carruthers | Carebridge Smiths Falls *2 | Cahdco AHO Strategy | Bronson Centre |
| CCOC Carruthers | Dalhousie Co-op | Cahdco Champlain | Unitarian Congregation |
| AH 101 Workshops | ROHSCO | Cahdco Julian | |

Sincerely,

Graeme Hussey
President

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF MONDAY July 20, 2020
7pm, Go To Meetings (online)**

TCE Committee: Jordan Edwards, Shelley Robinson (partial meeting), Terry Schoembs, Peter Thorn (partial meeting)

Regrets: Maria Belen, Lisa Hollingshead, Ralf MacGrady

Staff: Laine Johnson, Hannah Vlaar

Guest: Yvette Guo (second meeting), Carol Timusk (second meeting)

Chair: Jordan Edwards

1. Call to order: 7:10pm

2. Welcome and introductions

The group introduced themselves and shared where they live.

3. Adoption of the agenda

The agenda was adopted as written.

(M/S/C T. Schoembs/S. Robinson)

4. Adoption of the minutes of the meeting of Monday, June 15, 2020

The minutes were adopted as written.

(M/S/C S. Robinson/T. Schoembs)

5. Business arising from the previous minutes

a) Revised Volunteer Landscaping policy for confirmation, as requested in May meeting.

The Volunteer Landscaping Policy outlines a previous process for distributing plants, which has shifted and become CCOC's Plant Days program. This policy is no longer relevant, but it still important for tenants to have the information about reimbursement for public gardening.

Upon revision, it is proposed that the Landscaping policy be archived, and that the information be shared under the Get Involved tab on the CCOC website. This section lets tenants know they can access up to \$75 to garden common areas. This offering is similar to the money available for holiday decorations and for tenant-led social events. The information for these other programs does not have a policy, but exists under the Get Involved tab on the website.

The committee revised the motion. One members suggested the information about reimbursement for travelling to and from committees should be more visible on the website as well.

Motion: Be it resolved that the Volunteer Landscaping Policy be archived. It is now the Plant Days program. Up to \$75 will be available for individuals who voluntarily landscape common areas, and this information will be made public on the website.

(M/S/C T. Schoembs/P. Thorn)

b) Tenant Survey results

Laine brought forward an analysis of the tenant survey results. There was an equal response rate from market rent tenants and tenants with a subsidy. She brought the following two questions to committee for discussion:

- Some interesting results paint a picture of our tenants being less connected to our mission and values than we might like them to be. How can we deepen this relationship?
- Tenants rate Safety and Security as a high CCOC priority. How would you describe Safety and Security and how would you imagine TCE/CCOC working on this over the next couple years?

Identity

- There are more African, Caribbean, and Black identifying tenants with a subsidy than who pay market rent.
- There are more tenants who pay market rent who identify as East Asian.
- There are more tenants with a subsidy who were not born in Canada.
- Some of these realities were understood among staff, but now we have data to show it.
- 37% of respondents did not identify as white
- 23% of respondents did not identify as heterosexual

CCOC has a more diverse representation than Ottawa at large. One attendee noted that this was one of the aims of CCOC in the early days. This data will be useful when we start looking at the volunteer program grant we received from the Community Housing Transformation Centre (CHTC). We will strive to create volunteer spaces that are not only welcoming, but also where people feel safe and confident being decision makers. CCOC will examine CCOC's structures to ensure all participants are continuously being supported throughout their engagement with CCOC.

The committee discussed the response bias regarding language. The survey was only offered in English and French. Those who are not comfortable speaking either language would not be as comfortable filling out the survey.

Service

- 82.07% of respondents were happy with their customer service.
- 95% of respondents would recommend CCOC as a landlord.
- People still largely hear about CCOC by word of mouth. The individual interactions that make up CCOC remain important.
- Respondents selected "Support CCOC mission and values" as a reason for why they rent from CCOC far less on the 2020 survey than the last survey.

Laine mentioned that CCOC tenants should be the biggest advocates for affordable housing and for living in community. We should do better at communicating what makes CCOC a good landlord. CCOC's

mission and values may not be properly expressed in our buildings. These responses could also mean that people don't care as much as we want them to.

One member noted that the question "Why did you choose CCOC?" might get a different answer than "Why do you stay with CCOC?" Why someone chose CCOC might not include the mission and values, but it could have an impact on why they stay.

Sustainability

- 91% of respondents answered Agree or Strongly agree to "Part of being a good tenant with CCOC includes doing my part for the environment."

There could be a response bias. People might feel obliged to respond in a certain way based on what they know of CCOC's values. No statistical significance between tenants who pay market rent and tenants who receive a subsidy.

One attendee asked what sustainable means. It is a CCOC priority, and is in the TCE committee Terms of Reference, but what does it actually mean? Respondents may have all interpreted this question differently. CCOC should define this clearly across communications.

Community

- Over 25% of respondents answered "I don't know" to feeling like part of the CCOC community. Respondents who pay market rent are less connected to the CCOC community. Market-rent respondents are also less interested in volunteering.

One member mentioned that without common areas, there is no cohesive element to a building and nowhere to connect people to the mission and values. These areas create spaces for people to engage that are less involved than joining a committee. It is TCE's job to offer different kinds of engagement opportunities. There was a question whether buildings that had lower survey response rates are also buildings with no common areas.

If tenants do not feel like they are part of CCOC, they may not pay attention to others around them and only worry about themselves. This can lead to decline of building community and tension among tenants.

Safety

The committee had a lengthy discussion about safety and how TCE could further tenants feeling safe at home.

One member suggested having a list of what being a good neighbour looks like in the building. Ex. putting up a notice about the garbage made a difference in their building. Sharing messages like this could remind people to be more respectful to one another.

One committee member talked about safety in their building as one of the main reasons they joined TCE. There have been many safety concerns during their tenancy, often around a specific tenant and their guests, or an action happening around a building (ex. dumpster diving resulting in trash and broken glass around the building).

Some tenants don't feel safe in their building when their neighbours cause a lot of disruption in the building, when there have been break-ins at the building, or when tenants threaten each other.

The member noted that most tenants are great. However, when one tenant significantly and consistency disturbs other tenants, everyone in the building feels powerless to do anything. This is the one time there is community in the building because everyone bands together to send information to CCOC staff.

The location of each building is also a factor. Some neighbourhoods are more susceptible to disruptive behavior because of drug use, poverty level, etc.

One member suggested having events where tenants are face-to-face with their neighbours. This can increase cohesion at a building.

One member noted that because of COVID, so many services shut down for a while. The people who need those supports have been the most impacted by COVID, and they are struggling, which is increasing disruptive behaviour. Because it was hard for a landlord to evict tenants during COVID, some members wondered if some tenants were taking advantage of this.

Safety and Policing

The committee also discussed the role of police in and around their community. One member noticed an increase in noise in their building during COVID, music as well as domestic disputes. They prefer the police presence for the feeling of safety.

One member said they don't feel unsafe in their building, but they know their neighbours and know there are supports they can access whenever needed. One attendee brought up increasing capacity within and among tenants to support each other, instead of using the police. This could lead to an increase in tenants feeling safe at home as well as feeling like they belong. These points seem related.

Another attendee suggested having another source to call other than the police when there are certain types of emergencies. The community could help each other in that way.

One member mentioned they do not like calling the police at all, and only use it as a last resort.

