Centretown Citizens Ottawa Corporation

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

The next regular meeting of the CCOC/CCHC Board of Directors is:
7:00 pm Wednesday, June 30, 2021
Video Conference: Click here to join the meeting

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 May 26, 2021
5. Business arising from the previous minutes
6. New business
7. Adjournment

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

Password: board
(it's case-sensitive)

AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING

1. Call to order & Anti-Oppression Statement
2. Adoption of agenda
3. Adoption of May 25, 2021 minutes
4. Declaration of conflict of interest
5. Strategic Discussion
    a) LeBreton Flats Development RFP
6. Time-sensitive Motions & Recommendations
7. Business arising from the previous minutes
    a) Shopping cart pilot (FMC)
    b) Bad debts delegation (Finance)
8. Other Motions & Recommendations
    a) Memo on vertical expansion (FMC)
    b) Replacement Reserve Policy (Finance)
    c) Defer tendering auditors (Finance)
    d) CCOC/CCHC membership fees (TCE)
    e) Good Neighbour Award Guideline (TCE)
9. Information Items
    a) Executive Committee minutes
    b) Development Committee minutes (May and June)
    c) Facilities Management Committee minutes
    d) Finance Committee minutes
    e) Personnel Committee minutes (May)
    f) Rental Committee minutes
    g) Tenant & Community Engagement Committee minutes (May and June)
    h) Governance Subcommittee
10. Adjournment

Next meeting: July 28, 2021

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MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING
7:00 pm Wednesday, May 26, 2021 (Videoconference)

Present: AnaLori Smith (President/Chair), Sarah Button, Dougald Brown, Wayne Fan, Sarah Gelbard, Sandy Hung, Courtney Lockhart, Penny McCann, Court Miller, Erin Sirett, Jesse Steinberg, Christopher Yordy
Regrets: Erica Braunovan, Shelley Robinson
Staff: Ray Sullivan (recorder)

1. **Call to order & Anti-Oppression Statement**
   AnaLori called the meeting to order at 7:01 p.m. Court read the Anti-Oppression statement. AnaLori welcomed new board members. She said she wanted keep meetings relaxed and comfortable for all.

2. **Adoption of agenda**
   The agenda was adopted as presented.
   (Moved/Seconded/Carried, Sarah Gelbard/Court Miller)

3. **Declaration of conflict of interest**: Courtney Lockhart declared a conflict-of-interest on #6a, since she works at CHF.

4. **Adoption of the Board minutes of April 28 and May 20, 2021**
   The Board adopted the minutes as presented. (M/S/C, Chris Yordy/ Wayne Fan)

5. **Business arising from the previous minutes**: None

6. **New Business**
   a. Joining CHF and CHASEO

   Ray presented the recommendation from Executive committee that CCHC join the Co-operative Housing Federation (CHF) and the Co-op Housing Association of Eastern Ontario (CHASEO). This is an opportunity created by becoming mortgage-free which makes it easier to afford the $2,382.22 combined membership fee. CCOC/CCHC already does advocacy work with CHF and CHASEO; membership will contribute to sector development.

   Court wondered where the cost would land in the budget. Ray answered that membership fees are included in the administration budget.

   Motion: That CCHC join CHF and CHASEO. (M/S/C, Jesse Steinberg/Wayne Fan)

7. **Adjournment**
   The meeting adjourned at 7:14 p.m. (M/C, Chris Yordy)

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MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING
Wednesday, May 26, 2021 (Videoconference)

Present: AnaLori Smith (President/Chair), Sarah Button, Dougald Brown, Wayne Fan, Sarah Gelbard, Sandy Hung, Courtney Lockhart, Penny McCann, Court Miller, Erin Sirett, Jesse Steinberg, Christopher Yordy
Regrets: Erica Braunovan, Shelley Robinson
Staff: Ray Sullivan (recorder)

1. Call to order & Anti-Oppression Statement

AnaLori called the meeting to order at 7:14 p.m. The Board read the Anti-Oppression statement.

2. Adoption of agenda

Penny suggested moving the Forward Ave update before the CAP redevelopment item.

The Board adopted the agenda as amended.

(Moved/Seconded/Carried, Sarah Gelbard/ Court Miller)

3. Adoption of the Board minutes of April 28 and May 20, 2021

The Board adopted the minutes as presented. (M/S/C, Chris Yordy/ Sarah Button)

[During the course of the meeting, the following items were also deferred to a later meeting due to time: 8. c) Shopping Cart Pilot, 8.d) Bad Debts delegation]

4. Declaration of conflict of interest: None

5. Time-sensitive Motions & recommendations

a) At-Large Executive Committee members appointment

AnaLori called for nominations to fill the two member-at-large positions on the Executive Committee. She reminded the Board that Erin Sirett and Jesse Steinberg were nominated at the last meeting.

Erin nominated Courtney Lockhart. Courtney accepted the nomination.

Jesse withdrew his earlier nomination.

Erin accepted her nomination.

Motion: The Board moved to appoint Erin Sirett and Courtney Lockhart as members-at-large of the Executive Committee. (M/S/C, Sarah Gelbard/Chris Yordy)

Motion: The Board ratified appointments to the 2021-2022 Executive Committee: Sarah Button (Vice-President), Court Miller (Treasurer), Shelley Robinson (Secretary), Erin Sirett (member at large), Courtney Lockhart (member at large). (M/S/C, Court Miller/Sarah Button)

b) Board Liaison for Cahdco

Being named as the CCOC-Cahdco Board liaison means being a member of both Boards of Directors. Sarah Button held this role most recently.

AnaLori nominated Jesse Steinberg. Jesse accepted the nomination.

Motion: The Board named Jesse Steinberg as the CCOC-Cahdco board liaison.

Cahdco's Bylaws give CCOC the right to nominate Cahdco Board members. The Cahdco AGM is coming up on June 15.

Motion: The board nominated Ray Sullivan, James Clark, Catherine Boucher, Sarah Button, Pierre Dufesne, Josh Kardish, Susan Murphy, Stan Wilder and Jesse Steinberg to the Cahdco Board.

(M/S/C, Sarah Gelbard/Courtney Miller)

Sarah Button abstained.

c) Forward Ave Update

Penny presented an update on the Forward Avenue development project. The Class C budget reflects supply chain shortages and high lumber costs because of the pandemic. This has raised construction costs by $1.4 million. At the same time, CMHC has raised their interest rate and asked us to increase our rate assumption to 2.5% (from 2%). That adds another $1.2million to costs.

The Board gave staff a target of building the project with $0 CCOC equity, which they had achieved as of mid May, but these two changes have increased that equity requirement to $2.6 million. Construction is scheduled to begin this summer.

Penny reviewed several initiatives to close the gap: value engineering to reduce construction cost (different materials etc.); seeking a property tax reduction; seeking new rent supplements; seeking new or additional grant funding. There is also a strong possibility the CMHC interest will be lower than 2.5%, but this is only locked-in when we draw the first dollar of the loan.

Ray confirmed that staff have already met with the City to review options.

The Board's next decision point is when we received the CMHC financing agreement.

d) CAP Redevelopments

The Board moved *in camera.* (M/S/C, Penny McCann/Sandy Hung)

While *in camera* the Board passed motions to proceed with the work.

The Board moved *ex camera* to resume the regular agenda. (M/S/C, Penny McCann/Sandy Hung)

e) Committee memberships

AnaLori encouraged each Board member to sit on at least one standing committee, and to make sure each committee has at least two Board members.

f) Summer meeting schedule

Motion: The Board agreed to cancel the August meeting. (M/S/C, Chris Yordy/Sarah Button)

One Board members asked for more explanation on the FMC "vertical expansion" initiative to come to an upcoming Board meeting.

6. Business arising from the previous minutes

a) CCOC Market rents

The Board asked the Rental Committee to have a more complete discussion on how CCOC sets market rents and present options with recommendations to the Board. The Board asked that all Board members be invited to that Rental Committee meeting.

Chris noted the high demand on staff right now, especially in the Rental Department.

7. Other Motions & Recommendations

a) 2019 Shopping Cart Pilot (Facilities Management Committee): deferred to next meeting

b) Bad debts delegated authority (Finance Committee): deferred to next meeting

c) Overhousing Policy

Chris presented the recommendations from Rental Committee to update the existing policy on overhoused tenants. Tenants with a subsidized rent are "overhoused" when the number of bedrooms is greater than the number of people in the household. Tenants are no longer eligible for a subsidy when overhoused and there is a process to offer transfers.

Motion: The Board approved amendments to the Overhousing Policy as recommended by the Rental Committee. (M/S/C, Chris Yordy/Wayne Fan)

8. Information Items (all adopted on consent)

- **a)** Executive Committee minutes
- **b)** Development Committee minutes (not available)
- **c)** Facilities Management Committee minutes
- **d)** Finance Committee minutes
- **e)** Personnel Committee minutes (not available)
- **f)** Rental Committee minutes

g) Tenant & Community Engagement Committee minutes (not available)

h) Governance Subcommittee (did not meet in May)

9. Adjournment – 9:07 p.m. (M/C, Sandy Hung)

Next Meeting: June 30, 2021

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

Monday, June 14, 2021
(By Video Conference)

Present: AnaLori Smith (Chair), Sarah Button, Courtney Lockhart, Court Miller, Shelley Robinson, Erin Sirett, Ray Sullivan (staff/recorder)

1. **Call to order & anti-oppression statement**: 7:31
   AnaLori invited this new Executive Committee to feel open to challenge the President and Executive Director and to speak up.

2. **Approval of the agenda:** (moved/seconded/carried, Sarah/Shelley)

3. **Approval of regular minutes from May 10, 2021:** (m/s/c, AnaLori/Shelley)

4. **Reviewing Department Directors' meeting**
   Background: Dept Directors meet monthly. On May 20th, the agenda was CCOC's Anti-racist Organizational Change (AROC) effort. Ray shared a short presentation describing the three elements (Governance/volunteers, Staff/workplaces, tenants/community).
   Discussion: The committee asked to have the same presentation shown to the Board, and underscored the importance of applying a housing justice lens. The committee suggested having milestones and metrics to measure progress. These are built into the well-structured governance/volunteers work from our TCE department, and will be built into the staff/workplaces part as well once that is designed. An annual staff survey could be a good tool for this. AnaLori would like to be included in selecting the consultant for the next phase of the staff/workplaces part.

5. **Business Arising:** none

6. **New Business:**
   a) **Capital grants**
      Background: CCOC has been awarded \$82,500 under OPHI (Ontario Renovates) and \$804, 832 under HHIP. To comply with the obligations we need a resolution to accept. The recommended motion deliberately does not specify an amount, to allow for additional allocations at year's end.
      Discussion: One committee member asked about strings attached to these grants. Ray answered that they require the property to meet certain affordability targets for 5 and 10-year periods. They are reasonable and fit with what we would hope to do anyway. We have been trying to strategically limit

the number of buildings encumbered by these agreements, so some buildings now have multiple such agreements stacked on them. This frees up capital reserves for the other buildings.
Motion: Staff are directed to seek and accept grant funding under HHIP and OPHI, COCHI available during the 2021 year, either currently offered or which becomes available. (m/s/c, Courtney/Sarah)

b) Gmail Accounts for continuity
Background: From AnaLori: In direct support of knowledge transfer, I would like to have separate gmail accounts created for the Executive Committee roles and for the Board Liaison of Cahdco. It is a best practice as the people fulfilling each role will change more regularly (with the enactment of term limits) and we need to make sure that new people have the information at their fingertips to hit the ground running.
Discussion: The committee discussed the need for better transition of corporate memory on the board, especially when turnover may increase with new term limits. This will include a stronger on-boarding process. Using e-mail records will only be successful if the out-going person did a good job keeping things organized. A shared drive, or better use of the online Board briefing Book might also work. Some of the "Supporting Tenant Governance" project led by TCE will build this.

c) July 14 Condo Corp meeting
Background: 415 Gilmour is a condominium corporation, with three owners. Domicile owns the retail along Bank Street and some ground-level parking, ESBAK Holdings owns some ground-level parking, and CCOC owns the rest (underground parking, residential spaces and CCOC office). The condo corp and Board meet briefly once each year. We are planning for July 12, during the CCOC Exec meeting.

d) Anonymous Feedback 415 Gilmour
Background: An anonymous letter from a tenant at 415 Gilmour, addressed to the Board, was attached for information.
Discussion: Ray explained that there isn't much more we can do to follow up on anonymous complaints. The lead item in this letter relates to extended garage repair work in 2019. Normally staff would follow up directly and only share with the Board if the tenant still wanted that.

7. Programs/Policy:

a) MMAH CHRRG
Background: The Ministry of Municipal Affairs and Housing has revived the Community Housing Renewal Reference Group. First topic is consultation on social housing income and asset limits regulations.

Discussion: Ray can't share details because MMAH makes participants sign a non-disclosure agreement. Ottawa doesn't currently have income or asset limits for social housing applicants, but an Ontario Auditor General report several years ago asked that they be mandated province-wide. Ray hopes this same consultation group will also dive back in to end-of-mortgages regulations, which is a crucial issue for CCOC's continued sustainability.

b) Vote Housing Campaign
Background: **www.votehousing.ca** Vote Housing - Your voice can end homelessness and housing need
Discussion: this non-partisan electoral campaign is led by the Canadian Alliance to End Homelessness, Co-op Housing Federation, Canadian Housing and Renewal Association and Canadian Lived Experience Leadership Network. As a starting point, staff are recommending that CCOC endorse the campaign.
Decision: CCOC endorses the Vote Housing campaign.
(m/s/c, Court/Shelley)

8. Residential Tenancies Act (RTA) Proceedings:

a) Process Review: Ray reviewed the processes that could lead to evictions, and the point at which staff seek executive committee approval to proceed.
The committee emphasized that CCOC needs to be aware of the influence of systemic bias and racism in the process and in the circumstances that lead up to the process. N5s (evictions for substantial interference) in particular could be based on more qualitative factors and perceptions of neighbours, subject to bias. Can we collect metrics on the profile of tenants involved in evictions? CCOC doesn't currently ask tenants about racial identity or record that information on tenant files. How can we reconcile data protection and privacy with also having metrics? If we don't ask, we can't measure progress. These kinds of procedures and policies could also be part of the next phase of Anti-Racist Organizational Change work.

The committee moved *in camera* to review recommendations for RTA proceedings. (m/s/c, Courtney/Court)

b) Non-payment:
The committee reviewed the list and moved "that staff be authorized to proceed with eviction processes for non-payment in the case of **1** tenant".
(m/s/c, Courtney/Sarah)

c) Other reasons:
Ray briefed the committee on past cases.

The committee moved *ex camera* to resume the agenda. There are no separate *in camera* minutes. (m/s/c, Erin/Shelley)

9. **Strategic Plan:** no update

10. **Cahdco Update:**

    a) **July 20 Joint Executive meeting** with Cahdco
    Background: The Executive Committees of CCOC and or Cahdco have resolved to hold joint meetings three times each year. The last meeting was in January 2021, hosted by the CCOC exec. The Cahdco Exec, which includes Ray and the CCOC-Cahdco board liaison, has invited the CCOC Exec to a joint meeting, this time hosted by Cahdco, at 4pm on July 20.

11. **Other business:** none

12. **Adjournment:** 9:13 (m/c, Sarah)

VOTE HOUSING

The largest housing advocacy campaign in Canadian history to mobilize thousands of Canadians to pledge to Vote Housing in the upcoming federal election.

THE OPPORTUNITY

1.7 million households in core housing need.

1.6 million Canadians have experienced homelessness.

8 out of 10 Canadians support investments in affordable housing.

Canadians rate the urgency of ending homelessness in Canada at **7.5 out of 10**

Homelessness and housing precarity has not always existed on the scale we see today. The rise of homelessness and so many living in unaffordable, unsafe housing is the direct result of federal withdrawal from investment in affordable housing and social services.

Homelessness and a dire lack of affordable housing are linked. This situation was created by policy and we must engage in the political process to fix it.

Grassroots political advocacy, or engaging those that are in one's network/community/social orbit, is a key strategy for building public and political support to secure safe, affordable housing for all, especially those without a roof over their head. It reinforces community responses and lobbying efforts.

OUR GOAL

We will model a modern political campaign by merging the best practices of digital advocacy (digital organizing, iterative campaign videos, social media advertising, supporter list-building, relational organizing, etc.) with scalable on-the-ground grassroots advocacy (field organizing, door knocking, coffee parties, lawn signs, etc.) to build a non-partisan campaign that draws people in, signs them up to pledge to Vote Housing, compels them to recruit friends and family, and applies pressure on candidates and parties to commit to invest in housing leading to, and during the upcoming federal election.

We will have a presence everywhere we can in the country, while there are hot spots of the GTA, Lower Mainland and areas around Montreal—there are 70 key swing ridings in many regions, rural and remote areas across Canada where the upcoming federal election will be fought. We will ensure through our non-partisan digital and grassroots campaign that housing is on the mind of every candidate and every political party by engaging and mobilizing thousands of Canadians to pledge to Vote Housing in the upcoming federal election.

The Vote Housing platform's six policies will pave the path toward ending homelessness and housing precarity for all in Canada. We want to see those policies reflected in federal party platforms this election.

votehousing.ca | FB/Twitter/IG @VoteHousingCA

HOW TO GET INVOLVED

IT GROWS WITH YOU

Our campaign is ambitious. Perhaps even a bit over ambitious (we get that!). But we also know it's necessary -- to ensure we get the change we are looking for, to showcase our advocacy muscle, and to build the advocacy, organizing, and digital engagement capacity of the sector.

WE WOULD LOVE FOR YOU TO GET INVOLVED.

ENDORSER

ENDORSER

- Organizational and individual supporters who publicly support the campaign with a testimonial, listing of name / logo, distributing campaign materials

ROLE & OPPORTUNITY

- Logo and brand on website as a contributing partner throughout the campaign
- Endorsers are actively engaged in the campaign as volunteers, supporting voter recruitment, engaging their networks and using their voice on and off-line to support the campaign
- Campaign supports endorsers with communication material and training

*organizations and individuals who make financial or in-kind contribution may also be contributors

CONTRIBUTOR

CONTRIBUTOR

- Organization or individual who makes a financial contribution of $1,500 or more and/ or in-kind support valued over $10,000 (for example, secondment of staff, sharing of email lists, recruitment of volunteers, etc.) to the campaign
- Promoting the Vote Housing campaign to your organization email list

RECOGNITION

- Monthly meeting with campaign leadership to discuss campaign strategy and tactics (bi-weekly during the writ) to allow for insight and organizational capacity building
- Logo and brand on website as a contributing partner throughout the campaign
- Organizational capacity building for staff/ seconded resources on the campaign
- Tax receipted donation
- Endorsers are actively engaged in the campaign as volunteers, supporting voter recruitment, engaging their networks and using their voice on and off-line to support the campaign
- Campaign supports endorsers with communication material and training

VOLUNTEER ROLES

What we are looking for!

