

NOTICE OF MEETING

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

7:00 pm Wednesday, September 30, 2020

Video Conference: <https://global.gotomeeting.com/join/163098037>

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 July 29, 2020
5. Business arising from the previous minutes
 - a. Member Notice to Appear
6. Rental Committee Report
7. Facilities Management Committee Report
8. Finance Committee Report
 - a. Bad Debts (\$85)
9. Other Business
 - a. Agency Reports
10. Adjournment

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

ccochohousing.org/book

Password: board
(it's case-sensitive)

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

AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING

- 1.** Call to order & Anti-Oppression Statement
- 2.** Adoption of agenda:
- 3.** Adoption of July 29, 2020 regular minutes
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
 - a)** Merger proposal (*in camera*)
 - b)** Governance Sub-Committee
 - c)** Pandemic update
- 6.** Executive Committee Report
- 7.** Personnel Committee Report
- 8.** Tenant and Community Engagement Committee Report
- 9.** Facilities Management
 - a)** Pest Control
- 10.** Finance Committee Report
 - a)** Bad debts (\$2,391)
- 11.** Rental Committee Report
 - a)** 2021 Rents
 - b)** Rent arrears and collection
- 12.** Development Committee Report
 - a)** Forward Avenue
 - b)** CAP Re-development sites Project Charter (*in camera*)
- 13.** Corporate Business
- 14.** Conference / Associations' Report
- 15.** Other Business
- 16.** Adjournment

Next Meeting: October 28, 2020

MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING

Wednesday, July 29, 2020

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

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

1. Call to order & Anti-Oppression Statement
The meeting was called to order at 7:05 p.m. and a board member read the anti-oppression statement.
2. Adoption of agenda
The agenda was adopted as presented.
(M/S/C, Sinda Garziz /Kerry Beckett)
3. Declaration of conflict of interest
No conflicts to report.
4. Adoption of the Board minutes of June 24, 2020
The minutes were adopted as presented.
(M/S/C, Bill Rooney/ Jesse Steinberg)
5. Business arising from the previous minutes – none
6. Rental Committee Report - none
7. Facilities Management Committee Report – none
8. Finance Committee Report – none
9. Other Business
 - a. Annual reports from The Agency: The Board agreed to defer the review to the September 30, 2020.
 - b. Member Notice to Appear for arrears
 - The Board of Directors met on July 29th, 2020 to consider ending the occupancy and membership rights of the member.

- The member did not attend the board meeting. A representative did not attend the board meeting. The decision was made by a majority of the directors at a properly constituted meeting.

The Board moved to authorize CCHC staff representatives to end the occupancy and membership rights of the member effective August 13th, 2020. The Board of Directors instructs the CCHC staff representative to serve the N4C and commence eviction proceedings if the member does not vacate the unit by August 13th, 2020.

(M/S/C, Andrew McNeill/Kerry Beckett)
Abra Adamo abstained

10. Adjournment: 8:29 p.m. (M/C, Josh Bueckert)

June 16, 2020

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

SENT BY EMAIL

Dear Co-operators:

Subject: Annual Compliance Review for Your Fiscal Year Ended December 31, 2019

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

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

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

Yours sincerely,



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

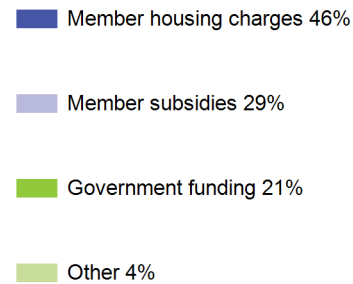
Centretown Citizen Housing Co-operative

Our Operations for the Year Ended December 31, 2019

How did we do this year?

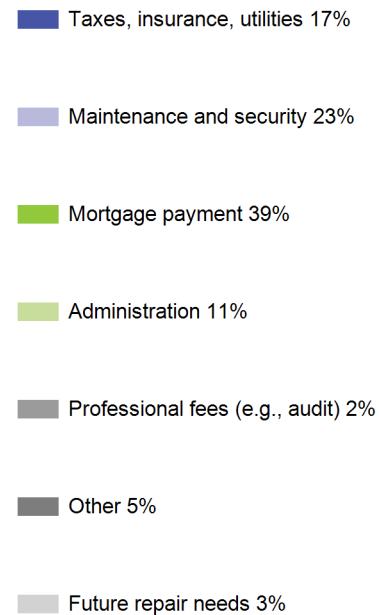
We earned money from

Housing charges from members	\$ 201,272
Housing-charge subsidies from government	126,384
Operating funds from government	92,275
Other sources (e.g., parking, laundry)	17,075
	<hr/>
	437,006
	<hr/>



We had these expenses

Property taxes, insurance and utilities (e.g., water, electricity and heat)	71,051
Maintenance, repairs and security	96,621
Mortgage and loan payments	163,782
Administration	48,322
Professional fees (e.g., audit)	9,898
Governing our co-op	-
Other expenses	20,846
Set aside for future building repairs	12,367
	<hr/>
	422,887
	<hr/>
We ended the year with this much left over	\$ 14,119
	<hr/>
Over the year vacant units cost us	\$ 1,616
	<hr/>



Centretown Citizen Housing Co-operative

How have we done over time?

	2019	2018	2017	2016	2015
We earned money from					
Housing charges from members	\$ 201,272	\$ 193,119	\$ 163,849	\$ 140,859	\$ 171,280
Housing-charge subsidies from government	126,384	127,614	137,893	139,599	129,094
Government funding for operations	92,275	92,419	98,865	80,293	80,657
Other sources (e.g., parking, laundry)	17,075	14,001	10,513	9,230	11,375
	<u>437,006</u>	<u>427,153</u>	<u>411,120</u>	<u>369,981</u>	<u>392,406</u>
We had these expenses					
Property taxes, insurance and utilities (e.g., water, electricity and heat)	71,051	68,422	69,617	64,194	61,718
Maintenance, repairs and security	96,621	95,784	130,074	98,646	96,168
Mortgage and loan payments	163,782	164,499	164,674	172,527	174,198
Administration	48,322	48,499	39,807	37,070	34,427
Professional fees (e.g., audit)	9,898	3,979	5,538	5,000	5,464
Governing our co-op	-	-	-	-	-
Other expenses	20,846	28,907	17,680	9,508	3,647
Set aside for future building repairs	12,367	12,367	12,367	12,367	12,367
	<u>422,887</u>	<u>422,457</u>	<u>439,757</u>	<u>399,312</u>	<u>387,989</u>
We ended the year with this much left over (short by this much)	<u>\$ 14,119</u>	<u>\$ 4,696</u>	<u>\$ (28,637)</u>	<u>\$ (29,331)</u>	<u>\$ 4,417</u>
We also put this aside to pay for future building repairs	-	-	12,730	-	-
Over the year vacant units cost us	<u>\$ 1,616</u>	<u>\$ 4,123</u>	<u>\$ 19,704</u>	<u>\$ 35,745</u>	<u>\$ 12,011</u>

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

Centretown Citizen Housing Co-operative

Our Financial Position on December 31, 2019

What we own

Money in the bank or invested \$ 129,423

21,295

of this is set aside to back our reserve for major building repairs

6,839

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

Amounts due from members 1,690

Amounts due from others 8,706

Our land, buildings and equipment 287,735

\$ 427,554

Are we taking care of our future?

We've set this amount aside to pay for major repairs in the future \$ 21,295

We're holding this amount to pay for future subsidies to members 6,839

We've spent more to date than we've taken in (342,878)

What we owe to others

Amounts we owe to our suppliers 454,563

Money we've borrowed 287,735

\$ 427,554



The Agency for Co-operative Housing
L'Agence des coopératives d'habitation

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

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.

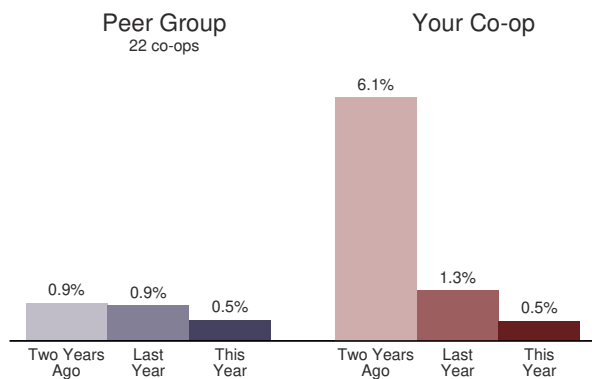
The **line graph** (sample below, right) shows the range of results for the co-ops we have compared you to. The upright bar is the median point. Half your peers were above this and half below. The bullet point shows where your co-op sat.



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.

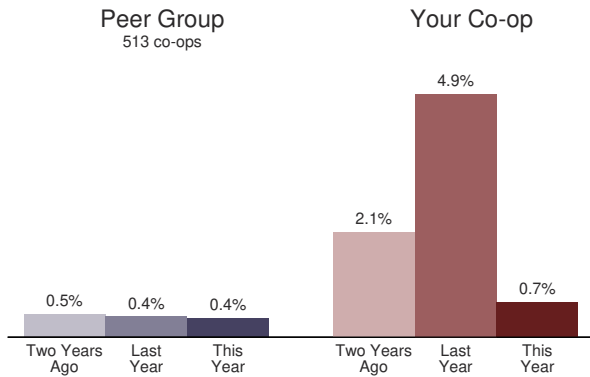
Vacancy Loss



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.

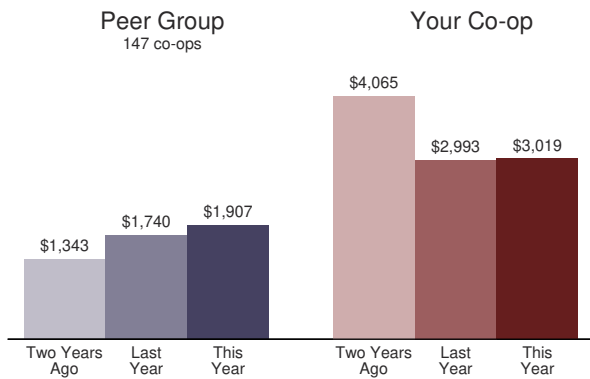
As of October 2019, the average vacancy rate for similar rental housing in your area was 1.7%. The X on the line graph marks this point.

Housing Charge Arrears and Bad Debts



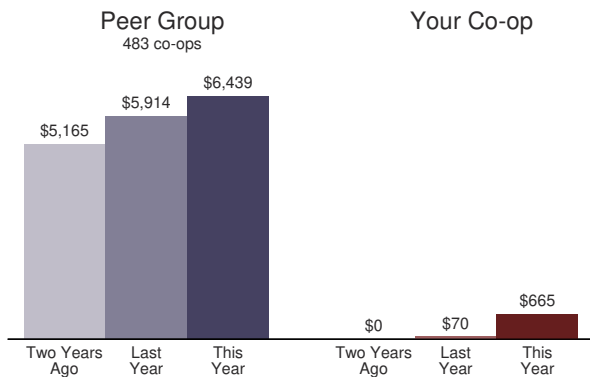
The sum of your year-end arrears and annual bad-debt expense came to 0.7% of the total charged to residents in the year for housing. Half of reporting co-ops lost less than 0.4% and half lost more. The best-managed and governed co-ops have few or no arrears and bad debts. Out of 513 co-ops reporting,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

Maintenance Spending per Unit



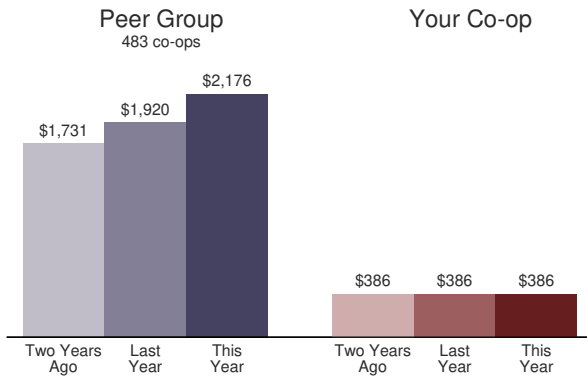
Your co-op spent \$3,019 per unit on maintenance over the year. Half of reporting co-ops with an elevator spent more than \$1,907 per unit and half spent less. Of your 147 peers, 9 spent more on maintenance than you did.

Capital Replacement Reserve Balance



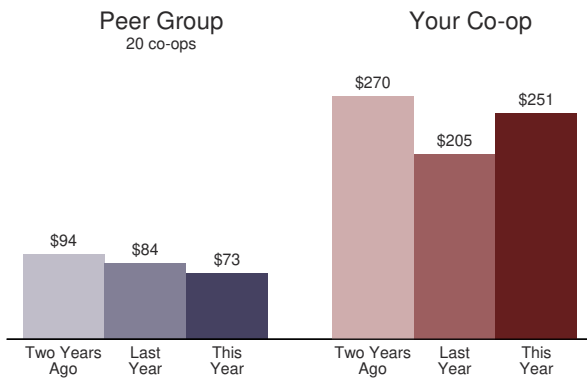
At year end, your co-op had a replacement reserve of \$665 per unit. It held cash or investments of \$665 per unit backing this reserve. Half of reporting co-ops with money in their reserve had more than \$6,439 per unit and half had less. You had less in your reserve than 457 of your 482 peers.

Capital Replacement Reserve Contributions



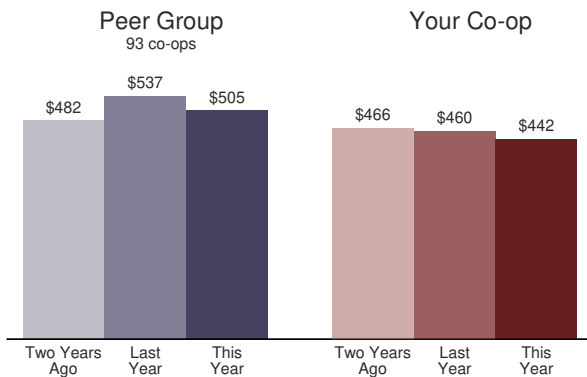
Last year, you added \$386 per unit to your capital replacement reserve from operating revenues. Half of all co-ops that put money in their reserve during the year added more than \$2,176 per unit and half added less. You added less to your reserve than 470 of your 482 peers.

Energy Costs



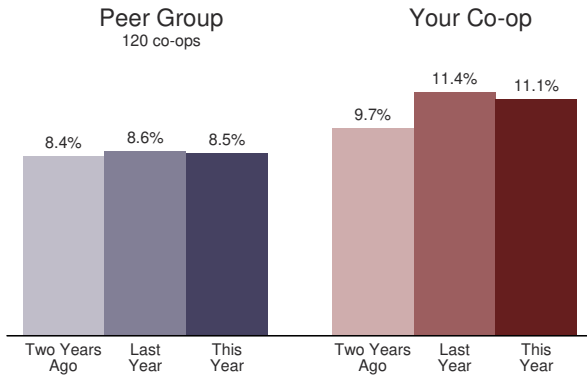
Your co-op spent \$251 per unit on energy for heat, light, hot water and power over the year. We compared your co-op with others in Ottawa where the co-op pays for energy for common areas only. Half of the co-ops we compared you to spent more than \$73 per unit on energy and half spent less. Out of 20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

Water and Sewerage Charges



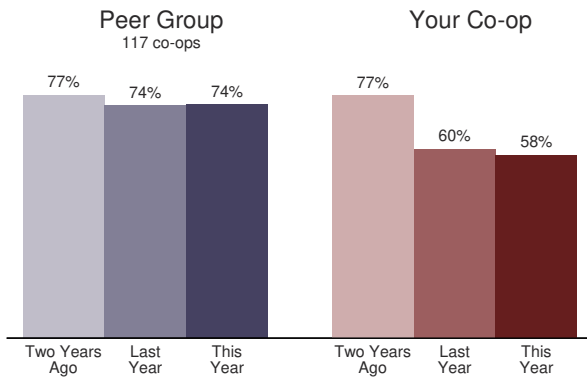
A co-op's spending on water and sewerage varies by average household size. It also reflects who pays for the water members use and, where the co-op pays, whether any units are vacant. Your co-op spent \$442 per unit over the year. Half of co-ops in your peer group spent more than \$505 and half spent 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.

September 4, 2020

Centretown Citizen Housing Co-operative

Sent by E-mail

Dear Co-operators:

Subject: Results of Your Property Inspection

Based on the recent inspection of your property, we have rated its physical condition as **Good**. Please see our [Q&A](#) on [physical condition rating](#) for more information on what this rating means.

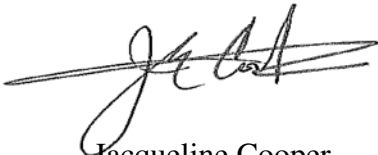
A copy of the full report is enclosed. Please note this report is based on a limited visual inspection and does not replace a detailed building condition assessment.

The inspection has brought to light one or more repairs or replacements that your co-op needs to make. These are listed in the attached report and are rated Fair. If you cannot afford to undertake this work and you are not already in discussions with the Agency, I would like to meet soon with your co-op's representatives to review your options.

- Site: Driveways and parking surfaces
- Site: Sidewalks, stairs and paths
- Building Envelope: Roofs

If you have any questions about your report or how to improve your rating, please get in touch with me.

Yours sincerely,



Jacqueline Cooper
Relationship Manager
Toll-free phone: 1-866-660-3140 ext. 408

Enclosed: (1)

Burnaby | Calgary | Toronto | Ottawa

Centretown Citizen Housing Co-operative

Ottawa, ON

Property Inspection Summary

Planned Inspection Date 11 Aug 2020
Inspection Firm Name Opta Precise Services
Inspector's Name Justin Hall

Inspector's Description of Co-operative

Centretown Citizen Housing Co-operative is an apartment building with 32 units located in a residential neighborhood in Ottawa. There were no vacant units at the co-op at the time of the inspection resulting in no interior unit inspections. All common hallways and stairwells, laundry room, mechanical room, electrical room and fire protection systems were inspected. The contact on site was property manager Sean Duggan and the inspection was completed on August 11, 2020.

The building has a front main entrance with buzzer / intercom and lobby mailboxes that open to hallways, stairwells; there are no elevators in the building. The upper floor units have balconies. There is no playground, swimming pool or recreation facilities at the building. There are sidewalks and paths leading to the front, left side and rear. The left-side driveway leads to rear tenant parking. Overall, the co-op appeared to be in good, general condition.

Buildings Inspected

Building Address	<i>Number of Units</i>	<i>Vacant Units Inspected</i>	<i>Building Score</i>	<i>Building Rating</i>
240 Presland Road	32	0	3.14	Good

Overall Property Inspection Results

Score	3.14
Rating	Good

The information provided in this report is for the sole use of the Agency for Cooperative Housing and is the opinion of the author as to the visual condition on the date inspected. There is no representation or warranty as to the present or future condition or value of the property, or that the property is in conformance with any building or property standards or codes and nothing in this report shall be construed as such. The review was of a non-invasive nature, no structural inspection was undertaken. Neither the Agency for Cooperative Housing nor the author assumes any responsibility for any loss or damage to the present or subsequent owners of the property as a result of the preparation of this report.

Health and Safety Issues

Previous Health and Safety Issues

There are no outstanding previously-identified health and safety issues for this co-op.

Current Health and Safety Issues – Inspected on 11 Aug 2020

There are no health and safety issues identified in the inspected buildings.

240 Presland Road : Building Information

Building Address	240 Presland Road
Building Category	Low-rise
Building Comments (Inspector)	The 4-storey apartment building contains 32-member units. There were no vacant units in the building and as a result, no interior unit inspections were completed.
Number of Building Units	32
Number of Vacant Building Units	0
Number of Building Storeys	4
Year Built	1974
Building Type	Apartment - Walkup
Common Facilities	Laundry room; Other (Rooftop deck.)
Exterior Finishes	Masonry, brick; Siding, vinyl
Structure	Wood-frame
Roofing	Asphalt shingle; Tar & gravel
Services and Drainage	Fully serviced (water, storm & sanitary)
Adjacent Land Use	Residential
Primary Heating System	Electric (Baseboard radiation)
Fuel Type for Primary Heating	Electricity
Secondary Heating System	None
Fuel Type for Secondary Heating	—
Air Handling (heating in corridors)	No
Air Conditioning	Individual/portable units

240 Presland Road : Inspection

32 Units, 0 Units vacant

1. Streetscape, Appearance	<i>Rating</i>	<i>Health & Safety Issues</i>	<i>Maintenance Issues</i>	<i>Remaining Life</i>
Streetscape, Appearance Inspector's Comments:	Good			
<p>The streetscape view appeared to be in good condition. The grounds, parking area and building structure appeared to be well maintained. The grounds were adequately landscaped, trees and bushes well trimmed. The new balconies, patios and yard spaces were clean and organized and added to the overall curb side appeal of the building.</p> <p><i>Photo 2020-01</i></p>				
2. Site	<i>Rating</i>	<i>Health & Safety Issues</i>	<i>Maintenance Issues</i>	<i>Remaining Life</i>
Landscaping (sod, trees, shrubs/flowers) Inspector's Comments:	Good			
<p>There are some flowers, shrubs and bushes, limited trees and grassy areas that are adequately landscaped. All landscaping is completed by Hanna's Landscaping on a weekly basis. Snow and ice removal is performed by a third-party contractor; members care for grade level patio areas. No concerns noted.</p> <p><i>Photo 2020-02</i></p>				
Driveways and parking surfaces Inspector's Comments:	Fair			1-3 years
<p>The left-side driveway and rear parking lot are original per site contact. Minor holes and cracking were repaired 2015 by a third-party contractor. There was minor cracking, uneven areas in the rear lot and deterioration near the rear catch basin. All driving and parking surfaces appeared to be in fair condition and free from any visible tripping hazards at the time of inspection.</p> <p><i>Photo 2020-03</i></p>				
Sidewalks, stairs and paths Inspector's Comments:	Fair			1-3 years
<p>There is interlocking stone pathways leading to the building's entrances connected by asphalt paths that extend to the rear lot and entrance. The paths appeared to be in fair condition with moderate cracking and uneven areas. There appeared to be no immediate trip or fall hazards. There appeared to be no recent repairs or maintenance. Repairs will be included in future projects, per site contact.</p> <p><i>Photo 2020-04</i></p>				
Garages and carports (attached)	Not applicable			
Play/activity areas and site furniture	Not applicable			

240 Presland Road : Inspection

2. Site (continued)

2. Site	<i>Rating</i>	<i>Health & Safety Issues</i>	<i>Maintenance Issues</i>	<i>Remaining Life</i>
Fences and screens Inspector's Comments:	Good			5-10 years
<p>The patio wood privacy fencing appeared to be in good condition. The rear property fence was reported to be maintained by the neighboring property and was constructed 2010. Fences are inspected regularly by the co-op and missing panels are repaired immediately; no leaning fence posts were noted at this block.</p> <p><i>Photo 2020-05</i></p>				
Area and security lighting Inspector's Comments:	Good			3-5 years
<p>The area and security lighting appeared in good condition and well maintained. There are wall mounted lights at the grade level unit doors and a stand alone light fixture at the rear parking lot that appeared to provide sufficient illumination. All lighting is maintained and replaced by the co-op as required. All exterior lighting is planned to be updated in the near future, per site contact.</p> <p><i>Photo 2020-06</i></p>				
Site drainage Inspector's Comments:	Good			
<p>The storm and surface water are contained through catch basins. Surface grades slope away, towards the catch basins. There is slight deterioration of pavement around the rear catch basin. No drainage concerns were noted at the time of inspection. The site contact mentioned storm back up issues at the street side near the property.</p> <p><i>Photo 2020-07</i></p>				
Swimming pool (outdoor or indoor)	Not applicable			
Accessory building	Not applicable			
Other	Not applicable			

3. Building Envelope	<i>Rating</i>	<i>Health & Safety Issues</i>	<i>Maintenance Issues</i>	<i>Remaining Life</i>
Exterior walls Inspector's Comments:	Good			5-10 years
<p>The original, exterior front and side brick veneer walls and rear and side vinyl siding appeared in adequate condition, well maintained and free from any spalling or deterioration. Repairs are completed as required. No concerns were noted.</p> <p><i>Photo 2020-08</i></p>				
Windows and doors Inspector's Comments:	Good			5-10 years
<p>As per the site contact, the front unit doors, balcony sliding doors and windows are original. Any window with potential drafting concerns is repaired immediately. There appeared to be no concerns noted or expressed by the site contact.</p> <p><i>Photo 2020-09</i></p>				

240 Presland Road : Inspection

3. Building Envelope (continued)

3. Building Envelope	Rating	Health & Safety Issues	Maintenance Issues	Remaining Life
Roofs Inspector's Comments:	Fair		✘	10+ years
<p>The roof is mixed flat and sloped. The flat, inverted section has a rubber membrane surface that was replaced by a third-party contractor in 2017. Sloped sections of the roof have asphalt shingles that were replaced approximately 2010. No leaking concerns were noted. The gravel top of an area of the flat roof appeared to require inspection and maintenance. The flat roof drain appeared to require cleaning and removal of vegetation / debris.</p>				
<i>Photo 2020-10</i>				
Soffit, fascia, gutters/downspouts Inspector's Comments:	Good			1-3 years
<p>Gutters and downspouts are installed on the building with drain pipes that appeared to adequately drain water away from the foundation. As per the site contact, the gutters and downspouts will be replaced 2021 and were fully cleaned and inspected 2019. The flat roof drain appeared to adequately drain water from the roof surface; the drain should be inspected and debris removed.</p>				
<i>Photo 2020-11</i>				
Chimney	Not applicable			
Other	Not applicable			
Other	Not applicable			

4. Structure	Rating	Health & Safety Issues	Maintenance Issues	Remaining Life
Foundation walls Inspector's Comments:	Good			5-10 years
<p>The reinforced concrete foundation walls appeared to be in adequate condition based on visual inspection from the grade exterior only. There appeared to be no structural or deterioration concerns noted at the time of the inspection. There is minor surface cracking in some areas at the grade level.</p>				
<i>Photo 2020-12</i>				
Floor slabs Inspector's Comments:	Not inspected			
<p>The basement concrete floor slabs and wood joist floors are reported to be structurally sound and level with no concerns noted.</p>				
Visible columns and beams	Not applicable			
Retaining walls Inspector's Comments:	Good			5-10 years
<p>The treated wood retaining walls near the building around the unit patios appeared to be in good, general condition, constructed 2018. There are left and rear concrete block retaining walls constructed 2018. No concerns noted.</p>				
<i>Photo 2020-13</i>				

240 Presland Road : Inspection

4. Structure (continued)

4. Structure	<i>Rating</i>	<i>Health & Safety Issues</i>	<i>Maintenance Issues</i>	<i>Remaining Life</i>
Parking garage (underground or freestanding)	Not applicable			
Balconies and decks Inspector's Comments:	Good			5-10 years
<p>The grade level and upper level balconies appeared to be in good, general condition. The patios and balconies are kept clean and organized. The grade floor patios are stone with surround wood retaining walls and wood privacy fences. All balconies and patios were constructed 2017.</p> <p><i>Photo 2020-14</i></p>				
Stairs, guards and handrails Inspector's Comments:	Good			3-5 years
<p>The interior stairs were adequately equipped with handrails and guardrails where required. The stairs were in adequate condition and clear from obstructions. No concerns were noted.</p> <p><i>Photo 2020-15</i></p>				
Canopy	Not applicable			
Other	Not applicable			

5. Mechanical	<i>Rating</i>	<i>Health & Safety Issues</i>	<i>Maintenance Issues</i>	<i>Remaining Life</i>
Heating, ventilation and air conditioning systems Inspector's Comments:	Good			10+ years
<p>The building is heated by electric baseboards. All electric baseboards were reported to be operating effectively, with units replaced and repaired as required. There is a natural gas, suspended furnace and air ventilation unit in the mechanical room that is serviced semi-annually by 3V Mechanical Inc. There is a electric, suspended heater in the garbage room. No concerns were noted.</p> <p><i>Photo 2020-16</i></p>				
Garage exhaust systems	Not applicable			5-10 years
Domestic hot and cold water supply Inspector's Comments:	Good			5-10 years
<p>There are electric, 170 L / 45-gallon water heaters installed in each unit approximately 2016. There is a natural gas, 151 L / 40-gallon water heater in the laundry room used for the laundry machines. The co-op buildings are on public water supply. No concerns noted.</p> <p><i>Photo 2020-17</i></p>				
Sanitary and storm water systems Inspector's Comments:	Good			3-5 years
<p>The sanitary and storm water systems are in good condition and operating effectively. There are copper supply lines and plastic waste pipes. Minor plumbing updates are completed when required. New fixtures are installed when required and upon change of tenancy. There appeared to be some debris in the flat roof drain.</p>				

240 Presland Road : Inspection

5. Mechanical (continued)

5. Mechanical	<i>Rating</i>	<i>Health & Safety Issues</i>	<i>Maintenance Issues</i>	<i>Remaining Life</i>
Sprinkler and standpipe systems	Not applicable			
Specialized equipment: garbage chutes and compressors	Not applicable			
Elevators and lifts	Not applicable			
Other Other: specify Inspector's Comments:	Good			5-10 years
	Laundry Room			
	The laundry room has electric washers and natural gas dryers and a dedicated water heater; a floor drain is installed. The laundry is inspected regularly by the co-op. No concerns noted.			