Some members thought that money from defunding the police should be transferred to other social services that deal with mental health, substance abuse, etc. Police go in with handcuffs, but they are treating a symptom, not an underlying issue. Laine mentioned that there is a community-wide interest to support folks who are in crisis without using the police. There is tenant energy behind this, and desire and pressure to get this right. CCOC, as a landlord, is not a social service agency, but can act as a broker, connecting individuals to available services and alternatives.

6. New business

a) AGM update

The AGM will be on September 17 and will be fully online. A hybrid model of partial in-person, partial online was considered in the spring, but this will not be pursued.

The committee discussed programming, as this is a necessary part of the AGM when ballots are hand-counted. Because ballots will be counted electronically and in real-time, the committee did not recommend any additional programming. The AGM is already a lengthy meeting, and with little participation from attendees (unlike committee meetings), it was recommended to keep the AGM as streamlined as possible.

7. Standing items

a) Board & committees report – no comments

b) Department report – no comments

c) Items for board discussion – none

8. Announcements

a) TCE related community activities/events – none brought for discussion

b) 2020 Meeting Schedule: Aug. 17, **Sep. 17 (AGM)**, Sep. 21, Oct. 19, November 16

As there are no further decisions to make about the AGM, the committee discussed not having an August meeting. Because there were few members at the meeting, Hannah will ask the committee via email as to whether to hold the August meeting.

c) Ontario Non-Profit Housing Association (ONHPA) Conference

This provincial nonprofit housing conference happens each fall in Ontario. Normally, CCOC would send a delegation of staff and volunteers. Due to COVID, the conference will be a 1-day virtual event this year, which means that CCOC can afford to cover the cost for any staff or committee member who would like to attend. The virtual conference is on November 4, 2020.

Let Hannah Vlaar know if you would like to attend.

9. Adjournment: 8:40pm

(M/C T. Schoembs)

Tenant and Community Engagement Department report, May 11, 2020

CCOC's governance and volunteer program is well supported and adaptable to tenant needs.

CHTC grant and Anti-Racist Organizational Change

The grant with the Community Transformation Housing Centre that focuses on growing our volunteer spaces to be more representative of tenant populations has been approved for 3 years. Since this application was submitted, CCOC has reinvested in the broader engagement as a corporation in anti-oppressive and anti-racist organizational change. Mandatory training and education will be extended to all staff and volunteers in 2020-2021, with a longer-term investment in cultural change to extend past 2021. The RFP for this work will be released next week.

Volunteer Program and Volunteer Opportunities during COVID-19

The Neighbour Network continues to meet regularly. The Canada Day event was a success, and the focus for the next couple months will centre on the form of the Neighbours Network, to align with the grant milestones outlined to the funder. Questions that will be asked will be how to support an online forum, what level of involvement is appropriate for CCOC as the hub of the network but not as the driver of the network, etc.

AGM

The AGM has been postponed until September 2020. All decisions that were made in Spring 2020 will stand for the new date.

All CCOC tenants recognize their personal responsibility to space and community and feel aligned with CCOC values.

Gardening and Social Gatherings

All gardens now have the opportunity to submit a COVID plan to use the tenant gardens this year. Many buildings have taken the time to self-organize and prepare a plan that aligns with Public Health Guidelines and are now enjoying the space.

CCOC has adapted the rules for accessing the 50\$ to host celebrations with your neighbours during COVID-19 to match the expectations made for gardeners. During the COVID-19 pandemic, tenants must ensure they have a plan showing how they'll follow public health guidelines. This is mandatory to get financial or other support from CCOC. The plan should include:

- Limiting the number of people to the current maximum allowed. This can mean creating an RSVP list and closing the events once that maximum capacity has been reached. Find more information on how many people can attend physically distanced events here.
- Ensuring 2 metres of distance can be maintained at all times with a description of the space.
- Using signage with the signs and symptoms of COVID-19 symptoms.
- Leave the space as you found it. Ensure no litter is left behind and any surfaces you touch have been sanitized.

- Ensuring no supplies will be shared.

The Eagle and Condor Collective Art Project

Coming to Beaver Barracks this summer/ fall: Circles of Knowing is a multidisciplinary art project that includes teachings for Indigenous Elders of the Americas, plant teachings by knowledge carriers, art workshops and music workshops all created by Indigenous arts professionals. The neighbourhood of Beaver Barracks of the Centretown Citizens Ottawa Corporation CCOC will have socially distanced art activities until the pandemic restrictions lift. The project includes artwork creation that will go into the public spaces of the five buildings of this eco-friendly neighbourhood that has diverse tenants, including over 100 children. Each season's theme—Circle of Life, Circle of Rhythms and Circle of Community—has activities for children, adults and families and seeks to encourage a greater sense of neighbourhood community connections and tenant wellbeing, while building bridges between the Indigenous-run collective and the neighbourhood members. Some activities will be open to the public and all are grounded in wellbeing for the families and sustainability for the community in this unique neighbourhood.

CCOC advocates for affordable housing as well as affordable housing as delivered by a social purpose landlord.

Budget 2021

CCOC has endorsed a public campaign from the Healthy Transportation Coalition asking for affordable housing near transit stations.

We ask that the City of Ottawa:

1. Commit at least \$20 million in Budget 2021 of City funding, over and above federal and provincial grants, to build new affordable housing near rapid transit stations;
2. Pass a strong citywide inclusionary zoning by-law that ensures 25% of new development is dedicated to affordable housing and places a special emphasis on deeply affordable housing within 1 km of rapid transit stations; and
3. Ensure that all available government-owned land within 1 km of current & future rapid transit stations is used for non-profit and co-op housing (and that the City provide land to the newly established Land Trust in Ottawa specifically for affordable housing near rapid transit).

Communications during COVID-19

The TCE department is meeting next week to think through how we might still use online communications and newsletters and the legacy media NewsNotes. There has been great uptake of the online newsletter, while the NewsNotes goes to everyone's door and has a lot more tenant-specific information. How can we keep the best of both worlds without doing twice as much work?

Some background from Adella Khan, our communications coordinator: The non-profit industry open rate average is around 25% and the click rate is about 2%. So, prior to the pandemic, we were about

average with our opens and often low on our click rates. The NewsNotes were going to tenants who opted-in, members, and lifetime members. The content has some variation with about 50% evergreen content each issue. We've only done one NewsNotes so we've only emailed this particular list once, in July. The opens were about twice what they usually were and the clicks were about the same as usual.

The new publication of the tenant newsletter has been exciting because it's clear we're reaching people. We stopped using the NewsNotes mailing list and instead have been emailing all tenants we have emails for. Our open rates skyrocketed. I don't think this will be permanent – we've already seen our open rate shrink, but how we can try to keep some of this engagement? I think the answer lies in our click rates. Our click rate varies and in that way it's great information. The click rate refers to how many people click through to links in the newsletter. In our case, the links have been primarily to community resources. This is what I'm most excited about – even with a smaller open rate, yesterday's newsletter has a 9.5% click rate. I want to use the information on what people are clicking, what they're engaging with, that seems to be bringing them value. And then adapt our correspondence going forward to include more of what people are getting the most use of.