IN YOUR COMMUNITY - we are looking for door knockers, phone callers, street team organizers, event planners to offer a minimum of 2-4 hours a week to help reach out to people in their community!

ONLINE - digitally organize online on social media, host and coordinate online zoom parties aligned with your schedule. Minimum 2-4 hours a week on your own schedule!

LEAD - help us lead the campaign ground game as a regional organizer in your community helping plan activities and lead teams, help onboard volunteers from across the country, organize events in your community.

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Development Committee
Meeting Minutes

Tuesday, May 11, 7:00 PM
Conducted remotely via GoToMeeting

Present: Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Button (CCOC Board Member), Court Miller, David McCallum, Elliot Sherman, Ginnig Wong, Mary Huang, Rida Oulhaj, Rod Manchee, Graeme Hussey (Staff), Billy Cohen (Staff/Minute-taker) Aisha Ahmed (Staff), Ellen McGowan (Staff), Lauren White (Staff), David Mejia Monico (Staff)

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1. **Call to Order & Anti-Oppression Statement (7:03pm)**
   - Jesse read the anti-oppression statement
2. **Approval of Agenda (Jesse/David m/s/c)**
   - AGM is coming up soon.
3. **Approval of Regular Minutes (David/Sarah m/s/c)** – Attached April 13, 2021
4. **Introductions & Announcements**
   - Intern introductions
     - Development Committee and interns introduced themselves
     - Development Department is seeking to build a year-round, well rounded internship experience.
   - ONPHA Conference – Verbal report
     - Registration for ONPHA Conference is starting soon, contact Graeme for more information.
   - Cahdco Board – Verbal report
     - Sarah is vacating her liaison role on the Cahdco board, and it will thus be open to a new representative. This will be someone on the CCOC board. Contact Sarah for more information.
5. **Declarations of Conflict of Interest**
   - None.
6. **Government Policy & Program**
   - No update.
7. **Report of Board & Committees (Consent Agenda)**
   - Committee Summaries – Attached
8. **CCOC Development Projects**
   - Lebreton
     - NCC has publically shortlisted proponents for RFP stage of Lebreton Flats development.

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        - CCOC has been shortlisted.
        - Proposal will be in August.
    - CCOC Forward Avenue Update – Report attached
        - Received Class C Estimate, $1.4million more than Class D estimate.
        - Interest rates are likely to rise—adjusted to 2% interest rate. This is a $1.5million increase.
        - Pandemic related construction costs continue to escalate.
        - Mary suggested a value of risk assessment for the Forward project.
    - CCOC CAP Sites Update – Verbal report
        - Motion to go in-camera (Mary/Jesse m/s/c)
        - Motion to go out of camera (David/Court m/s/c)

9. Report from Cahdco – Verbal report
- Background: Update on active and new Cahdco client projects.
    - Interns have been hired.

10. Items for Future Discussion
- Arlington lessons learned
- Penny sent out Google form for feedback on topics for discussion.
- David raised the current discourse around converting office buildings into housing.

11. Items to Highlight or Decisions for the Board
- CAP Motions
- Forward Update

12. Adjournment (9:01pm Elliot m/c)

Next Development Committee Meeting: Tuesday, June 8, 2021 (TBC)

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March, 2021
CCOC Anti-Oppression Statement

As Board and committee members,

We acknowledge that the land on which we gather is the traditional and unceded territory of the Anishinabe Nation and the Algonquin people, who have cared for this land for countless generations. We are grateful for the privilege of doing our work here, and are committed to Reconciliation.

We are also committed to:
- Listening actively;
- Being accountable for our actions and words at meetings, and encouraging continuous self-improvement;
- Being mindful when taking up time and space at meetings;
- Being respectful of the diverse and lived experiences of tenants, volunteers and staff;
- Empowering the leadership abilities of everyone at the meeting;
- Respecting correct pronouns (e.g. he/she/they/ze);
- Using compassionate language, specifically when speaking of inequities that disproportionately impact Indigenous communities, people of colour, persons with disabilities, people living in poverty, those with addiction and mental health challenges.

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Development Committee
Meeting Minutes – In Camera

Tuesday, May 11, 7:00 PM
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Present: Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Button (CCOC Board Member), Court Miller, David McCallum, Elliot Sherman, Ginnig Wong, Mary Huang, Rida Oulhaj, Rod Manchee, Graeme Hussey (Staff), Billy Cohen (Staff/Minute-taker) Aisha Ahmed (Staff), Ellen McGowan (Staff), Lauren White (Staff), David Mejia Monico (Staff)

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8. CCOC Development Projects

- CCOC CAP Sites Update – Verbal report
  - Motion to go in-camera (Mary/Jesse m/s/c)
  - Graeme reviewed a presentation on the design and finances of the redeveloping the 3 sites.
  - Motion to recommend Schematic Design & proceeding to Site Plan to be approved by CCOC Board at next meeting (Elliot/Mary)
    - **Motion carried.**
  - Motion to recommend Class D/Baseline project budget to be approved by CCOC board at next meeting (Rod/Jesse)
    - **Motion carried.**
  - Design has changed:
    - Armstrong Carruthers: 11 unit concept, 7-1bed, 4-2bed
    - 212-216 Carruthers: 11 unit concept, 6-1bed, 5-2bed
    - Putman: 8 unit concept, 1-1bed, 7-2bed
  - Each site will include two parking spaces
  - Committee discussed architectural concept
  - Committee discussed financial modelling for the projects
  - Motion to go out of camera (David/Court m/s/c)

Next Development Committee Meeting: Tuesday, June 8, 2021 (TBC)

159 Forward Ave

Monthly Project Report

Date: 1 June 2021

To (Attention): CCOC Development Committee

From: Kyla Tanner, Project Manager, Cahdco

Re: **May 2021 Project Report**

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

Hadiya Al-Idrissi is doing her Masters in Architecture and will no longer be the Coordinator on this project. Ellen McGowan, a new Development Intern will be assisting Kyla.

Project Scope

CCOC's vision, as well as the requirements of the 2019 Action Ottawa RFP and the criteria of CMHC's co-investment fund, informed the scope of the Forward project. This scope includes:

1. Demolishing the existing structure;
2. Providing a new rental development with a mix of units and an emphasis on family housing;
3. Achieving a weighted average rent that does not exceed 80% of CMHC's City-Wide AMR which must include a portion of rents at BMR and the ODSP max shelter allowance;
4. Achieving a minimum of 100% universal accessibility and/or 20% Barrier-Free design;
5. Building to an energy efficiency standard that exceeds the 2015 National Building Code by 25% or more. CCOC intends to achieve this by using passive house design and striving for a Net-Zero energy building.

Unit Composition	Average Market Rent (AMR)	Below Market Rent (BMR)	Ontario Disability Support Program (ODSP)	Total
Bachelor		5	0	5
1- Bedroom	3	12	7	22
2- Bedroom	4	4	0	8
3- Bedroom	5	9	0	14
Total	**12 (24.5%)**	**30 (61.2%)**	**7 (14.3%)**	**49**

Project Schedule

April	May	June	July	August
Minor Variance Application (April 16) Construction Estimate Class C (April 16)	Issued for Permit Drawings (May 4) Apply for Building Permit (May 4) Demolition Permit Application (May 19)	Demolition Commences 99% Contract Documents Issued for Tender Drawings (June 8) Construction Estimate Class B (June 8) Minor Variance Approval (June 16 – July 5) Tender closes (June 29) Preliminary Estimate Class A	End of Site Plan Review Process City of Ottawa release of Building Permit Final Class A Budget	Construction start (August 2)

- CCOC received technical comments from the City for Site Plan Control.
- The Minor Variance application was submitted on April 16 to get us on the Committee of Adjustment June 16 meeting.
- The asbestos abatement in 147 Forward was completed. There was more work than anticipated due to lath and plaster.
- Ottawa Hydro needs to move a transformer, which delayed the demolition permit application.
- Building Permit drawings were submitted to the City on May 4
- The Heritage Planning department had no comments on demolition for 147 Forward Avenue.
- A pre-construction survey was completed.
- CCOC received Building Permit drawings for comment and approval.
- CCOC met with the architecture team to discuss finishes.
- An appraisal of the building is being completed for CMHC requirements.
- Demolition Permit was submitted May 19. We are waiting on the Building Code Services review.
- Building Permit was submitted and we received initial comments.
- Posterity Group is completing an energy model based on Building Permit drawings, for CMHC requirements.
- The City booked the Minor Variance application discussion for the June 16 Committee of Adjustment hearing.

Project Budget

- MBC provided a Class C budget that is ~$1.4M more than the Class D budget.
- CMHC interest rates are increasing, so we are now modelling a 2% interest rate instead of 1.25%.

PROJECT COSTS	Total
Land Costs (Value + Closing Costs)	$ 2,684,516
Hard Costs	$ 17,193,281
Soft Costs (Including Financing)	$ 1,553,482
Contingencies	$ 1,884,756
HST (Including NP Rebate)	$ 545,293
Total Project Cost	**$ 23,861,328**
SOURCES AND USES	**Total**
Action Ottawa Grant	$ 7,340,215
CMHC Seed Grant	$ 52,500
CMHC Co-Investment Grant	$ 1,193,066
Section 37	$ 226,200
Funding Gap	$ 2,650,018
City Land Contribution	$ 1,700,000
CMHC Co-Investment Financing	$ 10,674,329
FCM Planning Grant	$ 25,000
FCM Financing	$ 0
Total Sources	**$ 23,861,328**
Surplus / (Shortfall)	$ 0

The following actions could be taken to reduce the funding gap. In a meeting with CCOC Directors, the actions were considered. The green items are things that CCOC will pursue. The orange actions are to be looked into further. The red actions will not be taken by CCOC.

<u>Decrease Capital Costs</u>

- Reduce (value engineer) the Construction Budget (Capital Costs)
    - 3% of savings = ~$430,000 funding gap savings
- Explore delaying construction -> discuss with design team & City

<u>Decrease Operating Costs</u>

- Explore property tax reduction -> discuss with Housing Branch at the City
    - $10,000 reduction = ~$280,000 savings; $0 property tax = ~$2.5M savings
- Reduce maintenance or admin assumptions
    - $100 per unit per year reduction = ~$140,000 savings

<u>Increase Operating Revenues</u>

- Increase rent supplements -> discuss with Housing Branch
    - BMR unit to ODSP w/ rent supplement to AMR level: one-bed = ~$86,400; two-bed = ~$105,300; three-bed $128,400
- Increase parking rent ($10 increase = $10,000 savings; $25 increase = $25,000 savings)

<u>Increase Capital Funding / Financing</u>

- CCOC contribute equity -> a few hundred thousand
- Reduce the DCR to 1.0 -> Difficult to do because of Infrastructure Ontario. Will to do less than 1.1, but not 1.0
    - $1M funding gap savings for 1.1 to 1.0
- Introduce additional funding sources (FCM, New Market Funds)
- Ask CMHC to increase the forgivable loan
- Confirm & monitor CMHC interest rate

Qualitative Risk Assessment

At this stage in the development there are still a number of variables in flux that could positively or negatively impact the project's schedule and budget. The primary risk areas are identified in the qualitative assessment below:

#	Risk Item	Description	Potential Impact	Mitigation Options	Likelihood	Value of Risk ($)
1	Escalation of Capital Costs	An increase in the hard or soft costs of the project	With a fixed NOI this will increase the demand for equity or other sources of funding	• Value Engineer the project • Introduce additional sources of funding	Class D to Class C: 10% escalation of costs Class C to Class B escalation: Low Risk	10% escalation = $1.4M No cost anticipated with low risk
2	AO contribution for additional units	The City of Ottawa might not fulfill their Letter of Commitment	This would decrease the anticipated grant contribution for the project by $2,340,000	• Sign a contribution agreement for $2,340,000 • Increase rent for the unsponsored 18 units to AMR to increase debt financing capacity	Low Risk	No cost anticipated
3	Interest Rate Escalation	An increase in CMHC's interest rate above the 2% that we're modelling	This would impact the initial assumptions that formed the basis of the project and similar to item #1 additional funding would be required	• Push to secure financing quickly while rates are low • Introduce additional sources of funding • Value Engineer the project	Medium Risk	0.25% = ~$500,000-~$700,000
4	Decrease in CMHC Grant Contribution	CMHC approves less than the anticipated 5% grant	This would impact the financial sources of the project	• Sign CMHC term sheet • Introduce additional sources of funding • Increase the financing for the project to overcome any loss in sources	Low Risk	No cost anticipated (CMHC is looking into increasing the grant contribution)
5	COVID-19 Pandemic	Delays in approvals, funding, and/or construction	Delays in the start of construction, the manufacturing of materials, or a delay in funding could positively or negatively influence the project.	• Facilitate open dialogue with funders, construction manager, and regulators to review changes in the industry and react as necessary • Prepare optional bridge financing	Low Risk	No cost anticipated (risk is being mitigated)
6	Limited Available Cash Flow	Cost factors outside of this project reduce the cash flow available to CCOC	Project delay due to inability to cash flow costs of construction	• Sign CMHC term sheet • Secured 3rd party bridge financing	Low Risk	Cost of interest rate from increased bridge financing ~$10,000
7	Escalation of Utility Costs upon completion of the building	The utility costs are not covered by the energy generated (solar panels)	CCOC operational costs would become greater than budgeted	• Work with consultants to optimize energy production and consumption • Pursue on-site energy production (Net-Zero for a portion of the building) to allow CCOC to eliminate most of their own utility bills and possibly allow them to provide benefits to some of their tenants	Low Risk	No cost anticipated (modelling demonstrates enough generation – option to not have solar panels and save capital costs)

Authority Matrix *

	Dev. Comm	Fin. Comm	Facilities Comm	Rental Comm	Executive Committee / Board	Exec. Director**	Directors**	Project Manager	Date of Expected Approval	Date Approval Made	Notes
Project Milestones											
Project Charter	R	F	I	I	A	F	F	R	September-19	December-19	
Pre-Design Development Targets	R	F	F	F	A	F	F	F	September-19	September-20	Reapproved with 147 Forward design to 49 units
Preliminary Schedule	I	I	I	I	I	F	F	A	February-21	March-21	Updated approval date due to 147 Forward purchase Delay due to energy design charrette
Schematic Design	R	I	I	I	A	F	F	F	October-20	March-21	Updated approval date due to 147 Forward purchase
Class D / Baseline Project Budget	R	R	I	I	A	F	F	F	December-20	March-21	Updated approval date due to 147 Forward purchase
Site Plan	F	I	I	I	A	F	F	R	February-21	March-21	Updated approval date due to 147 Forward purchase
Design and Development	F	F	F	F	F	F	A	R	February-21	March-21	Updated approval date due to 147 Forward purchase
Class C / Budget Update	I	-	-	-	I	A	R	R	February-21	May-21	Updated approval date due to 147 Forward purchase Delay due to energy design charrette
Contract Documents 66%	I	-	-	-	I	A	R	R	March-21	May-21	Updated approval date due to 147 Forward purchase
Class B / Budget Update	I	-	-	-	I	A	F	R	March-21		Updated approval date due to 147 Forward purchase
Issued for Building Permit	I	-	-	-	I	A	F	R	March-21	May-21	Updated approval date due to 147 Forward purchase Applied for building permit
Contract Document 99% (Tender set)	I	-	-	-	I	A	I	R	April-21		Updated approval date due to 147 Forward purchase
Class A / Budget Update	I	-	-	-	I	A	F	R	April-21		Updated approval date due to 147 Forward purchase
Issued for Construction	I	-	-	-	I	A	I	R	June-21		Updated approval date due to 147 Forward purchase
Baseline Schedule	I	I	I	I	I	A	F	R	June-21		Updated approval date due to 147 Forward purchase
Rent-up Activities	I	I	I	A	I	I	R	F	TBC		
Procurement											
Architect	I	I	I	I	I	A	F	R	July-19	January-20	Contract signed in January, but work for AO submission
Construction Manager	I	I	I	I	I	A	F	R	January-20	April-20	LOI received March 2020. Signed in April.
Other Consultants	I	I	I	I	I	A	I	R	**Ongoing**	**Ongoing**	
Financial											
Primary Funding Application	R	R	I	I	A	F	F	F	October-19	September-19	
Funding Agreement ***	I	R	I	I	A	F	F	F	December-19	December-19	Board approved purchase of 159 Forward for $1 February 2020
Financing Application	I	R	I	I	A	F	F	F	January-20	April-20	
Financing Agreement ***	I	R	I	I	A	F	F	F	June-21		Updated approval date due to 147 Forward purchase
Equity Contribution Commitment	I	R	I	I	A	F	F	F	June-21		Updated approval date due to 147 Forward purchase
Fixed Price Contract	I	-	-	-	I	A	F	R	June-21		Updated approval date due to 147 Forward purchase
en											
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	-	-	Board approved purchase of 147 Forward in June 2020
Opportunity Event (Schedule)	I	-	-	-	I	A	F	R	-	-	
Everyday Decisions	-	-	-	-	-	-	-	A	-	-	

Legend			
I	F	R	A
Information Only	Feedback	Recommendation	Approval

Phases of Development		Relevant Documents	
Schematic Design	•First design of the project based on the owner's needs, zoning requirements, and site surveys. •Includes site plan, basic layout with unit size and location, location and size of other rooms (garbage, laundry, elevators, etc.) •Includes a rough elevation of the building. •Changes to the design are easy to make and accommodate.	Figure 1.	•Schematic design drawing set and outline specification •Architect Contract •Class D Estimate •Baseline Project Budget •Primary Funding Application
Design Develoment	•Updated design which includes unit layouts showing room orientation and sizes. •Exterior elevation is refined and architectural details have started to be included. •Changes to the design can be made, but large design decisions create a lot of work for the Architect and could cost the Owner money.	Figure 2.	•Design Development Drawings and updated outline spec •Class C Estimate •Updated Budget •Primary Funding Agreement •Primary Financing Application •Site Plan
Contract Documents (66%)	•Finalized design plans includes all mechanical, electrical, plumbing, interior finishes, etc. details. •Changes to the design are difficult to make. •Directors and relevant departments can still review and make recommendations on specification details.	Figure 3.	•66% Document Set •Class B Estimate •Updated Budget •Building Permit Application •Primary Financing Agreement •Construction Manager Contract
Tender	•Finalized design documents are used to go out to tender to all of the trades. •Construction manager recommends sub-contractors for Owner's approval and a finalized budget is created based off of the bids. •Changes to the design are extremely difficult to make and must come in the form of an addenda (i.e an official document that tracks changes to the original project design) issued to all potential bidders	Figure 4.	•99% Contract Document Set •Issued for Tender Set •Class A Estimate •Updated budget •Construction Manager Contract (CCDC)
Construction	•Construction documents with detailed drawings are created by the Architect for the construction team to use during construction. •Any changes to the design must be issued as a change order and usually costs the project time and money.		•Issued of Construction Drawing Set •Requests for Information (Construction team to Architect) •Charge Order (Architect to Construction Team) •PM Report

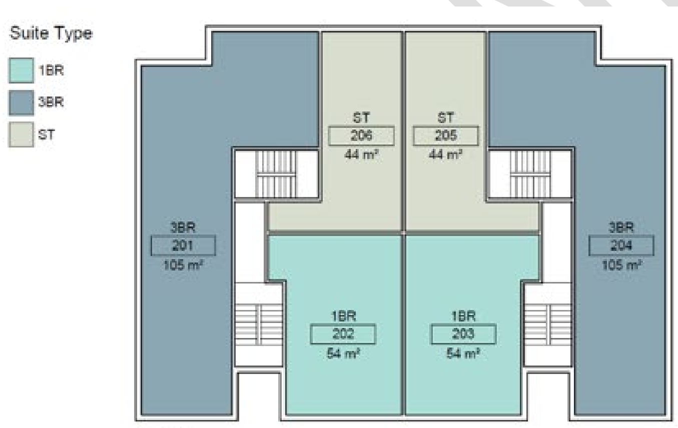

Figure 1.