Photo 2020-18

6. Electrical	<i>Rating</i>	<i>Health & Safety Issues</i>	<i>Maintenance Issues</i>	<i>Remaining Life</i>
Electrical supply and distribution Inspector's Comments:	Good			10+ years
	The electrical supply and distribution are reported to be operating effectively and appeared to be well maintained. There is a main electrical room on the main level with breaker panels, switches and separate meters with non-metallic, conduit and BX cabling. All electrical work for the co-op is performed by a licensed third-party contractor.			

Photo 2020-19

Lighting Inspector's Comments:	Good			3-5 years
	There are exterior standalone lighting fixtures that provide sufficient lighting to the building grounds, walkways and parking lot. There is adequate lighting installed on the exterior of the apartment building and sufficient interior lighting in hallways and common areas. All lighting is maintained by the Co-op. No significant lighting updates were reported.			

Photo 2020-20

Emergency lighting and power Inspector's Comments:	Good			1-3 years
	Emergency lighting was noted throughout common areas and appeared in adequate working order based on visual inspection only. Emergency lighting is planned to be replaced 2021.			

Photo 2020-21, Photo 2020-23

Security Systems	Not applicable			
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240 Presland Road : Inspection

6. Electrical (continued)

6. Electrical	<i>Rating</i>	<i>Health & Safety Issues</i>	<i>Maintenance Issues</i>	<i>Remaining Life</i>
Smoke, CO and heat detectors, fire alarms Inspector's Comments:	Good			3-5 years
There is a fire alarm system installed in the building with interconnected heat detectors in common areas and interconnected smoke detectors with battery back up in all units. There are fire extinguishers, manual pull stations and audible sirens in common areas, tested and serviced annually by Secure Fire - June 2020.				
<i>Photo 2020-22</i>				
Fire fighter control panel Inspector's Comments:	Good			10+ years
As per the site contact, the fire alarm panel was installed 2016.				
<i>Photo 2020-24</i>				
Fire-actuated doors	Not applicable			
Other	Not applicable			

7. Interior Finishes (Common areas)	<i>Rating</i>	<i>Health & Safety Issues</i>	<i>Maintenance Issues</i>	<i>Remaining Life</i>
Interior walls and partitions Inspector's Comments:	Good			5-10 years
The interior walls appeared in good condition, clean and well maintained. No concerns were noted.				
<i>Photo 2020-25</i>				
Flooring Inspector's Comments:	Good			3-5 years
The interior flooring consists of carpet and ceramic tiles throughout the building and in member units. The flooring appeared to be in good condition, clean and well maintained. Flooring is replaced when required and upon change of tenancy. No concerns were noted.				
<i>Photo 2020-26</i>				
Ceilings Inspector's Comments:	Good			5-10 years
The interior ceilings consist of painted concrete, drywall and suspended acoustic tiles and appeared in good condition, clean and well maintained. No concerns were noted.				
<i>Photo 2020-27</i>				
Doors Inspector's Comments:	Good			10+ years
The interior lobby doors are steel and glass with automatic openers and panic hardware installed. The member unit doors are metal and well lit with no windows installed or skylights above. There are keyed deadbolt locks installed on each unit door. The doors appeared in good condition, functional and free from obstructions at the time of the inspection. No concerns noted.				
<i>Photo 2020-28</i>				
Elevator cabs	Not applicable			

240 Presland Road : Inspection

7. Interior Finishes (Common areas) (continued)

7. Interior Finishes (Common areas)	<i>Rating</i>	<i>Health & Safety Issues</i>	<i>Maintenance Issues</i>	<i>Remaining Life</i>
Mailboxes Inspector's Comments:	Good			
	The mailboxes are located in the front lobby and appeared to be in good condition, clean and free of tripping hazards. The keyed mailboxes are flush wall mounted and numbered for each unit, no concerns were noted.			
<i>Photo 2020-29</i>				
Other	Not applicable			

8. Interior Finishes (Unit interior)	<i>Rating</i>	<i>Health & Safety Issues</i>	<i>Maintenance Issues</i>	<i>Remaining Life</i>
(from Unit Inspections form)				

Inspection Photos

Photo 2020-01
Building Exterior
240 Presland Road
Streetscape, Appearance
Streetscape, Appearance



Streetscape
Streetscape

Photo 2020-02
Building Exterior
240 Presland Road
Site
Landscaping (sod, trees, shrubs/
flowers)



Landscaping
Landscaping

Inspection Photos (continued)

Photo 2020-03
Building Exterior
240 Presland Road
Site
Driveways and parking surfaces



Driveway and Parking Surfaces
Driveway and Parking Surfaces

Photo 2020-04
Building Exterior
240 Presland Road
Site
Sidewalks, stairs and paths



Sidewalks, Stairs and Paths
Sidewalks, Stairs and Paths

Inspection Photos (continued)

Photo 2020-05
Building Exterior
240 Presland Road
Site
Fences and screens



Fences
Fences

Photo 2020-06
Building Exterior
240 Presland Road
Site
Area and security lighting



Area and Security Lighting
Area and Security Lighting

Inspection Photos (continued)

Photo 2020-07
Building Exterior
240 Presland Road
Site
Site drainage



Site Drainage
Site Drainage

Photo 2020-08
Building Exterior
240 Presland Road
Building Envelope
Exterior walls



Exterior Walls
Exterior Walls

Inspection Photos (continued)

Photo 2020-09
Building Exterior
240 Presland Road
Building Envelope
Windows and doors



Windows and Doors
Windows and Doors

Photo 2020-10
Building Exterior
240 Presland Road
Building Envelope
Roofs



Roof
Roof

Inspection Photos (continued)

Photo 2020-11
Building Exterior
240 Presland Road
Building Envelope
Soffit, fascia, gutters/downspouts



Soffit, Fascia, Gutters & Downspouts

Soffit, Fascia, Gutters & Downspouts

Photo 2020-12
Building Exterior
240 Presland Road
Structure
Foundation walls



Foundation Walls

Foundation Walls

Inspection Photos (continued)

Photo 2020-13
Building Exterior
240 Presland Road
Structure
Retaining walls



Retaining Walls
Retaining Walls

Photo 2020-14
Building Exterior
240 Presland Road
Structure
Balconies and decks



Balconies
Balconies

Inspection Photos (continued)

Photo 2020-15
Building Interior
240 Presland Road
Structure
Stairs, guards and handrails



Stairs, Guards and Handrails
Stairs, Guards and Handrails

Photo 2020-16
Building Interior
240 Presland Road
Mechanical
Heating, ventilation and air conditioning systems



Heating & Ventilation
Heating & Ventilation

Inspection Photos (continued)

Photo 2020-17
Building Interior
240 Presland Road
Mechanical
Domestic hot and cold water supply



Domestic Hot Water
Domestic Hot Water

Photo 2020-18
Building Interior
240 Presland Road
Mechanical
Other



Laundry Room
Laundry Room

Inspection Photos (continued)

Photo 2020-19
Building Interior
240 Presland Road
Electrical
Electrical supply and distribution



Electrical Supply
Electrical Supply

Photo 2020-20
Building Interior
240 Presland Road
Electrical
Lighting



Lighting
Lighting

Inspection Photos (continued)

Photo 2020-21
Building Interior
240 Presland Road
Electrical
Emergency lighting and power



Emergency Lighting
Emergency Lighting

Photo 2020-22
Building Interior
240 Presland Road
Electrical
Smoke, CO and heat detectors, fire alarms



Smoke, Heat Detectors, Fire Alarms
Smoke, Heat Detectors, Fire Alarms

Inspection Photos (continued)

Photo 2020-23
Building Interior
240 Presland Road
Electrical
Emergency lighting and power



Emergency Lighting
Emergency Lighting

Photo 2020-24
Building Interior
240 Presland Road
Electrical
Fire fighter control panel



Fire Control Panel
Fire Control Panel

Inspection Photos (continued)

Photo 2020-25
Building Interior
240 Presland Road
Interior Finishes (Common areas)
Interior walls and partitions



Interior Walls
Interior Walls

Photo 2020-26
Building Interior
240 Presland Road
Interior Finishes (Common areas)
Flooring



Flooring
Flooring

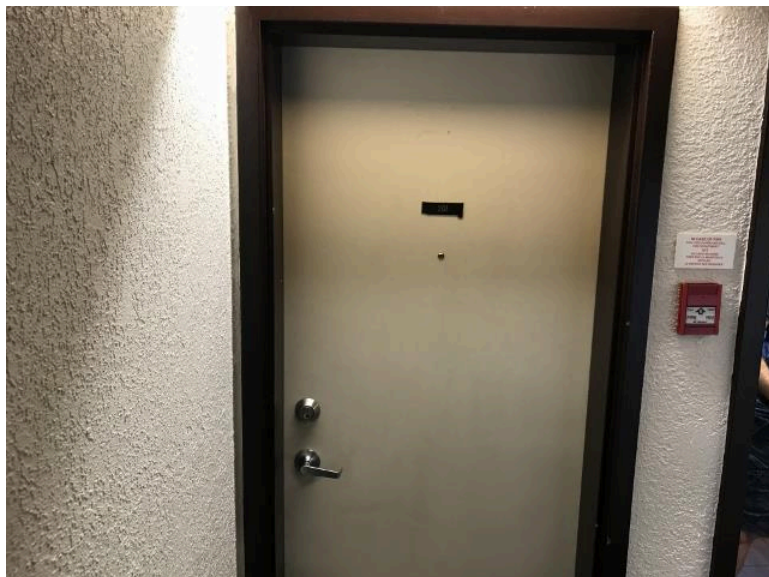
Inspection Photos (continued)

Photo 2020-27
Building Interior
240 Presland Road
Interior Finishes (Common areas)
Ceilings



Ceilings
Ceilings

Photo 2020-28
Building Interior
240 Presland Road
Interior Finishes (Common areas)
Doors



Doors
Doors

Inspection Photos (continued)

Photo 2020-29
Building Interior
240 Presland Road
Interior Finishes (Common areas)
Mailboxes



Mailboxes
Mailboxes

June 18, 2020

Centretown Citizen Housing Co-operative

Sent by E-Mail

Dear Co-operators:

Subject: Risk Rating and Trend for the Fiscal Year Ended 31 December 2019

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

We enclose our detailed Risk-Assessment Report setting out our findings. This report looks at your co-operative's financial health. Our assessment drew on your AIR, our most recent inspection of your property and other information. You will find definitions of your risk rating and trend in our [Q&A on Risk Rating](#). You may also visit our [website](#) for information about our risk-rating process.

Over all, the co-op appears to have had an improved year with less vacancy loss and minimal arrears. Our assessment that your situation is **weakening** is based on the significant accumulated deficit of \$342,878.

How to Improve Your Risk Rating and Strengthen Your Operations

While your Risk Rating reflects our overall assessment of your financial health and prospects, one or more specific problems may have contributed to the rating we assigned.

Building Condition Assessment

A Building Condition Assessment (BCA) will assist you in planning for future, capital projects and will determine the reserve allocations required in order to fund them. There is funding available for BCAs (and other important studies) through CMHC as noted below.

CMHC Preservation Funding

Centretown can still take advantage of CHMC's Preservation Funding for technical studies, free of charge. The co-op's time commitment to complete the online application is approximately 1 hour. I am available to complete the application with you; we have access to most of the information required.

Burnaby | Calgary | Toronto | Ottawa

Centretown
June 18, 2020
Page 2

I encourage your co-operative to address the matters discussed above. Please feel free to contact me with your questions or concerns.

Yours sincerely,

A handwritten signature in black ink, appearing to read "T. Woodfield". The signature is written in a cursive style with a large, sweeping initial "T" that extends upwards and to the left.

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

Att: (1) Risk Report



RISK-ASSESSMENT REPORT

18 June 2020

Centretown Citizen Housing Co-operative

Report for the Year Ended	31 March 2010
----------------------------------	----------------------

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

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

Your Co-op's Composite Risk Rating

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

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

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

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

Liquidity Ratio	Your Score	Excellent	Good	Fair	Poor
This ratio looks at your co-op's financial position, measured by how much money you have ready access to. It shows us to what extent you can cover the major bills—your mortgage, property taxes and utilities.	-25.09	above 8	above 5 but less than or equal to 8	above 3 but less than or equal to 5	3 or less
					X

Net-Income Ratio	Your Score	Excellent	Good	Fair	Poor
This ratio shows whether your co-op is earning enough money to pay its mortgage and operating costs and contribute properly to its replacement reserve.	0.33	above 1.00	above 0.75 but less than or equal to 1.00	above 0.25 but less than or equal to 0.75	0.25 or less
				X	
A FAIR Net-Income Ratio means that your co-op can barely cover its mortgage and operating costs and put some money into the replacement reserve.					

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

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



RISK-ASSESSMENT REPORT

Further Indicators of Risk

Even one of this last group of indicators can change your risk rating.

Area of Concern	Explanation
<ul style="list-style-type: none"> <input type="checkbox"/> Agency Filings <input type="checkbox"/> Audit Opinion (Qualified) <input type="checkbox"/> Auditor's Management Letter <input type="checkbox"/> Auditor's Opinion (Adverse / Denial) <input type="checkbox"/> Contingent Liabilities or Future Commitments <input type="checkbox"/> Governance (Directors in Arrears) <input type="checkbox"/> Governance (Lack of quorum) <input type="checkbox"/> Insurance <input type="checkbox"/> Loss of Assets <input type="checkbox"/> Mortgage <input type="checkbox"/> Property Condition <input type="checkbox"/> Property Taxes <input type="checkbox"/> Property Insurance <input type="checkbox"/> Other Risk Factor 	

Your Composite Rating is High Risk

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

- ▶ You met your current expenses last year but couldn't add as much as needed to your capital replacement reserve.
- ▶ You have an accumulated operating deficit.

Your Risk Trend



Your co-operative's risk profile now includes an assessment of the way your situation appears to be trending. These results show that your circumstances are Weakening.

Next Steps

The letter that came with this report sets out the next steps recommended for your co-op.

**MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING
Wednesday, July 29, 2020**

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

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

1. Call to order & Anti-Oppression Statement

The meeting was called to order at 7:29 p.m. and a board member read the anti-oppression statement.

2. Adoption of agenda

The Board recommends adopting all reports and items not otherwise listed on consent, and to move items Development Committee Report and Rental Committee Report to number 6 on the agenda.

(M/S/C, Sinda Garziz/Bill Rooney)

3. Adoption of June 24, 2020 minutes

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

(M/S/C, Jesse Steinberg /Ana Lori Smith)

4. Declaration of conflict of interest

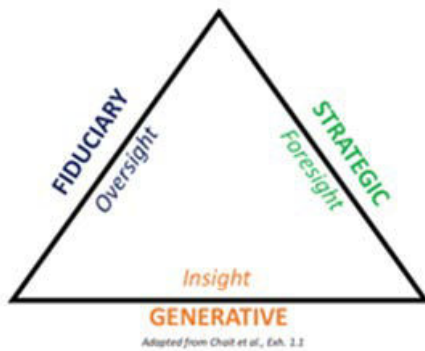
James Clark, as Cahdco Treasurer, declared a conflict of interest on Cahdco staffing levels (6b). Sarah Button also noted she is a Cahdco Board member.

5. Business arising from the previous minutes

a) Governance Discussion (Guest: Laine Johnson)

- The questions arising for CCOC are increasingly complex: it is valuable to take stock of the Board's role as the organization considers big changes, like charitable status.
- What is the Board's purpose and how do we want to approach the work before us and can keep improving as an organization?
- Laine explained three (3) different types of governance
 - o Operational/ fiduciary: responsible stewardship of assets
 - Problems are meant to be spotted and beg the question: What's wrong?

- Strategic: setting priorities, reviewing strategic plans
 - Problems are meant to be solved and beg the question: What's the plan?
 - Generative: Probes logic, questions assumptions, and decides what to pay attention to and what it means.
 - Problems are meant to be framed and beg the question: What's the key question?
- The Board completed a self-evaluation last year, Laine reviewed some of the results. Board members discussed their impressions of the CCOC's governance



- Members felt the Board's style was more fiduciary and strategic, much less generative.
 - The weightiness of agendas allow for limited time to discuss items from a generative perspective.
 - The need to balance the importance of corporate knowledge and having new elected members (fresh perspectives, diversity & inclusion) was also discussed: there is a learning curve to get up to speed on the history, the context, the organizational culture etc. Members felt that a base knowledge of CCOC is to some extent a prerequisite for generative work.
 - Over the past 15 years' members saw the evolution from an operations to strategic governance style.
 - Members felt that a key distinction has been that Board has been largely values-based compared to a skills-based board.
- Next steps:
- In September, after the AGM, the Board will create a governance subcommittee, made up of current and past board members, to keep the discussion going.
 - CCOC is also preparing for an upcoming Non-Profit Corporations Act in Ontario, which would require CCOC to revise by-laws and re-incorporate under the new law. Currently, CCOC is incorporated under the Corporations Act, the same as any private business. Direction on governance will be key in preparation for changes.

b) Pandemic reaction

Ray updated the Board: the Pandemic Coordinating Committee continues to meet weekly in preparation for ups and downs, with weekly updates to the Board.

c) Aging in Place Report

CCOC's committees have been working on Aging in Place ideas to better support tenants as they grow older. This involves things like accessibility accommodation within apartments, building new buildings that are age and disability friendly, and understanding where older tenants can find supports.

The solutions were compiled in a report for the Board's approval to allow Committees to move forward with implementing/exploring these ideas.

The Board moved to adopt the report.

(M/S/C, Penny McCann/Abra Adamo)

6. Development Committee Report

a) Forward Avenue

Penny updated the Board:

Recent Activity:

- Purchase of 147 Forward Avenue will close on August 24, 2020.
- Adds 50' of lot width: opportunity to add between 14 and 20 additional units
- 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.
- New units increase the efficiency of the buildings construction.

What We Know:

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

What we do not yet know:

- The impact this will have on our schedule or the final design ;
- 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. (Section 37 fund).

b) Re-development sites

The Board moved *in camera* to discuss possible redevelopment of three small properties. (M/S/C, Abra Adamo/Chris Yordy)

The Board moved *ex camera* to resume the regular agenda.

(M/S/C, Chris Yordy/Abra Adamo)

c) Staffing levels

With many additional Cahdco clients and outside projects the Development team has more work than they can achieve with the existing number of staff.

Proposal:

- Hire a fourth project team (Project Manager, Project Coordinator) (term contacts)
- Hire as second Budget & Cost Analyst in the Finance Department, dedicated to Cahdco (term contract)
- Net increase 2 FTEs; all three positions fully paid by Cahdco revenue
- Proportionate increase in Cahdco overhead fees to CCOC

All three positions will be 100% paid for by Cahdco, so it doesn't impact CCOC's costs. Cahdco also pays CCOC overhead charges based on the number of staff, so that will also go up.

The Board moved to approve hiring a fourth Development project team (one new Project Manager, one new Project Coordinator) and increasing the capacity in the Finance Department for Cahdco support by hiring a second Budget and Cost Analyst, dedicated to Cahdco work. (M/S/C, Penny McCann/AnaLori Smith)

7. Rental Committee Report

a) Rent arrears and collection

The COVID pandemic has created a lot of financial difficulty for our tenants. A larger number of tenants are struggling to pay their rent in full.

The Board recognized that our Rent Collections Officers, Lisa and Louis, have been doing a great job working with tenants and trying to find solutions. A lot of tenants are on payment plans or paying partial rent, or paying what they can through the month rather than the whole rent on the first of the month.

Market rent tenants are more affected by COVID, due layoffs and business closures.

1/3 of tenants currently in arrears have been in arrears before.

Rental staff are seeking the Board's direction on how to follow-up on arrears.

Three questions:

- i. If the pandemic lasts 1 year +, how should CCOC deal with arrears?
 - The Board agrees with the approach that tenants should maintain an effort to communicate with us and arrange for a payment plan.
 - Rental officers have limited tools in working with tenants: dialogue and serving evictions. With the Landlord Tenant Board (LTB) being closed: evictions are being filed and placed into a long queue. The LTB was also backlogged before the pandemic.
 - The Board recommended that Finance/Rental Committees propose a threshold at their joint meeting in September: This recommendation would determine when CCOC intervenes for both case-by-case basis (like when a tenant has accumulated the equivalent of x months' of rent) and on a CCOC-wide basis (like when total unpaid rent is too much for us to carry).

- ii. Should COVID-related and non-COVID-related arrears be treated the same?
 - Records indicate that some tenants have listed the pandemic as a reason for arrears, but there are many unknowns, and some tenants are in arrears unrelated to COVID (as would be the case in any normal month).
 - Ray outlined the process for eviction due to arrears (N4): the goal is always to preserve the tenancy without eviction, even if a case goes to the LTB we almost always opt for a mediated payment plan and at any point in the process, right up to an actual eviction moment, tenants can pay off their arrears and eviction is cancelled .

- iii. Specific cases: 9 CCOC tenants

The Board moved to authorize CCOC staff to serve N4 and commence the eviction proceedings of the 9 tenants who are not cooperating.

(M/S/C, Josh Bueckert /Bill Rooney)

Penny McCann opposed

Abra Adamo abstained

8. Executive Committee Report

a) *In Camera Minutes*

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

9. Personnel Committee Report (No meeting in July, next meeting August 10)

10. Finance Committee Report

a) Bad Debts

It was noted that due to the LTB shutdown that CCOC may see an increase in Bad Debts in 2021.

The Board moved that \$1,696.66 in Bad Debts be written off for June 2020.
(M/S/C, Josh Bueckert/Chris Yordy)

11. Facilities Management

a) Air Conditioner Policy

The Committee seeks the Board's approval of the policy, which states that Window air conditioners must be professionally installed if they are not over a balcony or on the ground floor. Portable air conditioners (on the floor, with a hose to the window) are fine anywhere.

This policy is to prevent the risk of air conditioners from falling out of apartment windows. There was an incident in Toronto last summer that killed a little girl.

The policy has been edited for plain language and reformatted from the version recommended by FMC, but there were no changes to the substance.

The Board moved to adopt the Policy provisionally. If there are no further edits following FMC's final review, the Policy will be approved. If there are edits, then Board can review and approve the final version next meeting.

(M/S/C, James Clark/Penny McCann)

12. Tenant and Community Engagement Committee Report

a) Volunteer Landscaping Policy

The Committee is recommending that the Board rescind the Policy, as they determined it did not need to be a policy.

The Board moved to rescind the Volunteer Landscaping Policy.

(M/S/C, Bill Rooney/ Chris Yordy)

b) AGM planning

Shelley updated the Board: The AGM will be held virtually on September 17, 2020 at 7pm online. There will be no additional programming after voting.

13. Corporate Business

a) Ontario Non-Profit Corporations Act

Coming soon – rumors that the Act will finally be proclaimed. CCOC will have to redraft and approve new bylaws, and probably re-incorporate under the new Act.