Stats for the tenant newsletter email (all tenants we have emails for):

March 25 – 69.5% opens, 11.5% clicks

April 7 – 63.4% open, 4.2% clicks

April 15 – 59.3% open, 6.8% clicks

April 21 – 71% opens, 2.3% clicks

April 29 – 68.8% opens, 4.1% clicks

May 5 – 71.4% opens, 5.5.% clicks

May 12 – 68.5% opens, 12.4% clicks

May 21 - 66.3% opens, 7.8% clicks

May 27 – 68% opens, 5.5.% clicks

June 4 – 57.9% opens, 8.6% clicks

June 17 – 55.6% opens, 1.6% clicks

July 15 – 46.6% opens, 9.5% clicks

NewsNotes stats:

**This is the only edition since the pandemic:

July NN to tenant newsletter audience: 56.1% opens, 2.3% clicks

July NN to regular mailing list: 47.4% opens, 2.8% clicks

Prior NewsNotes with regular mailing list (opt-in tenants, members):

March NN – 26.8% opens, 1.3% clicks

January NN – 28.6% opens, 2% clicks

December NN – 24% opens, 0.4% clicks

November NN – 23.1% opens, 1.2% clicks

Rental Committee Meeting **July 21st, 2020**

Rental Committee: Christopher Yordy, (Chair), Sulaina Bonabana, David Brooks, Teresa Schoembs, Dahyla Smolash, Helena Brown

Regrets: Vera Theokritoff, Alison Kar, Daniel & Michelle Boyer, Cynara Desbarats, Kerry Beckett

Staff: Fran Childs, Linda Camilleri (staff recorder)

Guest: Erika Koenig-Sheridan

| |
|----------------------------|
| Motions for Board Approval |
|----------------------------|

**ITEM 10): The committee recommends that CCOC move forward with the redevelopment of 171 Armstrong / 277 Carruthers, 212 - 216 Carruthers, 82-84 Putman.
m/s/c Bonabana/Brooks/carried**

Call to Order: 6:35 p.m.

1. Acceptance of the Agenda:

2. Adoption of the June 16th minutes

m/s/c Brooks/Smolash

3. **Rental Department Workplan Review:** For a mid-year check in, we reviewed the workplan. Fran highlighted the significant impact on the Rental Department's workload due to Covid-19 and the provincial regulatory changes. After listing the unplanned work that the department has tackled, Chris shared that it was helpful to hear the details about what the department has accomplished and adapted to over the second quarter of the year. As a result of the unplanned work that has taken precedence, some items planned for this year need to be carried over into next year's plan or put on hold until it is safe to have group gatherings again. The committee also reviewed the department's accomplishments from the original workplan.

4. **Agency Co-op Annual Report Review:** Each year the Agency for Cooperative Housing provides an annual report about the "health" of our Co-op (240 Presland Road), comparing and benchmarking it to a peer group of other co-ops within the area. Comparative data included details such as vacancy loss, arrears and bad debt, administrative costs and rent charges compared to the average market rent. Over the last 5 years, the financial figures have improved for Presland. Fran advised she will carry out a deeper dive into the methodology around the data (for example, each graph seems to refer to a different peer group) and share findings with the committee.

5. Covid 19 Response at CCOC: This month the focus was on arrears and the effects of the pandemic on tenants’ ability to pay. All data is based on tenants account information as of mid-June. The overall picture is presented and summarized in the following table:

| Category | Related to Covid | Unrelated to Covid | Category Totals |
|--|------------------|--------------------|-----------------|
| Number of households with Arrears | 40 | 82 | 122 |
| Total amount of Arrears | \$38,279.50 | \$44,294.94 | \$82,574.44 |
| Average amount of Arrears per household with arrears | \$956.99 | \$540.18 | |

For the 40 households owing money because of Covid, 39 owe rent exclusively and the other owes rent and parking charges.

Fran highlighted the City has an emergency assistance program for rent arrears and the Collections Officers do encourage tenants to go through the application process and apply if it fits the person’s situation.

6. Anti-Oppression Statement: Chris shared information regarding the development of the Statement at the Board level. Members fed into a lively discussion and decided that the statement was an effective way to set the tone of how we come together. We are happy to go forward with rotational readers reading the statement as is at the beginning of each meeting. Fran advised there is anti-oppression and anti-racism training coming for all volunteers.

7. Announcements:

- a) **Forward Project:** CCOC learned that the property to the north of the lot was going to go up for sale. We were the successful purchaser. The project will now go back for revisions because we can add about 50 feet onto the building, which should add 14-20 additional apartments. The rent from these additional apartments will allow us to service enough debt to cover the cost of the purchase as well as the additional construction cost.
- b) **ONPHA 2020:** This provincial nonprofit housing conference happens each fall in Ontario. Normally, CCOC would send a delegation of staff and volunteers. Due to COVID, the conference is a 1-day virtual conference this year, which means that CCOC can afford to send more people. Fran encouraged anyone interested to tell Linda.

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

- a) **Vacancy & Turnover Reports:** Reviewed, we are still waiting until an apartment is empty to show it, but we are working on a framework of safe options for showings before apartments are empty. This will help to rent things further ahead of time and spread out the workload. Many tenants are moving out in July for a variety of reasons.

- b) **Legal Tracking Reports:** Reviewed.
- c) **Accounts Receivable Stats:** Reviewed.
- d) **Bad Debt Write-offs:** We reviewed the Arrears and Bad Debts report for June.

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

10. In Camera Item: Redevelopment of 3 properties

Before discussing the topic, Fran reviewed what in Camera means and why it is important to keep this confidential for now.

Should we plan to redevelop the three properties (171 Armstrong/277 Carruthers, 212-216 Carruthers, and 82-84 Putman) or plan to maintain and invest in capital repairs?

The committee reviewed the information put together by the Development team. It included data regarding the costs to maintain the properties and perform capital repairs, as well as the estimated costs of redeveloping. The estimates used information from our most recent development, 143-153 Arlington. Based on the estimates, which included contingencies, in each case it is cheaper to redevelop than to maintain these properties. Redevelopment also presents the opportunity have an increase in the total number of homes and to improve the sustainability of the buildings.

Committee members had questions about the per square foot estimates in the assumptions section of the presentation. David shared his thoughts that having smaller buildings scattered around Centertown has a ripple effects in neighborhoods. He thinks it is good that CCOC does not always have to think big when building. Sulaina enquired about costs related to relocating tenants if redevelopment does go ahead. Fran explained that typically we are able to work with tenants to find options for them to continue to live with CCOC if that is what they want to do.

Motion: The committee recommends that CCOC move forward with the redevelopment of 171 Armstrong / 277 Carruthers, 212 - 216 Carruthers, 82-84 Putman.

m/s/c Bonabana/Brooks/carried

11. **Any Other Business:** Next meeting will be on August 18th and a joint meeting with Finance. Main agenda items will be to review the 2021 rent and parking increases.

12. **Board Focus on Rental Business:** Approval of the motion.