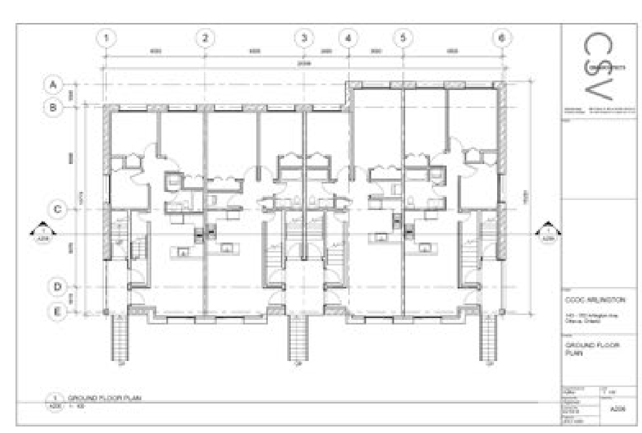
Figure 2.

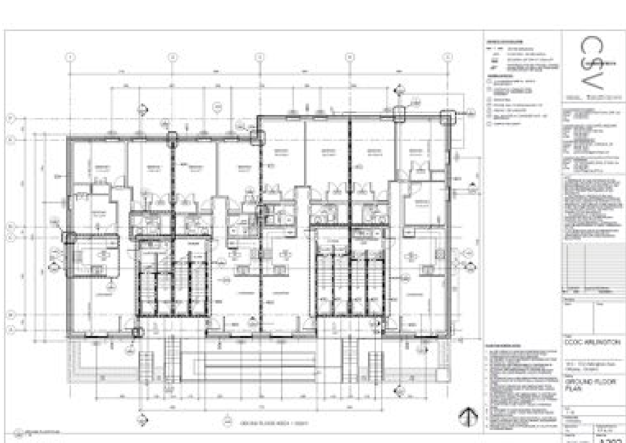
Figure 3.

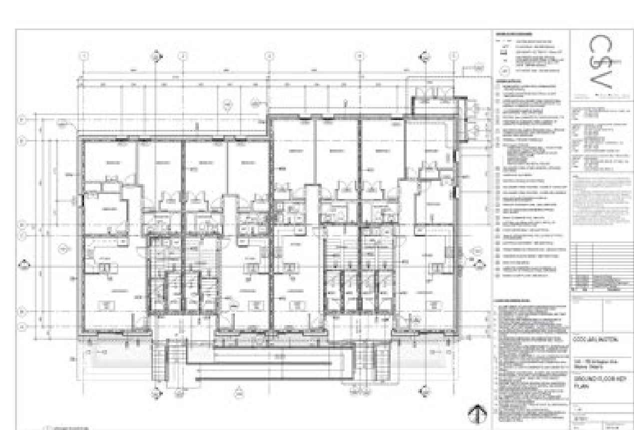
Figure 4.

Centretown Citizens Ottawa Corporation

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Development Committee
Meeting Minutes

Tuesday, June 8, 7:00 PM
Conducted remotely via Microsoft Teams

Present: Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Button (CCOC Board Member), Sarah Gelbard (CCOC Board Member), Alannah Bird, Brent Walden, Court Miller, Elliot Sherman, Ginnig Wong, John Kingsley, Mary Huang, Rida Oulhaj, Rod Manchee, Graeme Hussey (Staff), Mark Sider (Staff), Aisha Ahmed (Staff/Minute-taker)

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1. **Call to Order & Anti-Oppression Statement:** 7:04 pm
   - Jesse read the anti-oppression statement
2. **Approval of Agenda (Sarah Gilbert /Reda m/s/c)**
   - Add "Next Meeting" as agenda item preceding "Adjournment"
3. **Approval of Regular Minutes (Court/ Jesse m/s/c)** – Attached May 11, 2021
4. **Introductions & Announcements**
   - Introductions
     - No introductions needed, guests didn't show up
   - ONPHA Conference Registration Reminder
     - It's a good introduction into the affordable housing sector
   - Announcement
     - Jesse will replace Sarah Button on the Cahdco board
     - Sarah announces she will leave the Development committee to take on a new role
     - Court also mentions that he will be joining the Facility Management Committee and leaving the Development Committee
5. **Declarations of Conflict of Interest**
   - No declarations.
6. **Government Policy & Program**
   - CMHC housing supply challenge
     - Graeme and Sarah introduce CMHC housing supply challenge.
7. **Report of Board & Committees**
   - Committee Summaries – Attached (Consent Agenda)
     - The committee reviewed committee summaries on consent.
   - Ageing in Place Report – Report attached (Consent Agenda)
     - Suggestion to make connection not only with those aging but also those with disabilities, the need for accessible units, and the possibility of integrating

lockboxes in community spaces.

8. CCOC Development Projects

- CCOC Arlington Lessons Learned – Report attached
  - Mark introduces the process of producing this report. Mark notes that the RHI financing is mistakenly indicated in place of RCFI as a funding source for this project.
  - Mary notes an error in dates in page 2. Believes there should have been someone from development and/or maintenance in the warranty walkthrough.
  - With regards to passive housing certification, Graeme and Mark explain that "standards above certification" is the approach they will be taking in future projects.
  - Alannah comments on the section on the construction issues and the procurement process. Graeme assures that the construction managers associated with this project have not been invited to work on following projects.
  - Discussion over contingency. Contingency reduces as projects moves towards Class A estimate. Additionally, Cahdco works with professional cost estimators.
  - Mary proposes the possibility of incorporating a risk metric in future projects.
- CCOC Forward Avenue Update – Report attached (Consent Agenda)
  - Cahdco focused on risk around interest value. Graeme indicates that the rate changes every day, and emphasizes that with the delay of construction, rate has jumped up.
  - Mary comments to add a new column to the qualitative risk assessment table.

9. Report from Cahdco – Verbal report

- AGM
- Jesse joining the Cahdco board to act as a liaison to CCOC
- Interns are onboard and one project coordinator (Hadiya) has left us. Job posting to hire new project coordinator active.
- Not many new projects. We've started working with Covenant Care based in Alberta. And we're helping another Co-op in the Kanata area.

10. In-Camera Items

- **MOTION:** Move in camera. **(Court/Jesse m/s/c)**
- Approval of In-Camera Minutes – May 11, 2021 minutes to be distributed
- LeBreton Flats RFP Update – Verbal report
- Memo on Cahdco Staff Capacity – Report to be distributed
- **MOTION:** Move out of camera. **(Reda/Sarah m/s/c)**

11. Items for Future Discussion

- Partnership opportunities e.g. LeBreton

- Innovative ideas for amenities
- Modular building
- Aging in place- discussed in detail
- Penny suggests the possibility of engaging the interns on some of these topics.

12. **Items to Highlight for the Board**

- None

13. Next meeting

- Penny will not be attending. Elliot volunteers to chair the next meeting

14. **Adjournment:** 9:00 pm (Jesse/ John m/c)

Next Development Committee Meeting: Tuesday, July 13, 2021

Centretown Citizens Ottawa Corporation

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Development Committee
Meeting Minutes – In Camera

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10. In-Camera Items

- **MOTION:** Move in camera. **(Court/Jesse m/s/c)**
- Approval of In-Camera Minutes – May 11, 2021 minutes to be distributed (Rod/Court)
  - **Motion carried.**
- LeBreton Flats RFP Update – Verbal report
  - Mary questions if Dream has affordable housing experience. Graeme explains that the main partnership is ourselves (CCOC) and Windmill, but we also brought on Wabano. Windmill fulfils some of the development project management responsibilities that Cahdco would typically carry out, while Cahdco oversees affordable housing funding & financing.
- Memo on Cahdco Staff Capacity – Report to be distributed
  - Verbal recap of Memo.
  - Reda believes that it is important to retain staff. Graeme notes that staff retention is a priority. Graeme explains that Cahdco/CCOC are a unique employer in that we have non-profit values and work on affordable housing development. Have seen that many of our project coordinators and managers stay for 3-5 years before moving on.
  - Court agrees that work life balance- particularly in non-profit sector is a selling point to increase capacity.
  - Sarah agrees that the Cahdco team has worked a lot of overtime over the past few years, so a proactive expansion plan is important.
- **MOTION:** Move out of camera. **(Reda/Sarah m/s/c)**

cahdco

CCOC

Arlington Lessons Learned




Centretown Citizens Ottawa Corporation

June 14, 2021

Contents

Office 101 Catherine Street, Ottawa at CCOC Beaver Barracks | **Mailing Address** 415 Gilmour Street, Suite 200, Ottawa ON K2P 2M8

Report Overview

From a financial perspective, the 143 – 153 Arlington Avenue project achieved what it set out to do. CCOC replaced the formerly underperforming housing provided at Arlington and Eccles with modern, energy efficient, and affordable new housing. Albeit behind schedule, the project came in on budget and the scope was able to accommodate the unforeseen site conditions, as well standard fully spent cost contingency. Quick lessons within this report include the planning of contingency allowances, the potential impact of winter on foundation work, and the value of thoroughly reviewing qualified tender bids.

Project History

The intent to redevelop CCOC's Arlington property goes back as far as the 1980's where it was included in CCOC's long-term workplan. However, the motivation to take the first step towards demolition came in 2015 when CCOC received a structural analysis of the front stairwells indicating that they were in need of major repair, and would pose a hazard if not addressed within the next 2 years. Beyond the physical condition of the building, the rentals department also identified Arlington as a troublesome building to rent.

At this point the development team performed a cost benefit analysis for the board of CCOC comparing the cost to maintain the existing structure against the cost of redeveloping the site. It was estimated that the cost to maintain the structure for a 10-year horizon was on the scale of $1.5 - $2M. In contrast the option to redevelop and create better quality homes was on the scale of $3 – $4.5M, with an equity requirement of $500k to $1M. CCOC concluded this analysis with the motion to proceed with redevelopment on October 28, 2015.

Redevelopment Overview

At the October 28th 2015 Board meeting, CCOC's Board of Directors passed a motion instructing the development team to proceed with the demolition and renewal of 143 – 153 Arlington. This motion also authorized the sale of 143 – 145 Eccles to help finance the project. At kick-off the plan was to develop a new 3-storey, 18-unit building designed to the LEED Gold standard. The intent of this plan was to replace the aging 12-unit property at 143 – 153 Arlington Ave., as well as the four units being lost through the sale of Eccles with higher quality housing.

The development team then hired CSV Architects to facilitate the design process. Between the spring of 2016 and fall of 2017 CSV worked with CCOC to refine the vision of the project. This effort saw the adoption of a new sustainability target: to achieve the principles of Passive House design rather than LEED Gold. Further architectural input also identified design constraints that led to the decision to develop a stacked townhouse consisting of 16 family-sized units rather than a low-rise apartment with 18 units of mixed sizes.

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By September of 2017 demolition had begun, CSV had issued construction drawings, and CCOC had the accepted a $3,594,055 Class A budget from the selected builder Taplen Commercial Construction. This Class A budget brought the total project value to an estimated $5,090,999 which was to be sourced through a combination of municipal grants, CCOC equity, and CMHC's rental construction financing. At this time, Taplen had also produced a 10-month construction schedule that consisted of one winter phase. The scope, schedule, and budget presented during this period form the baselines for the project. The project concluded in the summer of 2019 with tenants moving in starting in May 2019 and throughout the final months of construction.

Project Goals

The original goals of the Arlington project were drafted through visioning sessions facilitated by the development team with members of CCOC's committees and board. The goals were:

1. to put tenants first;
2. to create a model of redevelopment that could be replicated;
3. to complete the project on time and within budget;
4. to create a smoke free building;
5. to design a building that fits into the streetscape;
6. to use Section 37 funding;
7. to achieve LEED Gold (Later replaced with Passive House);
8. to set a standard for CCOC's sustainability approach.

These goals of the project were based on the visions of the Development Committee and Management listed below:

Development Committee Values

- Happy tenants, existing and new, good relocation process
- Precedent or model for future redevelopments: section 37 and public perception
- Improving the streetscape and façade
- On or under budget
- Green features

Management Values

- Good quality building with green features that integrates into the neighbourhood
- Improved internal processes and definition of how development department and other CCOC departments work together as a team, opportunity for review and approvals
- Community integration and public perception, consistent messaging
- On or under budget and schedule

CCOC was able to meet most of the project goals with a smoke-free building that fit well with tenant needs and the surrounding community context and that used Section 37 funding to create

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a replicable housing model. CCOC also surpassed their original LEED Gold standard by striving for Passive House Certification. It became evident during the certification process, however, that the building would not meet the requirements set by the Passive House Institute Certification. Additionally, the project went over schedule finishing in the spring of 2019 instead of the anticipated summer of 2018.

Scope, Schedule, and Budget

Scope schedule and budget are the three key performance indicators of a project and are used to measure its success. The scope of the project are the details and requirements of the project. Arlington was mostly successful at fulfilling its scope by producing 16 family rental units, but not managing to meet its expectation of achieving passive house certification. The schedule of the project was delayed from the original intended occupancy date of July 2018 to Spring of 2019. Despite the project exceeding its hard cost contingency use, savings in other areas including soft cost contingency and fees managed to keep the project within budget set at the time of construction start.

Scope

Arlington employed a change management process that relied on the issuing and approval of Change Orders to revise the scope of the project. Contingecy for the project was set at $258,408 or 7% of the anticipated hard costs. Throughout the project, a net value of $360,342 worth of changes occurred with an additional $30,000 settled outside of the contract (for work not quoted in Taplen's Class A) and $3,420 left to be disbursed (for the work to be completed). In proportion to baseline hard costs this represents a ~3% increase in contingency use above the original value of $258,408.

The largest change within the budget was to account for the removal of unexpected additional organic fill during the excavation process and to manage settlement of the entry ramp. The soil condition was unexpected despite the due diligence of a geotechnical investigation. It is for reasons like this that development projects carry contingency This change occurred very early on in the project and used $180,000 or 70% the baseline hard cost contingency. As the project progressed, it became apparent that soft costs were falling well within budget so the remaining soft cost allowance and contingency were reallocated to the hard cost contingency line item.

Each Change Order was assigned to cost a category. Categories that used more than 5% of the baseline contingency have been noted below along with the primary costs within that category:

Reason #	Reason for Change:	Net Value of Changes	Notes
1	Site Conditions, or Unforeseen requirements by utilities	$203,811	Due primarily to unknown soils condition.

2	Design team errors, and omissions	$64,654	Due primarily to electrical revisions and the modification of hall widths to meet building code.
3	Design changes by client	$17,995	Due primarily to late modifications to the garbage enclosure and electing to pave the neighbor’s driveway.
4	Contractor errors, and omissions	$70,939	Due primarily to accepted tenders that omitted work within the drawing pack. E.g. the installation of conduit for telecoms and the installation of steel kick plates on doors.
5	Design changes, value added for Passive House	$25,136	Revisions to insulation and glazing to increase performance.
6	Misc. less than 5%	$11,227	N/A
Total		**$393,762**	

Schedule Delays

In December 2016, CCOC management decided to put the project construction start on hold until a stronger a business case could be prepared. Start of construction was delayed from March 2017 to August 2017 as the viability of the project was re-established. Construction began on September 8, 2017.

At the time of construction start the goal was to have tenants moving into the building in July of 2018. Instead, tenants began moving into the building in May 2019. Rent-up took place throughout the summer of 2019 with some units ready before others. The construction of the project continued into late summer of 2019. Causes for the construction delay include:

- Soil issues and winter conditions ~ 5 months
- Dry walling delays ~ 2 months (CCOC delayed move in dates to avoid, further slippage to April)
- Contractor delays caused by the dry wall and airtightness issues ~ 1 months
- Acoustic failure discovered ~ 2 month (for some units)

Total Construction Delay = 10 months

It is speculated that the dry wall delays and subsequent issues that led to the acoustic failures, could be the results of an extremely competitive trade market for dry wallers. With construction on Parliment Hill promising long, consistent work, Taplen reported difficulties acquiring the needed workers to complete the dry walling work.

Of note beyond the conditions presented above, the project also experienced a significant turnover of team members, which contributed to inconsistencies in expectations and project understanding. Taplen’s team saw the movement of 2 site superintendents, 3 estimators, and a finance manager. CCOC had a turnover of 2 Project Managers, 2 Directors of Finance, 2 Directors of Tenant and Community Engagement, and 2 Directors of Facilities Management. CMLS (CMHC's financing consultant) also changed project leads 3 times.

Budget Analytics

The project remained within budget and returned a small surplus to CCOC as unspent equity, despite inflated hard costs and an extended schedule. Taplen's Class B budget had a $230,000 error increasing the hard costs in the Class B from $3,431,829 to $3,594,055 in the Class A post tender. This led to a project budget at the start of construction of $5,090,000 excluding the value of the land. The project was approved and budgeted with a 7% contingency for both the hard and soft costs of the project.