14. Conference / Associations' Report

The ONPHA conference is online Wednesday November 4. All volunteers can attend, simply email Ray so can we register you.

15. Other Business

- a) Next meeting September 17 immediately after AGM, then Sept 30.

The Board thanked Andrew and James, who are not running for re-election, for their service to the Board over many years.

16. Adjournment: 10:42 p.m. (M/C, Josh Bueckert)

Due Diligence Analysis: Executive Summary

ABC Non-Profit Housing,

CONFIDENTIAL

September 8, 2020

Purpose & Background:

Single-building housing providers do not benefit from the greater resiliency of a larger portfolio. In CCOC's case, any given building can have a good year or a bad year, but the overall portfolio balances off those variations to produce stable operations and more predictable long-term capital needs.

Even with this advantage, CCOC is challenged to create sustainable good quality housing under government programs that don't allow for either financial sustainability or for good quality housing.

The challenge is much greater for single-building housing providers. Key voices within the affordable housing sector have called for measures to increase capacity and improve resiliency. CCOC has been at the forefront of this movement through initiatives like the Ottawa Community Land Trust and Ottawa Social Housing Network Shared Services project. Mergers and acquisitions are also a tool to strengthen the social housing sector.

The 2019-2021 CCOC Workplan directs staff to identify opportunities for mergers and acquisitions.

CCOC Staff are asking for Board approval to proceed with merger and acquisition discussions with ABC Non-Profit Housing. If approved by the CCOC Board, the two organizations will collaborate to map out a merger/acquisition plan that would likely take 5-8 months. A final decision on merger would have to be recommended by the CCOC Board and made by the CCOC membership, likely at the May 2021 AGM. If instead we pursue acquisition, a final decision will be made by the CCOC Board.

A "Next Steps" section at the end of this memo outlines some key work and decision points within the timeline.

Building: 1991, 7 storeys, 104 apartments, plus basement office and meeting room
Two elevators, underground parking garage and surface parking
Electric baseboard heating

Tenancies: 78 RGI tenancies, 26 modest market rent
35 one-bedroom apartments (14 accessible)
62 two bedroom apartments
7 three-bedroom apartments

Corporate: 7 person Board

Corporate membership consists of current Board members

Past “triggering notices” from Municipal Service Manager (2015-2016) due to Board conflicts-of-interest, and vacant Board positions.

Bylaws allow for transfer of assets to a non-profit housing provider, on dissolution

Strengths

An attractive building, operational management appears to a good standard, good location, notwithstanding a lack of capital investment very similar in character to our own portfolio.

Weaknesses

Tenant mix at 75% RGI is higher than CCOC in general but within range for some CCOC properties. Seriously underfunded and neglected capital investment, currently very demanding of management resources, which will require risk management to “coax” the asset to the end of mortgage and opportunity for refinancing. Relatively low market rent. Reported social problems in building.

Opportunities

Free cost of acquisition (tempered by a higher than normal capital deficit), potential to increase rents (even market rents are low) and change tenant mix over a long time and thereby income. Adding the building, if managed without additional administration budget resources by CCOC could reduce CCOC’s “head office burden” overall across the portfolio as a whole.

Threats

Uncertainty around transportation corridor improvements, which could seriously impact the property and its environs.

Concern around underfunding of the capital elements, which includes a significant immediate need.

Inadequate capital reserve requires risk management of significant items with some immediate needs.

The building is typical of CCOC properties however; the tenant composition and management demands are different to CCOC current modus operandi. This may result in potential savings not being immediate.

Facilities Management Analysis:

CCOC Facilities Management staff visited the property on June 5, 7 and 8, 2020. ABC has also shared a professional Building Condition Assessment from 2018. First impressions of the subject are quite good, the grounds are well cared for and tidy. The common areas are by and large clean and well maintained.

A full facility analysis is attached in Appendix 1.

An energy audit, physical inspection and potentially a structural engineering review would be important to develop a fulsome picture of the asset, which might adjust positively or negatively the assumptions made in this memo.

CCOC staff estimate between \$565k and \$1.6M of capital repair work is required between 2020 and 2027. Significantly, the property mortgage is paid off by 2027, and much like CCOC properties of a similar age, post-mortgage cash flow and refinancing present opportunities for capital re-investment.

Crucially based on the information provided the property is not dissimilar to a number of CCOC's existing stock and as such does not provide an unusual level of challenge for the Facilities Management Department if added to our portfolio, and would not create a significant additional burden.

Financial Analysis:

ABC is back to an accumulated surplus position since 2015 thanks largely to cost control measures as there has been no growth in revenue (\$1.5M) over the past couple of years.

The mortgage has a current balance of \$4.4M and matures in April 2027. ABC took advantage of the currently low interest rates when it renewed the debt in December 2019.

Similar to CCOC, capital reserves are inadequate in the long term and there will be need to obtain additional funding to meet capital repairs needs. This has been further exacerbated by the intentional minimal spending in the past 5 years as part of the deficit reduction plan. It should be noted that the actual capital spend over 2019-2020 was 12% higher than projected.

ABC would add about \$80K of annual operating surplus to CCOC, assuming CCOC incurs no incremental general and maintenance administration costs and 7% of ABC's operating expenses is contributed to the provision for capital replacements (an increase from the current 5.2%).

A full financial analysis is attached in Appendix 2.

Conclusion:

CCOC has a greater capacity for a strategic asset management approach, which will positively impact the long-term management of the building, potentially finding workable solutions to the impending capital issues. On its own, the property is at greater risk. Within CCOC, the property stands a significantly greater chance of being maintained as good quality housing. This is compatible with CCOC's mission to maintain housing for low and moderate income people.

CCOC also has much to offer the tenants of ABC that is not currently available to them: added community development resources through the Tenant & Community Engagement Department, the

opportunity to participate in CCOC governance and be a part of major decisions about this and other properties, the opportunity to transfer to other CCOC properties when household size or circumstance changes, and the benefit of a well-resourced landlord that can do many things at once without the same bottlenecks and limitations often experienced by smaller landlords.

Given limited cash equity, and limited government funding, there would not be any opportunity for CCOC to otherwise build or acquire a building of this size, in a very desirable location, within urban Ottawa. After merger/acquisition, the property will continue to operate at a modest surplus. Although the property has cash and investments equal to \$500k, this alone is insufficient to cover capital repair needs over the next 7 years. After 2027 when the mortgage is paid off, there will be greater opportunity through cash flow and refinancing.

CCOC would be essentially purchasing a property in exchange for assuming the cost and risk of capital repairs. While the property is in good condition and well maintained, there are some deferred capital replacements. Staff analysis has identified \$1.6 million of work that should be completed in the next 7 years. Staff have also identified a more “bare bones” minimal capital plan of \$565k. CCOC has opportunities to explore capital grants from the City of Ottawa, as well as refinancing through the CMHC Co-Investment Fund.

These challenges are very familiar to individual properties within CCOC’s existing portfolio. Staff are committed to identifying solutions, within a portfolio approach, that demonstrate the long-term advantage of acquiring the ABC property.

Next Steps

These are some of the next steps if the CCOC board authorizes staff to proceed with merger/acquisition discussions:

- Proceed with jointly engaged consultant to assist with overall process and stakeholder engagement
- Engage a lawyer to advise on strategic advantages of merger vs acquisition
- Complete a more thorough facility review, through engineering reports and more detailed building systems inspections
- Complete a long-term financial impact analysis by building ABC into CCOC’s long-term financial plan, to be presented alongside the next update to CCOC’s long-term financial plan
- Assess opportunity for CMHC Co-Investment Fund refinancing or other financial sources
- Develop a communication and change management plan to welcome ABC tenants into CCOC
- Bring a final decision to the CCOC Board in 2021, and to the CCOC membership if necessary.

Facilities Management Analysis

Appendix 1

Overview

ABC is a seven storey concrete framed building with brick elements. The roofs are inverted membrane design over concrete slabs.

The building offers a mix of units in one bed (35 units) two bed (62 units) and three bed (7 units) with a range of layouts. Fourteen of the units are described as accessible.

The building dates to 1991, the Building Condition Assessment suggests a significant investment will be required in the 0 – 5 years timescale with roofs and elevators providing some of the larger opportunities for expenditure.

Context

ABC is a typical example of an affordable housing project of the early 1990's. There are many examples of this type of building around the city and indeed a number in CCOC's portfolio.

A number of these have been selected by age and size as "marker sites" for comparison:

Property	Unit Count
ABC	104
415 Gilmour	84
145 Clarence	84
210 Gloucester	80
110 Nelson	69
520 Bronson	89

Desktop Review

All affordable housing of this age has a number of critical components, which in aggregate determine the overall "state" of the asset. By way of explanation, two superficially similar buildings might represent very different propositions if one has not had an elevator modernization, new roof and windows.

The management of the asset will depend on the availability of finance to address such deficiencies, the ability to defer projects (some being life safety and not deferrable).

The availability of finance in the case of the subject property is of concern as the reserve fund has potential to be exhausted very quickly and the level of deferred maintenance will then accumulate.

When considered against the "marker sites" the subject property had a significantly higher 10-year recapitalization requirement based on the BCA:

Property	Unit Count	10 Year BCA total	PER UNIT
ABC	104	\$ 4,492,881	\$ 43,200.78
415 Gilmour	84	\$ 2,534,179	\$ 30,168.79
145 Clarence	84	\$ 1,814,339	\$ 21,599.27
210 Gloucester	80	\$ 3,166,119	\$ 39,576.48
110 Nelson	69	\$ 1,728,113	\$ 25,045.12
520 Bronson	89	\$ 2,811,455	\$ 31,589.39

In analysing the documents provided there has been significant deferment of capital projects, over \$400,000 from 2020 and prior, plus short term deferrals within the 10-year horizon, which presumably is due to smoothing of cash flow.

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2020	Beyond
Deferred Maintenance	\$ 45,000	\$ 5,000	\$ 36,000	\$ 20,000	\$ 29,000	\$ 610,500	\$ 253,000	\$ -	\$ 275,000	\$ -	\$ 36,000

The total of just over \$1.3 million is reflective of the difference between the subject and the "Marker Sites" i.e. a unit to unit basis.

In other words with the exception of some larger deferred items (such as elevator modernizations) the subject property is a very similar proposition to existing CCOC stock.

Obviously, a physical inspection and engineering reports might affect this assumption.

10 Year Spending Analysis and Reserve Fund.

The owner of the subject property has a number of cash flow forecasts, which have been shared, including the 10-year recommendation provided as part of the BCA, a three-year capital plan and a deficit reduction plan with varying levels of expenditure.

The BCA plan represents the most comprehensive plan available for "suggested" expenditure, in that all of the capital elements are considered without a rigorous deferred maintenance program, also critically without regard to resource availability.

The 10-year spending plan extracted from the BCA report is as follows:-

Spending	2020	2021	2022	2023	2024	2025	2026	2028	2029	2030
BCA Amount	\$ 186,001	\$ 570,262	\$ 595,877	\$ 455,048	\$ 782,726	\$ 328,143	\$ 884,574	\$ 391,578	\$ 164,690	\$ 133,982

The Owners capital plan contemplates the following spending:

Year	2020	2021	2022
Amount	\$ 136000	\$ 219560	\$ 155660

This projection will mitigate some of the cash flow issues facing the owner but will result in a chronic infrastructure gap with a shortfall in the recommended capital investment of **\$840,920. Over the 3 year period**

Over a 10 year period the existing reserve fund plus anticipated annual contributions in the +/- \$80,000 per annum range would result in a total reserve fund total investment (Opening balance from the 3 year plan plus annual contribution) of **\$ 1,241,245**

The total recommended expenditure on capital repair by the BCA over the 10-year period is **\$ 4,492,881.**

Based on the financial capacity of the organization this would generate an under-investment amount of **\$ 3,251,636 over the 10-year period.**

Assuming that annual reserve fund contributions remain static at \$80,000 and spending after the 3-year plan proceeds at an annual average of those years at **\$170,406** the reserve fund becomes **exhausted during 2024.** The shortfall in recommended capital investment at that time will be **\$1,748,669 including a small deficit in the reserve fund of \$10,787.**

Mitigation Strategy

Although when viewed superficially the projections are disconcerting, there is potential for a better capitalized owner to create a strategy which is not driven by operational financial urgency.

Firstly, a prudent deferred maintenance program could be evolved based on risk and impact assessment of the projected capital program. At first sight, there are a number of items programmed, which could be considered run to failure or low priority such as wooden fencing or kitchen upgrades.

Financial assistance might be available under CMHC and FCM streams although there is limited scope for GHG reduction given the current heating methods. The CMHC urgent repair stream might be more appropriate although an energy audit would be a useful tool in developing the strategy.

On site observations

The table below summarizes some of the major areas of concern noted on site.

ABC					
Issue	Timeline	Risk	Potential Cost	Minimum Spend	Commentary
Roof - Main	2021	Moderate	\$ 395,000	\$ 30,000	Some repairs 10 years ago, could be stewarded to EOA but replacement will be needed, ballast had been added, some historic signs of water ingress Minimum: Some repairs carried out patching in the short term would probably be sufficient if issues develop
Garage (membrane)	2026	Moderate/High	\$ 575,000	\$ 200,000	Some signs of infiltration and some repairs already, membrane is below communal gardens which will be a large undertaking. Potential for major issues Minimum: Potential running repair, some repair already carried out, structural report should identify issues with columns
Generator	2027	High	\$ 114,000	\$ 114,000	Advised red tagged already some some issues to bring up to code tank is newer, might need more investigation. Stand pipe had over 100 psi of pressure but had a questionable compressor installation to boost. 6" riser but only one check valve to potable only
Elevators	2023	Moderate / High	\$ 400,000	\$ 75,000	Deferred and scope reduced to remove cab mods (added back in). Mechanical equipment appears good although DC motor driven. The electronics is in poor condition (at least visually) Minimum: Assume controllers fail in period
Elevator Guards	2020	High	\$ 20,000	\$ 20,000	Existing TSA order mechanical works not properly fenced an immediate safety concern
Fire Panel and system	2024	High	\$ 125,000	\$ 125,000	Older and obsolete system high possibility of failure within 5 years
Total			\$ 1,629,000	\$ 564,000	

Prior to the EOA it can be expected that the elevator guards, generator improvements and fire panel system will all become necessary. The greatest exposure is likely the elevator controllers, which based on a visual inspection looked very old and not in good condition.

Further particulars of the deficiencies with the emergency generator would be required and a full inspection of the fire protection system would be essential.

Building Management

First impressions of the subject are quite good, the grounds are well cared for and tidy. The common areas are by and large clean and well maintained.

The site manager suggested that the tenant mix was 70% RGI and that this mix was a cause of some problems including frequent police presence and on occasion difficulty in lease up.

Only one unit was available to inspect and the impression was that it was being offered in a lower standard of presentation than would be typical for a CCOC unit. It would be important to visit more units to determine the likely scope of future flips. Also some information on the volume of maintenance requests would be of value.

The impression overall was that anything in the way of an incremental cost was put to one side but work that formed part of the fixed overhead (cleaning, landscaping or handyman) received more attention indicative of a restricted capital budget.

Staff visited the property at various times ; AM Friday 5th June, early afternoon Sunday 7th June and Early evening Monday 8th of June. During the daytime visits, the site was quiet and overall presented well. The early evening visit however observed a significant amount of cars in the turning circle and a number of individuals drinking.

Security may well be a concern (the site already has some CCTV) there are a number of internal and external areas which could be exploited by interlopers.

In terms of the “visible” management of the property, it is well executed in the main, but this is due to resources beyond what might typically applied to an affordable non-profit building and is more akin to a private sector model.

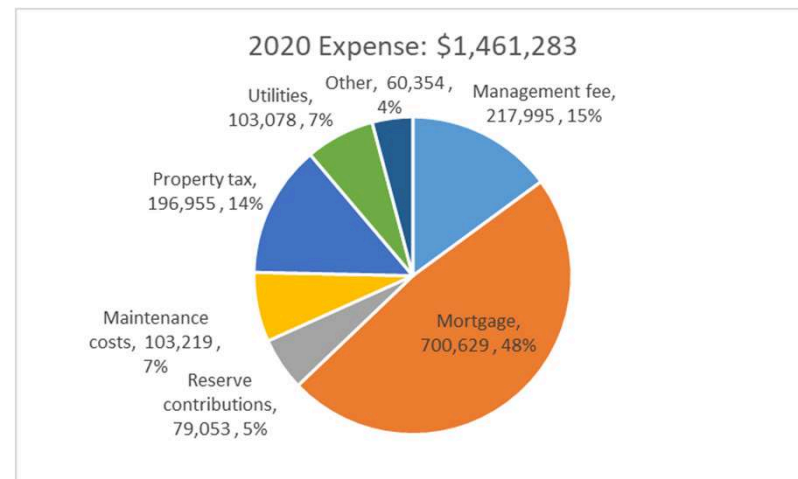
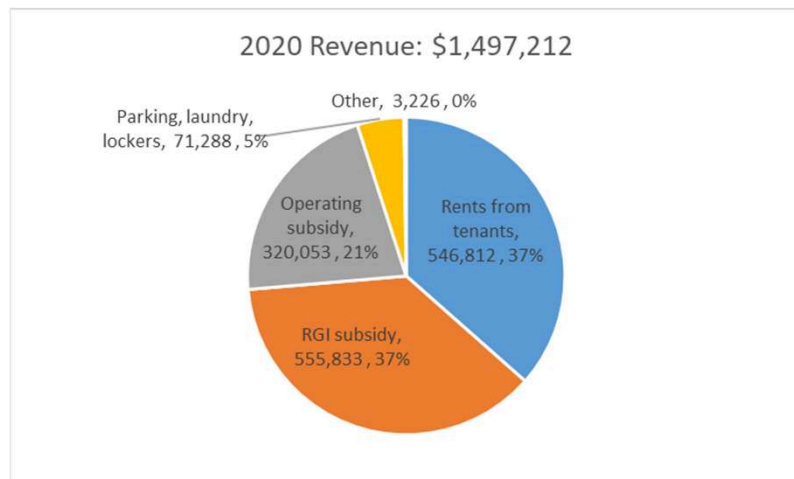
The building population will possibly find the transition uncomfortable and it may lead to some complaints with the **perception** of reduced service.

Conclusion

There are a number of additional steps of due diligence that should follow once a decision to proceed in principle has been reached. These should include

- Engineers report on structural items
- Assessment of the fire safety systems
- Details of known deficiencies with generator
- Engineers report on M & E

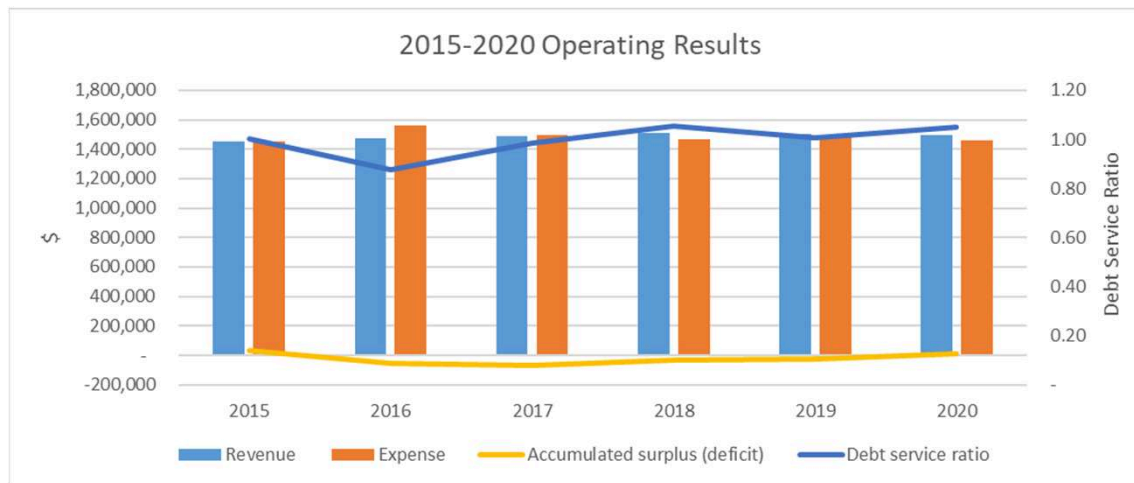
2020 Actuals – fiscal year ended March 31, 2020



- \$1.5M revenue. 104 units, of which 75% are RGI. Market rent of \$298K in 2020 ie 55% of rents (same in 2019).
- No growth in revenue over the past 2 years.
- Unit type: 2B- 60%; 1B- 24%; and 3B – 7%
- Rent and operating subsidies have been declining over the last 2 years (-3% for rent subsidies and -8% for operating subsidies)

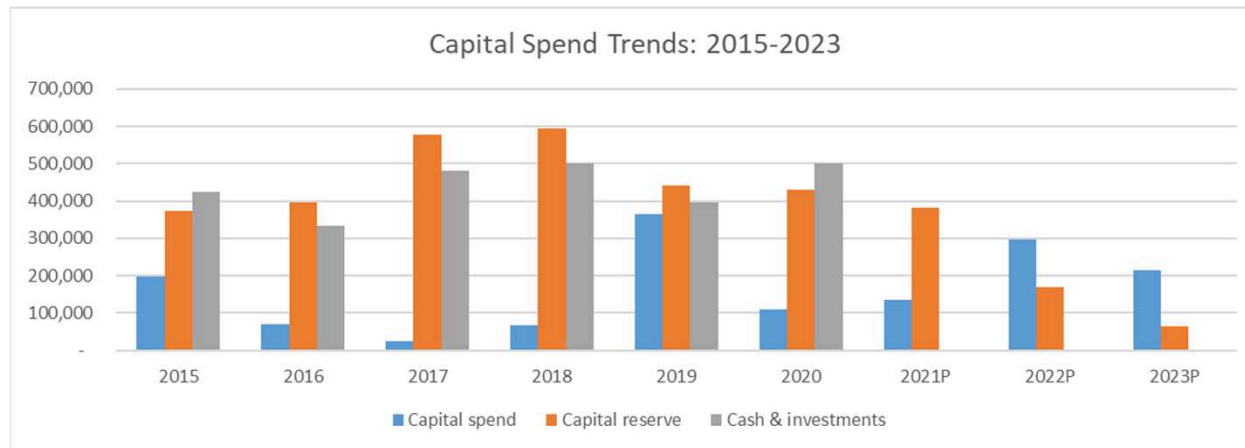
- 3-year contract with Homestart Incorporated, ending Feb 2022. Services include: office management, bookkeeping (on their own accounting software), property maintenance and repair, unit occupancy and arrears management, regulatory compliance, and governance support. Either party may terminate this agreement on 30 days written notice to the other. Total cost of \$218K in 2020 or 15% of total expenses.
- Mortgage renewed in December 2019 – balance of \$4.4M at March 2020: rate went down from 4.047% to 2.49% (annual savings of \$38K). Loan fully repaid by **April 1, 2027**.
- Total expenses decreased by 2% in 2020 vs 2019 primarily due to lower mortgage and maintenance costs.

Back to an accumulated surplus in 2020 since 2015



	2015	2016	2017	2018	2019	2020
Revenue	1,452,215	1,476,410	1,486,337	1,507,625	1,503,021	1,497,212
Expense	1,450,892	1,563,479	1,498,355	1,468,776	1,497,584	1,461,283
Net income (Deficit)	1,323	- 87,069	- 12,018	38,849	5,437	35,929
Accumulated surplus (deficit)	30,511	- 56,558	- 68,576	- 29,727	- 24,290	11,639
Debt service ratio	1.00	0.88	0.98	1.05	1.01	1.05

Capital expenditures – low annual spend and reserves were under funded prior to 2020



- Capital spend of \$365K in 2019, of which \$123K was funded by SHIP and HHIP grants.
- In 2020, for the first time since 2015, capital reserves are back to an over funded position (+\$72K).
- Capital reserve projected to go down to \$64K in 2023, assuming a total capital spend of \$938K over 5 years starting from 2019.
- Actual net capital spend of \$318K for 2019-2020 period represents a 12% increase or \$34K from the capital plan provided.