13. **Adjournment:** 8.45 pm

RENTAL DEPARTMENT REPORT

July 2020

1. CCOC Units Rented by Source and Unit Turnovers:

| Source | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | Total |
|---------------------------------|-----------|-----------|----------|-----------|-----------|-----------|------|-----|------|-----|-----|-----|-----------------------|
| Totals | 21 | 7 | 6 | 7 | 4 | 12 | | | | | | | 57 |
| Transfers (incl. overhoused) | 4 | 1 | 3 | 0 | 1 | 1 | | | | | | | 10 |
| Registry W/L | 9 | 4 | 1 | 3 | 0 | 5 | | | | | | | 22 |
| Referrals | 7 | 2 | 1 | 1 | 2 | 5 | | | | | | | 18 |
| Insitu MR to RGI | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | 0 |
| Websites/Twitter | 1 | 0 | 1 | 3 | 1 | 1 | | | | | | | 7 |
| Former Tenant | 0 | 0 | 0 | 0 | 0 | 0 | | | | | | | 0 |
| Move outs by month | 12 | 13 | 6 | 11 | 16 | 11 | | | | | | | 69 |
| Monthly V.C. rate | 0.3 % | 0.4% | 0.4% | 0.7% | 1.0% | 0.9% | | | | | | | Avg: 0.62% |

* **Benchmark 1: monthly units rented should equal number of move outs**

June 2020: # of units rented = 12

of move outs = 11

* **Benchmark 2: CCOC vacancy rate (0.9%) should be < than Ottawa's vacancy rate (1.8%)**

2. Vacancies & Turnovers:

June Move Outs: 11

July Move Outs (so far): 24

August Move Outs (so far): 8

As of July 13, 2020, the CCOC vacancy rate is 0.9% with 15 empty units in our 1585 "rentable units". Our vacancy rate continues to be **below the City average VC rate of 1.8%** (CMHC, Rental Market Report, Jan 2020).

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

- We have not served any new N5s since last meeting, although we will be writing and serving a second N5 for one ongoing situation as soon as possible.
- There are 5 active N5s, same as last month.
- The Landlord Tenant Board is still not operating, but our Lawyer has advised us to continue serving notices and applying to the LTB to hold our spot in line.

RENTAL REPORT: VACANCIES AND TURNS
July 2020 MEETING (data as of July 13th)

| Property | Unit | Property Name | Beds | Market Rent | Turnover Rent | Move Out Date | Date Available | Occupancy | Notes |
|----------|------|-------------------|------|-------------|---------------|---------------|----------------|-----------|------------------|
| 65 | 709 | 464 Metcalfe | 2 | \$1,472.00 | \$1,520.00 | 2020-01-31 | 2020-02-28 | Future | Moved in Aug 1 |
| 33 | 13 | 147 Hinchey | 2 | \$1,062.00 | \$1,270.00 | 2020-03-31 | 2020-04-30 | Current | Moved in Jul 1 |
| 38 | 203 | 511 Bronson | 1 | \$ 958.00 | \$1,060.00 | 2020-04-15 | 2020-05-29 | Current | Moved in Jul 1 |
| 9 | 302 | 50 James | 2 | \$1,155.00 | \$1,450.00 | 2020-04-30 | 2020-05-15 | Current | Moved in June 15 |
| 22 | 902 | 210 Gloucester | 2 | \$1,120.00 | \$1,420.00 | 2020-04-30 | 2020-05-29 | Current | Moved in July 15 |
| 71 | 208 | 240 Presland Rd | 2 | \$ 900.00 | \$ 930.00 | 2020-04-30 | 2020-05-15 | Current | Moved in July 1 |
| 22 | 1108 | 210 Gloucester | 1 | \$ 940.00 | \$1,080.00 | 2020-05-15 | 2020-06-14 | Current | Moved in June 1 |
| 66 | 411 | 160 Argyle | 0 | \$ 820.00 | \$ 875.00 | 2020-05-31 | 2020-06-30 | Current | Moved in July 1 |
| 0041a | 407 | 455 Lisgar | 1 | \$ 976.00 | \$1,100.00 | 2020-05-31 | 2020-06-30 | Current | Moved in July 1 |
| 0041a | 501 | 455 Lisgar | 2 | \$1,190.00 | \$1,450.00 | 2020-05-31 | 2020-06-30 | Current | Moved in July 15 |
| 61 | 8 | 123 Stirling | 0 | \$ 777.00 | \$ 800.00 | 2020-06-07 | 2020-06-30 | Future | application |
| 0006 | 151F | 143-153 Arlington | 2 | \$1,580.00 | \$1,580.00 | 2020-06-30 | 2020-07-31 | Future | Moved in Aug 1 |
| 0066 | 105 | 160 Argyle | 1 | \$1,097.00 | \$1,120.00 | 2020-06-30 | 2020-07-31 | Future | Moved in Aug 1 |
| 0067a | 708 | 111 Catherine | 1 | \$1,099.00 | \$1,120.00 | 2020-06-30 | 2020-07-31 | Future | Moved in Aug 1 |
| 64 | 206 | 54 Primrose | 0 | \$ 770.00 | \$ 790.00 | 2020-07-15 | 2020-08-14 | Future | Moved in Aug 14 |
| 0037a | 210 | 145 Clarence | 1 | \$ 947.00 | \$1,080.00 | 2020-07-15 | 2020-08-15 | Future | Moved in Aug 1 |
| 11 | 304 | 258 Lisgar | 0 | \$ 756.00 | \$ 875.00 | 2020-07-31 | 2020-08-31 | Future | Moved in Sept 1 |
| 0037a | 103 | 145 Clarence | 1 | \$ 950.00 | \$1,080.00 | 2020-07-31 | 2020-08-31 | Future | Moved in Sept 1 |
| 0067a | 603 | 111 Catherine | 0 | \$ 875.00 | \$ 875.00 | 2020-07-31 | 2020-08-01 | Future | Moved in Aug 1 |

Units re-rented: 19

| Property | Unit | Property Name | Beds | Market Rent | Turnover Rent | Move Out Date | Date Available | Occupancy | Notes |
|----------|-------|-------------------|------|-------------|---------------|---------------|----------------|-----------|--------|
| 0017 | 503 | 170 Booth | 2 | \$1,175.00 | \$1,265.00 | 2020-07-17 | 2020-08-16 | 0 | Notice |
| 6 | 151E | 143-153 Arlington | 2 | \$1,615.00 | \$1,615.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 22 | 505 | 210 Gloucester | 1 | \$ 907.00 | \$1,080.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 25 | 2 | 369 Stewart | 0 | \$ 570.00 | \$ 570.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 0026 | 306 | 110 Nelson | 2 | \$1,117.00 | \$1,310.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 36 | 203 | 258 Argyle | 1 | \$ 976.00 | \$1,100.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 39 | 306 | 415 Gilmour | 2 | \$1,186.00 | \$1,100.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 40 | 504 | 151 Parkdale | 1 | \$ 988.00 | \$1,000.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 65 | 307 | 464 Metcalfe | 3 | \$1,615.00 | \$1,660.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 66 | 305 | 160 Argyle | 1 | \$1,104.00 | \$1,120.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 68 | 1-100 | Victory Gardens | 3 | \$1,680.00 | \$1,680.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 0018a | 2 | 90 James | 2 | \$1,239.00 | \$1,450.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 0024a | 3 | 171 Armstrong | 0 | \$ 741.00 | \$ 741.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 0037a | 219 | 145 Clarence | 0 | \$ 763.00 | \$ 840.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 0041a | 401 | 455 Lisgar | 2 | \$1,204.00 | \$1,450.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 0041a | 502 | 455 Lisgar | 1 | \$ 981.00 | \$1,100.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 0062b | 1361 | Mayview Stacked | 3 | \$1,314.00 | \$1,400.00 | 2020-07-31 | 2020-08-31 | 0 | Notice |
| 0026 | 202 | 110 Nelson | 1 | \$1,080.00 | \$1,080.00 | 2020-08-30 | 2020-09-30 | 0 | Notice |
| 0017 | 105 | 170 Booth | 2 | \$1,175.00 | \$1,265.00 | 2020-08-31 | 2020-09-30 | 0 | Notice |
| 0017 | 212 | 170 Booth | 1 | \$ 947.00 | \$ 975.00 | 2020-08-31 | 2020-09-30 | 0 | Notice |
| 0026 | 309 | 110 Nelson | 2 | \$1,145.00 | \$1,310.00 | 2020-08-31 | 2020-09-30 | 0 | Notice |
| 27 | 308 | 520 Bronson | 2 | \$1,085.00 | \$1,240.00 | 2020-08-31 | 2020-09-30 | 0 | Notice |
| 36 | 301 | 258 Argyle | 2 | \$1,187.00 | \$1,450.00 | 2020-08-31 | TBD | 0 | Notice |
| 66 | 313 | 160 Argyle | 1 | \$1,097.00 | \$1,120.00 | 2020-08-31 | 2020-09-30 | 0 | Notice |
| 0067a | 402 | 111 Catherine | 0 | \$ 843.00 | \$ 875.00 | 2020-08-31 | 2020-09-30 | 0 | Notice |
| 0014a | 19-25 | Rochester | 2 | \$1,206.00 | \$1,300.00 | 2020-09-10 | 2020-09-30 | 0 | Notice |
| 3 | 539 | 539 McLeod | 3 | \$1,323.00 | \$1,570.00 | 2020-09-30 | 2020-10-31 | 0 | Notice |
| 65 | 401 | 464 Metcalfe | 2 | \$1,476.00 | \$1,520.00 | 2020-09-30 | 2020-10-31 | 0 | Notice |