A soil risk event cost the project's contingency $159,206. By January 2018 only 15% ($38,215) of the hard cost contingency remained. As the project continued, underutilized line items were moved to the contingency. Unexpected legal fees from CMHC added $50,000 to the soft cost estimate. These costs were payed for through the underutilized line item of city permit fees.

Project Sources	
CCOC Cash Equity	$575,002
Section 37 Grant	$500,000
CMHC SEED	$23,000
CMHC Co-investment Mortgage Financing	$3,967,999
Total	$5,066,001

Further financial analysis of the project was completed in the Arlington Financial Summary Report and can been seen for more information in Appendix A.

Feedback and Lessons Learned

Feedback concerning the success of the project was collected from multiple groups including staff, tenants, and stakeholders. Staff were interviewed to determine the difficulties in not only development but also through the first year of operations. Tenants were given a short survey and asked if they would like to be invited to a more thourough interview for a more intimate understanding of the building functionality. Included in the tenant interview were members of the CCOC development committee to provide feedback from a governance perspective. Finally, the development department was asked to provide feedback on the detailed work of the development process.

Staff Feedback

Many of the staff in attendance of the meeting noted that they had joined CCOC during the construction of the project. The themes presented in the staff feedback session initially focused on the benefits of the new development over the previous building and then progressed into the challenges that were observed in the operations of the building.

In the eyes of staff, the benefits of the new building include the safety and security provided by the building as well as the improved quality of homes. It was noted that for the most part the units are easier to rent and tenants show pride and satisfaction with their homes.

The operational challenges presented by the new building include:

Complexity of mechanical systems –

- The ERV systems were chosen to achieve a high level of efficiency to achieve Passive House certification. These systems are complex and must be finely tuned.
- The complex mechanical system made tenant education difficult with many tenants reporting issues operating and understanding their systems. This led to many calls regarding the ERVs and the air conditioner for problems with their operation.
- Decisions concerning the ERV means that tenants are unable to change or clean the filters. This results in the facilities department needing to service the ERV annually.
- Due to the high-end nature of the mechanical equipment, maintenance fees and associated costs are higher than other comparable buildings.

Appliances –

- The washer and dryer were selected after a proposal from CSV and Keyesbury as a ventless system that would work well with Passive House. The market for ventless systems is small, and when this set was selected they were seen as a good option. In operation this particular model are of poor quality and require regular maintenance. Adding to this, CCOC ended their maintenance contract with Keyesbury which posed a serious challenge. The cancelation of the contract was not due to any aspects related to the Arlington development.
- Staff noted that the stove size chosen was used in all units and is not appropriate for the 3-bedroom units that are intended for families (too small).

Failure of fire doors –

- The front doors pose a challenge in both air loss since they are not airtight, as well as in use since the weather stripping used to address the air loss makes many of the doors too hard to close. The fear that this will lead to broken locks, and numerous maintenance calls to re-fit the doors and to shave down the lock strike.

Management of waste -

- The garbage enclosure was initially designed to just hold garbage, whereas recycling would be held in front of the building. This scheme was rejected by the City's building department and resulted in all waste being moved to the garbage enclosure in the rear.

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With this move, the garbage enclosure expanded but it could not expand enough to comfortably accommodate all of the waste streams, leading to a tight space that makes it hard for tenants to gain access to the different recycling bins.

Accessibility to meet funding requirements –

- Rental staff noted that some units were more difficult to rent out than others. This was attributed to the fact that they were modified barrier free units. While this would allow for the unit to be adapted easily in the future, it made it difficult to rent out in its current state. It didn't meet the needs of people who require a fully barrier-free unit, whereas modified elements including the roll-in shower made it unattractive to people without mobility impairments. While these measures were implemented to meet the funding requirements of the project, other solutions should be investigated in the future.

Communication challenges –

- Some continuity of communication difficulties were experienced when raising tenant issues between departments. Specifically it was not always clear as to who or what department was responsible for responding to the issues.
- There was a duplication of efforts in financial tracking of project costs between the finance department and the development department. In the future, the two teams should work together at the onset of a project, to ensure that responsibilities are identified and strategies for communications are clear.

Tenant Feedback

The themes presented in the Committee and Tenant feedback session initially focused on the benefits of the new development over the previous building and then progressed into the challenges that to the development process and lived experiences. At the time of the interview and survey most of the tenants had been living at the Arlington property between 1 and 1.5 years.

Construction issues –

- The building was designed to target the Passive House standard, which promised lower energy use for tenants and a simplified mechanical system in exchange for more of a focus on building's envelope. While this was the intent of the project, many tenants have reported that the heating system is insufficient and that their apartments can be extremely cold during the winter months. It was observed that these issues were reported by tenants with apartments on the first two floors of the building.
- There have been issues in some units with inter-unit noise transfer. This is based off anecdotal reports from tenants. Noise testing before move-in confirmed that all building code requirements for noise tranfer are met. Other reports have suggested that due to the improved noise reduction from exterior sources, internal transfer is more apparent.

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- Other construction issues that were reported included lightbulbs that burnt out quickly, lack of bike racks and picnic tables (intalled in 2020 and 2021), failing laundry units with long repair times, and frequent need for ERV filter replacement. The ERV filters need to be replaced annually, but CCOC struggled to identify a provider who could deliver the required filters within the required timeline.

Tenant communication –

- Communication between CCOC and tenants was noted as a challenge. Tenant issues concerning the operation of mechanical elements in the apartment were identified as a lack of education. Tenants also reported incidents of slow response to fixing building deficiencies and the arising need for ERV filter replacement.

Garbage enclosure and parking –

- The garbage enclosure has been a source of grievance for the tenants due to the crowded enclosure, lack of a roof, and lack of exterior lighting. While the last two issues have been rectified, the garbage enclosure does not allow for enough recycling bins to be located neatly inside to meet the needs of the building. Issues of garbage and recycling pilling up on the ground have been experienced.

Tenants were also provided a survey to complete after the building was operational for 1 year. The surveys are included in Appendix B of this report. Those who participated in the surveys and expressed interest were invited to the feedback session mentioned above.

Development Feedback

During the Arlington project the development department staff noted three areas that should be considered during future projects.

Passive House certification – It was deemed important that the building was designed to meet Passive House Standards. Tests were conducted throughout construction to ensure that the standards were being met. The accreditation process was determined to be less vital.

- The accreditation process is costly and time consuming. Navigating the process, which ultimately failed, was determined to be a heavy cost for the limited reputational benefit certification would have provided.
- The certification that was perused was through the Passive House Institute, the international German based certification process. Alternatively, the Passive House Institute US (PHIUS) could have been used as is a choice being made by other non-profits in the Ottawa area. This should be considered if certification is deemed desirable in the future as many of the issues encountered were due to differences based on the project's location in Ontario. These issues include:
    - Meeting building code requirement for the front doors as, at the time, there were no Passive House Certified exterior door available that met the fire rating. This could

also be solved through alternative entryway designs. Hypothethically, the entrance could be designed to be farther apart from each other.
  - The project was ultimately penalized for pursuing exclusively hydro as an energy source. This is due to the generally clean nature of Ontario's electricity compared to the electricity in European countries which tends to be coal dependent.
  - The cost of the project and ability to meet accreditation standards was also effected by the scarcity of Passive House certified building systems including windows, doors, ERV's, etc.
- Early design decisions that were made for the project ended up detracting from the project's ability to receive certification. This can be avoided in the future by either ensuring the consultant team has an intimate knowledge of the certification requirements or by engaging an independent consultant to provide the expertise.

Issues with Construction Manager –

- A series of events led to challenges in the working relationship between the project team and the construction manager. Inability to agree on resolving issues made project decisions difficult and time consuming with many change orders taking longer periods of time to resolve than was necessary. CCOC should consider the benefits of a good relationship with the construction manager as a vital asset for all future construction projects.
- One reoccurring issue, that in part led to the loss of trust between CCOC and the project's construction manager, was the lack of defined timelines. On several occasions, particularily as the project continued past its original schedule, CCOC found that it was difficult to get an accurate sense of the project's true timeline for construction from the construction manager.

Expectation management

- As a part of the agreements for the project funding through Section 37 and the financing through the Rental Construction Financing Initiative the project agreed to provide at least two barrier-free and two adaptable units. As a result one two bedroom unit and one three bedroom units were made to be able to meet accessibility standards with raised wall sockets, roll in shower, side-by-side laundry units, and other accessible features. It was determined that CCOC tends to have low demand for fully accessible units especially with two and three bedroom and so the decision was made to make the units adaptable. This meant that the counter were set to typical heights and cuboards were added beneath. This mixed approach proved difficult during rent-up. As a result, both accessbile units were rented out to families with no accessibility needs. This has resulted in dissatisfaction from many areas. Clear communication in the design phase, of CCOC's needs, demand for accessible units, and the need to fulfill the agreements with funding sources should be used in all future enedevours. CCOC should also consider the cost of the mixed approach versus the cost of low demand for a fully accessible multi-bedroom apartment.

- Acoustics was a concern for CCOC from the beginning of the project with them hiring an external acoustic consultant. Througout the project, the consultant was used to design a well insulated structure to not only prevent external noise from the near-by highway but also noise from neighbouring units. While some difficulties were experienced due to sub-consultatnts not following the advice given, each unit was tested and successfully passed a noise transfer test. However, due to the project being so well insualted from exterior noise, in part due to its passive house design, many tenants have noted being more aware of unit-to-unti noise transfer. This is thought to be because they can hear more clearly the sounds that in other apartment buildings would likely be obscured by the white noise from outside.
- As a part of building code, the Arlington project added A/C wall units to the living rooms of each apartment. The A/C unit was intended to temperately aid in the units' temperature and was never intended to be able to cool the entire unit by more than a few degrees. It has still been a reoccurring complaint from tenants that units are difficult to keep cool in the summer.

The benefits of the new building include the safety and quality of homes provided for our tenants. The modern development, while still being optimized, is no longer burdened by the maintenance issues of the tower entrances of the previous design. The building also achieves a higher density than the previous design and serves as a model for smaller redevelopments to emulate.

159 Forward Ave

Monthly Project Report

Date: 1 June 2021

To (Attention): CCOC Development Committee

From: Kyla Tanner, Project Manager, Cahdco

Re: **May 2021 Project Report**

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

Hadiya Al-Idrissi is doing her Masters in Architecture and will no longer be the Coordinator on this project. Ellen McGowan, a new Development Intern will be assisting Kyla.

Project Scope

CCOC's vision, as well as the requirements of the 2019 Action Ottawa RFP and the criteria of CMHC's co-investment fund, informed the scope of the Forward project. This scope includes:

1. Demolishing the existing structure;
2. Providing a new rental development with a mix of units and an emphasis on family housing;
3. Achieving a weighted average rent that does not exceed 80% of CMHC's City-Wide AMR which must include a portion of rents at BMR and the ODSP max shelter allowance;
4. Achieving a minimum of 100% universal accessibility and/or 20% Barrier-Free design;
5. Building to an energy efficiency standard that exceeds the 2015 National Building Code by 25% or more. CCOC intends to achieve this by using passive house design and striving for a Net-Zero energy building.

Unit Composition	Average Market Rent (AMR)	Below Market Rent (BMR)	Ontario Disability Support Program (ODSP)	Total
Bachelor		5	0	5
1- Bedroom	3	12	7	22
2- Bedroom	4	4	0	8
3- Bedroom	5	9	0	14
Total	**12 (24.5%)**	**30 (61.2%)**	**7 (14.3%)**	**49**

Project Schedule

April	May	June	July	August
Minor Variance Application (April 16) Construction Estimate Class C (April 16)	Issued for Permit Drawings (May 4) Apply for Building Permit (May 4) Demolition Permit Application (May 19)	Demolition Commences 99% Contract Documents Issued for Tender Drawings (June 8) Construction Estimate Class B (June 8) Minor Variance Approval (June 16 – July 5) Tender closes (June 29) Preliminary Estimate Class A	End of Site Plan Review Process City of Ottawa release of Building Permit Final Class A Budget	Construction start (August 2)

- CCOC received technical comments from the City for Site Plan Control.
- The Minor Variance application was submitted on April 16 to get us on the Committee of Adjustment June 16 meeting.
- The asbestos abatement in 147 Forward was completed. There was more work than anticipated due to lath and plaster.
- Ottawa Hydro needs to move a transformer, which delayed the demolition permit application.
- Building Permit drawings were submitted to the City on May 4
- The Heritage Planning department had no comments on demolition for 147 Forward Avenue.
- A pre-construction survey was completed.
- CCOC received Building Permit drawings for comment and approval.
- CCOC met with the architecture team to discuss finishes.
- An appraisal of the building is being completed for CMHC requirements.
- Demolition Permit was submitted May 19. We are waiting on the Building Code Services review.
- Building Permit was submitted and we received initial comments.
- Posterity Group is completing an energy model based on Building Permit drawings, for CMHC requirements.
- The City booked the Minor Variance application discussion for the June 16 Committee of Adjustment hearing.

Project Budget

- MBC provided a Class C budget that is ~$1.4M more than the Class D budget.
- CMHC interest rates are increasing, so we are now modelling a 2% interest rate instead of 1.25%.

PROJECT COSTS	Total
Land Costs (Value + Closing Costs)	$ 2,684,516
Hard Costs	$ 17,193,281
Soft Costs (Including Financing)	$ 1,553,482
Contingencies	$ 1,884,756
HST (Including NP Rebate)	$ 545,293
Total Project Cost	**$ 23,861,328**
SOURCES AND USES	**Total**
Action Ottawa Grant	$ 7,340,215
CMHC Seed Grant	$ 52,500
CMHC Co-Investment Grant	$ 1,193,066
Section 37	$ 226,200
Funding Gap	$ 2,650,018
City Land Contribution	$ 1,700,000
CMHC Co-Investment Financing	$ 10,674,329
FCM Planning Grant	$ 25,000
FCM Financing	$ 0
Total Sources	**$ 23,861,328**
Surplus / (Shortfall)	$ 0

The following actions could be taken to reduce the funding gap. In a meeting with CCOC Directors, the actions were considered. The green items are things that CCOC will pursue. The orange actions are to be looked into further. The red actions will not be taken by CCOC.

Decrease Capital Costs

- Reduce (value engineer) the Construction Budget (Capital Costs)
  - 3% of savings = ~$430,000 funding gap savings
- Explore delaying construction -> discuss with design team & City

Decrease Operating Costs

- Explore property tax reduction -> discuss with Housing Branch at the City
  - $10,000 reduction = ~$280,000 savings; $0 property tax = ~$2.5M savings
- Reduce maintenance or admin assumptions
  - $100 per unit per year reduction = ~$140,000 savings

Increase Operating Revenues

- Increase rent supplements -> discuss with Housing Branch
  - BMR unit to ODSP w/ rent supplement to AMR level: one-bed = ~$86,400; two-bed = ~$105,300; three-bed $128,400
- Increase parking rent ($10 increase = $10,000 savings; $25 increase = $25,000 savings)

Increase Capital Funding / Financing

- CCOC contribute equity -> a few hundred thousand
- Reduce the DCR to 1.0 -> Difficult to do because of Infrastructure Ontario. Will to do less than 1.1, but not 1.0
  - $1M funding gap savings for 1.1 to 1.0
- Introduce additional funding sources (FCM, New Market Funds)
- Ask CMHC to increase the forgivable loan
- Confirm & monitor CMHC interest rate

Qualitative Risk Assessment

At this stage in the development there are still a number of variables in flux that could positively or negatively impact the project's schedule and budget. The primary risk areas are identified in the qualitative assessment below:

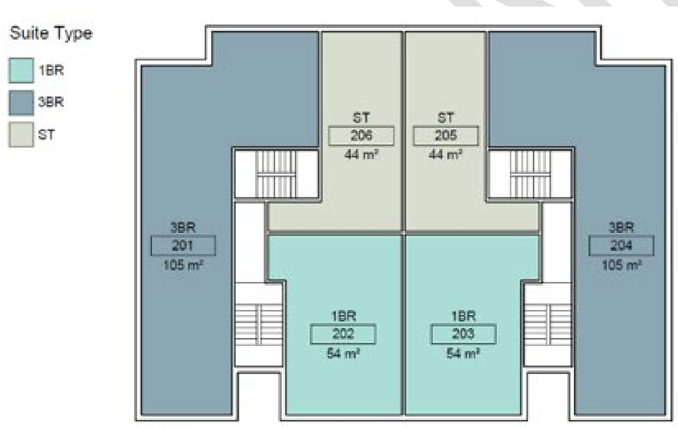
#	Risk Item	Description	Potential Impact	Mitigation Options	Likelihood	Value of Risk ($)
1	Escalation of Capital Costs	An increase in the hard or soft costs of the project	With a fixed NOI this will increase the demand for equity or other sources of funding	• Value Engineer the project • Introduce additional sources of funding	Class D to Class C: 10% escalation of costs Class C to Class B escalation: Low Risk	10% escalation = $1.4M No cost anticipated with low risk
2	AO contribution for additional units	The City of Ottawa might not fulfill their Letter of Commitment	This would decrease the anticipated grant contribution for the project by $2,340,000	• Sign a contribution agreement for $2,340,000 • Increase rent for the unsponsored 18 units to AMR to increase debt financing capacity	Low Risk	No cost anticipated
3	Interest Rate Escalation	An increase in CMHC's interest rate above the 2% that we're modelling	This would impact the initial assumptions that formed the basis of the project and similar to item #1 additional funding would be required	• Push to secure financing quickly while rates are low • Introduce additional sources of funding • Value Engineer the project	Medium Risk	0.25% = ~$500,000-~$700,000
4	Decrease in CMHC Grant Contribution	CMHC approves less than the anticipated 5% grant	This would impact the financial sources of the project	• Sign CMHC term sheet • Introduce additional sources of funding • Increase the financing for the project to overcome any loss in sources	Low Risk	No cost anticipated (CMHC is looking into increasing the grant contribution)
5	COVID-19 Pandemic	Delays in approvals, funding, and/or construction	Delays in the start of construction, the manufacturing of materials, or a delay in funding could positively or negatively influence the project.	• Facilitate open dialogue with funders, construction manager, and regulators to review changes in the industry and react as necessary • Prepare optional bridge financing	Low Risk	No cost anticipated (risk is being mitigated)
6	Limited Available Cash Flow	Cost factors outside of this project reduce the cash flow available to CCOC	Project delay due to inability to cash flow costs of construction	• Sign CMHC term sheet • Secured 3rd party bridge financing	Low Risk	Cost of interest rate from increased bridge financing ~$10,000
7	Escalation of Utility Costs upon completion of the building	The utility costs are not covered by the energy generated (solar panels)	CCOC operational costs would become greater than budgeted	• Work with consultants to optimize energy production and consumption • Pursue on-site energy production (Net-Zero for a portion of the building) to allow CCOC to eliminate most of their own utility bills and possibly allow them to provide benefits to some of their tenants	Low Risk	No cost anticipated (modelling demonstrates enough generation – option to not have solar panels and save capital costs)