Pro-forma – Potential for \$80K incremental operating surplus assuming no additional resources required to absorb ABC

Reported Net Income	A	35,929	
Pro-forma adjustments			
Homestart fees		217,995	Homestart contract not needed going forward.
Admin & Maintenance admin allocation	-	199,527	CCOC current allocation is \$2,040.5/unit. Would reduce to \$1,918.5 with ABC (104 units)
Mortgage cost		25,432	Mortgage renewed in Dec19 at 2.49% (previously 4.047%). \$3K saving/month. Due Apr 1, 2027
Office administration		23,676	Assumed 90% savings in Office admin cost (phone, postage, bank charges, supplies, etc.)
Provision for capital replacements	-	19,763	Assumed 25% increase in contribution (was \$79K in 2020)
Yardi costs	-	4,140	License \$35/unit + \$500 for transaction fees
Additional field staff		n.q.	May be needed - non-quantifiable
Insurance		n.q.	Opportunity of savings from economies of scale and larger deductibles
Total adjustments before n.q. items	B	43,673	
Adjusted Net Income	A+B	79,602	

Reported Debt service ratio	1.05
Adjusted Debt service ratio	1.12

Key assumptions:

- CCOC can absorb ABC operations with no additional Administration and Maintenance administration costs.
- Contribution to capital reserves of 7% of total ABC expenses

Outstanding Requests:

- 2021 approved budget
- Long-term financial plan – operating and capital requirements
- Cash flow analysis, if available

2015-2020 Statement of Operations

Statement of Operations - Operating Fund

	2015	2016	2017	2018	2019	2020	2018-	2019-	2020-
	(audited)	(audited)	(audited)	(audited)	(audited)	(draft)	2017 Var	2018 Var	2019 Var
Revenues									
Occupancy charges									
Market rent	265,129	286,623	277,889	276,627	284,098	298,337	- 1,262	7,471	14,239
Geared to Income	237,968	220,293	234,152	202,209	233,291	249,026	- 31,943	31,082	15,735
RGI subsidy	515,061	524,805	538,493	587,068	567,406	555,833	48,575	- 19,662	- 11,573
Less: Vacancy costs	- 1,926	- 3,973	- 14,081	- 7,059	- 8,052	- 551	7,022	- 993	7,501
	1,016,232	1,027,748	1,036,453	1,058,845	1,076,743	1,102,645	22,392	17,898	25,902
Operating subsidy	354,781	375,157	383,545	380,150	348,673	320,053	- 3,395	- 31,477	- 28,620
Parking, laundry, lockers	70,564	68,948	61,228	64,054	72,717	71,288	2,826	8,663	- 1,429
Other	10,638	4,557	5,111	4,576	4,888	3,226	- 535	312	- 1,662
	1,452,215	1,476,410	1,486,337	1,507,625	1,503,021	1,497,212	21,288	- 4,604	- 5,809
Expenses									
Administration	134,918	277,192	181,629	167,262	183,625	174,302	- 14,367	16,363	- 9,323
Amortization	432,756	450,441	468,855	488,022	507,972	536,563	19,167	19,950	28,591
Bad debts	1,946	31,971	19,849	1,347	421	5,480	- 18,502	- 926	5,059
Contribution to capital reserve fund	72,081	74,135	74,839	76,246	77,298	79,053	1,407	1,052	1,755
Insurance	24,622	30,370	28,707	26,980	27,831	28,567	- 1,727	851	736
Interest on LTD	284,850	261,485	247,183	229,584	206,303	164,066	- 17,599	- 23,281	- 42,237
Maintenance and services	180,285	128,488	162,495	182,811	197,823	173,219	20,316	15,012	- 24,604
Property tax	196,690	208,504	214,693	200,395	197,106	196,955	- 14,298	- 3,289	- 151
Utilities	122,744	100,893	100,105	96,129	99,205	103,078	- 3,976	3,076	3,873
	1,450,892	1,563,479	1,498,355	1,468,776	1,497,584	1,461,283	- 29,579	28,808	- 36,301
Net income	1,323	- 87,069	- 12,018	38,849	5,437	35,929	50,867	- 33,412	30,492

2015-2020 Administration, Maintenance and Utilities Costs

	2015	2016	2017	2018	2019	2020
Administration						
Material and services	33,725	59,601	40,177	26,886	41,676	26,307
Salaries and Benefits	101,193	78,381				
Management fees	139,210		141,452	140,376	141,949	147,995
	134,918	277,192	181,629	167,262	183,625	174,302
Maintenance and Services						
Building repairs	21,080	23,384	22,897	30,674	32,555	20,316
Elevators	7,900	12,995	8,079	7,516	8,444	13,142
Electrical systems	2,744	5,325	6,917	12,105	10,318	6,434
Grounds maintenance	12,965	8,332	16,249	10,915	14,070	14,743
Heating and plumbing and ventilation	12,787	11,777	14,042	12,463	16,166	18,173
Other	8,518	2,906	2,495	6,879	2,239	2,905
Painting	9,289	5,717	2,907	10,437	21,488	6,288
Salaries and benefits	78,221	34,043	6,513	-	-	-
Maintenance contract	-	-	70,000	70,000	70,000	70,000
Fire Safety	22,255	18,146	6,791	15,348	17,002	16,642
Waste removal	4,526	5,863	5,605	6,474	5,541	4,576
	180,285	128,488	162,495	182,811	197,823	173,219
Utilities						
Electricity	82,746	48,373	54,399	48,407	43,005	41,168
Fuel	4,748	9,619	8,354	6,738	8,257	9,180
Water	35,250	42,901	37,352	40,984	47,943	52,730
	122,744	100,893	100,105	96,129	99,205	103,078

2015-2020 Capital Reserve

Capital Reserve Fund

	2015	2016	2017	2018	2019	2020
Opening balance	445,766	374,295	397,147	577,256	596,101	441,245
Investment income	24,890	- 2,418	17,056	9,159	10,490	- 15,695
Capital grants & Other recoveries	29,558	20,869	111,871	-	122,917	33,572
Provision for capital replacements	72,081	74,135	74,839	76,246	77,298	79,053
Less: capital expenses	- 198,000	- 69,734	- 23,657	- 66,560	- 365,561	- 108,481
Ending balance	374,295	397,147	577,256	596,101	441,245	429,694

To be considered within Terms of Reference for **Governance Committee:**

Term Limit Recommendation from Tenant and Member Lee Pepper:

“The resolution I wanted to put forward was for the CCOC Board to implement term limits.

Based on my own experience as a CCOC board member, and my work in the nonprofit sector, I believe that implementing term limits would be a valuable step towards having a board that better reflects the diversity of CCOC's tenants, particularly by including more racialized people and people with personal experience of poverty, homelessness, or housing insecurity. This critical expertise is needed at the CCOC board table.”

Extract from CCOC Bylaws

11. Procedure for Election of Directors

Procedures for the nomination, appointment and election of directors are as follows:

1. The board shall strike a nominating sub-committee to publicize the election, seek candidates and educate members in the duties and responsibilities of the board. The sub-committee shall endeavour to ensure that there are more candidates than the number of directors to be elected. At the meeting, any member may nominate additional candidates who qualify under section 12. In the case of a board vacancy between elections, the nominating sub-committee shall publicly seek candidates and make recommendations to the board for the board to appoint a replacement.
2. Subject to the provisions of this section governing the election of the president, the directors shall be elected and retire in succession, and at each annual meeting seven directors shall retire, and seven directors shall be elected for terms of two years ending with the second annual meeting after their election. If at any annual meeting the president is not at the time of his or her election a director of the Corporation entering the second year of a two year term he or she shall be conclusively considered upon his or her election as president to have been elected as a director of the Corporation for a two year term ending with the second annual meeting after his or her election, and in that event six other persons shall be elected directors at that annual meeting for terms of two years ending with the second annual meeting after their election. If at any annual meeting the president is at the time of his or her election a director of the Corporation entering the second year of a two year term, seven persons shall be elected directors at that annual meeting for terms of two years ending with the second annual meeting after their election.
3. The election shall be by ballot and, if the members vote, members shall cast a number of votes equal to the number of directors to be elected, but no candidate shall receive more than one vote from any member. (section c added May 2001)

12. Eligibility of Directors

No person shall be eligible to be a director of the Corporation unless he or she:

1. is 18 years of age or more; and
2. has been a member of the Corporation throughout the thirty (30) day period immediately before his or her election or appointment.

13. Re-election

Directors are to be eligible for re-election.

Extract from CCHC Bylaws

5.3 Election of Directors

- a) Directors shall be elected by the members at the annual meeting. They shall serve for a two (2) year term as provided in subsection 5.6(a). Directors shall be eligible for re-election at the annual meeting of members.
- b) The election shall be by ballot and if the members vote, members shall cast a number of votes equal to the number of directors to be elected, but no candidate shall receive more than one vote from any member.
- c) All votes shall be cast during a duly constituted general meeting and quorum shall be maintained throughout the voting period.

5.4 Nominations

The board shall strike a nominating sub-committee to publicize the election, seek candidates and educate members in the duties and responsibilities of the board. The sub-committee shall endeavour to ensure that there are more candidates than the number of directors to be elected. At the meeting any member may nominate additional candidates who qualify under section 5.2.

In the case of a board vacancy between elections, the nominating sub-committee shall publicly seek candidates and make recommendations to the Board for the board to appoint a replacement.

5.6 Term of Office

- a) The normal term of office for a director shall be two (2) years. A director shall serve until the dissolution or adjournment of the meeting at which his successor is elected unless re-elected by the members at the annual general meeting.
- b) The term of office of a director shall end at the dissolution or adjournment of the meeting of members at which his successor is elected (unless a director has resigned or been dismissed under section 5.9). The retiring directors shall be expected to attend the first regular board meeting following the election of their successors to advise the new directors.

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

Monday, September 15, 2020

By Video Conference

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

1. **Call to order & anti-oppression statement:** 7:55
2. **Approval of the agenda:** (Moved/Seconded/Carried, Shelley/Josh)
3. **Approval of August 10 minutes:** (M/S/C, Kerry/Josh)
4. **Reviewing Department Directors' meeting:** On August 13, Department Directors met to discuss a timeline and process for developing a new strategic plan. A proposal will come to the Board later. We will simultaneously develop a new strategic plan for Cahdco so that they are consistent and the Cahdco plan can take its cues from the CCOC plan.
5. **Business Arising:**
 - a) **Collaboration with other Non-profits:** The committee moved *in camera* (M/S/C, Shelley/Kerry) for an update on preliminary merger discussions with a single-site non-profit. Staff will ask the Board on September 30 for permission to proceed with merger planning. The committee moved *ex camera* (M/S/C, Kerry/Josh). There are no further minutes.
 - b) **147-153 Forward Avenue:**

Background: CCOC has purchased 153 Forward Avenue from the City of Ottawa, and 147 Forward Avenue from a private owner to build 49 new affordable homes.

Discussion: Ray updated the committee that staff are working with architects on the expanded and redesigned building. The City did come through with some new funding to help with closing the purchase (\$226,200), but we do not yet have a commitment on what total funding will be available for the additional apartments.

6. New Business:

a) 2021 Executive Budget

Background: see attached.

Discussion: Ray presented a draft budget for memberships & subscriptions, legal fees, and consultant fees. It represents a significant increase from previous years, driven by merger legal costs (estimate \$10k), anti-racist organizational change consultant (est. total \$40k for part of phase 1 and for phase 2) and strategic plan development (\$15k). Legal work investigating charitable status and property tax reductions will be paid in 2020 (\$5k) and through property tax savings in 2021. The committee noted that they may have to reduce some amounts if the overall operating budget can't afford the increases.

Motion: The committee moved to forward the draft Exec budget to finance committee.
(M/S/C, Kerry/Shelley)

b) Just Recovery Ontario

Background: www.justrecoveryontario.ca

Discussion: The organizers of this campaign reached out and asked CCOC to join. Five big asks: adequate income supports, fair pay and benefits for work, expand and preserve affordable housing, invest in basic services (childcare, transportation, digital access and eldercare), and equitable tax policies. Committee members felt this fits in line with CCOC's past positions, and the other organizations who have signed on are compatible with CCOC.

Motion: The committee unanimously supported CCOC signing on.

c) City Ward Boundary Review

Background: The City of Ottawa is revising ward boundaries. Should CCOC take a position? <https://ottawa.ca/en/city-hall/public-engagement/projects/ottawa-ward-boundary-review-2020>

Discussion: While neither staff nor committee members had had time for a thorough analysis, a quick look at options shows that Option 6 has the least disruption to neighbourhoods where CCOC has tenants. Other options seem to divide lower-income neighbourhoods and neighbourhoods with long historic integrity. The committee wondered if, in the absence of deep analysis, CCOC should just focus on promoting tenant participation in the process. Board member Penny McCann has done some work on this, and also favours #6. As does Catherine McKenney. The committee commented that this is the kind of thing PRAC could have worked on. The committee suggested a letter from CCOC, focusing on our downtown neighbourhoods, the importance of neighbourhood cohesion, connection to established services and effective representation. Penny McCann and Andrew McNeil might be willing to help with the draft.

d) 415 Gilmour / OCC556 Garage Repair

Background: 415 Gilmour operates as a condominium, with COC owning the residential spaces (and our office), Domicile owning retail storefronts, and ESBAK Holdings owning 8 parking spaces on the ground level. Garage repairs from 2019 are split between condo owners. One owner wishes to renegotiate. Exec member held an online vote on September 11.

Discussion: As project manager for the work, CCOC should have sought a written agreement or confirmation with other condo unit holders confirming the cost-splitting formula in advance.

Motion: The committee voted by email on September 12 and unanimously approved a settlement accepting \$70,000 of the \$94,900.76 owed. [CCOC's share of the project was \$408,873]

7. Programs/Policy:**a) Ontario Rent Freeze**

Background: The provincial government has proposed a 0% annual rent increase for rent controlled apartments. It remains unclear whether social housing will have the same exemptions as usual. Ray attended a September 9 consultation with Ministry staff.

Discussion: Ray flagged that this could create pressure on the 2021 budget. Committee members pointed out that tenants will react negatively if we impose a 2021 increase, even if we are exempt. Committee members were leaning toward accepting the 0% increase even if exempt. One committee member made a connection with our approach to evictions during the pandemic: we are being more patient and lenient with tenants who are communicating and cooperating with us on payment plans and partial payments, but is there a potential racial bias in who is most comfortable communicating with us?

8. Residential Tenancies Act (RTA) Proceedings:**a) Non-payment:**

The committee discussed each of the three cases in detail. They agreed that an outright refusal to pay any rent does not count as "communicating and cooperating with CCOC".

The committee reviewed the list and moved "That staff be authorized to proceed with eviction for non-payment in the case of #1 of 3 tenants.

(M/S/C, Kerry/Josh)

The committee reviewed the list and moved “That staff be authorized to proceed with eviction for non-payment in the case of #2 of 3 tenants.

(M/S/C, Josh/Kerry)

The committee reviewed the list and moved “That staff be authorized to proceed with eviction for non-payment in the case of #3 of 3 tenants.

(M/S/C, Josh/Kerry)

One committee member wondered what the threshold should be for evictions (including outside of the pandemic). Another committee member pointed out that very few eviction notices lead to loss of housing [only 1% of eviction notices served in 2019, 3% in 2018]. The committee agreed they have faith in Rental Department staff, and Rent Collections Officers specifically, that they work hard with tenants to avoid actual eviction and use eviction notices as a tool to communicate CCOC is serious, and the ultimate goal is to avoid eviction and settle arrears.

Committee members asked for a presentation on the eviction process and strategies for preventing eviction for unpaid rent.

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

(M/S/C, Kerry/Josh)

Committee members commented that this was an extreme case that warrants quick action.

9. Strategic Plan: no update

10. Cahdco Update: no update

11. Other business:

- a) Date for October Executive Committee meeting:** the committee decided not to meet on the Thanksgiving holiday and meet one week later on October 19 instead.

b) Upcoming Board schedule

September: CCOC Board orientation

Fall: Establishing a charitable foundation, strategic plan development

12. Adjournment: 10:07 (M/C, Josh)

Exec Budget Summary

	Draft 2021 Budget	Budget 2020	Forecast 2020	YTD June 2020	Actual 2019	Actual 2018
Memberships and Subscriptions						
Alliance to End Homelessness	1,300	2,000	1,200	1,200	1,200	1,200
CHRA	3,800	4,000	3,300	-	3,282	8,204
Housing Partnership Canada	2,300	3,000	2,000	2,000	2,000	2,000
ONPHA (incl Rooftops Canada)	19,000	21,000	18,443	18,443	19,081	19,161
OSHN	1,500	1,000	1,500	-	1,500	-
Healthy Transportation Coalition	500	-	-	-	500	-
Volunteer Ottawa	600	-	600	600	346	-
HR Complete	4,200	-	3,643	1,821	3,644	-
Canadian Employer Subscription	325	-	-	-	308	-
Other	500	2,500	-	-	-	-
Total Memberships & Subscript'n	34,025	33,500	30,686	24,064	31,862	30,565
Legal Fees						
General	10,000	15,000	10,520	8,093	7,363	-
Merger	10,000					
Total Legal	20,000	15,000	10,520	8,093	7,363	-
Consultant Fees						
General	-	10,000	-	1,350	13,250	21,950
AROC	40,000					
Strategic plan	15,000					
Total Consultant	55,000	10,000	-	1,350	13,250	21,950
Total Exec	109,025	58,500	41,206	33,507	52,475	52,515

Gary Davidson
The Davidson Group
c/o City of Ottawa
110 Laurier Avenue West
Ottawa, ON K1P 1J1
[by e-mail: wardboundary@ottawa.ca]

September 24, 2020

RE: Ward Boundary Review

Dr. Davidson,

We support Option 6 as the best choice for preserving the integrity and cohesion of downtown neighbourhoods

Centretown Citizens Ottawa Corporation (CCOC) is a tenant and member directed private non-profit housing company that operates mixed income rental housing in six urban wards. Our 1600 tenant households have an important interest in how they are represented at City Hall.

Boundaries should not break up pre-existing geographic communities of interest and should conform to widely recognized natural and physical boundaries of existing neighbourhoods.

Centretown, in particular, is poorly treated in Options 1-4, with a Ward division along O'Connor or Kent Street. Centretown is one of the oldest urban neighbourhoods in the City, with a cohesive identity for over a century. This has been recognized in City of Ottawa planning documents for 40 years.

Historically, ward boundaries have also recognized the cohesive identity of Centretown. The only times the community has not been in one single ward is when it's population was too large for one ward. Even then, the community was kept together



as much as possible with at least one ward entirely within Centretown.

Low and modest income residents in urban neighbourhoods are more likely to use local services, often accessed on foot, like Community Health Centres (CHCs). The catchment areas of CHCs like Centretown Community Health Centre, Somerset West Community Health Centre and Sandy Hill Community Health Centre conform to the intact boundaries of the neighbourhoods they serve. Disrupting these boundaries and dividing neighbourhoods like Centretown will weaken political representation by making it harder for our elected official to work with the agencies that serve their constituents.

Having effective representation at City Hall is a key element to be considered. Option 5 proposes drastic cuts to the number of wards, including cutting 3 urban wards. This will result in increased workloads for councillors, making it difficult to represent their wards effectively.

For people urban residents, option 6 provides the most effective representation for people living in poverty. One of the concerns raised in the OMB decision on Ward boundaries in the City of Hamilton was that “the effect of the City’s Preferred Ward Boundaries was to provide greater voting power to citizens with much greater wealth relative to downtown wards”; this needs to be a consideration.

Rideau – Vanier, Somerset and Rideau – Rockcliffe are the wards with the highest percent of residents living in poverty. Option 6 doesn’t split neighbourhoods in these wards. It also comes closer than most of the other options to ensuring that communities with a high percent of residents living in poverty are not under-represented in relation to their population.

Sincerely,



Ray Sullivan

Executive Director

CCOC PERSONNEL COMMITTEE

MINUTES

5:30pm, Monday, September 14, 2020 by videoconference

Present: Kerry Beckett, Pascal St-Amour, Zak Spelay (chair for 1st half), Ricky Keo, AnaLori Smith (chair for 2nd half)

Staff: Tessa Trueman (recorder), Andrée-Ann Cousineau-Lalonde

Regrets: Sue Lott

1. **Call to order:** 5:49pm
2. **Reading of the Anti-Oppression Statement**
3. **Approval of the agenda:** (M/S/C, P. St-Amour/K. Beckett)
4. **Approval of the August 10, 2020 minutes:** (M/S/C, K. Beckett/P. St-Amour)
5. **Staffing Updates:**

Kyla, our Development summer student for the past two years, was the successful candidate for the 1-year term position of Project Manager.

Billy, our Development Assistant, was the successful candidate for the position of Project Coordinator.

Adella Kahn, our Communications Officer, resigned to take a position with the Alliance to End Homelessness. Her last day was September 3rd. The posting has already closed and interviews will be held shortly.

The job postings for Budget & Cost Analyst and Pest Control Coordinator are closed as well. Interviews should occur in the next few weeks for both.

Finally, we re-posted the position of Painter & Decorator. It will close on October 1.

6. **Training:**
 - a) **Anti-discrimination and anti-oppression training (update)**
The review panel unanimously chose one consultant: Kaafi Consulting. Regrets, along with feedback, have been sent out to the unsuccessful consultants.

The first BIPOC conversation will be held virtually. AnaLori sent out the save the date to staff. It will be a town hall format for staff who identify as black, Indigenous, or a person of colour. City for All Women Initiative (CAWI) will facilitate.

7. **New Business:**

- a) **Next meeting date:** The next scheduled meeting falls on Thanksgiving. Agree to an alternate date.

Monday, October 19th was selected and will hopefully align with Executive Committee.

- b) **2021 Budget:**

The committee reviewed the proposed 2021 Corporate Services budget. The total budgeted amount remains the same as 2020. We're maintaining most line items despite unknowns with the pandemic in case we return to a new normal by next year.

The largest expense for 2021 is the budget for IT. We have diverted the most funds there. Our IT services are completely managed by an independent consultant, which is quite expensive.

Some assumptions with this budget:

- We're not anticipating in person meetings until at least April.
- Training and professional development: it's unclear how much we will offer in 2021 with the pandemic ongoing. Our mandatory De-Escalating Potentially Violent Situations training was held online this year and saved us some money. If it's help online again, we could save some more.

The committee approved the budget as presented. (M/S/C, K. Beckett/P. St-Amour)

8. **Business Arising:**

- a) **Pandemic:** update

This morning (Sept 14th), OPH reported an increase to above 300 active cases. With this increase, minor changes are being made to cleaning (increase in disinfecting, less vacuuming) and service levels ("other" priority calls are deferred) as outlined in the pandemic plan.

- b) **Job Evaluation Requests:** None to review

- c) **Year-end performance evaluation:** update

The evaluation process has begun. All staff must submit their feedback forms to evaluate their direct supervisor by September 18th. We have an online web form since people are working from home. It allows them to submit their forms confidentially. There are also hard copy forms for field staff in both French and English. After September 18th, supervisors will start to evaluate their direct reports. The process will be complete by November 11th when Ray is evaluated by the President of the Board.

9. **Staff meetings:**

All Staff: October 14

Health & Safety: None

10. **Committee summaries:** Nothing discussed.

11. **Other business:** Nothing discussed.

12. **Adjournment:** 6:25pm (M/C, K. Beckett)

Next meeting: 5:30pm, October 19, 2020
By videoconference

Work plan (2019-2022)

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



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Facilities Management Committee

Meeting Minutes

September 10th 2020

Participants: James Clark, Penny McCann, Dahlya Smolash, Michael Lambert, Shelley Robinson, David McCallum, Alex Miller(1st Meeting), Kevin Judge (3rd meeting),

Regrets:

Staff: Norm Turner, Kat LeBlanc(Minute-Taker)

1. **Call to Order:** 7:07PM
2. **Motion to adopt the Agenda & Anti Oppression Statement** (M/S/C, Michael/Penny)
3. **Approval of meeting minutes**

MOTION: to approve the meeting minutes of July 16th 2020 (M/S/C, Michael/ Penny)

4. Items for Board Attention

Pest control – Business case Norm presented an overview business proposal of an in house pest control plan. The executive committee was consulted and gave positive response while supporting advertising replacement for Pest Control Coordinator. The committee discussed the new Pest Control Bylaw regarding integrative pest management plans and agreed that this could be a good business opportunity for CCOC. Committee suggested looking into funding for this from a social enterprise angle. Committee asked about tenant education and what that will cost and suggested that information that is being given to tenants should be translated into other languages and not just French/English.

MOTION to present the in-house pest control proposal to the board of directors as presented to the facilities management committee for approval of the business case

(M/S/C, Michael/Shelley)

5. Consent Items

- 5.1. **Committee Summary** – No comments
- 5.2. **Capital Projects Report**

The committee suggested a more consistent colour coding for the status column in the report.

Norm updated the committee on the work happening at 258 Lisgar following question regarding the planning of this work.

- 5.3. **LTB Status Report** – No comments
- 5.4. **Chargeback Report (July and August)** – No Comments
- 5.5. **Q2 Chargeback Report** – No Comments
- 5.6. **Service Delivery Standards**– No Comments
- 5.7. **Maintenance Variance Report (July)**

Heat pumps continue to be a challenge in the summer which is resulting in a higher in suit repair costs. Committee asked for clarification on how the heat pumps work at Beaver Barracks.

- 5.8. **Chargeback Appeals (0)**

MOTION: to recognize these documents as presented

(M/S/C, Michael/David)

6. Directors Summary

- 6.1. **Lisgar Fire precautions cost (approved as urgent measure by Executive Committee)**

Proposal was brought to the executive committee in August as FMC was not meeting in the month of August and this posed significant life safety issue and required an urgent response. Norm presented it to the committee for informational purposes only.

- 6.2. **Capital Budget / Planning – 2020 re cast (To permit large unexpected cost at Lisgar)**

Norm reviewed the budget with the committee and concluded that it is what was expected for this year. Norm has been working with asset planner to determine the items that can run to failure which will inevitably help us with our cash flow. Norm talked about building up reserves for these items when they eventually do fail.

- 6.3. **Pest control – Business case (Presented to executive for information)**

Norm presented an overview business proposal of an in house pest control plan. The executive committee was consulted and gave positive response while supporting advertising replacement for Pest Control Coordinator. The committee discussed the new Pest Control Bylaw regarding integrative pest management plans and agreed that this could be a good business opportunity for CCOC. Committee suggested looking into funding for this from a social enterprise angle. Committee asked about tenant education and what that will cost and suggested that information that is being given to tenants should be translated into other languages and not just French/English.

MOTION to present the in-house pest control proposal to the board of directors as presented to the facilities management committee **(M/S/C, Michael/Shelley)**

6.4. Building Standards Group – Update

Pascal was the successful candidate in the fire inspectors position. We are currently advertising for new pest control coordinator and painter position. Some good candidates for pest control however, we are struggling with painter position. Pascal is somewhat thinly spread which is slowing our KPI development.

6.5. Update on Forward Project

Norm presented the document to the committee for information while also adding that additional land has been acquired which has increased the number of units that will be made.

6.6. Property Inspection Report 2020- 240 Presland

Norm presented the Property Inspection Report to the committee for informational purposes. Report indicates that we appear to be doing a good job.

MOTION to receive the director's reports as presented **(M/S/C , Michael/Penny)**

7. Next Meeting: The next meeting will be a joint meeting with the Finance Committee on October 15th 2020 at 7PM.

8. Adjournment: 8:20PM **(M/S/C, Michael)**

Pest Control Business Case For In-house Operation

Summary

The purpose of this document is to support the creation of an in-house integrated pest management process to replace contracted services.

The recommendation for this change is intended to improve service quality, speed of service, analytics and cost.

The proposal is for a truly integrated pest management system which is not provided by the current provider and although all providers cite it in their offerings lack of delivery is an industry wide problem with providers reverting to inspect/spray baselines.