UNITS ON NOTICE BUT NOT YET RENTED: 28

July Move Outs (So far): 24

Aug Move Outs (So far): 8

| Property | Unit | Property Name | Beds | Market Rent | Turnover Rent | Move Out Date | Date Available | Days Vacant | Occupancy | Notes |
|----------|-------|----------------|------|-------------|---------------|---------------|----------------|-------------|-----------|---|
| 0022 | 905 | 210 Gloucester | 1 | \$ 902.00 | \$1,080.00 | 2020-06-30 | 2020-07-31 | 13 | Past | covid delays |
| 0022 | 704 | 210 Gloucester | 1 | \$ 932.00 | \$1,080.00 | 2020-06-30 | 2020-07-31 | 13 | Past | covid delays |
| 0026 | 106 | 110 Nelson | 1 | \$ 950.00 | \$1,080.00 | 2020-06-30 | 2020-07-31 | 13 | Past | covid delays |
| 0026 | 203 | 110 Nelson | 1 | \$ 950.00 | \$1,080.00 | 2020-06-30 | 2020-07-31 | 13 | Past | covid delays |
| 0026 | 602 | 110 Nelson | 1 | \$ 907.00 | \$1,080.00 | 2020-06-30 | 2020-07-31 | 13 | Past | covid delays |
| 0027 | 204 | 520 Bronson | 2 | \$1,075.00 | \$1,240.00 | 2020-06-30 | 2020-07-31 | 13 | Past | covid delays |
| 60 | 5 | 140 Bronson | 0 | \$ 760.00 | \$ 760.00 | 2020-06-30 | 2020-07-31 | 13 | Past | community partner referral |
| 0001 | 540 | 530-544 Mcleod | 3 | \$1,425.00 | \$1,570.00 | 2020-06-15 | 2020-07-15 | 28 | Past | covid delays |
| 0040 | 810 | 151 Parkdale | 1 | \$1,000.00 | \$1,000.00 | 2020-06-15 | 2020-07-15 | 28 | Past | covid delays |
| 11 | 602 | 258 Lisgar | 2 | \$1,191.00 | \$1,450.00 | 2020-05-31 | 2020-06-30 | 43 | Past | covid delays |
| 11 | 603 | 258 Lisgar | 0 | \$ 739.00 | \$ 875.00 | 2020-05-31 | 2020-06-30 | 43 | Past | covid delays |
| 33 | 9 | 147 Hinchey | 2 | \$1,053.00 | \$1,270.00 | 2020-05-31 | 2020-06-30 | 43 | Past | covid delays |
| 0041a | 407 | 455 Lisgar | 1 | \$ 976.00 | \$1,100.00 | 2020-05-31 | 2020-06-30 | 43 | Past | covid delays, on offer |
| 0041a | 501 | 455 Lisgar | 2 | \$1,190.00 | \$1,450.00 | 2020-05-31 | 2020-06-30 | 43 | Past | covid delays, on offer |
| 60 | 9 | 140 Bronson | 0 | \$ 750.00 | \$ 760.00 | 2020-04-30 | 2020-05-29 | 74 | Past | community partner referral |
| 0012a | 1-472 | Gilmour/Kent | 1 | \$ 894.00 | \$ 950.00 | 2020-04-16 | 2020-05-29 | 88 | Past | not showable |
| 34 | 706 | 264 Lisgar | 2 | \$1,130.00 | \$1,410.00 | 2020-04-05 | 2020-04-30 | 103 | Past | waiting on City referral, multiple offers |
| 0025 | 6 | 369 Stewart | 0 | \$ 570.00 | \$ 570.00 | 2020-02-29 | 2020-03-31 | 135 | Past | community partner/ covid |

Empty Units: 18* (3 are block leased, so no vacancy loss)

CCOC's Arrears and the impact of Covid-19

Based on data from mid-June 2020

| Category | Related to Covid | Unrelated to Covid | Category Totals |
|--|------------------|--------------------|-----------------|
| Number of Households with Arrears | 40 | 82 | 122 |
| Total amount of Arrears | \$38,279.50 | \$44,294.94 | \$82,574.44 |
| Average amount of Arrears per household with Arrears | \$956.99 | \$540.18 | |