Authority Matrix *

	Dev. Comm	Fin. Comm	Facilities Comm	Rental Comm	Executive Committee / Board	Exec. Director**	Directors**	Project Manager	Date of Expected Approval	Date Approval Made	Notes
Project Milestones											
Project Charter	R	F	I	I	A	F	F	R	September-19	December-19	
Pre-Design Development Targets	R	F	F	F	A	F	F	F	September-19	September-20	Reapproved with 147 Forward design to 49 units
Preliminary Schedule	I	I	I	I	I	F	F	A	February-21	March-21	Updated approval date due to 147 Forward purchase Delay due to energy design charrette
Schematic Design	R	I	I	I	A	F	F	F	October-20	March-21	Updated approval date due to 147 Forward purchase
Class D / Baseline Project Budget	R	R	I	I	A	F	F	F	December-20	March-21	Updated approval date due to 147 Forward purchase
Site Plan	F	I	I	I	A	F	F	R	February-21	March-21	Updated approval date due to 147 Forward purchase
Design and Development	F	F	F	F	F	F	A	R	February-21	March-21	Updated approval date due to 147 Forward purchase
Class C / Budget Update	I	-	-	-	I	A	R	R	February-21	May-21	Updated approval date due to 147 Forward purchase Delay due to energy design charrette
Contract Documents 66%	I	-	-	-	I	A	R	R	March-21	May-21	Updated approval date due to 147 Forward purchase
Class B / Budget Update	I	-	-	-	I	A	F	R	March-21		Updated approval date due to 147 Forward purchase
Issued for Building Permit	I	-	-	-	I	A	F	R	March-21	May-21	Updated approval date due to 147 Forward purchase Applied for building permit
Contract Document 99% (Tender set)	I	-	-	-	I	A	I	R	April-21		Updated approval date due to 147 Forward purchase
Class A / Budget Update	I	-	-	-	I	A	F	R	April-21		Updated approval date due to 147 Forward purchase
Issued for Construction	I	-	-	-	I	A	I	R	June-21		Updated approval date due to 147 Forward purchase
Baseline Schedule	I	I	I	I	I	A	F	R	June-21		Updated approval date due to 147 Forward purchase
Rent-up Activities	I	I	I	A	I	I	R	F	TBC		
Procurement											
Architect	I	I	I	I	I	A	F	R	July-19	January-20	Contract signed in January, but work for AO submission
Construction Manager	I	I	I	I	I	A	F	R	January-20	April-20	LOI received March 2020. Signed in April.
Other Consultants	I	I	I	I	I	A	I	R	**Ongoing**	**Ongoing**	
Financial											
Primary Funding Application	R	R	I	I	A	F	F	F	October-19	September-19	
Funding Agreement ***	I	R	I	I	A	F	F	F	December-19	December-19	Board approved purchase of 159 Forward for $1 February 2020
Financing Application	I	R	I	I	A	F	F	F	January-20	April-20	
Financing Agreement ***	I	R	I	I	A	F	F	F	June-21		Updated approval date due to 147 Forward purchase
Equity Contribution Commitment	I	R	I	I	A	F	F	F	June-21		Updated approval date due to 147 Forward purchase
Fixed Price Contract	I	-	-	-	I	A	F	R	June-21		Updated approval date due to 147 Forward purchase
en											
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	-	-	Board approved purchase of 147 Forward in June 2020
Opportunity Event (Schedule)	I	-	-	-	I	A	F	R	-	-	
Everyday Decisions	-	-	-	-	-	-	-	A	-	-	

Legend			
I	F	R	A
Information Only	Feedback	Recommendation	Approval

Phases of Development		Relevant Documents	
Schematic Design	•First design of the project based on the owner's needs, zoning requirements, and site surveys. •Includes site plan, basic layout with unit size and location, location and size of other rooms (garbage, laundry, elevators, etc.) •Includes a rough elevation of the building. •Changes to the design are easy to make and accommodate.	Figure 1.	•Schematic design drawing set and outline specification •Architect Contract •Class D Estimate •Baseline Project Budget •Primary Funding Application
Design Develoment	•Updated design which includes unit layouts showing room orientation and sizes. •Exterior elevation is refined and architectural details have started to be included. •Changes to the design can be made, but large design decisions create a lot of work for the Architect and could cost the Owner money.	Figure 2.	•Design Development Drawings and updated outline spec •Class C Estimate •Updated Budget •Primary Funding Agreement •Primary Financing Application •Site Plan
Contract Documents (66%)	•Finalized design plans includes all mechanical, electrical, plumbing, interior finishes, etc. details. •Changes to the design are difficult to make. •Directors and relevant departments can still review and make recommendations on specification details.	Figure 3.	•66% Document Set •Class B Estimate •Updated Budget •Building Permit Application •Primary Financing Agreement •Construction Manager Contract
Tender	•Finalized design documents are used to go out to tender to all of the trades. •Construction manager recommends sub-contractors for Owner's approval and a finalized budget is created based off of the bids. •Changes to the design are extremely difficult to make and must come in the form of an addenda (i.e an official document that tracks changes to the original project design) issued to all potential bidders	Figure 4.	•99% Contract Document Set •Issued for Tender Set •Class A Estimate •Updated budget •Construction Manager Contract (CCDC)
Construction	•Construction documents with detailed drawings are created by the Architect for the construction team to use during construction. •Any changes to the design must be issued as a change order and usually costs the project time and money.		•Issued of Construction Drawing Set •Requests for Information (Construction team to Architect) •Charge Order (Architect to Construction Team) •PM Report



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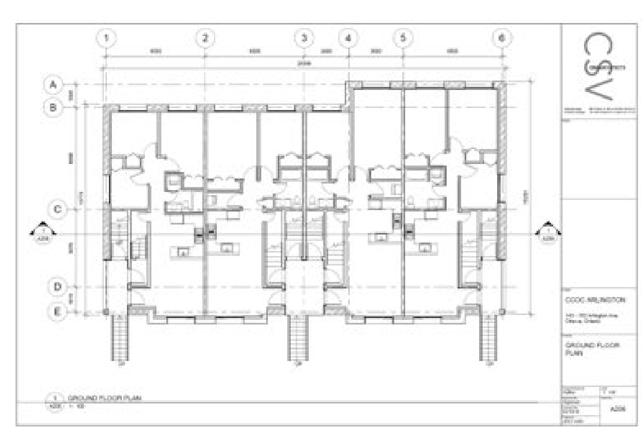
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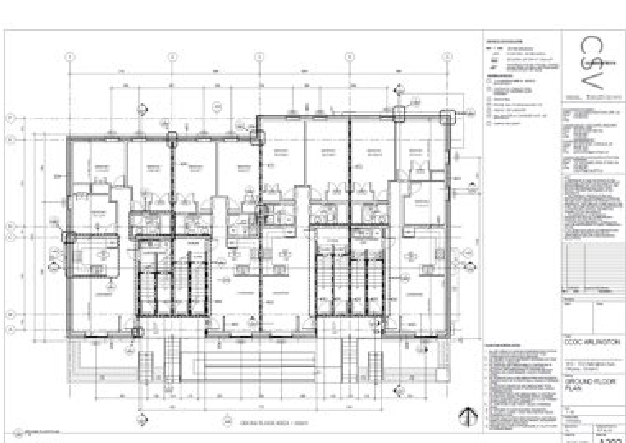
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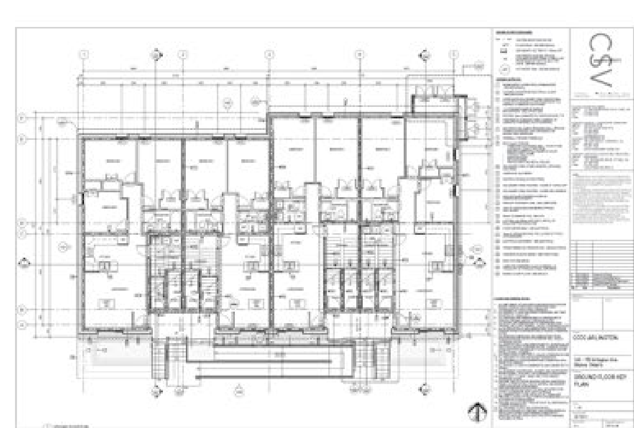
Figure 4.

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Development of
Social Purpose Real Estate
Affordable Home Ownership
Rental Housing

Memo

March 11, 2021

To: Cahdco Exec
From: Graeme Hussey, Cahdco President
RE: Staff Model & Capacity

This memo is to provide the Cahdco executive committee ideas on the staffing capacity for a Cahdco growth scenario (increased volume of projects) and a stable scenario (current volume of projects), including considerations for an internship program.

The 2021 Cahdco budget recognized that there was potential for an increase in client projects and continued revenue growth. The 2021 budget, considered the stable scenario, assumes 11 full-time staff (president, senior project manager, budget & cost analyst, 4 project managers and 4 project co-ordinators) plus the introduction of an internship program (4 interns from May to December). This costs approximately $1.1M per year.

A growth scenario would be a stronger increase in client projects and revenues above and beyond the 2021 budget ($1.15M revenues). Currently (February), projecting just over $1.2M in revenues in 2021. Cahdco has had a steady continued growth in client projects and revenues over the past 8 years. As Cahdco have increased client's & projects, CCOC/Cahdco have added development staff one at a time occasionally supplemented by students interns.

A growth scenario must consider the staff capacity (project managers & coordinators, interns) to execute the increased projects and also the management and administration capacity to support the growth. Staff capacity considerations for a growth scenario include:

- **Management**: currently we have the director of housing development (president) and one senior project manager (SPM). The SPM supervises a team of 8 (4 project managers & 4 project coordinators). This is believed to be the maximum limit that one SPM can supervise. Cahdco will need to add a 2nd SPM to increase the team of 8 project managers or coordinators supervised. If the internship program becomes permanent then this will also require a 2nd SPM. Annual cost of a SPM position is $XX,OOO (including benefits).
- **Administration**: currently we do not have anyone in the role of development support. When we added the budget & cost analyst, we re-assigned non-financial tasks to the existing project co-ordinators. Some things have not been easily delegated and there is a need to have more efficient administration to accommodate growth. Still less then six months, the budget & cost analyst appears to be a good role that should continue. Annual cost of a development support position is $XX,))) (including benefits).

- **Project Managers & Project Coordinators**: the capacity to execute projects comes from our project managers and coordinators. To accommodate a growth scenario, we could add more PM/PC's. One idea to consider is if our PMs could supervise more then one PC at a time? If a PM supervised an intern as well as a project coordinator, or eventually more then one PC would increase project capacity in the most cost-effective way. Annual cost of a project manager position is $XX,000 and for a project coordinator is $XX,000 (including benefits).
- **Internship Program**: the 2021 budget planned for four interns from May to December. Interns can help to accommodate smaller Cahdco growth. With the current management capacity, we are planning to start with two interns this summer, shared amongst the project managers. This is the first time we will have more then one intern at once, we can see how it goes and try to increase the number of interns moving forward with more management capacity. This summer interns will be supervised by SPM, but coordinated by a PM. Cost of a 4-month intern is $12,500 or $37,500 annually. $100,000 in 2021 Cahdco 2021 budget is for 8 interns (4 month placements) between May to December.
- **Affordable Homeownership**: expect to have a completed business plan for AHO by the fall 2021. This plan will outline what staff capacity (type of roles & responsibilities) is needed for affordable homeownership. We know that there will be a need for unique staff responsibilities for AHO in addition to our current roles. We should know better in the fall 2021 what capacity is needed when we are drafting our AHO business plan.

Ideas that could accommodate a growth scenario in order of implementation:

1. 2nd SPM ($XX,000)
2. Build out the internship program (no change to 2021 budget)
3. Development support ($XX,000)
4. Increasing the project coordinators ($XX,000 per project coordinator)
5. Affordable homeownership role (TBC)

Regards,

Graeme Hussey
President, cahdco
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26 February 2021

Memorandum of Understanding (MOU)

Between

Windmill Development Group Ltd. (Windmill)

and

Centretown Citizens Ottawa Corporation (CCOC)

and

CAHDCO (Cahdco)

Regarding: Partnership for LeBreton Flats Library Parcel Development

Collectively known as the 'Parties' to respond to the National Capital Commission (NCC) Request for Qualifications and Request for Proposals for the LeBreton Flats Library Parcel Development (Library Parcel).

1.0 Introduction

CCOC is a private non-profit housing corporation whose mission is to create, promote and maintain housing for low- and modest-income people. Cahdco is affiliated with CCOC. It is a non-profit development corporation with a mandate to create affordable rental housing and affordable homeownership.

Windmill is a real estate company dedicated to transforming conventional development practices using a triple bottom line approach: People, Planet, Prosperity. Based in Ottawa and Toronto, Windmill's work harnesses innovations that deliver low carbon, ecologically conscious, socially progressive real estate outcomes.

The NCC is currently seeking proponents for sustainable and socially inclusive development of a 1.1-hectare site located in Ottawa at 665 Albert Street, known as the 'LeBreton Flats Library Parcel Development'. The NCC describes the Library Parcel as having extraordinary potential for dense, mixed-use development with at least 30 percent of the units to be built as affordable housing. Proponents demonstrating an ability to meet or exceed the minimum NCC requirements to deliver affordable housing, accessibility, energy efficiency and net zero carbon construction could be eligible to acquire the real estate at a substantial discount through a partnership with the Canada Mortgage and Housing Corporation's Federal Lands Initiative. This is the first step in the procurement process to develop the Library Parcel. The initial step of the two-stage procurement process is the request for qualifications (RFQ). Five submission teams will be chosen to participate in the second stage, a request for proposals (RFP).

The purpose of this MOU is to outline the overall partnership concept between the Parties. It establishes responsibilities of each party throughout the process, as they are considered now. Upon success through the RFQ and RFP stages, this MOU will be replaced by a legally binding Development Agreement that will set out detailed arrangements for implementing affordable housing on the Library Parcel.

2.0 Project Partners

CCOC and Cahdco have agreed to partner with Windmill for the NCC RFQ and subsequent RFP submission.

Windmill has already entered into a partnership with Epic Investments for the purpose of the LeBreton Flats Library Parcel Development.

The other parties involved include:

- One Planet Living Fund
- Urban Equation
- Diamond Schmitt
- DTAH Architects
- Ledcor Projects Eastern Limited

Windmill, CCOC and Cahdco agree that it is important to have meaningful Indigenous partners in the group, and the partnership must allow for significant local Anishinabe consultation, support and contribution. CCOC has initiated conversations with Wabano Centre to be a partner on this project.

CCOC has the right to invite additional affordable housing partners, such as those that offer supportive housing services.

3.0 Site Description

The properties subject to this call for proposals consists of:

a) approximately 0.96 hectares (2.37 acres) of land, with an address municipally known as 665 Albert Street

b) approximately 0.12 hectares (0.29 acres) of the air rights reserved by the NCC over the Pimisi station and the small parcel of approximately 0.03 hectares (0.07 acres) located north of the Pimisi Station (together referred to as the "Air Rights"). All legally described in Appendix A and together referred to as the "Subject Site" located north of Albert Street, east of Booth Street, south of Pimisi station and west of the site of the future Ottawa Public Library

The Subject Site is located within the Albert District of the LeBreton Flats Master Concept Plan area, adjacent to Phases I to III of Claridge's East Flats development and nearby to the Zibi development on Chaudière and Albert islands. The Subject Site is referred to as the Library Parcel due to its immediate proximity to the future Ottawa Public Library and Library and Archives Canada Joint Facility

4.0 Affordable Housing

To be eligible to acquire the site under the Federal Lands Initiative (FLI), the proponent will be required to deliver a primarily residential development including a minimum of 600 residential units. The proponent shall demonstrate in its RFP proposal that it meets or exceeds the FLI and NCC criteria which will be described within the evaluation criteria to be specified in the RFP. The discount the proponent will earn will be calculated according to the depth of social outcomes that the proponent will commit to achieve in the RFP proposal.

CMHC will contribute up to $30 million under FLI program funding, which will be calculated according to the outcomes the proponent commits to achieve on the FLI criteria.

The NCC target for overall housing affordability is for a minimum of 30 percent of the units to be built as affordable housing. At this time, the Parties expect the project to include approximately 900 residential apartments and condos in total and are aiming for 30 percent to be affordable. CCOC will be responsible for operating the affordable housing. We understand 'affordable' to be defined, at minimum, as any unit rented at CMHC Median Market Rent (for the Ottawa Census Metropolitan Area) or below.

5.0 Project Intent

The following items are agreed upon by all Parties:

- CCOC will own and operate the affordable housing, with a commitment to concentrating units in the most efficient manner feasible. This may be in a single building or section(s) of a building(s), but is subject to further design development;
- The intent is that CCOC will seek to lead the investigation and ultimately securing all available grants and offsets in order for there to be no land costs associated with Affordable Housing.
- the development must be responsible, sustainable, resilient and work towards achieving the aspiration of being carbon neutral, demonstrating innovative green planning fitting the One Planet Living Fund partnership with Epic Investments;
- Windmill will be responsible for the cost of preparing the NCC proposal submission, however, each party will commit the required resources to assist in the preparation of the documentation without compensation from Windmill,

6.0 Responsibilities

Project Development

The executive committee for the Project will include Executives from the partner firms, namely; Windmill, CCOC, Epic and the OPL Fund. Jonathan Westeinde of Windmill will chair the executive committee for the LeBreton Library District development project throughout the various phases. Furthermore, Windmill will manage key relationships with NCC, Indigenous partners and key project partners, co-manage the financing with Epic, and oversee the development progress. CCOC will have executive responsibility for CCOC financing, government and funder relations and affordable housing property management.

6.1 Windmill

Windmill will be responsible for:

Financing

- an overall budget and schedule for the project;
- raising equity as required;
- coordinating financing for any market-rate components, including guarantees as required;
- managing budget/schedule of any market-rate components;
- the cash flow during construction;
- development of business plan and financing strategy for common elements such as parking, district energy, green space, remediation etc.;
- overseeing the accounting of the Project;
- paying full cost of common elements such as parking, district energy, green space etc.;
- contributing financially to the affordability of below-market housing to meet agreed targets.