By creating its own in-house capability CCOC can not only offer a truly integrated pest management process to the standard that commercial providers *SHOULD* provide and also a degree of customization, sensitivity and targeting that they cannot provide.

The skills, experience and external resources that CCOC can mobilize would also create a potential offering for shared services (integrated management rather than treatment) and a fee earning opportunity.

Problem Statement

CCOC currently procures pest control through a 3rd party provider. The original contract contemplated an “integrated pest management” approach.

Ultimately the service qualitatively appears to have degraded to a “book and treat” arrangement with little of the support contemplated in the original RFP.

Although the provider has a portal for recording performance metrics the quality of the data is sketchy at best and access was only achieved by CCOC after a “Director to Director” contact after several years of frustration.

The current provider is retained on a fixed hours basis and as such there is no financial incentive to the provider to arrange call backs other than to “look busy”. This approach may also explain the reluctance to maintain a full cloverleaf program.

Efficacy becomes the primary concern when a “cure” appears to take on average 3.4 visits or an estimated \$565 per cure even allowing an estimate for common area treatment.

Based on some very incomplete data and the experience of staff the base infestation rate is indicated at 6 – 7.5%. This would be considered low for social housing, at the higher end for “higher end” rental and typical for more basic rental offerings.

The lack of a definitive number is without doubt the most significant shortcoming with the present provider, which is exacerbated by the current lack of service reports or analysis. The current charging model does not support accountability and is not reflective of the original RFP.

Analysis of Problem Statement

CCOC has to consider now how the service fails to meet its objectives, if a change of provider will improve matters and finally if a significantly better approach can be adopted.

Clearly from the preceding analysis the existing provider is neither delivering to the required specification, nor being effective. If one applies the management maxim of “you can’t manage what you can’t measure” It is easy to see why.

Efficacy in pest control is dependent on an integrated methodology, including, tenant education, building level strategy, case management and alternative treatment approaches.

Most providers claim to offer this approach but in reality only do so in the case of the ability to “upsell” and still don’t apply any real strategy, any more impressive than taking ones car in for an oil change and being offered a brake check as an extra.

By far the best outcomes with pest control are achieved when there is a strong internal management of the problem which not only handles the day to day treatment but analyses outcomes, proactively advances solutions and preventions and is “nimble” enough to adapt to different situations. An in-house integrated approach can also tackle social issues and case manage to an extent that fee for service pest control companies simply cannot.

Qualitative reasons for developing an in house pest control approach

CCOC occupies a unique segment in the market having both a “Professional Landlord” approach being conscious of its obligations but also as a “Community Landlord”. This relationship with our tenants coupled with issues such as aging in place and the many challenges faced with our tenants, means that we cannot employ a systemized approach to pest issues based on a reduction.

We should have a highly agile, customized approach that not only treats but analyses and mitigates root causes with an additional focus on prevention.

This approach speaks directly to our desire to become a landlord of choice.

Quantative reasons for developing an in house pest control approach

The current budget estimate to include a coordinator but excluding canine services is in the region of:

\$258,000

This assumes approximately 1400 treatments annually. It has been the practice in the past to add an additional technician over the busier summer months. There is however no “success bonus” built in to this approach as the cost is fixed regardless of outcomes.

There also seems to be a significant underperformance of cloverleaf inspections which again would be additional work for the provider with no fee increase.

The in house cost estimate:

Firstly it is important to note that in terms of time and material, success and reduction in infestation rates (i.e. a positive outcome) does provide a cost saving.

Particularly a reduction, using a similar measure to the forgoing estimates to 5% or around 340 units would be a considerable benefit in cost reduction, notwithstanding the fixed cost portion attached to staff.

The benefit of dedicated in-house staff would be more clearly demonstrated by the quicker response time to inspect and indeed with cockroaches inspect and first treat. This approach could reduce treatments to an average closer to 2.5 treatments to cure. These two improvements could reduce the number of treatments to something in the order of 850 and the average duration from 3 months to less than 2.

Although there is a cost saving per below of \$104,000 there is a limit on the cost compression based on the fixed overhead. However within the fixed costs noted below the outcomes hoped for would include:

- Fewer cases and hence lower overall infestation rate
- Shorter duration of cases
- Appropriate levels of cloverleaf inspection
- More intense treatment hard-core difficult to resolve cases
- Proactive tenant education
- Proactive prevention
- Precautionary treatment on turnover
- A model that could create a revenue generation opportunity (consultancy and admin not treatment) through a shared service model
- Need for vehicle can be offset by potential support of other activities
- Reduction in N5's for pest related issues (last 5 years of 34 N5's issued by the maintenance dept. approx. 70% had a pest related element)

Cost to bring in house

Vehicle cost (est)	\$12,000 pa
2 FTE (tech/ coordinator interchangeable)	\$100,000 pa
Chemicals	\$32,000 pa
Additional Insurance	\$5000 pa
Consultancy	\$5000 pa
	<u>\$154,000</u>

(Both illustrations exclude canine services)

Conclusion

As with all initiatives cost compression is an important factor, however the quality of service delivery and the scope of service to tenants is also vitally important and there are few areas where this is truer than pest control.

Concerns around liability would be addressed by additional insurance (noted above) appropriate WHMIS precautions and experienced staff. Currently the Building Services Manager is pest certified and one of the Inspection Technicians is completing his training.

The Pest Control Technicians would also be pesticide certified. We will also have access to a consultant who was one of the authors of the current pesticide legislation who will help us ensure a proper set up of our process and procedures.

The City of Ottawa has suggested that a more stringent pest control bylaw may be introduced which may include an obligation to provide a comprehensive integrated pest management plan.

Most commercial providers claim to offer this service but in most cases fall short of actually delivering a truly integrated pest management.

Both Ottawa Community Housing and Hamilton Housing have internalized their procedures and both claim approximately 1/3 cost saving.

Although an initial cost saving of \$104,000 is projected for CCOC, even with replacing the current vacant pest coordination role and adding an additional FTE, the objective is to deliver a robust and effective system to benefit our tenants, ensure high quality standards in our buildings, help us become a landlord of choice, provide sector leadership and deliver the best possible outcomes and service.

**Finance Committee
Minutes
September 22, 2020**

Finance committee: Josh Bueckert (chair), David Boushey, Court Miller, Andrew McNeill, Nicole Rogers, Michael Holmes, Sandy Hung, Rod Manchee, Mary Huang

Guest: Wayne Fan (first meeting)

Regrets: Vladimir Gorodkov, Alannah Bird

Staff: Maryse Martin, Arianne Charlebois

Motions for Board Approval

CCOC Motions for Board Approval

MOTION: That \$2,391 in Bad Debts be written off for CCOC for July 2020.
(M/S/C,Rod Manchee/David Boushey)

CCHC Motions for Board Approval

MOTION: That \$85 in Bad Debts be written off for CCHC for August 2020.
(M/S/C, Rod Manchee/David Boushey)

-
- 1. Call to Order at 7:03pm and Anti-Oppression Statement – Read and Acknowledged**
 - 2. Declaration of Conflict of Interest:** None
 - 3. Adoption of the Agenda**
(M/S/C, Court Miller/David Boushey)
 - 4. Approval of meeting minutes**
 - Finance Meeting July 16, 2020

- Item #7. Redevelopment moved to In camera; And Q&A update:

Q: Are we committed to redevelop if we apply for the pre-development funding?

A: No. By accepting the \$180K grant (secured on title, \$60K each site) we are committing to applying to site plan not doing the construction. Site plan approval is typically received just before construction so we would want to ensure the project viability before the site plan application in June 2021. The City secures all grants on title as a way of exercising their leverage to ensure the money is used to support affordable housing. If CCOC sells any of these sites in the future while the grant is on title, we could make a case to the City not to exercise its right to get refund as long as the proceeds are used to advance our mission.

(M/S/C, Andrew McNeill, David Boushey)

5. Notices/Announcements

- A new Board was elected at the AGM last week. The Finance committee welcomed the new Board members attending the meeting, Wayne Fan and Sandy Hung. Josh is continuing as treasurer. Congratulations to all Board members!
- Bill 184, Protecting Tenants and Strengthening Community Housing Act is now officially law in Ontario (July 2020)
 - Regulations to be developed over the next 2 years to define the funding/regulatory system once original agreements and mortgages end.
 - New regulations will also define how projects can voluntarily exit the system or when a housing provider chooses to no longer provide community housing.
 - We're hoping to get more clarity soon and happy to see a timeline in place.
- New city by-laws impacting CCOC:
 - Alcohol-based hand sanitizer rub is available at all entrances, including entry passages within the building (e.g. outside of the elevator, lobby, and laundry facilities).
 - Although this by-law expires October 31, we expect this will be the new norm going forward and have budgeted for refills throughout 2021.
- Cahdco staffing update:
 - The new Cahdco project team has been hired. Interviews are scheduled for the Cahdco Budget Cost Analyst position next week.

6. CCOC Financial update

- 2020 Forecast and YTD July Actuals
 - We are forecasting a surplus of \$8,000 for 2020, as opposed to the original budgeted surplus of \$93,000.
 - We had a lot of unexpected maintenance work as well as higher costs due to Covid.
 - We are working towards a break-even budget this year.

- Wayne asked about the negative savings noted in the interest line. Maryse explained that this is correcting for an over-budgeted amount. We're unlikely to earn much interest this year.
 - Court asked what portion of our investments are short vs. long term. About \$1-1.5 million of the funds are short-term investments, with the remainder being long-term investments.
 - Mary asked whether Covid is affecting vacancy lengths and arrears. Covid is definitely affecting vacancies. There have been many tenants moving out, and move-ins are not keeping pace. In addition, with the current number of active Covid cases, we can no longer do showings or inspections when units are still occupied.
 - Mary was also curious about whether there was a split in vacancies and arrears between market and subsidized tenants. We will provide further analyses in our next meeting.
- Maintenance Variance Report
 - Not reviewed due to time constraints.

7. Bad Debt Write Off and Accounts Receivable Statistics

- Update on rent collection and arrears
 - In 2018, our arrears were made up of about 50% active tenants and 50% moved-out tenants. In 2019, a slightly higher portion of arrears came from active tenants, and in 2020 the bulk of arrears are from active tenants. This isn't surprising given the financial effects of Covid.
 - Vacancy costs increased in August. This was expected given the high number of move-outs we've been experiencing.
 - Nicole suggested that the higher turnover rate might be a good thing for CCOC since we can charge a higher rent on turnover. Maryse noted that we might have trouble filling vacancies in the current rental market, so we may not be able to increase rents as much as we'd like.
 - Sandy asked whether we know the percentage of tenants currently receiving the CERB benefit or other similar benefits that may expire. Andrew pointed out that EI and other benefits will likely take their place, so this may not have a large impact on tenants' abilities to pay their rents. Court noted that RGI tenant rent is geared to their income, so their reduced income may not affect their ability to pay rent.
 - Sandy asked whether the potential lower market rents are reflected in the vacancy costs. The market rents and vacancy costs are reconciled each month with the current rents for each unit, so the vacancy costs are accurate to each month.

MOTION: That \$2,391 in Bad Debts be written off for July 2020.

(M/S/C,Rod Manchee/David Boushey)

MOTION: That \$85 in Bad Debts be written off for August 2020.

(M/S/C,Rod Manchee/David Boushey)

8. In Camera - Redevelopment

MOTION: The committee moved in camera.

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

9. In Camera – Due diligence memo

MOTION: The committee moved out of camera.

(M/S/C,Rod Manchee/David Boushey)

10. Business Arising

- Ottawa-Carleton Condominium Corporation No. 556 FS
 - The condo is split between three owners with the following ownership split: Domicile 10.4%, District 2.18% and CCOC 87.42%
 - 2015-2019 Financials were approved by the Board on Sep 14.
 - The Board approved a \$70K settlement for District's share of garage repairs cost at 415 Gilmour, resulting in a write-off of \$25K receivables on CCOC books.
- Forward Development
 - Work in progress to update project timeline and proformas after the acquisition of the new land.
- Commercial rent relief
 - Funding extended to the month of September
 - One commercial tenant will no longer receive the funding in September since their business has returned to prev-Covid levels.

11. New Business

12. Next meeting/Deferrals

- Joint meeting with Facility Management Committee, October 15, 2020
- Policy Expiration Updates - sunset dates extended by the Board for procurement policies

13. Motion to Adjourn #1 - Finance Portion:

The separate meeting ended at 8:10 p.m. (M/C, David Boushey)

**Finance Committee In Camera Minutes
September 22, 2020**

Finance committee: Josh Bueckert (chair), David Boushey, Court Miller, Andrew McNeill, Nicole Rogers, Michael Holmes, Sandy Hung, Rod Manchee, Mary Huang

Guest: Wayne Fan (first meeting)

Regrets: Vladimir Gorodkov, Alannah Bird

Staff: Maryse Martin, Arianne Charlebois

Motions for Board Approval

MOTION: That the Finance Committee recommend the Project Charter for the CAP sites to the Board for approval.

(M/S/C,Rod Manchee/Nicole Rogers)

MOTION: To recommend to the Board of Directors that CCOC proceed with merger and acquisition discussions.

(M/S/C,Court Miller/Michael Holmes)

8. Redevelopment Project Charter

- Cahdco is continuing work on the potential redevelopment of Putman, Armstrong/Carruthers, and 212-216 Carruthers.
- We've signed a grant with the city for pre-development work to ensure that the projects are viable.
- Cahdco has created a project charter to lay out the steps required before making a decision in May 2021 on whether to go ahead with site plan application in June 2021. Maryse walked the committee through the various steps, with pre-design development targets coming to committee next month.

MOTION: That the Finance Committee recommend Project Charter for the CAP sites to the Board for approval.

(M/S/C,Rod Manchee/Nicole Rogers)

9. Due diligence memo

- The CCOC workplan includes identifying opportunities for growth and revenue, including mergers and acquisitions.
- CCOC is looking at acquiring or merging with a small single-property organization. The building is in the provincial portfolio and is located in Westboro.
- The property has 104 units, with 75% RGI and low market rents.
- The mortgage of \$4.4M will be paid off in 2027. However, the capital work at the property has been neglected.

- At this point, CCOC is seeking a recommendation from committee to go ahead with M&A discussions with the other organization. Discussions are expected to take 5-8 months before a final decision is made. A jointly engaged consultant would help with this. A lawyer will also be engaged to advise on the pros and cons of merger vs. acquisition. CCOC will complete a thorough facility review and a long-term financial analysis.
- Court asked how many full-time employees were part of the other organization. They don't have any FTEs and contract out all work.
- Sandy asked about the cost of carrying out the steps to make a final decision. The legal costs are expected to be around \$10k. The consultant costs are expected to be around \$10k, evenly split between CCOC and the other organization.
- Nicole asked whether the financials presented by the other organization have been audited and whether CCOC will hire a financial consultant to review these numbers. Maryse responded that the financials have been audited. We will not be hiring a financial consultant but will review the numbers in-house.
- David asked about the scope of capital repairs needed. They're currently estimated at approximately \$1.6M, but this estimate is expected to change.
- Mary asked if we have vacancy and arrear stats in the building. We don't at this time. That would be part of the in-depth financial analysis to be done in the coming months.
- Mary noted that the government recently announced funding to help acquisition of land and buildings. Can this be leveraged by CCOC? We hope so, but don't have enough detail on the announcement yet.
- Andrew asked how easy it is to end the contract with Homestart early if need be. We would require 30 days' notice to end the contract.

MOTION: To recommend to the Board of Directors that CCOC proceed with merger and acquisition discussions.

(M/S/C,Court Miller/Michael Holmes)

**Joint Finance and Rental Committee
Minutes
September 22, 2020**

Finance committee: Josh Bueckert (chair), David Boushey, Court Miller, Andrew McNeill, Nicole Rogers, Michael Holmes, Sandy Hung, Rod Manchee, Mary Huang

Guest: Wayne Fan

Regrets: Vladimir Gorodkov, Alannah Bird

Rental committee: Kerry Beckett (chair), Chris Yordy, Dahlya Smolash, Teresa Schoembs, David Brooks, Cynara Desbarats

Guest: Alisher Perez

Staff: Maryse Martin (Finance), Arianne Charlebois (Finance), Fran Childs (Rentals), Linda Camilleri (Rentals)

Motions for Board Approval

MOTION: To approve a rent freeze for current tenants at all CCOC units from January to December 2021.

(M/S/C, Chris Yordy/Kerry Beckett)

MOTION: To accept the turnover rents as presented, and to accept the currently planned rent increases for the remainder of 2020. The discretion to alter turnover rents if postings are unsuccessful will rest with the rental department.

(M/S/C, Chris Yordy/Kerry Beckett)

MOTION: To provide rent collection officers with the discretion to determine whether tenants are cooperating and acting in good faith, and with the discretion to continue providing leeway on N4 notices. The committees define good faith as tenants working with CCOC to pay down their rent. This motion will be subject to review from the Rental and Finance committees.

(M/S/C,Court Miller/Kerry Beckett)

1. **Call to Order: Joint Committee 8:15 p.m.**
2. **Introductions**

- Despite some technical battles, everyone introduced themselves virtually.

3. Anti-Oppression Statement acknowledged

4. Adoption of the Agenda

(M/S/C, David Boushey/Kerry Beckett)

5. Declaration of Conflict of Interest: None

6. Turnover Rent and Rent Increase or Freeze

- A residential rent freeze bill has been proposed for 2021. This legislation would forbid rent increases from January-December 2021. This is expected to pass soon.
- Most CCOC properties would be captured in that freeze, with the exception of 240 Presland.
- Some tenants who have received their November and December renewals have already contacted CCOC asking why their rent is increasing.
- We have a legal constraint to give 90 days' notice of rent increases. For January leases, notices would need to be sent by the end of September.
- Maryse presented a chart on what a rent freeze vs. the previously expected 1.5% rent increase would entail.
 - With a rent freeze, the operating subsidy at Provincial portfolio properties will be slightly increased, but not enough to offset the increase in rent supplement. We forecast a net loss of -\$95k revenue.
 - Lost revenue would not be recouped in the future. The 2020 rents would become the baseline for the next rent increase.
 - With a 1.5% rent increase, we still lose a significant amount of the Provincial operating subsidy. With higher rents, the new increase in rental income is forecast at +\$66K.
- Nicole asked whether the freeze would also apply to parking. Maryse said that the current plan is to go ahead with the 2021 parking increase that was approved in July. This parking increase was already planned and is not intended to offset the effects of the rent freeze.
- Mary asked if there's any wiggle room on a full rent freeze. Could CCOC impose a 1.5% rent increase but also 1.5% rent credit? This would allow us to use a higher baseline to raise rents in future years. Maryse said it doesn't look like there's any wiggle room in 2021, although it does seem that we can go ahead with the planned rent increases for the rest of 2020.
- Court noted that it doesn't seem worthwhile to increase rents at 240 Presland even if we can, since it's a small portion of our overall revenue. CCOC may want to be consistent between all of our properties and with other landlords.
- Chris commented that the committees may want to delay a decision until we know that the legislation is certain. If we move on a 0% increase and there is no rent freeze, we would be causing problems for ourselves. Fran explained that we do need to make a decision this month to send out lease renewals for January. This bill is also expected to pass. David noted that we could send our January renewals with a 1.5% increase which would then become null if the rent freeze is imposed. But in this case CCOC needs to consider the optics of sending out a rent increase.

- Josh asked if we could send the January renewals with a 0% rent increase, and impose a 1.5% increase as of February if the legislation doesn't pass. Mary asked whether we could impose a 1.5% rent increase effective February 1st to January renewals in this case. Fran is concerned about divorcing rent increases from lease renewal dates. This legislation is also very likely to pass quickly, since it's unlikely that other parties will oppose it.
- Fran raised the fact that the final approval for rents comes from the Board of Directors. So if the legislation failed between now and the Board meeting on September 30th, the Board could vote down the rent freeze.
- CCOC does still have the ability to raise rents on turnover. Fran presented to proposed turnover rents. We're aiming for 90% or more of average zone market rent at most properties.
- Mary asked if CMHC average market rents had ever previously decreased, and if so did CCOC lower their rents. Fran isn't aware of this happening in CCOC's history. Maryse expects that the impact of CCOC would be minimal since CCOC rents are already below average. This would just help us close the gap with average market rents more quickly.
- Dahlya commented that turnover rents seemed to be increasing quite a bit in some cases. She asked if there's concern about making market rent units less affordable. This would affect people who earn a lower income, but not low enough to qualify for subsidized housing. Tereas also commented that the increases seem high in these times of financial hardship for many people. Fran responded that with lower market rents, we are effectively subsidizing all tenants, including ones who can afford the average market rent. CCOC has to consider the trade-offs with other things we want to do, such as capital repairs, new developments, and internally funded subsidies. It's a tough balance to strike.
- Sandy asked if CCOC would consider offering short-term rentals at a higher rent. This could open us up to a wider market without sacrificing affordability. This is an interesting idea that we haven't explored before. Fran mentioned that CCOC leases don't hold tenants to a one-year term; they can give their two-month notice immediately. Although we don't hide this fact, we also don't advertise it, so most people who aren't tenants wouldn't know about this possibility. Chris noted that short-term rentals could increase admin costs.
- Nicole asked how vacancies are being advertised. Fran answered that there was a period early in the pandemic where CCOC wasn't posting vacancies while figuring out new processes involving remote work. Vacancies are now being posted online again, but only at certain times of day aligned with times when staff are in the office.
- Chris asked why some rents are above the average market rents. Fran clarified that this is due to the difference between city-wide average rent and zone-specific average rent. Most of our buildings are located in centretown, which has a significantly higher average rent than much of the city.

MOTION: To approve a rent freeze for current tenants at all CCOC units from January to December 2021.

(M/S/C, Chris Yordy/Kerry Beckett)

MOTION: To accept the turnover rents as presented, and to accept the currently planned rent increases for the remainder of 2020. The discretion to alter turnover rents if postings

are unsuccessful will rest with the rental department.

(M/S/C, Chris Yordy/Kerry Beckett)

7. Arrears strategy

- CCOC has adapted its rent collection processes to be more lenient during Covid-19.
- Most tenants with arrears are continuing to make some payments.
- The rental department has updated their 5-days-to-pay letter with softer wording encouraging tenants to communicate with us and set up payment plans. CCOC tries to work with tenants to avoid eviction wherever possible, and the new letters try to make this clear.
- The rent collection officers and the Board are looking for guidelines on how to proceed during the pandemic. The rent collection officers propose to serve an N4 when a tenant owes the equivalent of 2 months' rent or more. This would not apply to tenants who are making payments on the balance.
- Applying for an N4 still leaves a timeline of several months before an eviction would even be possible.
- Maryse commented that it's hard to set thresholds right now given all of the unknowns in the trends and in the budget. For now, she suggested following the proposal of the rent collection officers.
- Josh noted that there's also a large backlog at the LTB after their shut-down. This will exacerbate pre-existing backlogs at the LTB and increase the timeline for evictions.
- The committee members agreed that making an effort to communicate with tenants was important.
- Sandy suggested connecting tenants with educational resources to help them pay their rents, such as budgeting courses. Fran said that RentSmart is a program designed to help with this, but it's optional and tenants may not be interested.
- Mary commented that CCOC may see more arrears at tax season if people receiving CERB haven't been saving the tax portion of the benefit.
- Committee members agreed that CCOC should continue to be lenient on tenants who are cooperating, and tried to define what counted as cooperation.
- Andrew thought that tenants should be offering some sort of payment to count as cooperation. Simply communicating with us isn't enough. Some tenants are communicating with us simply to inform us that they won't be paying their rent. Andrew also pointed out that CCOC can't afford to carry arrears from too many tenants; this will hurt CCOC and our ability to provide housing to our tenants as a whole. Kerry and Court noted their agreement with these points.
- Court suggested that this could be reviewed monthly because the situation is still evolving. For now, the rent collection officers should be given discretion to deal with each individual situation as they see fit, and keep on doing the great work they've been doing.
- Mary asked if we should be keeping closer tabs on turnover and vacancy trends. The rental and finance committees do review the AR stats report, but the rental committee have some more in depth reports that can be shared with the finance committee.

MOTION: To provide rent collection officers with the discretion to determine whether tenants are cooperating and acting in good faith, and with the discretion to continue providing leeway on N4

notices. The committees define good faith as tenants working with CCOC to pay down their rent. This motion will be subject to review from the Rental and Finance committees.

(M/S/C,Court Miller/Kerry Beckett)

8. **Motion to Adjourn**The meeting ended at 9:55 p.m.