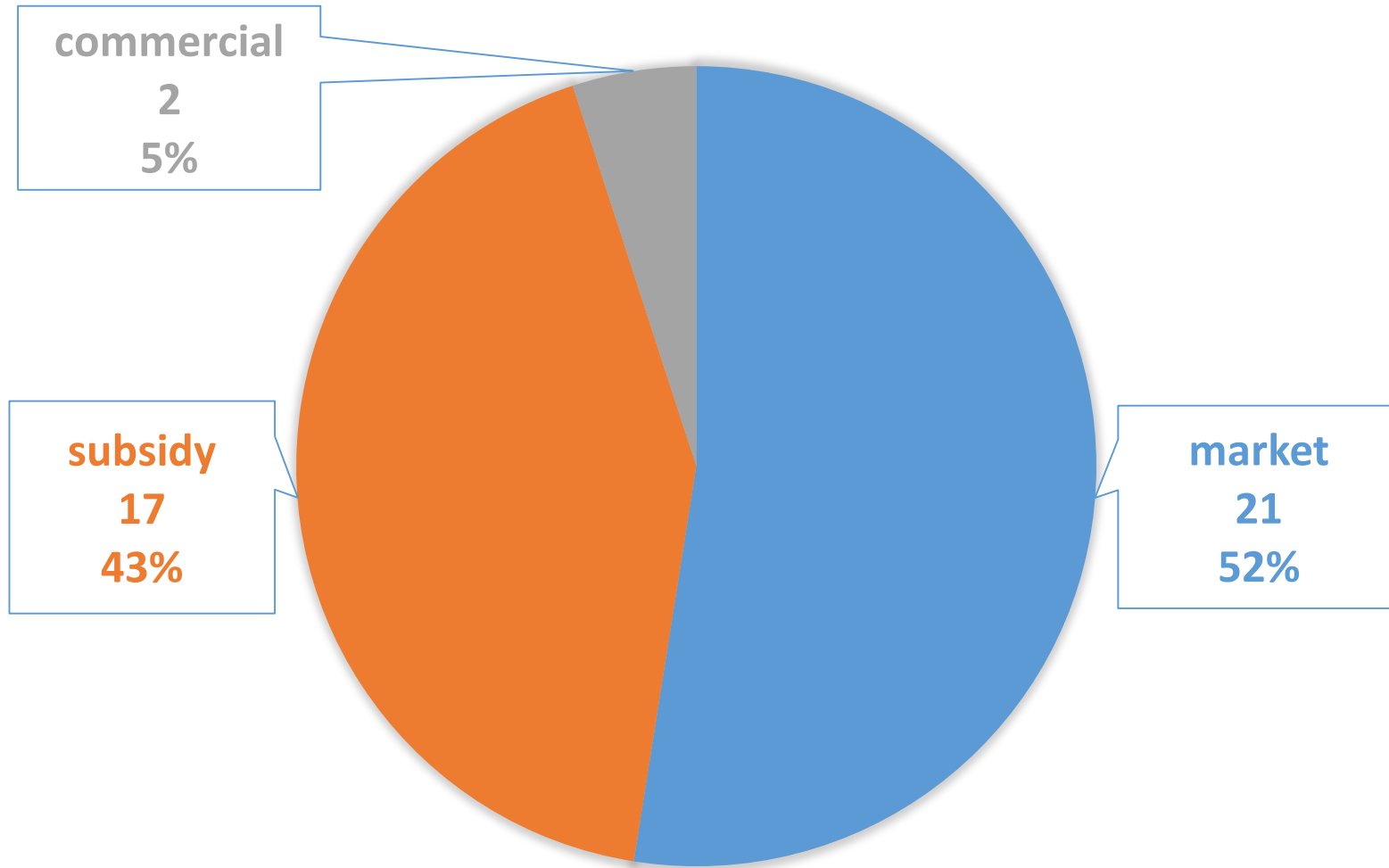
Arrears related to Covid-19

Based on data from mid-June 2020

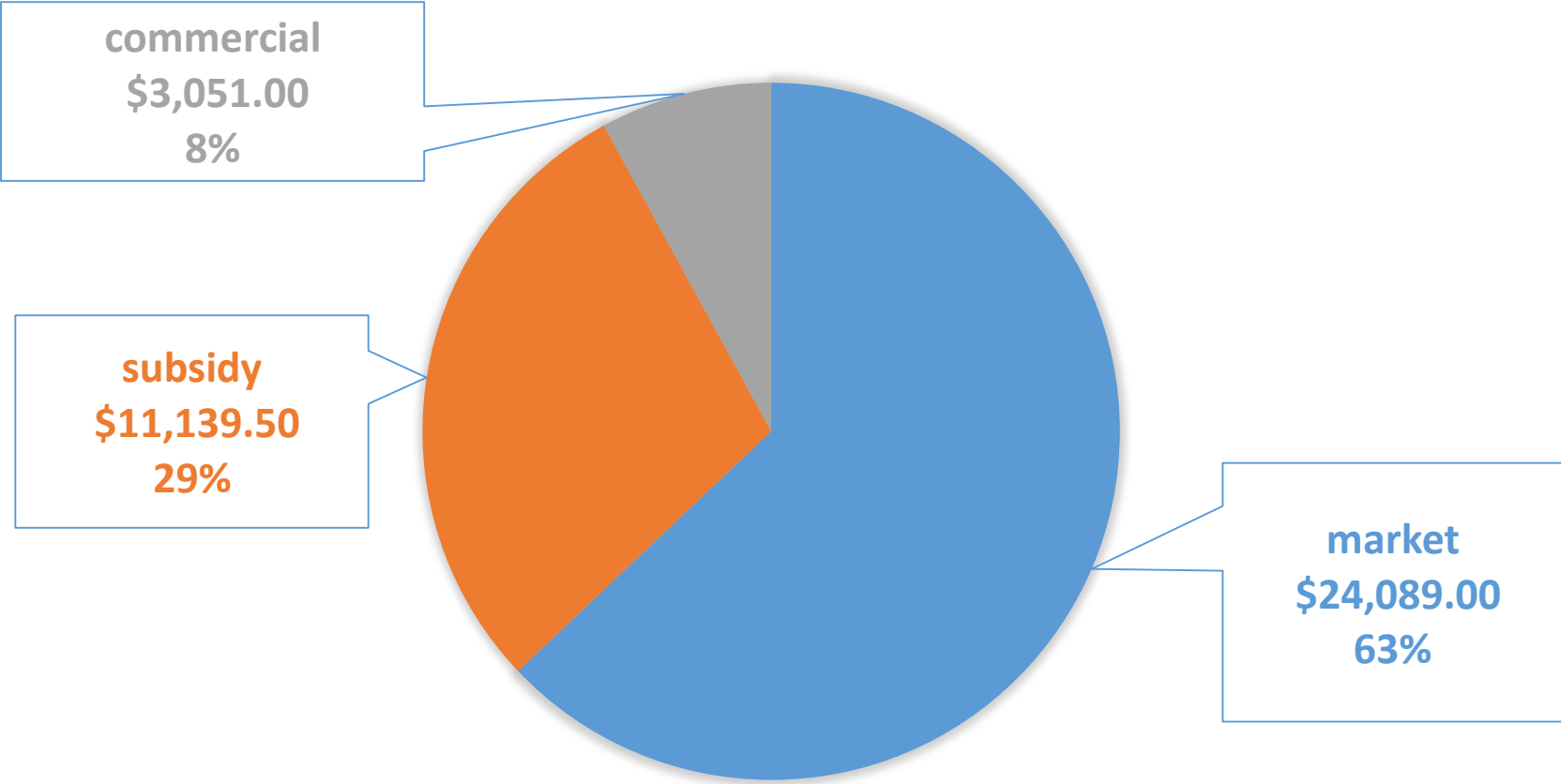
What is owing?

- For 39 / 40 households owing money because they were affected by Covid 19 – RENT is owing
- For 1/ 40 households, there is rent and parking