Project Management

- leading the other Partners and the urban planning component of the project, including overall site planning and rezoning;
- devising an efficient and professional project delivery process and structure;

- leading community and stakeholder engagement and consultation processes. Windmill will engage in further partnership with Indigenous organizations to lead consultation with Indigenous peoples
- developing and implementing a joint-use and management agreement;
- managing legal requirements of the Project;

Design & Construction

- devising and implementing a construction strategy for the site;
- overseeing design and construction on common elements;
- overseeing the development and implementation of sustainability measures for the benefit of the Project, and ensuring a high level of energy efficiency and ecological sustainability;

Operation

- facilitating lease-up and management of market-rate components.
- maintaining its owned lobbies and hallways;
- maintaining and financing the shared portions of the site: landscaping, parking, bike and foot paths, site remediation, etc.

6.2 CCOC

CCOC will be responsible for:

- participating in the Project executive committee;
- contributing to design decisions of the Project;
- supporting community and stakeholder engagement and consultation processes;
- its own financing. CCOC will require grant funding and mortgage financing from CMHC and the City of Ottawa to finance the affordable housing. CCOC will make best efforts to access all available government funding/financing opportunities for affordable housing, and both parties will agree to a mutually satisfactory proforma that ultimately can deliver the target affordable housing assuming necessary grants/funding opportunities are achieved
- leasing of CCOC owned units;
- maintenance of its owned lobbies and hallways;
- inviting additional affordable housing providers to be partners (such as supportive housing).

6.3 Cahdco

Cahdco will be the development manager for CCOC housing, which includes:

- Securing financing for affordable components of the project;
- Applying for and managing grants;
- Managing budget of affordable components; and
- Overseeing and managing relationships with other non-profit partners.

6.4 Operations and Operational Management

As the project is in the early stages of partnership, the operational management structure has not been fully established. It is anticipated an Operational Agreement between the Parties will detail the various maintenance and operations responsibilities.

6.5 Confidentiality

The Parties agree to confidentiality as it relates to a collaboration on the Project. In the process of collaboration, the Parties agree that they will receive access to confidential intellectual property. The Parties agree not to share or disclose any material(s) or intellectual property without the written consent of the other Party.

7.0 Effective Date, Terms of the MOU and Termination of Project Development

This MOU is effective when signed by the Parties. Amendments to this MOU can be made in writing by mutual consent of the Parties. This MOU will terminate upon execution of replacement Development Agreement or other legal agreement(s) between the Parties.

This MOU is a statement of intention and principles which have been agreed to by the Parties who are signatories below. No legal rights or obligations shall arise or be created by the execution of this MOU.

Signed by the Parties:

Windmill Name, Position, Windmill	March 1, 2021 Date
CCOC Ray Sullivan, Executive Director, CCOC	Feb 26, 2021 Date
Graeme Hussey Cahdco Graeme Hussey, President, Cahdco	February 26, 2021 Date

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Facilities Management Committee
Meeting Minutes
June 16 2021 @ 7PM

Participants: James Clark, Kevin Judge, Michael Lambert, Mayada Bahubeshi, Rida Oulhaj, Penny McCann, David McCallum, Sharon Svonar

Guests: Cheryl Hynes (1st meeting), Court Miller (1st meeting)

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

1. **Call to Order**: 7:04PM

2. **Anti-oppression Statement**

As Board and committee members,

We acknowledge that the land on which we gather is the traditional and unseeded territory of the Anishinabe Nation and the Algonquin people, who have cared for this land for countless generations. We are grateful for the privilege of doing our work here, and are committed to Reconciliation.

We are also committed to:
- *Listening actively;*
- *Being accountable for our actions and words at meetings, and encouraging continuous self-improvement;*
- *Being mindful when taking up time and space at meetings;*
- *Being respectful of the diverse and lived experiences of tenants, volunteers and staff;*
- *Empowering the leadership abilities of everyone at the meeting;*
- *Respecting correct pronouns (e.g. he/she/they/ze);*
- *Using compassionate language, specifically when speaking of inequities that disproportionately impact Indigenous communities, people of colour, persons with disabilities, people living in poverty, those with addiction and mental health challenges.*

3. **Adoption of the Agenda & Anti Oppression Statement**

(m/s/c Kevin Judge, Mayada Bahubeshi)

4. **Declaration of Conflict of Interest**

5. **Approval of May meeting minutes.**

(m/s/c Penny McCann, Michael Lambert)

6. **What decisions or comments do you need from the Board? –** none.

7. **Business Arising:** Shopping cart pilot issue. The board has sent it back to us to review the results of the pilot program that took place at 415 Gilmour and 464 Metcalfe.

Discussion: Committee members briefly went over again what the cart pilot program encompasses since there appeared to be some confusion amongst other committees. A few members agreed on the idea that the cart pilot program was an initiative that was created, but wasn't completely followed through on. A mention was made from the Board to further discuss this topic with the TCE committee. A few members opted into creating a written testimony to share with TCE, about adding this topic to their agenda for their next committee meeting. More discussion will take place amongst Building Representatives on their past and current experiences with stranded shopping carts around their buildings. More information regarding 415 Gilmour and 464 Metcalfe could be beneficial to solidify the pilot program. Anyone who is interested in exploring this topic further is free to join.

8. **Consent Items**

8.1. Committee Summary

Discussion: A committee member went over what the over-housing policy is. The over-housing policy is based on those who rent a subsidy and how many bedrooms are needed per resident in the home. The policy recently needed to be adjusted to work around the changes in the Regulations governed by the Province of Ontario related to the Housing Services Act. One big change that came from it was going from three choices to one.

8.2. Capital Projects Report

Discussion: The committee expressed some concerns about the completion timeline for the AMU replacement at 145 Clarence. The timeline for this project displays fourteen days for completion, which appears awfully quick to have a project of that scope completed so soon. Norm clarified that the AMU replacement at 145 Clarence is still in the works. We are still in the design phase which means time will still be needed for equipment and other necessary parts to arrive and be set in place. A committee member suggested that the timeline section of the report needs to be reviewed to accurately reflect the completion of projects. Norm clarified that the "number of days" column for a project means: the number of days needed starting from the actual start date of the physical work to the last day of work. This does not include receiving quotes from contractors. A member commented on the generator replacement at 258 Lisgar and how using natural gas is a better solution. Norm stated that natural gas generators will be a preference moving forward for future replacements.

8.3. LTB Status Report

Discussion: N7 will likely be taken into account for point #2.

8.4. Chargeback Report

Discussion: The committee led a discussion about the chargeback regarding the fire inside a unit. Marie briefly explained some details of the case and broke down the reasoning behind said charge. “AH” on the chargeback report indicates an after-hours call. A member drew curiosity about how tenant insurance is implicated in cases like this. Norm clarified that a tenant can bring this type of expense to their insurance but, deductibles are normally only a $1000.

8.5. Service Delivery Standards

Discussion: As we get closer to a normal, we are slowly transitioning into taking on more non-urgent calls. We are starting with older but less urgent in-unit calls. Staff shortages occurred but we will do our best at continuing to meet our service standards.

8.6. Maintenance Variance Report

Discussion: More funding from the City for covid expenses. A member noted savings of $10,000 in the annual budget.

8.7. Pest Control Report

Discussion: We are $15,000 into purchases for PC materials. The committee led a discussion about how most pest control companies do not complete full thorough jobs and are sometimes difficult to schedule. Keeping PC in-house could benefit us in many ways such as better and more in depth results as well as financial gain. Norm mentioned that we are saving up to $50,000/year by bringing PC in-house. A guest mentioned reputational savings that come with going in-house. Seeing an Orkin truck isn’t the most subtle site when driving by a building so, keeping it in-house could keep pest issues more discrete to the public eye. Norm explained the meaning behind the term clover leaf. If we identify that one unit has an infestation, then an inspection will be necessary for all surrounding units (above, beside and under). The process repeats itself if one of the units within the clover is found infested. This process continues until all clover leaf units have been treated and the infestation is no longer present. The clover leaf often occurs with cases of bed bugs since bed bugs have an easier way of traveling.

(m/s/c Kevin Judge, Michael Lambert)

A/C agreement policy:

Discussion: A committee member drew attention to the human rights policy of maintaining an appropriate temperature in a home. The committee discussed the favorability of different types of a/c units such as a portable unit and also the possibility of ventilating a home in a high rise apartment building. Air flow is difficult to achieve in high rise apartment buildings, so optimizing this should be considered. Norm went into detail about the new Green Saver project that is going to help replace and enhance a/c's in our buildings. The committee followed up on if CCOC was going to come up with a list of HVAC specialists for tenants who are interested in having an a/c installed. No list has been made as this could demonstrate an endorsement of companies over others. Centralized a/c was a suggestion for CCOC buildings. Norm mentioned that centralized cooling will be built into our new property, Forward Avenue.

9. Directors Summary (verbal)

1. Vertical Expansion

Memo is provided prior to sending to the board. At this stage we are doing a study to identify the pitfalls and opportunities both for us and the sector generally. We will integrate this with our project planning and asset management activities. A committee member suggested that this report could be presented to the Development Committee.

James declared a conflict of interest as the Treasurer of Cahdco.

2. Pest Control Staffing

Olu has resigned to take up a position with Gloucester housing as a property manager and while we are pleased to see him progress we now have a staffing issue to deal with. We are in the recruitment process already. Two new guys should be appointed by the end of this week.

3. Covid Update

FM services to tenants is largely back to normal and we will be carrying out annual inspections together with the Green Saver program inspections.

4. HHIP Funding / Ontario Renovates

We have approaching $1mn in funding for essential fire upgrades and accessibility modifications. We have already commenced with the program of works. We will execute the fire works using Secur Fire in a design build/PM role given the tight timelines and their knowledge of our buildings. Sub trade work will be separately priced.

10. For Discussion: Summer break?

Discussion: Committee members voted for taking a summer break in July!

11. Next Meeting: Wednesday**,** August 18 2021 @7PM virtually.

12. Adjournment: 8:49PM

Memorandum on Vertical Expansion Study

June 2021

Prepared For the CCOC Facilities Management Committee

Introduction

In Europe rising real estate costs generated some creative methods of creating additional accommodation within buildings particularly utilizing roof space.

In heritage areas where building heights had been restricted historically, provided opportunities as restrictions were relaxed in later years.

Although relatively uncommon in North America in the UK the process is relatively well refined.

Examples

Harpers House, Leatherhead UK

16 two bedroom, two bathroom apartments built above an existing car park in a London suburb.

Two Storey roof top extension UK social housing program using modular components

Study Overview

CCOC will conduct a feasibility study for the expansion of existing buildings in its portfolio. CCOC will explore whether the buildings it currently owns could have an additional storey added to them or if a coach house development could be added to any of the sites. A report will be created to determine the feasibility that can be replicated by other housing providers.

This increase in housing stock through additional storeys or coach houses will lead to more capacity, more resiliency for the sector and ultimately more affordable housing that can be rapidly delivered. This study will align with the City of Ottawa's Official Plan by increasing the density of underutilized urban properties, there may be less sprawl and new development in greenfield sites. Increasing the density of established neighbourhoods also utilizes the existing proximity to amenities and transit, creating an efficient new development.

In addition to Ottawa and CCOC, many public housing providers have stock which shares common features (for example the exact same building is owned by different public housing corporations in different cities). The potential for sectoral impact is obviously quite high.

Funding

The study which will be prepared by CAHDCO would be contingent on a successful application for funding from a CHTC grant for which CAHDCO are preparing an application.

Conclusion

The potential for CCOC is significant, a number of our buildings have appropriate roof space together with aging roofs and elevators where routine lifecycle replacement will provide a credit to a vertical expansion scheme.

Land and development costs in Ottawa have escalated and densification provides an economic opportunity to add units in the affordable sector in our core location.

Giving prominence to this opportunity will also have a sector wide implication, Ontario alone has more than 1100 apartment buildings that are public owned / affordable and nearly 500 are more than 5 storeys which could conservatively yield more than 1500 new units.

There is also potential for coach house and over parking lot development.

As part of our asset management strategy this potential should be explored, as certain components (such as elevators and roofs) would be due for lifecycle replacement over time.

Given a large roof replacement could be easily $400 -500k and $400k is not unusual for an elevator modernization, such costs could represent a credit (no need to replace the roof) or an opportunity to carry out a major cost component at a small incremental cost.

If an elevator is to be modernised adding one or two floors service at that time would be more economical as part of the project as a whole.

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Finance Committee
Minutes
June 17 2021

Finance committee: Court Miller (Chair), Rod Manchee, Nicole Rogers, David Boushey, Mary Huang

Regrets: Vladimir Gorodkov, Alisher Perez, Josh Bueckert, Michael Holmes, Sandy Hung, Wayne Fan, Andrew McNeill, Mary Lynn Brian

Staff: Maryse Martin, Arianne Charlebois

Motions for Board Approval

CCOC Motions for Board Approval

MOTION: To recommend that the Board approve the updated Replacement Reserve Policy with a new sunset date of June 2026. (M/S/C, David Boushey/Nicole Rogers)

MOTION: That $4,582.27 in Bad Debts be written off for CCOC for March 2021.
(M/S/C, Rod Manchee/David Boushey)

MOTION: To recommend that the Board approve a one-year deferral on the tender process for new auditors to ease the merger transition, and to start the tender process in 2023.
(M/S/C, David Boushey/Rod Manchee)

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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:** Adopted with no changes. (M/S/C, Rod Manchee/Mary Huang)
4. **Approval of the meeting minutes**
   - Finance Meeting May 13, 2021: The minutes were approved as presented.
     (M/S/C, Rod Manchee/Nicole Rogers)
   - In-camera Finance Meeting May 13, 2021: There was an edit to the in-camera minutes to expand on a comment from a committee member.
   - The minutes were approved as amended.
     (M/S/C, Rod Manchee/Nicole Rogers)

5. **Notices/Announcements**
   - New Committee Chair
     - As the new Treasurer of the Board, Court Miller is the new Finance Committee Chair.
     - Court shared how excited he was to be chairing the Finance Committee and that he has big shoes to fill in taking over from Josh. The committee is also very excited to have Court on board as Chair.
   - News or Updates from last Board meeting:
     - The Board approved updates to the Overhousing Policy to be in line with new requirements from the province.
     - Mary asked what happens when a tenant moves in and out of RGI status, and whether this policy applied to them. Would they be required to downsize? This will be discussed at the next joint meeting with the Rental Committee.

6. **CAP site development options**
     - *The committee moved in camera at 7:23 pm.* (M/S/C, Mary Huang/Rod Manchee)
     - *The committee moved ex camera at 7:44pm.* (M/S/C, Rod Manchee/Mary Huang)

7. **2020 Finance Indicators**
   - Maryse presented a dashboard of the financial indicators, which shows the replacement reserve balances and operating surpluses for each building as well as information on the land lease holder, portfolio, and initial program funding.
   - This shows the end result of the replacement reserve reallocations that we do at year end to follow our funding agreements.
   - Rod noted that these numbers aren't just an academic exercise, these properties all have very particular legal rules around them and it's very useful to see the information about each property/portfolio at a glance for when we need to make decisions about these properties.
   - Nicole asked if we should be concerned that so many properties have negative reserves. Maryse said that we benefit from the greater resiliency of a larger portfolio. This would be harder if we only had a couple of properties. Rod added that this is a yearly snapshot. Some properties may be in the red one year because of a major capital project, but the reserves are now being replenished.
   - Mary asked if Taiga is included in this chart. It is not, it will be included as of 2022. Mary asked what the impact will be since Taiga doesn't have enough capital reserves. In the short term, it will draw reserves from CCOC Provincial properties. We have options to blend and extend Taiga's mortgage at the term renewal in 2024, or refinance at the maturity date in 2027.

8. **Policies up for renewal**
   - Investment
     - This policy was last updated in 1995. We are now legislated to have our Provincial replacement reserve investments with Encasa, and the details of the asset mix, etc. are no longer relevant to our investments since we don't make those decisions ourselves.
     - We currently have c. $9M invested with Encasa ($6.3M Provincial, $1.7M Beaver Barracks managed by Infrastructure Ontario and $1M unrestricted)

- Encasa has three funds available: 5 to 12-year Canadian Bond Fund ($6.5M invested), 1 to 5-year Short-term Bonds Fund ($2.1M invested), and Equity Fund ($0.5M invested)
- Mary was concerned about the asset allocation and the high percentage we have invested in bonds. Our heavy investment in long term bonds leaves us at higher risk. Maryse noted there are only three funds available at Encasa. The investment plan guides the allocation irrespective of the current volatility in global markets. Also, the investment terms are somewhat in line with the remaining terms of the mortgages in the Provincial portfolio.
- Court agreed that with the change in legislation requiring us to invest with Encasa, this policy seems outdated.
- Rod pointed out that since we have some decision-making ability with a small amount of our funds, it's good to have a policy in place to guide those investments. Court agreed and suggested a motion to follow the legislation where needed and review our discretionary investment annually.
- Nicole asked if we could roll the policy forward as is, so we keep a policy in place but don't spend time on revisions when our investment strategy is already set externally. Maryse expressed concern that the asset allocation in the policy isn't in line with reality now. Nicole suggested just removing only that section from the policy.
- Maryse will make the suggested edits and bring a draft back to the committee to review.

- Replacement reserves
  - The proposed changes to this policy were mostly cosmetic. The draft removed the sections that were very prescriptive related to specific operating agreements and kept the broad meaning of the policy.
  - Court was concerned that the word "emergencies" in the Authority for Expenditures is too vague and asked if there could be some definition included. Rod thought that this was up to the discretion of the Facilities Management department. Court said that as long is this was clear to staff then he's ok with it.
  - The updated policy will have a new sunset date of June 2026.

MOTION: To recommend that the Board approve the updated Replacement Reserve Policy with a new sunset date of June 2026. (M/S/C, David Boushey/Nicole Rogers)

9. Business Arising

- 2021 Property taxes
  - The city applied our 2017-2021 credits for Beaver Barracks and 210 Gloucester to the final 2021 tax bill ($528K), so the only credit being deferred to next year is 258 Lisgar ($250K).
- 2021 capital repair funding
  - Housing and homelessness investment plan (HHIP): $804,000 for essential fire upgrades at 9 sites
  - Canada-Ontario Community Housing Initiative (COCHI): $82,500 for accessible door openers at 7 locations, in the form of a forgivable loan.
  - For COCHI funding, as per the agreement, the City may, at any time during the term of the agreement at its sole discretion, register a notice of security interest on title to each project.