(M/C, Kerry Beckett)

CCOC Statement of Operations

	2019 Actual	2020 Budget	Savings/ Incr. cost	2020 Forecast	Ref	2019 YTDJul Actual	2020 YTDJul Actual	2020 YTD as % Budget	YTD variance	%
Revenue										
Market rent	19,114,678	19,756,104		19,756,104		11,051,314	11,502,714	58%	451,400	4%
Subsidies to tenants	-6,761,956	-6,955,116		-6,955,116		-3,922,548	-4,111,988	59%	-189,440	5%
Rent before vacancy cost	12,352,722	12,800,988	0	12,800,988		7,128,766	7,390,726	58%	261,960	4%
Vacancy cost	-237,971	-306,756		-306,756		-144,098	-106,215	35%	37,883	-26%
Rent received from tenants	12,114,751	12,494,232	0	12,494,232		6,984,668	7,284,511	58%	299,843	4%
Interest rate reduction subsidy	19,300	19,260		19,260		11,259	11,258	58%	0	0%
RGI supplement	2,069,783	2,103,564		2,103,564		1,199,597	1,261,374	60%	61,777	5%
Provincial Rent subsidy	3,196,912	3,276,324		3,276,324		1,940,380	1,911,189	58%	-29,191	-2%
Provincial Operating subsidy	1,615,574	1,682,688		1,682,688		971,139	981,566	58%	10,427	1%
Provincial affordability payment	667,743	667,728		667,728		389,517	389,517	58%	0	0%
Alternative HP subsidy	76,617	78,432		78,432		44,410	45,753	58%	1,343	3%
Geothermal fees	218,029	216,444		216,444		126,395	127,786	59%	1,391	1%
Electricity fees	78,923	65,352	20,000	85,352	(a)	41,138	52,571	80%	11,433	28%
Commercial rent	204,319	234,192	-10,610	223,582	(b)	117,251	124,768	53%	7,517	6%
Amortization of deferred contribution	815,672	815,676		815,676		475,809	475,809	58%	0	0%
Parking	528,945	611,940		611,940		307,060	332,896	54%	25,836	8%
Laundry	298,665	296,040		296,040		148,017	167,964	57%	19,947	13%
Interest income	83,958	94,428	-27,000	67,428	(c)	52,458	37,576	40%	-14,882	-28%
Lawsuit settlement	0	0		0		0	0	0%	0	0%
Sundry	69,075	67,380		67,380		37,968	40,659	60%	2,691	7%
	22,058,267	22,723,680	-17,610	22,706,070		12,847,065	13,245,196	58%	398,131	3%
Expenses										
Administration										
Salaries	1,346,935	1,234,620		1,234,620		795,747	806,322	65%	10,575	1%
Employee benefits	331,903	323,532		323,532		193,102	176,086	54%	-17,016	-9%
Advertising and rent-up	8,157	12,504		12,504		0	0	0%	0	0%
Office occupancy	200,839	179,820	20,000	199,820	(d)	111,197	119,055	66%	7,858	7%
Staff conferences, training and travel	41,708	50,448	-15,000	35,448	(e)	19,837	6,808	13%	-13,029	-66%
Audit	26,496	27,996	5,000	32,996	(f)	15,456	15,456	55%	0	0%
Legal and professional	7,363	24,996	30,000	54,996	(g)	2,191	8,093	32%	5,902	269%
Office administration	214,462	221,472	-5,000	216,472	(h)	128,493	117,095	53%	-11,399	-9%
Bank charges	38,533	39,000	3,000	42,000	(i)	24,028	18,863	48%	-5,166	-21%
Corporate	69,101	55,860		55,860		51,086	35,594	64%	-15,492	-30%
Tenant and Community engagement	33,650	44,175	-13,905	30,270	(j)	17,274	4,722	11%	-12,551	-73%
Amortization of capital assets	161,546	160,944	61,333	222,277	(k)	49,911	127,507	79%	77,596	155%
Cost recovery	-137,757	-20,004	-166,500	-186,504	(l)	-38,121	-144,273	721%	-106,153	278%
	2,342,936	2,355,363	-81,072	2,274,291		1,370,201	1,291,326	56%	-78,875	-6%
Alternative HP subsidy distributed	91,617	93,432		93,432		58,202	52,276	55%	-5,926	-10%
Property taxes	3,123,340	3,514,836	-26,617	3,488,219	(m)	1,844,651	2,021,494	58%	176,842	10%
Mortgage										
Amortization of rental property	4,942,025	5,109,264		5,109,264		2,888,388	3,006,737	59%	118,349	4%
Mortgage Interest	2,529,805	2,538,492		2,538,492		1,455,310	1,462,699	58%	7,389	1%
Internally financed										
Amortization of rental property	95,152	97,356		97,356		55,242	61,871	64%	6,629	12%
Interest	87,342	87,288		87,288		52,458	37,576	43%	-14,882	-28%
Bad Debts	23,605	57,288	43,644	100,932	(n)	11,985	27,391	48%	15,406	129%
Geoexchange fees	251,625	256,656		256,656		146,781	149,717	58%	2,936	2%
Heat	393,553	518,220	-115,000	403,220	(o)	176,874	234,317	45%	57,443	32%
Hydro	695,078	670,228		670,228		409,424	398,203	59%	-11,221	-3%
Water	643,771	675,996		675,996		381,359	394,622	58%	13,263	3%
Insurance	309,090	317,772	32,000	349,772		173,658	203,676	64%	30,017	17%
Land rent	25,357	33,756	-5,000	28,756		0	14,792	44%	14,792	0%
Maintenance and repairs	4,368,840	4,314,386	160,979	4,475,365	(p)	2,471,475	2,683,372	62%	211,897	9%
Provision for capital replacements	1,869,211	1,909,330		1,909,330		692,401	704,143	37%	11,742	2%
Miscellaneous	75,580	37,163		37,163		28,793	22,380	60%	-6,413	-22%
Sales taxes	70,160	83,196		83,196		91,619	86,261	104%	-5,358	-6%
	21,938,088	22,670,022	8,934	22,678,956		12,308,824	12,852,853	57%	544,029	4%
Operations income (loss)	120,179	53,658	-26,544	27,114		538,241	392,344	731%	-145,898	-27%
Other revenue (expenses)										
Development cost	-120,973	0	-58,058	-58,058	(q)	-13,600	-40,206	0%	-26,606	196%
Maintenance contracts										
Revenue	451,323	401,580		401,580		251,298	284,093	71%	32,795	13%
Expenses	-354,745	-362,223		-362,223		-198,346	-238,231	66%	-39,885	20%
	-24,396	39,357	-58,058	-18,701		39,352	5,656	14%	-33,696	-86%
Other					(r)					
	-24,396	39,357	-58,058	-18,701		-9,239	-11,207	-28%	-1,968	21%
Net Income	95,784	93,015	-84,602	8,413		529,003	381,137	410%	-147,866	-28%

Forecasts Notes

- (a) **Electricity fees:** Assumed \$20K increase. Forecast is in line with average of the past 3 years.
- (b) **Commercial rents:** rent forgiveness as per CECRA program ie 25% of rent from Mar to Sep.
- (c) **Interest income:** Assumed 20% decline compared to PY due to current low interest rates
- (d) **Office occupancy:** Assumed same level of cost as in prior year. Potential savings previously anticipated offset by costs re. COVID-19 compliance.
- (e) **Staff conferences, training and travel:** Assumed \$15K savings
- (f) **Audit:** Additional accrual to account for additional support from auditors due to staff turnover
- (g) **Legal and professional:** Assumed \$10K increase re COVID-19 and \$20K re AROC consultancy fees
- (f) **Office admin:** remote work costs (cell phone allowance, GoToMeeting license, etc) offset by savings in office supplies & misc.
- (i) **Bank charges:** including one-time cost to implement online solution for vendor payments
- (j) **TCE savings:** \$14k due to cancelled activities (plant days, property tour, movie nights, etc.)
- (k) **Leasehold improvements** amortized over 15 years instead of 25 years in initial budget
- (l) **Admin cost recovery:** TCE grants \$52K and management fees charged to CCHC/Condo \$54K, Cahdco rent \$16K and other cost recoveries \$40K
- (m) **Property taxes:** tax credit offset by supplemental tax on Arlington
- (n) **Bad debt:** Assumed 50% increase in budgeted expense + \$15K allowance for doubtful accounts re. rent arrears from active tenants
- (o) **Heat charge** consistently over budgeted. Forecast changed to a level comparable to prior years
- (p) **Maintenance & repairs:** Salary savings - 3 month vacancy for few positions (Project Manager, TSRS, Cleaners and Painter) in Mar-May, offset by the new Pest coordinator position;
And \$25K write off District AR re. garage repair work at 415 Gilmour, \$10K one-time pandemic pay for field staff, \$15K hand sanitizers and \$150K for fire safety and unexpected repairs
- (q) **Development:** CAHDCCO consulting fees re redevelopment
- (r) Other: YTD balance is due to timing difference in billing out the City for garage services. Nil impact at year-end.

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	0	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	0	8	3	0	\$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	0	0	12	1	0	\$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	0	0	9	0	0	0	\$0.00	\$1,800.00	\$1,061,354.00	\$14,213.00	0.85%	0.89%
May-20	\$73,133.01	\$12,666.36	\$85,799.37	0	0	0	3	0	\$6,254.70	\$99.55	\$6,354.25	\$540.00	\$1,060,194.00	\$15,075.00	0.90%	0.89%
Jun-20	\$79,444.32	\$5,326.23	\$84,770.55	0	0	0	3	4	\$1,659.83	\$36.83	\$1,696.66	\$1,031.32	\$1,051,353.00	\$19,589.00	1.17%	0.94%
Jul-20	\$80,477.94	\$1,435.08	\$81,913.02	0	0	0	4	0	\$2,391.00	0	\$2,391.00	\$2,361.87	\$1,054,193.00	\$20,908.00	1.24%	0.98%
Aug-20	\$72,397.57	\$1,572.54	\$73,970.11	2	0	0	8	0	\$85.00	0	\$85.00	\$860.00	\$1,060,279.00	\$29,823.00	1.77%	1.08%
Sep-20			\$0.00								\$0.00					
Oct-20			\$0.00								\$0.00					
Nov-20			\$0.00								\$0.00					
Dec-20			\$0.00								\$0.00					
				65	3	0	57	10	\$10,895.53	\$24,716.11	\$35,611.64	\$9,652.94	\$8,468,940.00	\$144,464.79	1.08%	1.08%

Rent arrears % of rents payable	6.98%	Annual bad debt budget	\$57,807.00	<-based on August 2020 <-based on August 2020
YTD rental bad debt % of rents payable	0.13%	Bad debt % of budget	44.91%	

9/18/2020

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

Report Period: July 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	244,515	179,649	(64,866)	227,970	1,592,347	1,310,085	(282,262)	1,390,812
Insuite R&M	78,554	57,391	(21,163)	64,298	366,122	401,737	35,615	416,951
Turnover R&M	33,749	42,739	8,990	27,096	215,519	299,173	83,654	270,907
Redecorating	-	7,461	7,461	-	975	52,227	51,252	-
Other	(1,022)	971	1,993	(2,970)	(20,854)	6,797	27,651	(8,587)
Total Maintenance Expenses	355,796	288,211	(67,585)	316,394	2,154,109	2,070,019	(84,090)	2,070,083

-4.06%

Comments:

Monthly Variances can be explained by:

Common Area:

Unfavourable exterior repair due to repairs needed to the brick pillars at the entrance of 145 Clarence, and fence repair at Percy
 Building cleaning is high due to flushing drains and catch basins, as well as regular contract cleaning at various properties
 High fire safety expense due to Secure fire monthly inspection , generator inspections
 Heat pumps repairs at BB

Insuite Repairs:

High because of the issues with the new A/C units at Arlington and the heat pumps at BB
 Unfavourable door repairs due to suppling and installing automatic door openers at handicap units

Turnover Repairs:

Favourable because there were fewer turnovers in July, and some only required minimal work

TURNOVER RENTS:

Turnover rents are not impacted by a rent freeze. Turnover rents are the new rents set for new tenants if someone moves out.

You'll see in the rents document that we are aiming for above 90% of the zone rent as the turnover rents, except where there is some reason not to do so. Rental Officers, who know the buildings and units best have given input on these rents.

Are there questions or comments regarding the proposed turnover rents?

2020 CCOC INSITU & TURNOVER MARKET RENTS BY BEDROOM SIZE

Rent Review Guideline for 2021 1.50%

ROOMS:

	#	Other Info	Lowest Market Rent	Highest Market Rent	Avg rents as of Mar 2020	%	Avg rents with 2021 increase applied	Utilities	TO Rents
25 369 Stewart	9		n/a	n/a	\$ 570	1.50%	\$ 579	H/H/H	\$ 583
28 515 MacLaren	20		n/a	n/a	\$ 570	1.50%	\$ 579	H/H/H	\$ 583
52 163 James	7		\$ 530	\$ 545	\$ 539	1.50%	\$ 547	H/H/H	\$ 560
Totals:	36	avg			\$ 560		\$ 568		

BACHELORS:

Bachelor Legend:		Note: H/H/H = heat, hot water and hydro included in rent; H/HW = heat and hot water included; H = heat included; Blank space = tenant pays all utilities *Updated August 6, 2020: CMHC data is from January 2020 Rental Market Survey. Where there is ** the data is suppressed because it is poor data.
\$ 825	small, basement, quirky, provincial subsidy	
\$ 875	desirable, few or no utils included	
\$ 900	desirable or heat + hot water included	

	#	Other Info	Lowest Market Rent	Highest Market Rent	Avg rents as of Mar 2020	%	Avg rents with 2021 increase applied	Utilities	TO Rents	CMHC CMA AMR	% (City-wide)	CMHC Zone	CMHC* Zone Avg	% of Zone AMR
11 258 Lisgar	20		\$ 733	\$ 838	\$ 775	1.50%	\$ 787	H/HW	\$ 900	933	96%	1	932	97%
12 388 1/2 Kent	1	sm	\$ 624	\$ 624	\$ 624	1.50%	\$ 634	H	\$ 825	933	88%	1	932	89%
16 33 Rochester	4		\$ 726	\$ 800	\$ 750	1.50%	\$ 761	H	\$ 875	933	94%	6	979	89%
21 345 Waverley	13		\$ 729	\$ 777	\$ 752	1.50%	\$ 763	H/HW	\$ 900	933	96%	1	932	97%
24 171 Armstrong	6	rgi	\$ 739	\$ 777	\$ 752	1.50%	\$ 763		\$ 825	933	88%	6	979	84%
24 277 Carruthers	6	rgi	\$ 779	\$ 801	\$ 791	1.50%	\$ 803	H/H/H	\$ 825	933	88%	6	979	84%
28 341 Lyon N.	20	rgi	\$ 742	\$ 772	\$ 756	1.50%	\$ 768		\$ 825	933	88%	1	932	89%
31 3-287 Loretta	1	basemt	\$ 760	\$ 760	\$ 760	1.50%	\$ 771	HW	\$ 825	933	88%	6	979	84%
37 145 Clarence	8		\$ 732	\$ 800	\$ 758	1.50%	\$ 769		\$ 875	933	94%	2	947	92%
40 151 Parkdale	1		\$ 789	\$ 789	\$ 789	1.50%	\$ 801	H/HW	\$ 900	933	96%	6	979	92%
60 140 Bronson	9		\$ 736	\$ 790	\$ 755	1.50%	\$ 766	H	\$ 825	933	88%	6	979	84%
61 123 Stirling	7		\$ 756	\$ 777	\$ 762	1.50%	\$ 773	H/HW	\$ 900	933	96%	6	979	92%
64 54 Primrose	29		\$ 651	\$ 790	\$ 754	1.50%	\$ 765		\$ 825	933	88%	6	979	84%
65 464 Metcalfe	36		\$ 804	\$ 875	\$ 831	1.50%	\$ 843		\$ 900	933	96%	1	932	97%
66 160 Argyle	24		\$ 814	\$ 844	\$ 830	1.50%	\$ 842		\$ 900	933	96%	1	932	97%
67 111 Catherine	25		\$ 811	\$ 875	\$ 830	1.50%	\$ 842		\$ 900	933	96%	1	932	97%
Totals:	210					avg	\$ 778							
		avg in situ rent bachelor			\$ 767	avg turnover rent bach			\$ 864	90%				

1 bedroom Legend:	
\$ 1,270	all utilities included or very desirable (BB)
\$ 1,225	heat and hot water included
\$ 1,175	few utilities included, less desirable
\$ 1,125	no utilities included, quirky, small, less desirable
\$ 1,050	Richmond - different zone rent
\$ 975	Stevens - different zone rent
\$ 950	Presland - different zone + less desirable

*Updated August 6, 2020: CMHC data is from January 2020 Rental Market Survey. Where there is ** this means the data is suppressed because it is poor data.

ONE BEDROOM:

	#	Other Info	Lowest Market Rent	Highest Market Rent	Avg rents as of Mar 2020		Avg rents with 2021 increase		Utilities	TO Rents	CMHC CMA AMR	% AMR	CMHC Zone	CMHC* Zone Avg	% of Zone Avg
					\$	\$	\$	%							
1 542-544 McLeod	2		\$ 1,053	\$ 1,055	\$ 1,054	1.50%	\$ 1,070	H/H/H	\$ 1,270	1178	108%	1	1289	99%	
5 3-202 Flora	1		\$ 1,003	\$ 1,003	\$ 1,003	1.50%	\$ 1,018	H/H/H	\$ 1,270	1178	108%	1	1289	99%	
7 2-41 Florence	1	sm	\$ 1,060	\$ 1,060	\$ 1,060	1.50%	\$ 1,076	H/H/H	\$ 1,125	1178	96%	1	1289	87%	
8 2-100/102 Flora	2	basemt	\$ 932	\$ 942	\$ 937	1.50%	\$ 951	H/H/H	\$ 1,270	1178	108%	1	1289	99%	
10 1-50 Waverley	1	basemt	\$ 981	\$ 981	\$ 981	1.50%	\$ 996	H/H/H	\$ 1,270	1178	108%	1	1289	99%	
24 7-277 Carruthers	1	RGI	\$ 970	\$ 970	\$ 970	1.50%	\$ 985	H/H/H	\$ 1,175	1178	100%	6	1273	92%	
52 8-163 James	1	rooming	\$ 950	\$ 950	\$ 950	1.50%	\$ 964	H/H/H	\$ 1,125	1178	96%	1	1289	87%	
11 258 Lisgar	47		\$ 961	\$ 1,100	\$ 1,002	1.50%	\$ 1,017	H/HW	\$ 1,225	1178	104%	1	1289	95%	
17 170 Booth	35		\$ 947	\$ 996	\$ 965	1.50%	\$ 979	H/HW	\$ 1,225	1178	104%	6	1273	96%	
21 345 Waverley	28		\$ 968	\$ 1,022	\$ 983	1.50%	\$ 998	H/HW	\$ 1,225	1178	104%	1	1289	95%	
36 258 Argyle	20		\$ 960	\$ 992	\$ 975	1.50%	\$ 990	H/HW	\$ 1,225	1178	104%	1	1289	95%	
38 511 Bronson	17		\$ 949	\$ 1,060	\$ 963	1.50%	\$ 977	H/HW	\$ 1,225	1178	104%	1	1289	95%	
39 415 Gilmour	40		\$ 955	\$ 1,100	\$ 995	1.50%	\$ 1,010	H/HW	\$ 1,225	1178	104%	1	1289	95%	
40 151 Parkdale	41		\$ 954	\$ 1,022	\$ 977	1.50%	\$ 992	H/HW	\$ 1,225	1178	104%	6	1273	96%	
41 455 Lisgar	31		\$ 971	\$ 1,020	\$ 985	1.50%	\$ 1,000	H/HW	\$ 1,225	1178	104%	1	1289	95%	
60 140 Bronson	3		\$ 791	\$ 848	\$ 816	1.50%	\$ 828	H/HW	\$ 1,175	1178	100%	6	1273	92%	
61 123 Stirling	1		\$ 1,100	\$ 1,100	\$ 1,100	1.50%	\$ 1,117	H/HW	\$ 1,225	1178	104%	6	1273	96%	
12 1-472 Gilmour	1	small	\$ 894	\$ 894	\$ 894	1.50%	\$ 907	H	\$ 1,125	1178	96%	1	1289	87%	
18 3-90 James	1		\$ 995	\$ 995	\$ 995	1.50%	\$ 1,010	H	\$ 1,175	1178	100%	1	1289	91%	
20 298 Arlington	2	basem	\$ 875	\$ 880	\$ 878	1.50%	\$ 891		\$ 1,175	1178	100%	1	1289	91%	
31 4-287 Loretta	1	basem	\$ 866	\$ 866	\$ 866	1.50%	\$ 879	HW	\$ 1,125	1178	96%	6	1273	88%	
9 50 James	12		\$ 902	\$ 1,100	\$ 939	1.50%	\$ 953		\$ 1,175	1178	100%	1	1289	91%	
19 220-222 Booth	2		\$ 905	\$ 912	\$ 909	1.50%	\$ 923		\$ 1,175	1178	100%	6	1273	92%	
22 210 Gloucester	52		\$ 874	\$ 1,080	\$ 918	1.50%	\$ 932		\$ 1,175	1178	100%	1	1289	91%	
23 20 Robinson	13		\$ 859	\$ 900	\$ 876	1.50%	\$ 889		\$ 1,175	1178	100%	2	1220	96%	
26 110 Nelson	36		\$ 881	\$ 1,080	\$ 916	1.50%	\$ 930		\$ 1,175	1178	100%	2	1220	96%	
27 520 Bronson	49		\$ 860	\$ 920	\$ 887	1.50%	\$ 900		\$ 1,175	1178	100%	6	1273	92%	
34 264 Lisgar	32		\$ 897	\$ 1,080	\$ 930	1.50%	\$ 944		\$ 1,175	1178	100%	1	1289	91%	
35 10 Stevens	14		\$ 828	\$ 858	\$ 835	1.50%	\$ 848		\$ 975	1178	83%	10	999	98%	
37 145 Clarence	52		\$ 897	\$ 1,080	\$ 919	1.50%	\$ 933		\$ 1,175	1178	100%	2	1220	96%	
63 Richmond	2		\$ 900	\$ 918	\$ 909	1.50%	\$ 923		\$ 1,050	1178	89%	5	1072	98%	
65 464 Metcalfe	36		\$ 1,012	\$ 1,120	\$ 1,097	1.50%	\$ 1,113		\$ 1,270	1178	108%	1	1289	99%	
66 160 Argyle	17		\$ 1,083	\$ 1,118	\$ 1,102	1.50%	\$ 1,119		\$ 1,270	1178	108%	1	1289	99%	
67 111 Catherine	31		\$ 1,073	\$ 1,120	\$ 1,099	1.50%	\$ 1,115		\$ 1,270	1178	108%	1	1289	99%	
71 240 Presland	8		\$ 762	\$ 810	\$ 778	1.50%	\$ 790		\$ 950	1178	81%	10	999	95%	
Total:	633						avg	\$ 970							
avg in situ rent for 1 bed					\$ 956	avg turnover rent 1 bed					\$ 1,185			94%	

2 bedroom Legend:		
\$ 1,700	Arlington Market Units or all utilities included	
\$ 1,650	very desirable (BB, penthouse)	
\$ 1,600	heat and hot water included	
\$ 1,550	heat included or desirable	
\$ 1,500	no utilities included	
\$ 1,400	Arlington Units with Subsidy (must be below city wide AMR)	
\$ 1,350	no utilities included + quirky, small, less desirable	
\$ 1,250	Merivale / Richmond - different zone rent	
\$ 1,120	Stevens - different zone rent	
\$ 1,080	Presland - different zone rent + less desirable	

TWO BEDROOM:

	#	Lowest Market Rent	Highest Market Rent	Avg rents as of Mar 2020		Avg rents with 2021 increase applied		Utilities	TO Rents	CMHC CMA AMR	% AMR	CMHC Zone	CMHC* Zone Avg	% of Zone Avg
4 1-500, 1-504 Gilmou	2	\$ 1,200	\$ 1,210	\$ 1,205	1.50%	\$ 1,223	H/H/H	\$ 1,700	1410	121%	1	1798	95%	
5 1-202 Flora	1	\$ 1,200	\$ 1,200	\$ 1,200	1.50%	\$ 1,218	H/H/H	\$ 1,700	1410	121%	1	1798	95%	
7 1, 3 -41 Florence	2	\$ 1,225	\$ 1,500	\$ 1,363	1.50%	\$ 1,383	H/H/H	\$ 1,700	1410	121%	1	1798	95%	
10 50 Waverley	2	\$ 1,262	\$ 1,329	\$ 1,296	1.50%	\$ 1,315	H/H/H	\$ 1,700	1410	121%	1	1798	95%	
11 258 Lisgar	19	\$ 1,174	\$ 1,450	\$ 1,232	1.50%	\$ 1,250	H/H/W	\$ 1,600	1410	113%	1	1798	89%	
11 258 Lisgar penthous	1 2 full baths	\$ 1,362	\$ 1,362	\$ 1,362	1.50%	\$ 1,382	H/H/W	\$ 1,650	1410	117%	1	1798	92%	
17 170 Booth	18	\$ 1,156	\$ 1,265	\$ 1,193	1.50%	\$ 1,211	H/H/W	\$ 1,600	1410	113%	6	1653	97%	
18 92 James	3	\$ 1,094	\$ 1,175	\$ 1,125	1.50%	\$ 1,142	H/H/W	\$ 1,600	1410	113%	1	1798	89%	
20 298 Arlington	6	\$ 1,175	\$ 1,247	\$ 1,215	1.50%	\$ 1,233	H/H/W	\$ 1,600	1410	113%	1	1798	89%	
36 258 Argyle	17	\$ 1,169	\$ 1,213	\$ 1,190	1.50%	\$ 1,207	H/H/W	\$ 1,600	1410	113%	1	1798	89%	
38 511 Bronson	7	\$ 1,154	\$ 1,450	\$ 1,274	1.50%	\$ 1,293	H/H/W	\$ 1,600	1410	113%	1	1798	89%	
39 415 Gilmour	44	\$ 1,164	\$ 1,450	\$ 1,197	1.50%	\$ 1,215	H/H/W	\$ 1,600	1410	113%	1	1798	89%	
40 151 Parkdale	26	\$ 1,141	\$ 1,412	\$ 1,183	1.50%	\$ 1,201	H/H/W	\$ 1,600	1410	113%	6	1653	97%	
41 455 Lisgar	8	\$ 1,168	\$ 1,226	\$ 1,189	1.50%	\$ 1,207	H/H/W	\$ 1,600	1410	113%	1	1798	89%	
61 123 Stirling	2	\$ 1,170	\$ 1,300	\$ 1,235	1.50%	\$ 1,254	H/H/W	\$ 1,600	1410	113%	6	1653	97%	
2/3-472 Gilmour / 2-														
12 388/390 Kent	4	\$ 1,134	\$ 1,161	\$ 1,143	1.50%	\$ 1,160	H	\$ 1,550	1410	110%	1	1798	86%	
16 33 Rochester	4	\$ 1,181	\$ 1,226	\$ 1,203	1.50%	\$ 1,221	H	\$ 1,550	1410	110%	6	1653	94%	
18 90 James	2	\$ 1,190	\$ 1,239	\$ 1,215	1.50%	\$ 1,233	H	\$ 1,550	1410	110%	1	1798	86%	
32 2-82/84 Putman	2	\$ 1,090	\$ 1,270	\$ 1,180	1.50%	\$ 1,198	H	\$ 1,550	1410	110%	7	1558	99%	
60 140 Bronson	2	\$ 1,066	\$ 1,170	\$ 1,118	1.50%	\$ 1,135	H	\$ 1,550	1410	110%	6	1653	94%	
6 143-153 Arlington	subsidy	\$ 1,300	\$ 1,300	\$ 1,300	1.50%	\$ 1,320		\$ 1,400	1410	99%	1	1798	78%	
6 143-153 Arlington	8 market rent	\$ 1,580	\$ 1,615	\$ 1,590	1.50%	\$ 1,614		\$ 1,700	1410	121%	1	1798	95%	
9 50 James	5	\$ 1,125	\$ 1,400	\$ 1,199	1.50%	\$ 1,217		\$ 1,500	1410	106%	1	1798	83%	
13 Percy	21 ST	\$ 1,156	\$ 1,475	\$ 1,200	1.50%	\$ 1,218		\$ 1,550	1410	110%	1	1798	86%	
14 23, 25, 35-39 Roche	17	\$ 1,144	\$ 1,300	\$ 1,194	1.50%	\$ 1,212		\$ 1,500	1410	106%	6	1653	91%	
16 1, 2-29 Rochester	2	\$ 1,107	\$ 1,169	\$ 1,138	1.50%	\$ 1,155		\$ 1,500	1410	106%	6	1653	91%	
19 129-131, 1-135 Prim	3	\$ 1,052	\$ 1,083	\$ 1,069	1.50%	\$ 1,085		\$ 1,500	1410	106%	6	1653	91%	
22 210 Gloucester	28 electric hea	\$ 1,093	\$ 1,165	\$ 1,141	1.50%	\$ 1,158		\$ 1,500	1410	106%	1	1798	83%	
23 20 Robinson	12 electric hea	\$ 1,062	\$ 1,310	\$ 1,144	1.50%	\$ 1,161		\$ 1,350	1410	96%	2	1635	83%	
26 110 Nelson	33 electric hea	\$ 1,094	\$ 1,310	\$ 1,113	1.50%	\$ 1,130		\$ 1,350	1410	96%	2	1635	83%	
27 520 Bronson	40 electric hea	\$ 1,013	\$ 1,107	\$ 1,077	1.50%	\$ 1,093		\$ 1,500	1410	106%	6	1653	91%	
33 147 Hinchey	7 ST	\$ 1,053	\$ 1,270	\$ 1,095	1.50%	\$ 1,111		\$ 1,500	1410	106%	6	1653	91%	
34 264 Lisgar	23 electric hea	\$ 1,112	\$ 1,209	\$ 1,151	1.50%	\$ 1,168		\$ 1,500	1410	106%	1	1798	83%	
35 10 Stevens	30	\$ 997	\$ 1,063	\$ 1,020	1.50%	\$ 1,035		\$ 1,120	1410	79%	10	1135	99%	
37 145 Clarence	17 ST	\$ 1,117	\$ 1,226	\$ 1,141	1.50%	\$ 1,158		\$ 1,500	1410	106%	2	1635	92%	
62 Mayview/Merivale	6 ST	\$ 1,096	\$ 1,120	\$ 1,111	1.50%	\$ 1,128		\$ 1,250	1410	89%	5	1266	99%	
63 Richmond	6	\$ 1,094	\$ 1,124	\$ 1,113	1.50%	\$ 1,130		\$ 1,250	1410	89%	5	1266	99%	
65 464 Metcalfe	22	\$ 1,450	\$ 1,520	\$ 1,478	1.50%	\$ 1,500		\$ 1,650	1410	117%	1	1798	92%	
66 160 Argyle	8	\$ 1,447	\$ 1,520	\$ 1,477	1.50%	\$ 1,499		\$ 1,650	1410	117%	1	1798	92%	
67 111 Catherine	19	\$ 1,442	\$ 1,488	\$ 1,476	1.50%	\$ 1,498		\$ 1,650	1410	117%	1	1798	92%	
68 100-200 VGardens	10	\$ 1,472	\$ 1,499	\$ 1,483	1.50%	\$ 1,505		\$ 1,650	1410	117%	1	1798	92%	
71 240 Presland	24	\$ 895	\$ 930	\$ 911	1.50%	\$ 925		\$ 1,080	1410	77%	10	1135	95%	
Total:	513					avg \$	1,213		avg \$	1,532				91%

3 bedroom Legend:	
\$ 1,800	Arlington Market Units
\$ 1,665	all utilities included or very desirable (BB)
\$ 1,640	heat and hot water included or desirable
\$ 1,620	heat included or less desirable
\$ 1,600	no utilities included
\$ 1,800	Arlington Units with Subsidy (below city wide AMR)
\$ 1,550	Merivale / Richmond -different zone rent
\$ 1,450	Stevens - different zone rent

THREE BEDROOM:

	#	Lowest Market Rent	Highest Market Rent	Avg rents as of Mar 2020	%	Avg rents with 2021 increase applied	Utilities	TO Rents	CMHC CMA AMR	% AMR	CMHC Zone	CMHC* Zone Avg	% of Zone Avg
1 530-540 McLeod	6 T	\$ 1,404	\$ 1,450	\$ 1,426	1.50%	\$ 1,447	H/H/H	\$ 1,665	1819	92%	1	1668	100%
2 706-712 Gilmour	4 T	\$ 1,390	\$ 1,570	\$ 1,440	1.50%	\$ 1,462	H/H/H	\$ 1,665	1819	92%	1	1668	100%
3 539, 539A McLeod	2	\$ 1,323	\$ 1,498	\$ 1,411	1.50%	\$ 1,432	H/H/H	\$ 1,665	1819	92%	1	1668	100%
4 2-500/504 Gilmour	2	\$ 1,406	\$ 1,409	\$ 1,408	1.50%	\$ 1,429	H/H/H	\$ 1,665	1819	92%	1	1668	100%
5 2-202 Flora	1 sm	\$ 1,384	\$ 1,384	\$ 1,384	1.50%	\$ 1,405	H/H/H	\$ 1,665	1819	92%	1	1668	100%
36 258 Argyle	7	\$ 1,325	\$ 1,530	\$ 1,380	1.50%	\$ 1,401	H/HW	\$ 1,640	1819	90%	1	1668	98%
38 511 Bronson	2	\$ 1,320	\$ 1,324	\$ 1,322	1.50%	\$ 1,342	H/HW	\$ 1,640	1819	90%	1	1668	98%
40 151 Parkdale	6	\$ 1,324	\$ 1,500	\$ 1,365	1.50%	\$ 1,385	H/HW	\$ 1,640	1819	90%	6	2082	79%
40 151 Parkdale	2 ST	\$ 1,374	\$ 1,378	\$ 1,376	1.50%	\$ 1,397	H/HW	\$ 1,640	1819	90%	6	2082	79%
41 455 Lisgar	2 ST	\$ 1,410	\$ 1,570	\$ 1,490	1.50%	\$ 1,512	H/HW	\$ 1,640	1819	90%	1	1668	98%
474, 476, 478-482 Gilmour, 1-388/390													
12 Kent	7 T	\$ 1,264	\$ 1,406	\$ 1,350	1.50%	\$ 1,370	H	\$ 1,620	1819	89%	1	1668	97%
31 289-291 Loretta	2	\$ 1,251	\$ 1,450	\$ 1,351	1.50%	\$ 1,371	H	\$ 1,620	1819	89%	6	2082	78%
32 1-82 Putman	1	\$ 1,408	\$ 1,408	\$ 1,408	1.50%	\$ 1,429	H	\$ 1,600	1819	88%	7	data	n/a
6 143-153 Arlington	subsidy	\$ 1,585	\$ 1,620	\$ 1,592	1.50%	\$ 1,616		\$ 1,800	1819	99%	1	1668	108%
6 143-153 Arlington	8 market	\$ 1,695	\$ 1,695	\$ 1,695	1.50%	\$ 1,720		\$ 1,800	1819	99%	1	1668	108%
9 50 James	5	\$ 1,280	\$ 1,550	\$ 1,395	1.50%	\$ 1,416		\$ 1,600	1819	88%	1	1668	96%
13 Percy (1050 sq ft)	8 ST	\$ 1,223	\$ 1,329	\$ 1,273	1.50%	\$ 1,292		\$ 1,600	1819	88%	1	1668	96%
13 Percy (1345 sq ft)	13 ST	\$ 1,262	\$ 1,380	\$ 1,302	1.50%	\$ 1,322		\$ 1,640	1819	90%	1	1668	98%
25 Rochester (odd),													
14 746-760 Albert	12 T	\$ 1,230	\$ 1,298	\$ 1,268	1.50%	\$ 1,287		\$ 1,600	1819	88%	6	2082	77%
15 594, 596-604 Gladst	6 T	\$ 1,207	\$ 1,350	\$ 1,276	1.50%	\$ 1,295		\$ 1,600	1819	88%	1	1668	96%
19 2-135 Primrose	1	\$ 1,171	\$ 1,171	\$ 1,171	1.50%	\$ 1,189		\$ 1,600	1819	88%	6	2082	77%
23 20 Robinson	5	\$ 1,154	\$ 1,450	\$ 1,198	1.50%	\$ 1,216		\$ 1,600	1819	88%	2	2524	63%
30 212-216 Carruthers	3	\$ 1,257	\$ 1,290	\$ 1,268	1.50%	\$ 1,287		\$ 1,600	1819	88%	6	2082	77%
31 1/2-287 Loretta	2	\$ 1,185	\$ 1,214	\$ 1,200	1.50%	\$ 1,217		\$ 1,600	1819	88%	6	2082	77%
33 147 Hinchey	8 ST	\$ 1,204	\$ 1,236	\$ 1,211	1.50%	\$ 1,229		\$ 1,640	1819	90%	6	2082	79%
34 264 Lisgar	9	\$ 1,257	\$ 1,318	\$ 1,286	1.50%	\$ 1,305		\$ 1,600	1819	88%	1	1668	96%
35 10 Stevens	9	\$ 1,117	\$ 1,171	\$ 1,144	1.50%	\$ 1,161		\$ 1,450	1819	80%	10	data	n/a
37 145 Clarence	5 T	\$ 1,347	\$ 1,454	\$ 1,379	1.50%	\$ 1,399		\$ 1,640	1819	90%	2	2524	65%
62 Mayview/Merivale	4 ST	\$ 1,291	\$ 1,314	\$ 1,304	1.50%	\$ 1,324		\$ 1,550	1819	85%	5	1561	99%
63 Richmond	9 ST	\$ 1,320	\$ 1,400	\$ 1,349	1.50%	\$ 1,369		\$ 1,550	1819	85%	5	1561	99%
65 464 Metcalfe	13	\$ 1,615	\$ 1,660	\$ 1,633	1.50%	\$ 1,657		\$ 1,665	1819	92%	1	1668	100%
66 160 Argyle	4	\$ 1,617	\$ 1,660	\$ 1,639	1.50%	\$ 1,664		\$ 1,665	1819	92%	1	1668	100%
67 111 Catherine	1	\$ 1,680	\$ 1,680	\$ 1,680	1.50%	\$ 1,705		\$ 1,665	1819	92%	1	1668	100%
68 100-200 Vgardens	8 ST	\$ 1,633	\$ 1,717	\$ 1,682	1.50%	\$ 1,707		\$ 1,665	1819	92%	1	1668	100%
Total:	177		avg	\$ 1,384	avg	\$ 1,405	avg	\$ 1,632					

4 bedroom Legend:
 \$ 2,000 single detached / desirable
 \$ 1,700 Merivale/ Richmond - different zone
 \$ 1,650 Putman - basement, small

FOUR BEDROOM:		Lowest Market Rent	Highest Market Rent	Avg rents as of Mar 2020	%	Avg rents with 2021 increase applied	Utilities	TO Rents	CMHC CMA AMR	% AMR	CMHC Zone	CMHC* Zone Avg	% of Zone Avg
19	133 Primrose	1262	1262	\$ 1,262	1.50%	\$ 1,281		\$ 2,000	N/A		6		
29	283 Arlington	1900	1900	\$ 1,900	1.50%	\$ 1,929		\$ 2,000	N/A		1		
32	84 Putman	1321	1321	\$ 1,321	1.50%	\$ 1,341	H	\$ 1,650	N/A		7		
37	145 Clarence	1423	1439	\$ 1,431	1.50%	\$ 1,452		\$ 2,000	N/A		2		
62	Mayview	1375	1403	\$ 1,390	1.50%	\$ 1,411		\$ 1,700	N/A		5		
63	Richmond	1373	1403	\$ 1,382	1.50%	\$ 1,402		\$ 1,700	N/A		5		
14			avg	\$ 1,448	avg	\$ 1,469	avg	\$ 1,842					

FIVE BEDROOM:		Lowest Market Rent	Highest Market Rent	Avg rents as of Mar 2020	%	Avg rents with 2021 increase applied	Utilities	TO Rents	CMHC CMA AMR	% AMR	CMHC Zone	CMHC* Zone Avg	% of Zone Avg
8	100-102 Flora	1599	1620	1610	1.50%	1634	H/HW	\$ 2,100	N/A		1		

ST = stacked townhouse T = townhouse

ARREARS STRATEGY:

We sent out our process for following up with tenants who have money owing. It also explains how we have adapted our process due to Covid-19.

Rent Collections Officers recommend:

- Continuing to escalate to seeking permission to serve an N4 when a tenant owes the equivalent of 2 months' rent or more.
- If someone is making payments on the balance, we wouldn't seek permission to serve an N4



Collections Policy and Procedures

Rent Collections Officers are responsible to collect all unpaid amounts on the account. This includes rent as well as maintenance invoices, including turnover costs. They will determine when to send the account to a collection agency and will notify the Social Housing Registry of any amounts owing.

All Current and Past Tenants With Rent Arrears or Outstanding Chargebacks:

Rent Collections Officers will make every reasonable attempt to collect current and past tenant rent arrears and chargebacks, including turnovers costs as outlined in their operational procedures.

a) Current and past tenants with outstanding chargebacks:

Tenants need to make contact or enter into a repayment plan or pay the arrears in full within 60 days of the charge or determination from an appeal process. Failure to do so will result in the Rent Collections Officer forwarding the arrears to a collection agency for recovery as well as to the Social Housing Registry.

Only Chargebacks are appealable; not rent arrears. Once the 30 day appeal period has passed, the Rent Collection Officer will send out a collection warning letter to the tenant, giving them an opportunity to contact CCOC within 10 days to make arrangements to pay. Failure to do so will result in the account being forwarded to a collection agency for recovery and to the Social Housing Registry.

If a tenant enters into a written repayment agreement and then defaults, a collection warning letter is sent, giving the tenant 10 days to pay.

If a second default occurs, the Rent Collections Officer will notify the tenant in writing that the repayment agreement is cancelled, the arrears are due in full and the account will be sent to a collection agency.

CCOC accepts payments from past tenants. The Rent Collections Officer will update the Social Housing Registry immediately that a payment agreement is in place. The collection agency will be notified of the payment agreement should the account continue to be active with the collection agency. Staff will inform the Social Housing Registry and the collection agency once the arrears are paid in full.

b) Current Tenants who have rent arrears:

For those tenants who have not paid their rent by the 10th of each month, they will receive a call, an email or a letter from the Rent Collections Officer requesting payment. Failure to pay rent or make contact will result in a Notice of Termination (N4) being served, under the Residential Tenancies Act. Tenants who owe 2 months' rent, will be served an L1 warning and their name and information be forwarded to CCOC Executive Committee requesting approval to proceed to the Landlord Tenant Board.

c) Tenants who have been evicted or have left without notice:

1. The Rent Collections Officer will immediately forward the tenant's account to the Social Housing Registry and CCOC's collection agency for recovery. This may include "Estimated Turnover Costs" based on the Facilities Management inspection of the unit. CCOC will update both the Registry and collection agency of the "Actual Turnover Costs" when they receive documentation verifying the damage, repair, removal and disposal costs.

N4 Serving Process – Before Covid-19

1. Call, email tenant for outstanding rent payment.
2. If there is no response, or the person misses a promised payment – serve 5 days to pay warning letter and give 7 business days to pay or be served an N4. All future late payments result in N4's being served without further warning. If it has been a long time since someone has received a 5 days to pay letter or since they've had payment issues, then serving a new 5 days to pay warning letter can be done at discretion of the RCO's.
3. If no payment is received after sending a 5 days to pay warning letter, then serve an N4. An N4 is like a legal warning letter. Tenants can still void it by paying their balance or making an agreement to pay.
4. If we may need to proceed on the N4 (actually file for a hearing with the Landlord and Tenant Board (LTB)), then permission is requested at the Board Exec Committee meeting
5. Once approval from Exec Committee is received, we send an L1 warning letter that explains we are going to file with the LTB and gives tenants a minimum of 7 business days to pay or contact us.
6. If no payment is made and no contact has been made, then we apply to the LTB for a hearing due to nonpayment of rent. Tenants can still void the notice by paying or making a payment arrangement.
7. We update the Exec Committee so that they are aware that we have filed with the LTB.
8. At some point, we will receive a hearing date from the LTB. At the hearing, we almost always opt for a mediated agreement rather than an eviction order. The tenant can get legal advice at the LTB as well. The mediated agreement can set conditions such as the tenant having to pay a certain amount towards arrears over and above their normal rent. It can also require that rent is paid on or before the 1st of the month for a certain period of time.
9. If someone defaults on a mediated agreement, we can apply to the LTB for an eviction order. The tenant can still void the proceedings by paying off the balance in full.
10. When we receive an eviction order, it states a certain date by which the tenant needs to move out or pay the balance. The tenant can still void the proceedings by paying off the balance in full.
11. If the tenant doesn't pay and doesn't move out by the date on the order, CCOC applies to the sheriff to have the LTB order enforced. This means someone from the Sheriff's office goes to the apartment to tell the person they must move out and we change the locks. [Where this happens, the person still has a certain amount of time to get their belongings.] Up to the point that the locks are changed, the tenant can still void the whole eviction by paying the balance in full.

We've adjusted the N4 Process due to Covid-19 (No N4's were served between April and July)

1. We still do steps 1 and 2, but we are sending a warning letter that is softer in tone and that lists all details of attempts to contact the tenant. It really encourages tenants to work with us to save their housing. The new warning letter replaces 5 days to pay letter.
2. Prior to serving an N4, we seek approval from Exec Committee. This is earlier in the process than above. Normally we would only seek permission if we thought we might have to file for a hearing with the LTB.
3. Rent Collections Officers are advised of approval or recommendations based on Exec Committee's review.
4. If Exec Committee approves serving an N4, we are also including a cover letter with it. The cover letter is similar in tone to the warning letter and again explains that we want to work with the tenant and just want to speak with them.
5. Steps 6-11 are the same during Covid-19.

Warning Letter Example

Date

tenant

XXXX

XXXX

Dear Resident(s):

Re: Outstanding Rent

As of today's date, you have \$3,076.00 outstanding on your account. This amount represents rent from April 2020-July 2020.

Under CCOC Lease part 2 Conditions section 1 (a) Rent: Your rent is due in full at the CCOC office on or before the first day of every month.

On April 16, 2020, I emailed you to ask about your plans to pay the outstanding rent and provided you with payment options. I asked you to let me know about your plans to pay and you assured me that CCOC would be paid.

On May 13, 2020, I emailed you again as the April and May rents were outstanding and I informed you about how to get financial assistance from the city to pay the rent arrears. You replied to thank and assure me again but did not provide any update on your plans to pay and CCOC has not received any payment from you.

Effective August 1st, 2020, when August rent is charged to your account, you will owe \$3,845.00.

Since I have not been able to get a clear response from you regarding payment, I am trying to reach out by regular mail with this letter to ask that you provide me with details on your plans to pay the accumulating arrears. If you cannot work with me to get the arrears paid, my only option is to submit a request to the Board of Directors for approval to serve you with a Notice under the Residential Tenancies Act of Ontario for Non-Payment of rent.

In order to avoid this action, please contact me to make arrangements for repayment in parts or pay the balance in full. If you are not sure about how to pay rent while the office is closed, please let me know. We have many options for tenants, including making an appointment to come to the office and pay by debit.

We try our best to work with our tenants on rent payment but need to have open lines of communication in order to do that. Please communicate with us.

Sincerely,

N4 Cover Letter Example

Date

tenant

XXXX

XXXX

Dear Resident(s):

Re: Notice of Termination – N4

Unfortunately, despite many attempts to contact you to make arrangements for payment of your rent we have not been able to reach you to discuss payment.

Since we have not heard from you or received payment, our Board of Directors has now approved serving you with a N4. We want to make it clear that serving you the N4 is our last resort and does not mean that we intend to terminate your tenancy. We are seeking payment of the rent arrears and the N4 is the only tool we have left to try, given that we cannot connect with you to make arrangements.

As of today's date, you have \$0.00 outstanding on your account. [explain what is owing if needed]

CCOC would still like to work out a plan for you to pay the outstanding balance. If I don't hear from you by the date on the notice XXXXXXXX, I will have no choice but to file an application with the Landlord and Tenant Board. If that happens, it means an additional \$186 would be charged to you for the application filing fee and a hearing date will be scheduled with the Landlord Tenant Board. This can be avoided by contacting me to come up with a plan.

Please contact me to make arrangements to pay your rent. If you would like to make an appointment to come to the office and meet with me or have a phone conversation, please call 613-234-4065 x

Sincerely,

PROVINCIAL RENT FREEZE:

Background: The Provincial Government has put out a [news release](#) saying that they will introduce legislation to freeze residential rent in 2021. It is not clear whether nonprofit housing corporations like CCOC will be exempt from this legislation because it hasn't been released yet.

Time Constraints: We have a legal requirement to give 90 days' notice of any rent increase. So for tenants whose leases renew January 1, 2021, we need to send those notices by the end of September.

PROVINCIAL RENT FREEZE:

Financial Impacts and Options:

	0% increase	1.5% increase
If CCOC is exempt	If we decide on a 0% increase – the tenants will appreciate the commitment to affordability and it fits our organization’s values.	If we do 1.5% increase, tenants will have many questions because what we are doing won’t fit with what is in the media. Tenants will be disappointed in CCOC. It won’t seem to fit with our values.
If CCOC not exempt	The 0% increase is mandated – no choice.	Not possible.
Impacts	The Prov. Reformed HSA operating subsidy will be increased but not enough to offset the increase in rent supplement: net loss of -\$95K income	At 1.5% rent increase, we still lose a significant chunk of our operating subsidy. The net increase in overall rental income, including subsidies would be +\$66K

Ministry of
Municipal Affairs
and Housing

Assistant Deputy Minister's Office
Housing Division
777 Bay St 14th Flr
Toronto ON M7A 2J3
Telephone: (416) 585-6738
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Ministère des
Affaires municipales
et du Logement

Bureau du sous-ministre adjoint
Division du Logement
777, rue Bay 14^e étage
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Télécopieur: (416) 585-6800



September 21, 2020

MEMORANDUM

FROM: Joshua Paul
Assistant Deputy Minister, Housing Division

SUBJECT: *Helping Tenants and Small Businesses Act, 2020*

As you know, on August 28, 2020, the government announced its intention to stabilize rent by introducing legislation this Fall to ensure that the vast majority of families do not see a rent increase in 2021.

I would like to thank you for participating on such short notice in the engagement session held by our ministry on September 9, 2020 to hear and benefit from your technical and confidential advice on how to deliver on this government commitment.

On September 17, 2020, the government introduced *Bill 204, Helping Tenants and Small Businesses Act, 2020*. Among other things, this bill proposes amendments to the *Residential Tenancies Act, 2006* (RTA) that, if passed, would freeze residential rent increases in 2021 to give Ontario tenants some relief and financial security as we continue to recover from the pandemic.

The proposed amendments would set the 2021 rent increase guideline to zero per cent and prohibit most rent increases between January 1, 2021 and December 31, 2021. The proposed rent freeze would apply to the majority of rental units that are covered by the RTA, including:

- Newly built units occupied for the first time on or after November 15, 2018, which are exempt from the rent increase guideline;
- Purpose-built rental apartments, condos, houses and basement apartments;
- Rented sites in mobile home parks and land lease communities;
- Care homes, including retirement homes;

- Affordable housing units created through various federally and/or provincially funded programs; and
- Households living in community housing that receive rent-geared-to-income (RGI) assistance or pay low end of market rent.

The rent freeze would not apply to non-profit housing co-op members who pay market rates.

The ministry intends to seek approval to make regulatory amendments under the *Housing Services Act, 2011* to prohibit rent increases in 2021 for RGI households living in non-profit housing co-ops, as these units are not subject to most of the RTA.

Service Managers and community housing providers would continue to be required to lower rents where RGI tenants experience reductions in household income.

For more information about the legislative approval process, please visit the Legislative Assembly of Ontario's [website](#), where a copy of the bill will typically be made available within 24 hours of introduction. Here are links to Ontario's [news release](#) and [backgrounder](#) for additional details on the bill.

Again, I would like to thank you for your input. We look forward to continuing to work with our partners in the community housing sector to sustain and grow the community housing system.

Sincerely,

Original signed by

Joshua Paul
Assistant Deputy Minister

Rental Committee Meeting
September 22, 2020

Rental Committee: Kerry Beckett (Chair), David Brooks, Teresa Schoembs, Cynara Desbarats, Dahyla Smolash, Christopher Yordy

Regrets: Vera Theokritoff, Alison Kar, Daniel & Michelle Boyer, Helena Brown, Sulaina Bonabana

Staff: Fran Childs, Linda Camilleri (staff recorder)

Guest: Alisher Perez (1st meeting)

Motions for Board Approval

ITEM 1): The committee recommends adopting the updated project plans as presented, any future changes to be revised in consultation with the Development Department.

m/s/c Yordy/Desbarats/carried

Call to Order: 6:30 p.m.

1. Anti-oppression Statement

2. Acceptance of the Agenda

3. Adoption of the August minutes

m/s/c Yordy/Schoembs

4. Forward Avenue Update: Kiefer shared the updated project plans, unit count is now 49 within a 4 storey building. Members discussed the proposed mix of unit sizes and subsidy allocation.

The committee recommends adopting the updated project plans presented, any future changes to be revised in consultation with the Development department.