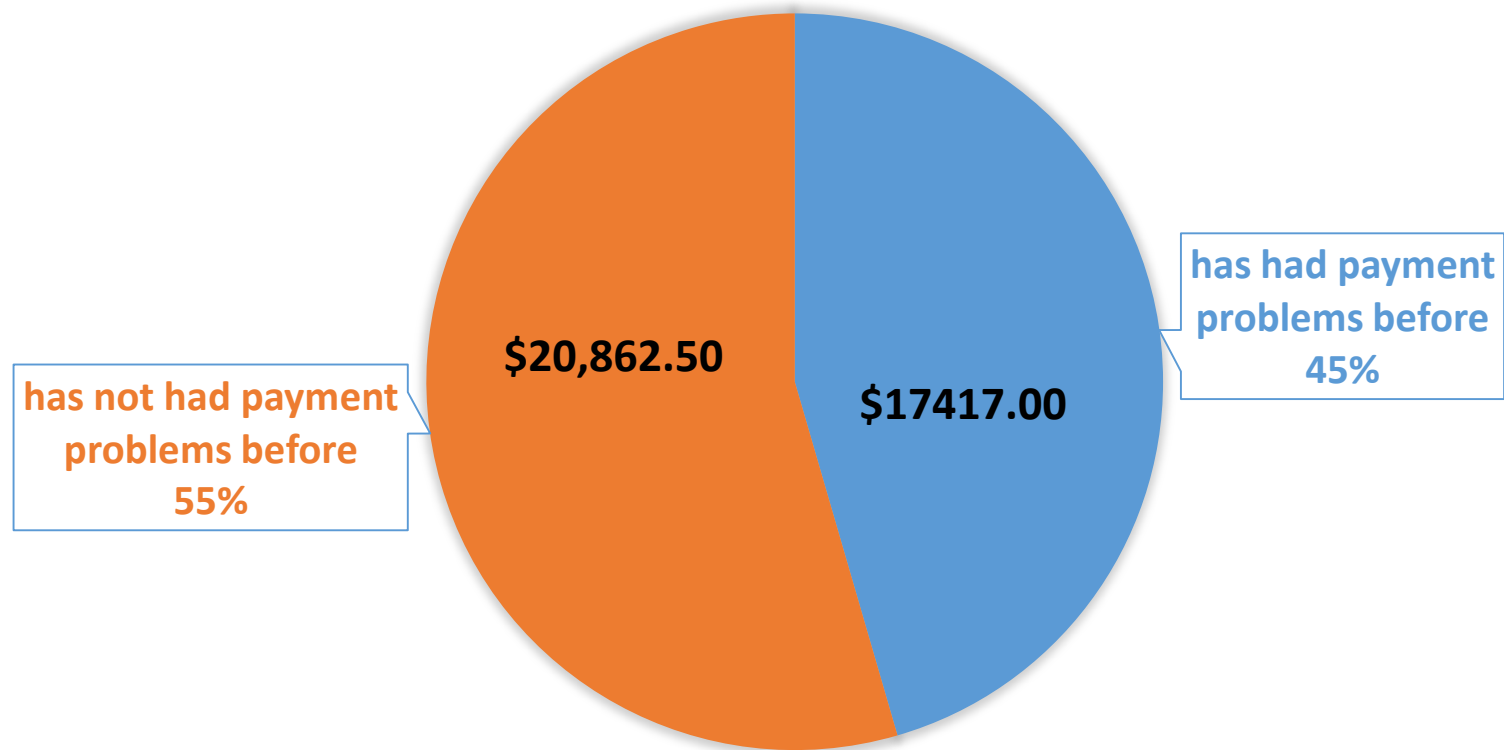
COVID RELATED ARREARS BY MARKET VS SUBSIDY VS COMMERCIAL (BY NUMBER OF HOUSEHOLDS)



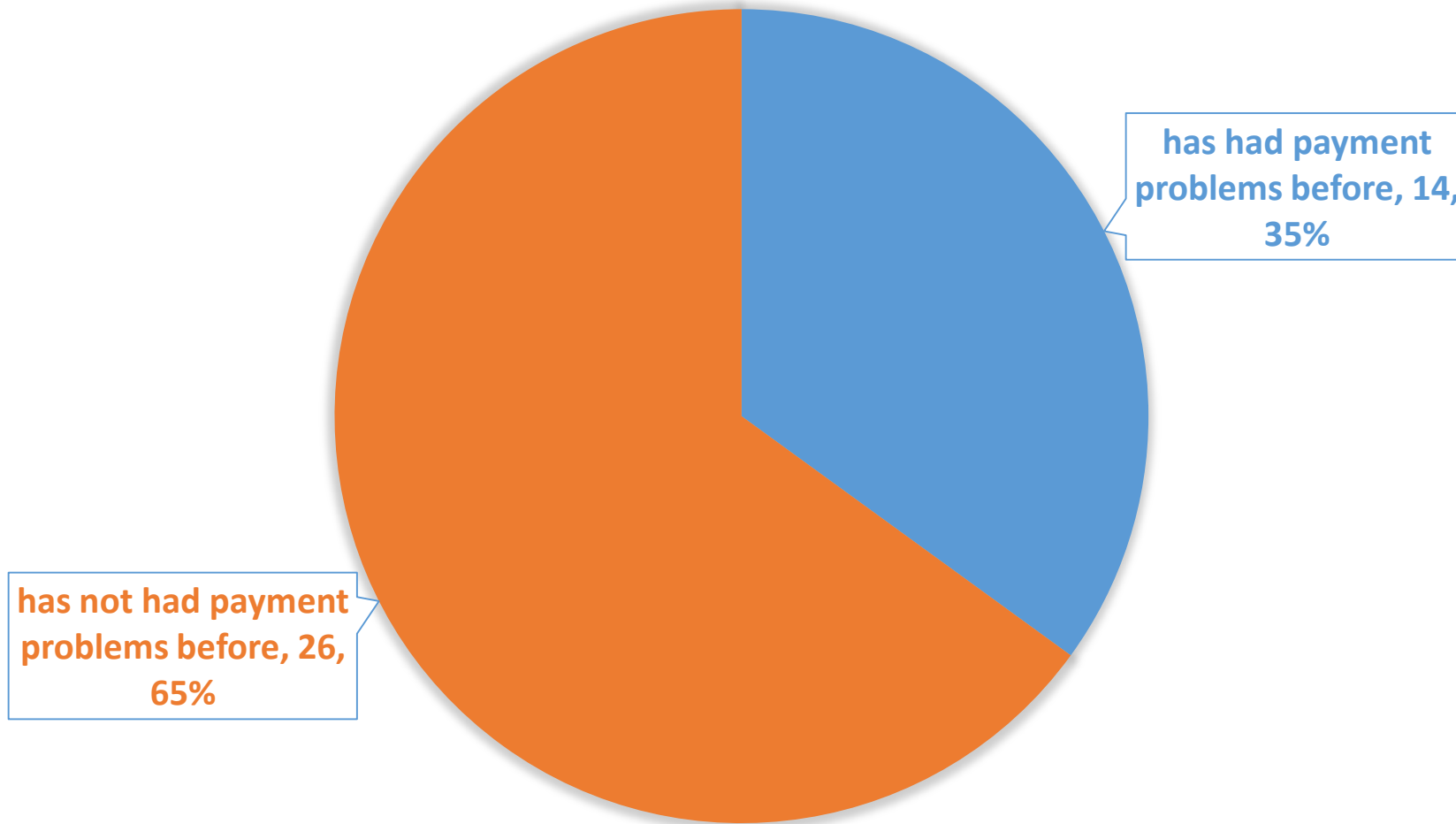
COVID RELATED ARREARS BY MARKET VS SUBSIDY VS COMMERCIAL (BY TOTAL OWING)