The registration and discharge cost upon forgiveness shall be borne by the City. The security interest will be maintained for the term of this agreement.
    - COCHI Transitional Operating Funding: We've applied for funding to support Taiga legal fees and conduct redevelopment studies at Loretta and 140 Bronson.
- Financing update
    - 54 Primrose: The mortgage renewal for 54 Primrose is pending until the loan is insured. For now we're just paying a floating interest rate on the outstanding balance of $778K. This mortgage matures in March 2031.
    - 520 Bronson: There are ongoing discussions to discharge a $2.4M loan from the Provincial Ministry of Housing. The entire principle is due November 1, 2024. This non-interest-bearing loan has been on the books for 35 years.
- Taiga update: we take over property management on July 1st
    - We're transitioning with HomeStart
    - We're doing tenant information sessions this month and updating Yardi (tenancy information, financials, etc.)
    - For 2021 this property is a separate corporation with a separate Board until the merger.

10. Bad debt write off and accounts receivable

- The arrears balance for active tenants has decreased and for moved tenants is increasing. This reflects that some of our tenants with high arrears have now moved out. We expect this trend to continue as more of the delayed LTB hearings go forward.
- The Finance Committee is happy to take up the Board's suggestion that the Committee take over the final authorization of writing off bad debts. We do this motion every month anyway. Court will bring this up to the Board.

MOTION: That $4,582.27 in Bad Debts be written off for CCOC for March 2021.

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

11. Appointment of the Auditors

- BakerTilly was confirmed at the last AGM for 2021 audit.
- We should be going to tender next year for new auditors as of 2022, but we'd like to retain the same auditors with the addition of Taiga coming up and have a full year audit completed post-merger before any changes.
- The committee approved a one-year deferral on starting the tender process to allow for this. Court also noted that this will be especially helpful due to the impact of Covid.

MOTION: To recommend that the Board approve a one-year deferral on the tender process for new auditors to ease the merger transition, and to start the tender process in 2023.

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

12. New Business / For Board's Attention

- Rod asked for an update on the discussion over adopting charitable status. He's concerned about this possibility and doesn't want a decision sprung on the committees.

13. Next meeting/Deferrals

- The next meeting will be a joint meeting with Rental Committee on Thursday, July 15th
- The committee will not meet in August

14. Adjournment

- The meeting ended at 9:02pm (M/C, Nicole Rogers)

Property and Asset Management

Per Unit Per Year Financial Indicators

Ref	Units	Address	Portfolio	Land lease Holder	Replacement Reserve Balances $ 2019	Replacement Reserve Balances $ 2020	RR PUPY 2019	RR PUPY 2020	Operating surplus 2019	Operating surplus 2020	Surplus PUPY 2019	Surplus PUPY 2020	Initial Program Funding
52	1,586												
1	8	530-544 McLeod	EOA		-33,712	0	-4,214	0	24,986	14,677	3,123	1,835	**Section 27** - 35-50 year mortgages. Most expired in 2011-2013. Last 2 debts mature in 2026 and 2029
2	4	706-712 Gilmour	NHA27		-6,581	-4,624	-1,645	-1,156	15,642	11,198	3,911	2,800	
3	2	539-539A McLeod	EOA		-10,632	0	-5,316	0	6,446	1,291	3,223	646	
4	4	500-504 Gilmour	EOA		69,907	78,225	17,477	19,556	11,993	20,660	2,998	5,165	
5	3	202 Flora	EOA		-3,851	-408	-1,284	-136	6,643	-5,191	2,214	-1,730	
6	16	143-153 Arlington	EOA		105,458	136,779	6,591	8,549	6,573	-1	411	-0	
7	3	41 Florence	EOA		-111,527	-93,587	-37,176	-31,196	-20,348	0	-6,783	0	
8	4	100-102 Flora	EOA		-29,977	-6,156	-7,494	-1,539	11,020	0	2,755	0	
9	22	50 James	NHA27		132,520	160,076	6,024	7,276	-29,772	-3,581	-1,353	-163	
10	3	50 Waverley	EOA		35,753	39,746	11,918	13,249	3,581	10,390	1,194	3,463	
11	87	258 Lisgar	EOA		370,498	77,110	4,259	886	135,983	233,325	1,563	2,682	
12	13	472-482 Gilmour 388-390 Kent	EOA		-61,591	-22,252	-4,738	-1,712	27,306	-2	2,100	-0	**Section 95** - 35-year mortgages. Most expired in 2016-2017. P22 moved to EOA portfolio as of Jan 1, 2021. Last debt matures in 2021.
13	42	MacLaren/Gilmour (Percy)	EOA	City of Ottawa	-394,892	-194,582	-9,402	-4,633	130,445	40,400	3,106	962	
14	29	746-760 Albert & 25/ 35-39 Rochester	EOA	CMHC	694,113	676,913	23,935	23,342	107,263	183,502	3,699	6,328	
15	6	594-604 Gladstone	EOA		-67,316	-14,846	-11,219	-2,474	28,377	1	4,730	0	
16	10	29 Rochester/33 Rochester	EOA	CMHC	-25,432	0	-2,543	0	16,608	20,637	1,661	2,064	
17	53	170 Booth	EOA	CMHC	427,267	486,818	8,062	9,185	87,234	202,022	1,646	3,812	
18	6	90-92 James	EOA		-40,300	-52,836	-6,717	-8,806	12,150	0	2,025	0	
19	7	220-222 Booth & 129-135 Primrose	EOA	CMHC	7,375	9,476	1,054	1,354	9,592	7,304	1,370	1,043	
20	8	298 Arlington	EOA		-55,785	-17,515	-6,973	-2,189	21,861	2	2,733	0	
21	41	345 Waverley	EOA		-148,934	-152,249	-3,633	-3,713	56,829	0	1,386	0	
22	80	210 Gloucester	NHA95	City of Ottawa	1,593,765	1,670,062	19,922	20,876	-45,508	-35,039	-569	-438	
23	30	20 Robinson	NHA95		282,163	290,784	9,405	9,693	-57,571	-26,691	-1,919	-890	
24	13	171 Armstrong 277 Carruthers	Provincial		133,515	148,363	10,270	11,413	-5,365	4,893	-413	376	**Housing Services Act -** Program funding and regulations are unclear after the 35-yr mortgages are paid off. Mortages end between 2022 and 2041, o/w 13 between 2024-2027
25	9	369 Stewart	Provincial		-47,400	-46,499	-5,267	-5,167	2,601	5,863	289	651	
26	69	110 Nelson	Provincial		810,879	879,664	11,752	12,749	57,368	9,366	831	136	
27	89	520 Bronson	Provincial		969,192	1,068,828	10,890	12,009	92,211	74,923	1,036	842	
28	40	515 MacLaren 341 Lyon	Provincial		317,729	368,191	7,943	9,205	-23,722	-5,731	-593	-143	
29	1	283 Arlington	Provincial		-2,857	-6,426	-2,857	-6,426	-8,735	-3,143	-8,735	-3,143	
30	3	212-216 Carruthers	Provincial		-56,666	-58,900	-18,889	-19,633	-2,698	-875	-899	-292	
31	7	287 Loretta 289-293 Loretta	Provincial		-20,118	-24,082	-2,874	-3,440	-13,491	-15,697	-1,927	-2,242	
32	4	82-84 Putman	Provincial		-43,964	-46,510	-10,991	-11,628	-3,311	704	-828	176	
33	15	147 Hinchey	Provincial		49,790	54,203	3,319	3,614	-15,759	-456	-1,051	-30	
34	64	264 Lisgar	Provincial		532,346	585,827	8,318	9,154	1,796	-17,510	28	-274	
35	53	10 Stevens	Provincial		456,881	469,255	8,620	8,854	1,238	31,882	23	602	
36	44	258 Argyle	Provincial	McLeod-Stewarton UC	-179,679	-166,742	-4,084	-3,790	-22,772	-35,702	-518	-811	
37	84	145 Clarence	Provincial	City of Ottawa	1,031,730	1,121,530	12,283	13,352	35,511	16,498	423	196	
38	26	511 Bronson	Provincial		82,691	84,610	3,180	3,254	-57,387	-55,232	-2,207	-2,124	
39	84	415 Gilmour	Provincial		943,884	1,049,155	11,237	12,490	65,156	31,545	776	376	
40	76	151 Parkdale	Provincial		-66,481	-332,015	-875	-4,369	4,819	19,606	63	258	
41	41	455 Lisgar	Provincial		572,671	630,018	13,968	15,366	-20,734	-31,675	-506	-773	

Property and Asset Management

Per Unit Per Year Financial Indicators

52	1,586												
				Land lease	**Replacement Reserve Balances $**		**RR PUPY**		**Operating surplus**		**Surplus PUPY**		**Initial Program**
Ref	**Units**	**Address**	**Portfolio**	**Holder**	**2019**	**2020**	**2019**	**2020**	**2019**	**2020**	**2019**	**2020**	**Funding**
52	8	163 James	Other		-56,834	-60,363	-7,104	-7,545	-29,759	-9,741	-3,720	-1,218	**Non-program properties**
60	14	140 Bronson	Other	City of Ottawa	-86,998	-81,791	-6,214	-5,842	4,404	30,790	315	2,199	
61	10	123 Stirling	Other		44,142	48,139	4,414	4,814	-4,438	-5,599	-444	-560	
62	13	1134-1144 Merivale/ 1361-1373 Mayview	Other		33,472	30,115	2,575	2,317	8,744	-827	673	-64	
63	23	1138-1140 Richmond / 230-250 Hartleigh / 2341-2367 Midway	Other	City of Ottawa	157,884	173,465	6,865	7,542	-18,681	5,554	-812	241	
64	29	54 Primrose	Other		-87,887	-106,438	-3,031	-3,670	16,656	-20,178	574	-696	
65	107	464 Metcalfe	Beaver Barracks		-191,980	-274,380	-1,794	-2,564	-182,277	-232,773	-1,704	-2,175	**Affordable Housing Program:** EOA in 2030-2032
66	53	160 Argyle	Beaver Barracks		455,550	513,292	8,595	9,685	-131,914	-189,662	-2,489	-3,579	
67	76	111 Catherine	Beaver Barracks		269,383	299,047	3,545	3,935	-132,954	-148,407	-1,749	-1,953	
68	18	100-200 Victory Gardens	Beaver Barracks		60,024	72,864	3,335	4,048	-63,662	-46,138	-3,537	-2,563	
71	**32**	**240 Presland**	**CCHC**		**21,295**	**0**	**665**	**0**	**14,119**	**-28,462**	**441**	**-889**	

Totals

Units	Portfolio	RR Balances 2019	RR Balances 2020	RR PUPY 2019	RR PUPY 2020	Operating surplus 2019	Operating surplus 2020	Surplus PUPY 2019	Surplus PUPY 2020
345	**EOA**	**726,422**	**950,636**	**2,106**	**2,755**	684,542	729,017	1,984	2,113
722	**Provincial**	**5,484,143**	**5,778,470**	**7,596**	**8,003**	86,726	29,259	120	41
26	**NHA27**	**125,939**	**155,452**	**4,844**	**5,979**	-14,130	7,617	-543	293
110	**NHA95**	**1,875,928**	**1,960,846**	**17,054**	**17,826**	-103,079	-61,730	-937	-561
254	**Beaver Barracks**	**592,977**	**610,823**	**2,335**	**2,405**	-510,807	-616,980	-2,011	-2,429
97	**Other**	**3,779**	**3,127**	**39**	**32**	-23,074	-1	-238	-0
1,554	**Total CCOC**	**8,809,188**	**9,459,354**	**5,669**	**6,087**	**120,178**	**87,182**	**77**	**56**

Investment Policy

Investment Policy Statement - General Funds

Source of Funds:

The funds that are subject to this policy come from working capital, operational surpluses and restricted surpluses.

Objectives:

The portfolio is to be managed on a conservative basis with a primary objective of preserving the capital value of the portfolio and to meet the cash flow needs of the Corporation. The portfolio does not need to provide an income stream.

Within this overall objective, the portfolio should have an annual return (income and capital gain) in excess of the rate of inflation. Income earned from the portfolio will be ascribed to the replacement reserve and surplus accounts on a proportional basis.

Planning Horizon:

Investment decisions will be taken with a four year view. Fixed income investments will be staggered with maturities as deemed appropriate by the finance committee and will take into account economic circumstances, as well as liquidity and cash flow requirements of the corporation.

Asset Mix Policy:

The portfolio will be invested in money market securities, longer dated fixed income securities and in equities in accordance with the following guidelines:

Asset Allocation Range

	Minimum	Maximum
Cash or Equivalent	20%	85%
Fixed Income (over one year)	15%	80%
Low Risk Mutual Funds	0%	0%

Quality Policies:

If at a future time the Board of Directors approve the purchase of Low Risk Mutual Funds, the following policies will apply:

1. At the point of purchase, all debt securities will be rated "A" (R-1 for money market securities) or better by either the CBRS or DBRS.
2. Mutual Funds can be purchased to provide exposure to Canadian and Foreign securities.
3. As a guideline, potential investments and plans should be evaluated for social responsibility as well as other factors such as returns and liquidity.

Decision Making:

An investment plan will be presented to the Finance Committee on an annual basis by the *Finance Manager,* for approval based on the objectives, asset allocation policies and the constraints set out above. Changes to the plan during the year may be recommended by the Finance Committee for Board approval.

Trading Authority:

The Finance Manager is given full authority to open and operate the account, enter orders, sign documents, withdraw assets and execute agreements on behalf of the CCOC General Account in accordance with the approved plan.

Reporting Relationship and Review:

The needs of the corporation will be determined by an annual review of previous cash flow use.

Finance Manager to the Finance Committee:

The Finance Manager will report directly to the finance committee at least every quarter. The report will include a review of the portfolio and its performance.

Annually

A comprehensive portfolio review including performance evaluation.

A review of the policy statement to ensure it continues to meet the corporation's requirements.

Investment Policy Statement - Reserve Funds

Source of Funds:

The funds that are subject to this policy come from working capital, operational surpluses and restricted surpluses.

Objectives:

The portfolio is to be managed on a conservative basis with a primary objective of preserving the capital value of the portfolio.

Within this overall objective, the portfolio should have sufficient growth to preserve the purchasing power of the assets with an annual return (income and capital gain) in excess of the rate of inflation. The portfolio should achieve a level to fund the replacement reserves as recorded in the financial statements. It does not need to provide an income stream.

Planning Horizon:

Investment decisions will be taken with a four year view. Fixed income investments will be staggered with maturities as deemed appropriate by the finance committee and will take into account economic circumstances, as well as cash flow requirements as determined by a technical audit and the replacement reserve budget and plan of the buildings.

Asset Mix Policy:

The portfolio will be invested in money market securities and longer dated fixed income securities.

	Asset Allocation Range	
	Minimum	**Maximum**
Cash or Equivalent	20%	85%
Fixed Income (over one year)	15%	80%

In keeping with the guidelines imposed by funders, the portfolio may not be invested in equities or mutual funds. As a guideline, potential investments and plans should be evaluated for social responsibility as well as other factors such as returns and liquidity.

Decision Making:

An investment plan will be presented to the Finance Committee on an annual basis by the Finance Manager for approval based on the objectives, asset allocation policies and the constraints set out above. Changes to the plan during the year may be recommended by the Finance Committee for Board approval.

Trading Authority:

The Finance Manager is given full authority to open and operate the account, enter orders, sign documents, withdraw assets and execute agreements on behalf of the CCOC Reserve Account in accordance with the approved plan.

Reporting Relationship and Review:

The needs of the corporation will be determined by an annual review of the technical audit, replacement reserve budget and plan.

Finance Manager to the Finance Committee

The Finance Manager will report directly to the finance committee at least every quarter. The report will include a review of the portfolio and its performance.

Annually

A comprehensive portfolio review including performance evaluation.

A review of the policy statement to ensure it continues to meet the corporation's requirements.

Replacement Reserves

Rationale

The mission of CCOC/CCHC is to "create, maintain and promote housing for low and moderate income people". We value "housing which is diverse in type, affordable, liveable and in healthy and environmentally efficient communities."

The objective of this policy is to provide direction to the Corporation concerning the accrual and disbursement of the replacement reserve funds to ensure that capital repairs, improvements and replacements are undertaken in a manner that maintains the Corporation's buildings at a level that provides ~~adequate shelter~~ good quality homes at a reasonable cost to meet the Mission and Value Statement of the organization, now and in the future.

Definition

The Replacement Reserve Fund is a contingency fund to be used exclusively to sustain each building in the CCOC/CCHC portfolio to present and future prevailing standards of adequacy through allowing for the following:

1. Emergency failures;
2. Replacement of various major building components at the end of their useful lives;
3. The adoption of technological improvements or modifications increasing the operating efficiency of the building or extending the useful life of the building, providing that the financial benefits of such modifications or improvements out-weigh the costs; and
4. Adherence to modifications, revisions and additions of health, safety and other standards, regulations, ordinance or statute.

Adopted by the Board February 1995, amended June 1995, amended June 2021,
Expires ~~December 2019~~ June 2026

Exclusions

The Replacement Reserve Fund is not used to finance capital requirements arising from:

1. calamitous events for which insurance provisions should be made.
2. the funding of building replacement at such time that CCOC/CCHC deems that it is necessary.

Planning and Reporting Requirements

The Finance Committee, in consultation with the ~~Property~~ Facilities Management Committee and maintenance staff has the responsibility of monitoring the state of the fund and its capacity to satisfy its objectives. On a yearly basis, the Finance Committee is responsible for reporting and providing recommendations concerning present year contribution levels to the board of directors.

The ~~Property~~ Facilities Management Committee is responsible for the review of plans for replacement requirements and of monitoring the state and condition of buildings in the CCOC/CCHC portfolio.

In order to satisfy this objective, the following background documentation and plans are to be provided on a building by building basis by the Director, Facilities Management~~Maintenance Manager~~:

1. Technical audits or their equivalent for all buildings in the CCOC/CCHC portfolio providing estimates of the remaining useful lives of major building components and estimates of the future costs of their replacements.
2. A plan providing details as to short-term replacement requirements (1 year); estimates of medium term requirements (5 year) and long term projections (10 years). This plan should take into account current technical audit information, estimates of available replacement reserve funding and the objective of continuing to provide adequate housing. The plan may incorporate an estimate of a date when it is deemed that adequate shelter cannot continue to be

provided with an existing building and may include recommendations concerning redevelopment through rehabilitation or new construction or sale.

This plan should include:

- Descriptions of Present Year Work Undertaken, Expenses and Performance compared to budget.
- Expectations and description of short, medium and long term work to be done and estimated expenses required to assure building adequacy.