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

a) Vacancy & Turnover Reports: Reviewed, given the rising numbers in COVID we are back to waiting until an apartment is empty to show it. The new safety procedures for conducting showings before apartments are vacated are in place, but the numbers mean that we can't use them. There were 18 move outs for August.

b) Legal Tracking Reports: Reviewed. Landlord and Tenant Board has reopened, have not received any hearing updates for things filed before or during their closure.

RENTAL COMMITTEE

September 22, 2020

Accounts Receivable Stats: Reviewed. A question was raised regarding bad debt write off and whether it is only for past tenants. Let the minutes confirm that bad debts are only written off for past tenants after 90 days.

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

7. Any Other Business/Board Focus on Rental Business: Forward Avenue Motion

Adjournment 7.40pm

Joint meeting Rental/Finance Committee

Rental Committee: Kerry Beckett, David Brooks, Teresa Schoembs, Cynara Desbarats, Dahyla Smolash, Christopher Yordy

Staff: Fran Childs, Linda Camilleri (staff recorder)

Guest: Alisher Perez (1st meeting)

Finance Committee: Josh Bueckert (chair), David Boushey, Court Miller, Andrew McNeill, Nicole Rogers, Michael Holmes, Sandy Hung, Rod Manchee, Mary Huang, Wayne Fan

Staff: Maryse Martin, Arianne Charlebois (staff recorder)

Motions for Board Approval

ITEM 1): The committees recommend that the Board approve a rent freeze for current tenants at all CCOC units from January to December 2021. m/s/c /Yordy/Beckett/carried

ITEM 1): The committees recommend that the Board approve to accept the turnover rents as presented, and to accept the currently planned rent increases for the remainder of 2020. The discretion to alter turnover rents if postings are unsuccessful will rest with the rental department. m/s/c /Yordy/Beckett/carried

ITEM 2): The committees recommend that the Board approve to provide Rent Collection Officers with the discretion to determine whether tenants are cooperating and acting in good faith, and with the discretion to continue providing leeway on N4 notices. The committees define good faith as tenants working with CCOC to pay down their rent. This motion will be subject to review from the Rental and Finance committees. m/s/c /Miller/Beckett/carried

Call to Order: 8.15 p.m.

- 1. Rent Increase or Freeze and Turnover Rents:** CCOC normally increases market rents based on the Rent Review Guideline each year. We have a legal requirement to give 90 days' notice of any rent increase so we need to send out notices for tenants whose leases renew January 1, 2021 by the end of September. Due to impacts of COVID, Provincial Government has released a Bill to freeze rents from January 1 to December 31, 2021. If the Bill passes (it is expected to pass) CCOC will be mandated to freeze rents, with the exception of 240 Presland potentially being exempted as a co-op. The impact and resulting loss of revenue will be approximately \$95,000. Members fed into a lively discussion, decided the rent freeze should be applied to all CCOC properties.

The committees recommend the Board approve a rent freeze for current tenants at all CCOC units from January to December 2021. m/s/c/ Yordy/Beckett/carried

Members reviewed 2021 Rents & Turnover Rents document. Fran advised that Turnover Rents are separate from annual increases and are applied to apartments when a tenant moves out. They set the new rent for the incoming tenant. Our aim is to have them set at over 90% of Average Market Rents for the zone. We discussed the impact of increased turnover rents and that fact that affordability for moderate income people will be more of an issue with our market rents set higher. Others pointed out that CCOC rents are still lower than Average Market Rent. Fran highlighted the additional revenue would be used to help us fund internally-funded subsidies, pay for capital repairs, and be able to pursue new development. Members decided the increase in turnover rents was needed. Given the unknowns related to the impacts of Covid on the economy over the next year, we discussed that there could be a need to lower rents if it is found the units are not renting at the turnover rents.

The committees recommend that the Board approve to accept the turnover rents as presented, and to accept the currently planned rent increases for the remainder of 2020. The discretion to alter turnover rents if postings are unsuccessful will rest with the Rental Department. m/s/c /Yordy/Beckett/carried

- 2. Arrears Strategy:** The Board asked our committees to propose an Arrears Strategy that will clarify the point at which staff will need to take more serious action regarding arrears. Although the Landlord Tenant Board has reopened for phone hearings, CCOC has not received any notices of hearings yet (even for applications made in early February). With N4 eviction notices, tenants have the opportunity to stop the proceeding by paying at any time up to the point that the Sheriff is changing the locks.

Members reviewed information and documentation on the process for following up with tenants who have money owing, including the process adaptations put in place due to Covid-19. We decided Rent Collections staff should continue to seek permission to proceed when 2 month' rent is owing and continue to use the new, softer warning letters

RENTAL COMMITTEE

September 22, 2020

and N4 cover letter. Collection Officers have the discretion and can decide if a tenant is co-operating and acting in good faith, which to committee members meant working with us to pay down their balance.

The committees recommend the Board approve to provide Rent Collection Officers with the discretion to determine whether tenants are cooperating and acting in good faith, and with the discretion to continue providing leeway on N4 notices. The committees define good faith as tenants working with CCOC to pay down their rent. This motion will be subject to review from the Rental and Finance committees.

m/s/c /Miller /Beckett/carried

Adjournment 9.55pm

RENTAL DEPARTMENT REPORT

September 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	7	15					79
Transfers (incl. overhoused)	4	1	3	0	1	1	1	1					12
Registry W/L	9	4	1	3	0	5	1	6					29
Referrals	7	2	1	1	2	5	5	5					28
Insitu MR to RGI	0	0	0	0	0	0	0	0					0
Websites/Twitter	1	0	1	3	1	1	0	3					10
Former Tenant	0	0	0	0	0	0	0	0					0
Move outs by month	12	13	6	11	16	11	22	18					109
Monthly V.C. rate	0.3 %	0.4%	0.4%	0.7%	1.0%	0.9%	1.6%	1.3%					Avg: 0.83%

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

August 2020: # of units rented = 15
 # of move outs = 18

* **Benchmark 2: CCOC vacancy rate (1.3%) should be < than Ottawa's vacancy rate (1.8%)**

2. Vacancies & Turnovers:

August Move Outs: 18

September Move Outs (so far): 17

October Move Outs (so far): 16

As of September 16, 2020, the CCOC vacancy rate is 1.3% with 21 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 August/September:

- There are 4 active N5s. One new N5 was served this month for serious disturbances and we are expecting to serve a second N5 to that same household this month.
- One household's N5 has expired as there have been no further complaints.
- There are 4 active N5s. One person corrected their behaviour so the N5 expired.
- The Landlord Tenant Board has reopened, but we have yet to receive any hearing dates for things submitted during the closure.

Development Committee

Meeting Minutes

Tuesday, September 8th, 7:00 PM
Conducted remotely via GoToMeeting

Attendees: Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), John Kingsley, Rod Manchee, Elliot Sherman, Stephanie Bohdanow, Mary Huang, Gisèle Doyle, Graeme Hussey (Staff), Kiefer Maracle (Staff) William Cohen (Staff/Minute-taker)

Regrets: Abra Adamo (CCOC Board Member), Sarah Button (CCOC Board Member), Natalie Duchesne, Brent Walden, David McCallum, Alannah Bird, Court Miller,

1. **Call to Order** **7:04pm**
2. **Approval of Agenda** **Jesse/Gisele (m/s/c)**
 - Amendment: Move CCOC CAP sites to Item 9.
3. **Approval of Minutes – Attached July 2020** **Rod/Jesse (m/s/c)**
 - John abstains.
 - In camera minutes from the previous meeting were reviewed and approved.
4. **Announcements**
 - Project Manager and Project Coordinator positions
 - Kyla Tanner was hired as the new Project Manager.
 - William Cohen was hired as the new Project Coordinator.
 - Budget and Cost Analyst job posting closed today. This employee will work in the finance department and will work specifically with Cahdco.
 - CCOC AGM will be held on September 17th.
5. **Business Arising:**
 - CCOC Forward Avenue Update – **Report Attached**
 - As of August 24, CCOC has purchased 147 Forward Avenue.
 - This adds 50ft to lot width and additional space for the project. This purchase was funded by a Section 37 grant and additional Action Ottawa funding.
 - Building will now be fully at grade, with 2 elevators in the building. This can now be considered a fully accessible building.
 - New survey and a geotechnical analysis have been procured.
 - A Phase I ESA for 147 Forward is underway.
 - A Designated Substances Survey will be conducted in October.
 - Two designs for 49 units, one of which includes a 3 bedroom.



- Any unit can become barrier-free and accessible depending on design.
- The new purchase will allow a 1/3rd increase in building size, and a greater than 1/3rd increase in units.
- **MOTION:** To support the proposed project concept for the expanded Forward Avenue project. Jesse/Stephanie (m/s/c). Motion is carried.

6. Government Policy & Program

- R4 Zoning Letter
 - Deadline for comments has passed.
 - CCOC and OCH have submitted a joint letter to the City of Ottawa.
- Urban growth boundary review is being reviewed at City Hall.

7. Report of Board, Committees, Community Associations

- Committee Summaries – **Attached**

8. Report from Cahdco – Verbal Report

- Background: Update on active and new Cahdco client projects.
 - Hired by the group forming the Ottawa Community Land Trust as the project manager for this initiative.
 - Hired by OSHN to manage their shared services initiative.

9. CCOC CAP Sites Update – Report to be distributed

- **MOTION:** Go in camera. Jesse/John (m/s/c)
- **MOTION:** Go out of camera. Jesse/John (m/s/c)
- **DIGITAL MOTION:** Recommend the Board approve the project charter and authority matrix for the CAP sites. Jesse/John (m/s). 12 ayes, 1 nay. Motion carries.

10. Items to Highlight for the Board

- CAP Project
- Forward Avenue

11. Agenda Items or Decisions for Next/Future Meetings

- Development Policy Items
- Forward Avenue
- CAP Project

Adjournment

Jesse (m/s/c) 9:18pm

Next Development Committee Meeting: Tuesday, October 13, 2020 (TBC)



Development Committee Meeting Minutes – In Camera

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Conducted remotely via GoToMeeting

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Regrets: Abra Adamo (CCOC Board Member), Sarah Button (CCOC Board Member), Natalie Duchesne, Brent Walden, David McCallum, Alannah Bird, Court Miller,

1. **CCOC CAP Sites Update – Report to be distributed**
 - **MOTION:** Go in camera. Jesse/John (m/s/c)
 - 3 buildings with 8-15 units
 - We are engaging the same architects and consultants for the sites.
 - Project charter and authority matrix applies to all sites.
 - This project charter will be distributed to the committee with confidential and sensitive information removed.
 - Engagement with architect will take place in fall.
 - Signed funding agreement with the City of Ottawa
 - We intend to apply for CMHC SEED funding.
 - Construction would be in 2022.
 - **MOTION:** Go out of camera. Jesse/John (m/s/c)

Next Development Committee Meeting: Tuesday, October 13, 2020 (TBC)



159 Forward Ave

Monthly Project Report



Date: August 31, 2020

To (Attention): CCOC Development Committee

From: Kiefer Maracle, Project Manager, Cahdco

Re: **September 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 49 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 Monday August 24th, CCOC purchased 147 Forward Ave. which is adjacent to our existing site at 159 Forward.
- CCOC has secured a Section 37 grant and an advance of City funding totalling \$500k to assist with the purchase of this new land.
- Figurr has revised their plan for the amalgamated site to produce a building that is four-storeys and 49 units.
- This 49-unit design increases the footprint of the building, which will now be required to have a sprinkler system.
- The new designs have moved the garbage room inside, optimized the lobby for tenant engagement, and incorporated two full sized elevators.
- Figurr has proposed two options for the layout of unit 106 and the units stacked above. These variants propose at 2-bedroom or a 3-bedroom layout for that stack of units. The Development team is currently reviewing these options and the unit breakdown is presented below.

49-Unit Net-Zero Design (106 is a 2-bed)

Unit Size	# of Units
Studio	5
1-Bed	22
2-Bed	12
3-Bed	10

49-Unit Net-Zero Design (106 is a 3-bed)

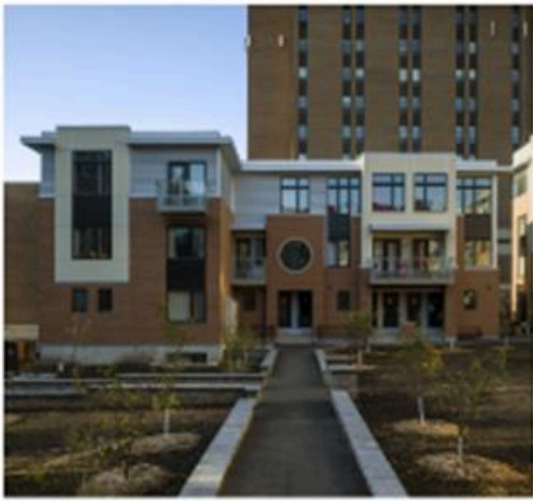
Unit Size	# of Units
Studio	5
1-Bed	22
2-Bed	8
3-Bed	14

Required Site Studies and Demolition:

- Two tenants currently occupy the building at 147 Forward Ave. CCOC has received notice that both tenants have elected to move out and the building will be vacant by November.
- To update and progress our existing Site Plan with the City we will need to provide updated drawings and studies that address the additional land.
 - As noted above drawings are underway;
 - A survey of the new site and a geotechnical analysis have been procured;
 - A Phase I ESA for 147 Forward is underway;
 - A Designated Substances Survey will be conducted in October in order to facilitate demolition.

Next Steps:

- Unlike 159 Forward, it is currently not clear whether the lands associated with the closed lane in the rear of 147 Forward are part of the land that CCOC can develop. The City is currently working to confirm this for the development team. Securing this information will assist the design team in finalizing their updated site plan.
- The development team is working to analyze the financials of the latest drawings.
- Once the financial analysis is completed and the design is finalized the development team will proceed to fulfill the requirements of the site plan submission with the City. MBC will cost the latest plans and the architect will have their M&E team begin work on specifying the mechanical systems.
- The City will work to have 147 Forward included in their existing demolition agreement with CCOC. From there demolition of both buildings will be scheduled for winter 2020 and spring of 2021.



Goal: To progress CCOC's proposed redevelopment projects to the submission of City of Ottawa planning applications, and confirming sources of capital funding and financing.

Project Charter

CCOC CAP Infill Redevelopment Sites

CCOC

September 2020



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DRAFT

Introduction

The project charter outlines the organization and objectives of the project by stages of development. It defines the progression of work to be completed over twenty-four months, beginning in June 2020.

Further defined is the project's organization in terms of authority for decision making throughout the different phases of the project. The project team may use this document for clarification throughout the lifecycle of the project and it may be shared with all participants. This charter may be revised before the start of the Construction Phase of the projects.

Project Vision

CCOC is a community-owned, tenant and member directed, non-profit housing organization whose mission is to create, maintain and promote housing for low and moderate income people. CCOC has vision of a city and a locally-based non-profit housing sector in Ottawa that provides sustainable, long-term and affordable housing to a mix of individuals and families who pay a range of market rents to non-market rents.

The goal of this project is to advance CCOC's minor variance amendments, zoning by-law amendments, site plan control, and capital funding and financing for three individual infill redevelopment projects. CCOC currently owns the sites, but they are in need of either capital repairs or redevelopment.

CCOC received an REOI funding agreement from the City of Ottawa for \$180,000 for all three sites. This funding is to be used for minor variance and zoning by-law amendments for the sites.

The priorities and values that will be incorporated into these projects are:

- Happy tenants, existing and new;
- Develop three (3) buildings with 8-15 units;
- A range of studio- to four-bedroom units;
- Precedent or model for future redevelopments: built form and public perception;
- Improving the streetscape;
- Passive House design and possible certification;
- Explore opportunities for Net-Zero development;
- Accessible design meeting requirements of OBC, City of Ottawa and CMHC funding programs;
- Good quality building that integrates into the neighbourhood;
- Improved internal processes and definition of how development department and CCOC work together as a team, opportunity for review and approvals;
- Community integration and public perception, consistent messaging;
- On or under budget and schedule.

Project Organization

CCOC has engaged Cahdco to conduct a feasibility study for the redevelopment of three of its existing sites.

Project Governance

The feasibility study will involve the following groups:

- Development Committee
- Finance Committee
- Facilities Committee
- Rental Committee
- Executive Committee / Board
- Executive Director
- Directors
- Project Manager (Cahdco)

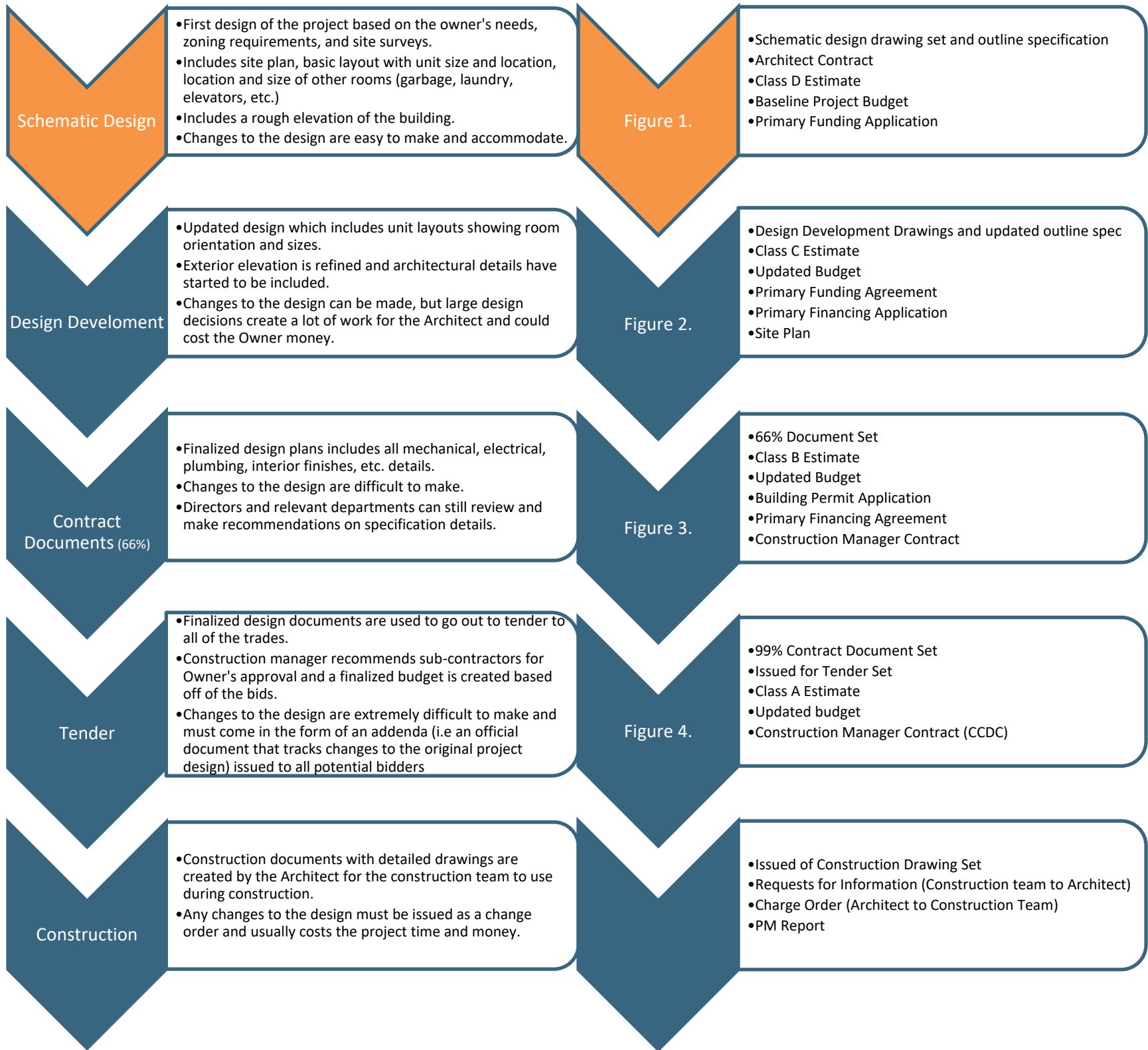
The groups will be required to provide approvals at various stages of the feasibility study.

Phases of Development

This project charter is focused on the Schematic Design phase of development. During this phase, there will be a number of stages that require approval from different levels of authority to proceed. This document aims to clearly show the stages and where the authority for approval lies as outlined in the matrix on the next page.

Phases of Development

Relevant Documents



Suite Type

- 1BR
- 3BR
- ST

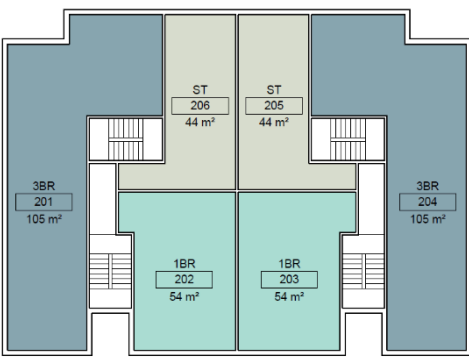


Figure 1.

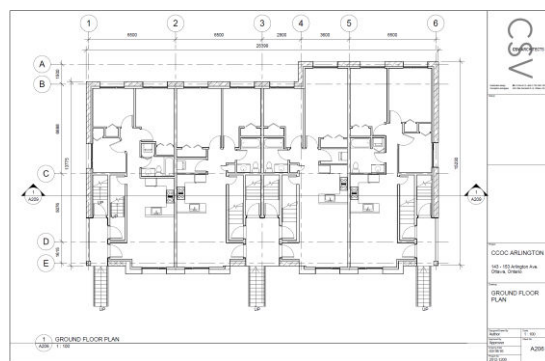


Figure 2.

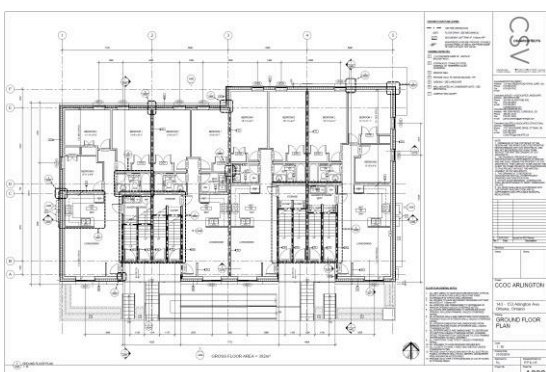


Figure 3.

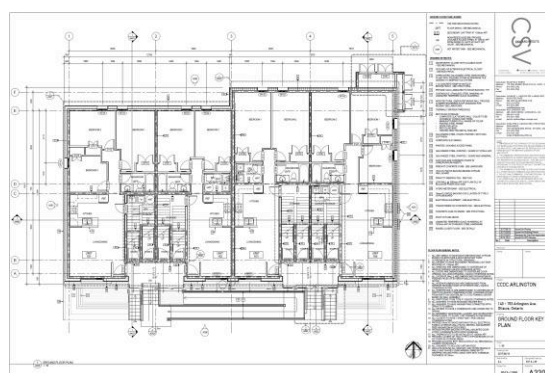


Figure 4.

Authority Matrix *

	Dev. Comm	Fin. Comm	Facilities Comm	Rental Comm	Executive Committee / Board	Exec. Director**	Directors**	Project Manager	Date of Expected Approval
Project Organization									
Project Charter	R	F	I	I	A	F	F	R	September-20
Preliminary Schedule	I	I	I	I	I	F	F	A	July-20
Go/No Go Decision	R	F	I	I	A	F	F	R	May-21
Procurement									
Architect	I	I	I	I	I	A	F	R	August-20
Site Development Consultants	I	I	I	I	I	A	I	R	January-21
Architectural Program									
Pre-Design Development Targets	R	F	F	F	A	F	F	F	October-20
Schematic Design	R	I	I	I	A	F	F	F	December-20
Class D Project Budget	R	R	I	I	A	F	F	F	January-21
Site Plan and MV/Zoning Applications	F	I	I	I	A	F	F	R	June-21
Financial									
City of Ottawa Predevelopment Funding Agreement	I	I	I	I	I	A	I	R	July-20
CMHC SEED and/or other pre-development funding grant applications	I	I	I	I	I	A	I	R	October-20
CMHC Co-Investment or RCFI application	R	R	I	I	A	F	F	F	January-21
Primary Funding Application and pro forma review	R	R	I	I	A	F	F	F	May-21
Events/Unforeseen									
Monthly Reports	I	I	I	I	I	I	I	A	-
Political Announcements	I	I	I	I	I	A	F	I	-
Risk Event (Budget)	I	I	-	-	I	A	F	R	-
Risk Event (Schedule)	I	-	-	-	I	A	F	R	-
Opportunity Event (Budget)	I	I	-	-	I	A	F	R	-
Opportunity Event (Schedule)	I	-	-	-	I	A	F	R	-
Everyday Decisions	-	-	-	-	-	-	-	A	-

*** Protocols :**

If there is an instance that is beyond the scope of this matrix the directors and executive director will determine the approval process

Any Approvals or Feedback given by the committees must be in the form of a motion with a vote

All Feedback from committees is to be brought back to the Development Department for consideration and review, so additional information can be brought to the Board

At subsequent meetings, Feedback from previous meeting has to be addressed in the agenda as Information

** The Directors and Executive Directors have the responsibility to consult the Board when necessary

*** Due to the often tight timelines for financial and funding agreements, motions to approve may have occur via email if meeting dates do not align with the requirements of the agreement.

Legend			
I	F	R	A
Information Only	Feedback	Recommendation	Approval

Facilities and Resources

Meeting space is located at:

- 415 Gilmour Street at CCOC's Office
The large meeting room has a computer with internet access, Wi-Fi, wall mounted tv and washroom. Capacity is 150. Parking is available on the street or in nearby paid parking lots.

Confidential Information of CCOC

All information contained within this Project Charter:

- is the sole property of CCOC and must be treated as confidential;
- is not to be used for any purpose other than as a reference to the specified redevelopment projects;
- and must not be disclosed without prior written authorization from CCOC.