COVID RELATED ARREARS TOTAL OWING BY WHETHER HOUSEHOLD HAS A HISTORY OF ARREARS OR NOT



COVID RELATED NUMBER OF HOUSEHOLDS WITH ARREARS BY WHETHER HOUSEHOLD HAS A HISTORY OF ARREARS OR NOT



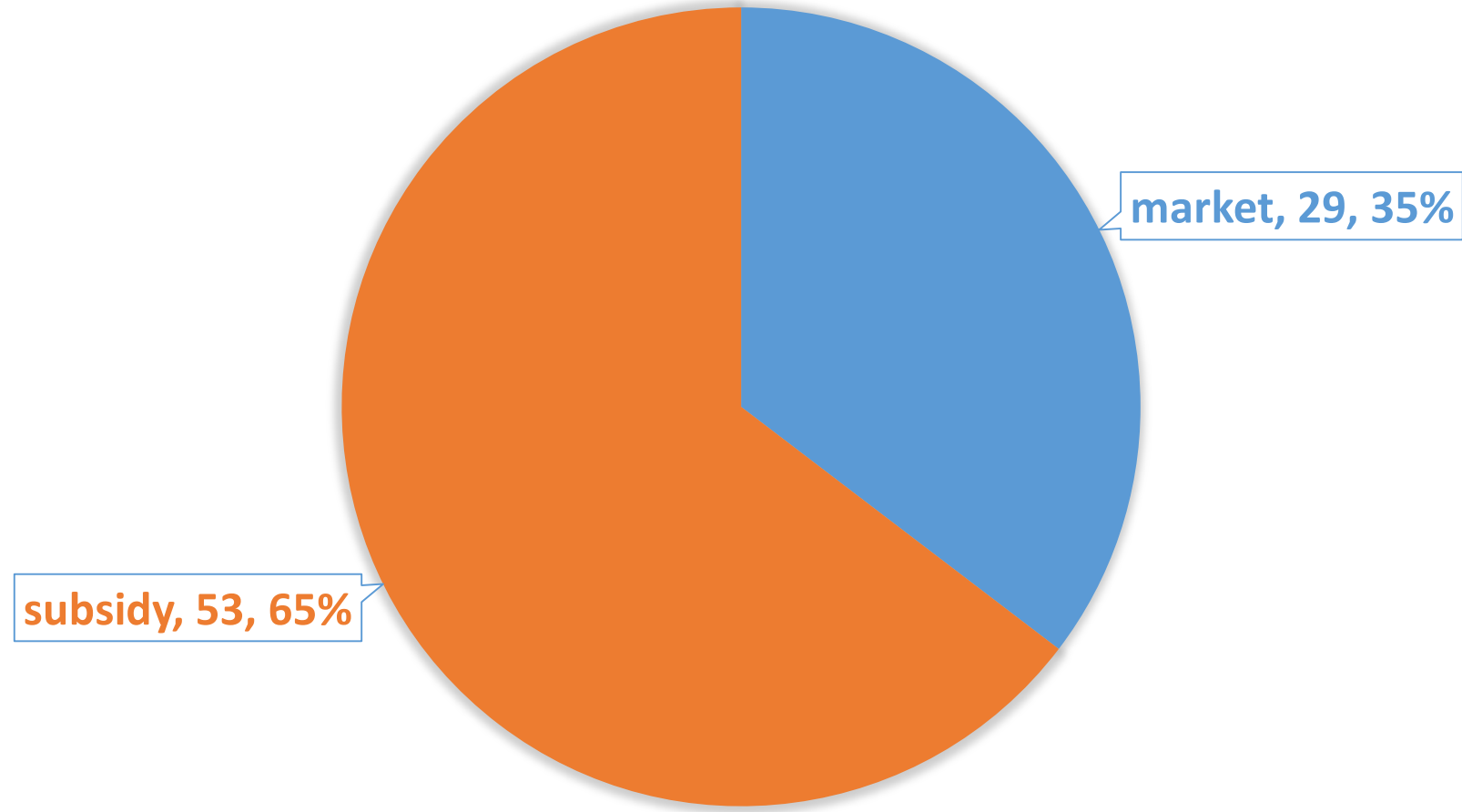
Arrears unrelated to Covid 19

Based on data from mid-June 2020

What is owing?

- 54 households owe rent (66%)
- 21 households owe invoices (Facilities chargebacks)(26%)
- 1 household owes co-op membership fees (1%)
- 4 households owe multiple types of charges (rent plus something else) (5%)
- 2 households owe parking fees (2%)

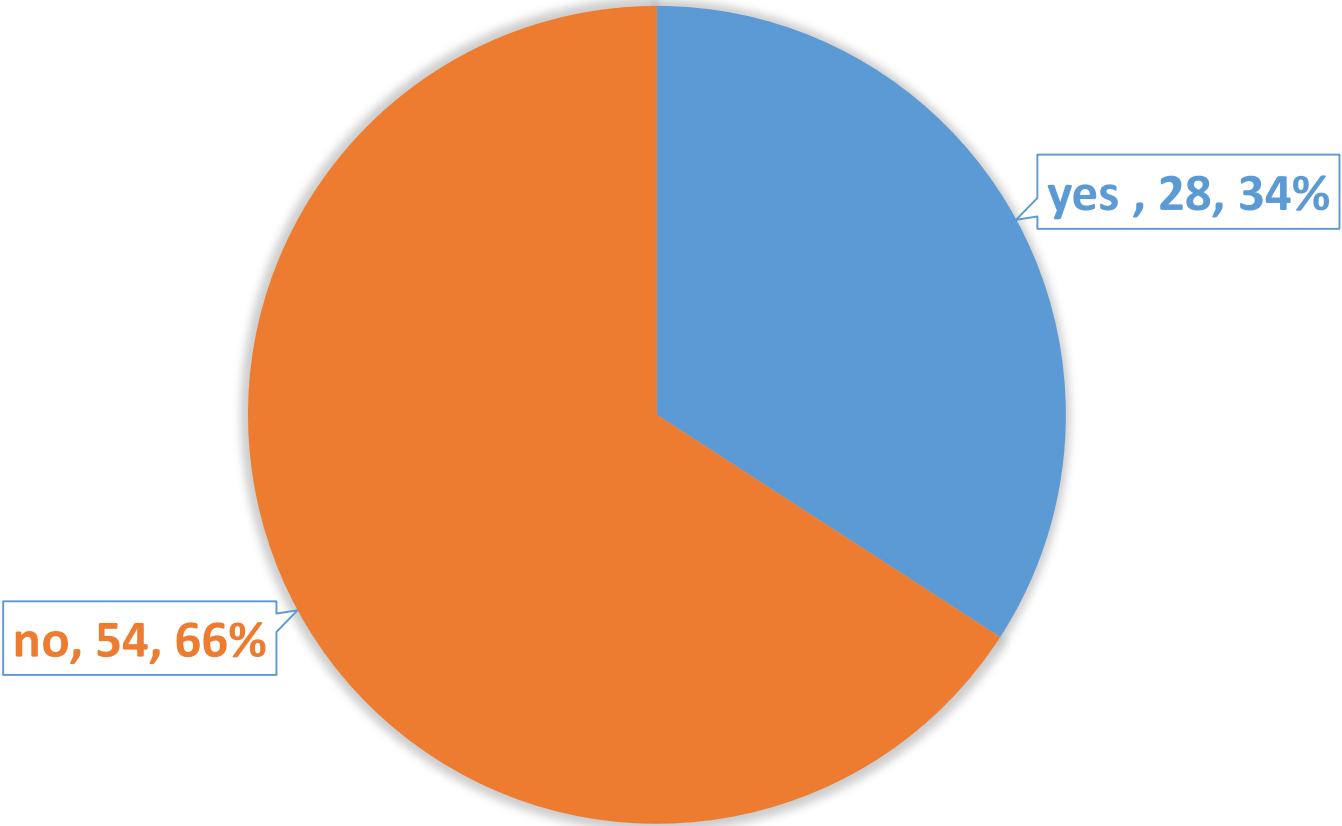
ARREARS FOR MARKET VS SUBSIDY BY NUMBER OF HOUSEHOLDS



ARREARS FOR MARKET VS SUBSIDY BY TOTAL AMOUNT OWING



ARREARS BY WHETHER HOUSEHOLD HAS A HISTORY OF ARREARS OR NOT (NUMBER OF HOUSEHOLDS)



ARREARS BY WHETHER HOUSEHOLD HAS A HISTORY OF ARREARS OR NOT (TOTAL OWING)