3. The ~~Finance Manager~~Director, Finance should provide:
   - A yearly plan and report indicating:
   - Present Replacement Reserve Levels
   - Present Year Funding
   - Fund investment strategies
   - Estimated future fund levels
   - Estimates of expected cash requirements (as received from ~~Property~~ Facilities Management Committee)
   - Estimates of fund investment returns
   - Estimates of required annual contribution levels
   - Estimates of surplus/shortfall in replacement reserve funding and capacity
   - As required, explanations of exigencies affecting the state of reserve funding and the capacity to meet reserve funding objectives (for example, restrictions imposed by government regulatory or subsidy requirements)

The development of a replacement expenditure and contribution plan is to be the mutual responsibility of the ~~Property~~ Facilities Management Committee and Finance Committee for review and consideration by the Board of Directors.

Levels of Annual Funding

The Finance Committee is to assure where possible, that funding levels are sufficient to assure that CCOC/CCHC continues to provide ~~adequate shelter~~ good quality homes to its tenants/members. Such actions may include:

- providing contributions different from those mandated by funding agencies, if possible,
- entering into discussion and negotiations with funding agencies,

Commented [MM1]: Unsustainable Capital Reserves. Social housing regulations dictate allowable annual contributions to capital replacement reserves. Even with supplemental contributions, these reserves are generally inadequate in the long term.

- ~~entering into alternative funding relationships~~seeking alternative funding, including the remortgaging/refinancing of properties.

Commented [MM2]: From Rod: re item 8.1 RR policy p3 bottom, "including the remortgaging.refinancing of properties," only after alternative sources have been explored/exhausted, and terms are minimized. To my knowledge, CCOC has sold property only twice, once a building next to 210 Gloucester, simply to facilitate construction and sold immediately after(with net cost capitalized) and a small(non-program) property on Eccles, with net return helping to fund the Arlington redevelopment.

~~Portfolio Management~~

~~Under operating agreements and guidelines with CMHC and MOH, reserve funding was to be provided and accounted for on a building by building basis. Such a situation does not represent a prudent practice because of the high probability of draining reserve funding, particularly for smaller buildings. As a result, both CMHC and the Ministry of Housing have recognized and agreed to the practice of funding reserve expenditures through the consolidation of funds within program portfolios. Reserve Funds where possible are to be administered on a portfolio basis, taking into account the capital replacement requirements of the portfolio and the funding available.~~

~~Reserve funding is to be captured and reported through the accounting of contributions, other revenues and expenditures attributable to specific buildings.~~

Use of Funds

Examples ~~The following list~~ of items ~~are~~ eligible to be paid from the replacement reserves include among others: stoves, refrigerators, laundry equipment, roofs, plumbing and heating equipment, carpeting, exterior cladding, windows and asphalt. ~~Expenditures for these items can be made without prior CMHC authorization as long as it does not exceed $2,000. Expenditure for any other item and for Ministry of Housing program buildings must have prior approval.~~

Determination of classification of capital replacement items is the responsibility of the ~~Property~~ Facilities Management Committee.

~~Where decision making is restricted in a manner which reduces CCOC/CCHC's capacity to continue to provide adequate housing, recommendations shall be made concerning alleviating this situation by the Finance Committee, in consultation with the Property Management Committee. Such actions can include:~~

Commented [MM3]: Redundant. see section above

- ~~funding of required capital replacements from any available unrestricted surpluses available within a portfolio,~~
- ~~entering into negotiations, discussions with CMHC or MOH,~~
- ~~seeking alternative funding, including the remortgaging/refinancing of properties.~~

Authority for Expenditures

In the case of emergencies, work can be approved by the ~~Maintenance Manager~~Director, Facilities Management who shall report replacement reserve requirements to the ~~Property~~ Facilities Management Committee.

The ~~Property~~ Facilities Management Committee, in consultation with the Finance Committee, shall, on a yearly basis, recommend a list of capital replacement projects to the Board of Directors. Expenditures from Replacement Reserve funds are subject to approval by the Board of Directors.

~~Addendum - Approved Funding Levels:~~

~~NHA Section 27 (15.1) and NHA Section 95 (56.1) BUILDINGS:~~

~~In 1986 CCOC held discussions with CMHC that provided for annual contributions to the Replacement Reserves during the period 1987-92 based on the expected requirements of CCOC's "Long Term Building Replacement/Repair Report". Fund maximums were also adjusted in light of building replacement cost appraisals carried out in 1986. There has been no further negotiation since that time; the contributions to the reserves for NHA Section 27 and NHA Section 95 projects continues under this policy.~~

~~**CCHC:** 5/8 of 1% of the original capital cost increased by CPI yearly.~~

~~SHRA (Social Housing Reform Act) BUILDINGS:~~

~~The level of funding for those buildings that fall under the umbrella of the Ministry of Housing (including those that are cost shared with the Federal Government) is regulated by the Ministry. At the time of developing the projects the formula of .0075 times the~~

Commented [MM4]: 2 buildings left: 706 Gilmour (2026) and 50 James (2029)

Commented [MM5]: 20 Robinson is the only building left in this program, agreement expires in Sep21

~~budgeted capital cost was used. However, there has been no funding of replacement reserves for Ministry of Housing projects since 1992.~~

~~January 1995~~

~~SHRA~~

~~New Approach for Financing Capital Expenditures~~

~~Purpose of Capital Reserves~~

~~Reserve funds were established to ensure that sufficient funds are available to maintain the housing stock. The intent is that the non-profit groups have easy access to funds when eligible capital expenditures are required. Capital expenditures consist of:~~

- ~~acquisition of new capital assets;~~
- ~~additions to existing capital assets;~~
- ~~replacement of existing capital assets;~~
- ~~improvements (expenditures which increase the capacity, quality, efficiency or useful life of existing capital assets); and~~
- ~~replacement of major building components.~~

~~Capital assets include land, building and equipment retained for use on a continuing basis.~~

~~Based on the following principles:~~

1. ~~Housing providers should maintain responsibility for control over and management of capital expenditures.~~
2. ~~Housing providers should be clearly accountable for capital expenditures.~~
3. ~~The process for capital expenditure funding should be simple and timely.~~
4. ~~Funding should be at a level sufficient to maintain the viability of the housing stock.~~

5. ~~Funds should be provided in a fiscally responsible manner that meets the Ontario Government's need for fiscal constraint.~~

~~Capital expenditures will be classified as **minor** and **major.**~~

~~**Minor**: those items that have a shorter life expectancy, e.g. appliances.~~

- ~~will receive an allocation from MOH. The amount will be based per building on a formula that includes regional, age and type of building factors. Each year the total will be increased by an inflation factor established by the Ministry. CCOC will receive 20% of this amount annually as part of the subsidy. The amount will be noted in an attachment to the operating agreement.~~
- ~~funds will be pooled to get higher returns; large organizations who can demonstrate that they can get equal rates of returns may maintain their own pool.~~

~~**Major**: significant costs e.g. replacing boiler or other systems.~~

- ~~borrow against the asset value of building.~~
- ~~MOH will process requests for funding and will deal directly with mortgage lenders.~~

ACCOUNTS RECEIVABLE STATISTICS - CCOC & CCHC COMBINED

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

YEAR 2020

	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	Vacancy % Market Units*	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	44%	1.12%	1.12%
Feb-20	$53,319.86	$5,284.06	$58,603.92	17	1	0	8	3	$0.00	$15,251.00	$15,251.00	$1,085.00	$1,064,624.00	$14,302.00	39%	0.86%	0.99%
Mar-20	$53,768.34	$9,908.06	$63,676.40	16	0	0	12	1	$0.00	$2,990.98	$2,990.98	$784.75	$1,065,616.00	$12,076.00	36%	0.72%	0.90%
Apr-20	$63,722.37	$10,365.36	$74,087.73	2	0	0	9	0	$0.00	$0.00	$0.00	$1,800.00	$1,061,354.00	$14,213.00	24%	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	$16,485.00	37%	0.98%	0.91%
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	$20,999.00	47%	1.25%	0.96%
Jul-20	$80,477.94	$1,435.08	$81,913.02	0	0	0	4	0	$2,391.00	$0.00	$2,391.00	$2,361.87	$1,054,193.00	$22,318.00	65%	1.33%	1.02%
Aug-20	$72,397.57	$1,572.54	$73,970.11	2	0	0	8	0	$85.00	$0.00	$85.00	$860.00	$1,060,279.00	$29,823.00	69%	1.77%	1.11%
Sep-20	$76,943.39	$2,003.55	$78,946.94	4	2	0	7	0	$0.00	$0.00	$0.00	$1,079.00	$1,054,043.00	$35,047.00	71%	2.07%	1.22%
Oct-20	$86,170.05	$1,162.54	$87,332.59	2	4	0	6	4	$461.00	$0.00	$461.00	$1,360.00	$1,059,967.00	$34,271.00	69%	2.02%	1.30%
Nov-20	$85,213.66	$1,059.54	$86,273.20	2	1	0	11	0	$0.00	$0.00	$0.00	$740.00	$1,061,548.00	$35,238.00	42%	2.07%	1.37%
Dec-20	$81,412.13	$4,494.54	$85,906.67	4	1	0	5	5	$0.00	$0.00	$0.00	$416.50	$1,065,260.00	$33,869.00	60%	1.98%	1.42%
	$70,956.61	$4,969.44	$75,926.04	77	11	0	86	19	$11,356.53	$24,716.11	$36,072.64	$13,248.44	$12,709,758.00	$287,120.00	54%	**1.42%**	**1.42%**

YEAR 2021

	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	Vacancy % Market Units*	Current %*	YTD %*
Jan-21	$88,128.38	$5,031.54	$93,159.92	2	0	0	5	0	$70.00	$175.00	$245.00	$2,132.00	$1,060,318.00	$39,583.00	57%	2.32%	2.32%
Feb-21	$83,588.96	$9,583.34	$93,172.30	3	3	0	8	0	$0.00	$0.00	$0.00	$1,400.00	$1,055,346.00	$39,178.00	63%	2.29%	2.30%
Mar-21	$93,816.37	$7,732.81	$101,549.18	0	0	0	5	0	$1,424.00	$109.00	$1,533.00	$2,737.00	$1,054,200.00	$35,771.00	65%	2.09%	2.23%
Apr-21	$90,084.62	$16,698.23	$106,782.85	3	0	0	3	2	$0.00	$0.00	$0.00	$630.00	$1,055,193.00	$35,465.00	66%	2.07%	2.19%
May-21	$75,495.97	$42,184.46	$117,680.43	8	0	1	8	3	$13.00	$4,569.27	$4,582.27	$2,846.40					
Jun-21			$0.00			1					$0.00						
Jul-21			$0.00								$0.00						
Aug-21			$0.00								$0.00						
Sep-21			$0.00								$0.00						
Oct-21			$0.00								$0.00						
Nov-21			$0.00								$0.00						
Dec-21			$0.00								$0.00						
	$86,222.86	$16,246.08	$42,695.39	8	3	0	29	0	$1,507.00	$4,853.27	$6,360.27	$9,745.40	$4,225,057.00	$149,997.00	63%	**2.19%**	**2.19%**

Rent arrears % of rents payable	10.12%	Annual bad debt budget	$103,026.00	<-based on April 2021
YTD Rent bad debt % of rents payable	0.04%	Bad debt % of budget	-3.29%	<-based on April 2021

*Vacancy % is based on market rents ($)

Centretown Citizens Ottawa Corporation

Finance Committee

June 17, 2021

Replacement Reserves Policy

- **Significant changes since 1995**: the sector has gone through a lot of changes:
  - New funding/ regulatory system with benchmarked costs and revenues
  - The Social Housing Reform Act (SHRA) is now the Housing Services Act, with the transfer of funding and administration of social housing programs to municipalities (Service Managers).
    - Housing Services Act regulations require reserve fully funded in the Provincial portfolio, and Beaver Barracks reserve is held by IO in a separate account
  - City now takes the place of MMAH, Ministry of Municipal Affairs and Housing (no longer Ministry of Housing)
- Under the terms of the operating agreements, the replacement reserve is required to be fully funded with cash or equivalents in separate accounts.
- Program regulations edited out of the policy
- Portfolio management: challenge with managing multiple restricted capital reserves.
- New sunset date: [June 2026]. All policies and guidelines shall automatically expire five years after their initial passing or five years after their most recent amendment, unless otherwise reaffirmed.

Investment Policy

- Policy no longer relevant. It pre-dates Encasa, and goes back to an era where our reserve balance was stable and we had additional funds to invest. We are also now dealing with shorter investment horizons.
- We are required to invest capital replacement reserve with an investment company as specified by the Housing Services Corporation.
- Encasa funds:
  - Canadian Bond Fund - High quality bonds of Canadian governments and corporations. Average term to maturity is five to twelve years. Low Risk.
  - Encasa Short-Term Bond Fund – Average term of one to five years. Low Risk.
  - Equity Fund: The fund does not expect to invest more than 70% of its assets in non-Canadian securities. Medium Risk.
- See Fund Facts for further details.

- At Dec-20, our reserves balance was $9.2M ($6.5M invested in Canadian Bond Fund Series A or 71%; $2.1M in Canadian Short-term Bond Fund Series A or 23% and remaining $0.5M in Equity Fund).

2021 Capital Repair Program Contribution

- **Housing and Homelessness Investment Plan (HHIP) $804,000**
  - Essential fire upgrades (9 sites including 520 Bronson, 258 Argyle, 258 Lisgar and 455 Lisgar)
  - Projects listed as Social Housing under the HSA for 5 years from completion, and CCOC to maintain affordability for 10 years from completion.
- **Canada-Ontario Community Housing Initiative (COCHI) funding $82,500**
  - Accessibility Door openers (7 locations incl. 145 Clarence and 151 Parkdale)
  - Funding in the form of forgivable loan. CCOC to have projects listed as Social Housing under the HSA for 5 years from completion, and maintain affordability for 10 years from completion.
  - The Service Manager may, at any time during the term of the agreement at its sole discretion, register a notice of security interest on title to each project. The registration and discharge cost upon forgiveness shall be borne by the City. The security interest will be maintained for the term of this agreement.
- **COCHI Transitional Operating Funding:** We have also applied for funding to support Taiga legal fees, and conduct redevelopment studies for Loretta and 140 Bronson. Work to completed by March 15, 2022.

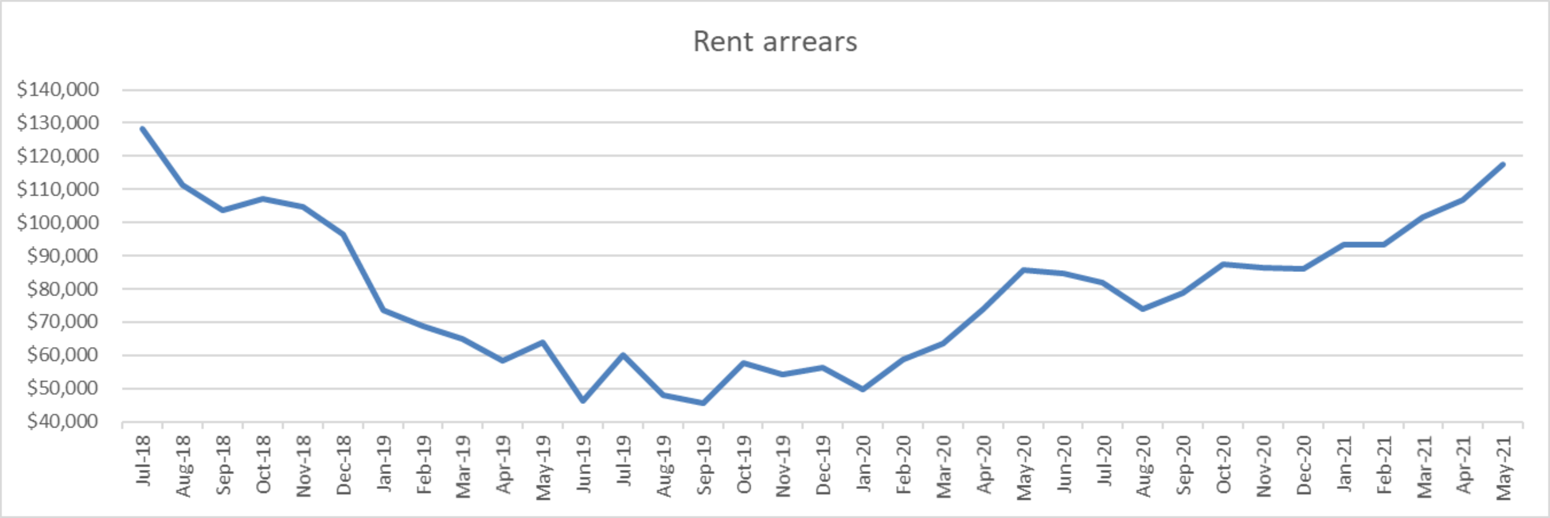
Other Updates

- **Property taxes:** net tax credit of $528K for 2017-2021 years has been applied to 2021 final bill for 210 Gloucester and Metcalfe. The credit for 258 Lisgar is deferred to FY 2022 ($250K).
- **Social Services Relief Funding (SSRF)** +$50,000
- **54 Primrose:** Mortgage renewal pending until loan is insured. Currently paying floating interest rate on outstanding balance of $778K. Matures in March 2031.
- **520 Bronson:** Ongoing discussions to discharge the $2.4M loan from the Provincial Ministry of Housing. The entire principal for this 35-year non-interest bearing loan is due on November 1, 2024. Two documents registered on title:
    - Mortgage charge in favour of the Ontario Mortgage Corporation, and
    - The initial December 1994 portfolio operating agreement for the Provincial properties (replaced by SHRA, now HSA).
- **Taiga:**
    - Transition with HomeStart
    - Hiring for a Building Rep
    - Tenant orientation meetings
    - Yardi set up (tenancy information, financials, etc.)
    - IO/ CMHC’s consent required

Appointment of the Auditors

- At the 2016 AGM, the membership appointed the firm of Collins Barrow as auditors for CCOC and CCHC for a 5-year period starting with 2016. Collins Barrow has since changed their name to Baker Tilly.
    - 2003-2009: Collins Barrow/Baker Tilly
    - 2010-2015: Marcil Lavallée
- Baker Tilly confirmed as auditors for the year ending December 31, 2021.
    - Audit engagement letter dated March 19, 2019. effective from year to year until amended or terminated in writing. Renewed every 3 years, or unless there is a major change in generally accepted auditing standards.
- Upon the fifth year the parties may, by mutual agreement, elect a one-time option to extend services for a sixth year. Services must be re-tendered for the seventh year and subsequent term.
- Committee involved in the review of tender document, submissions, evaluation of proposals and presentations, and making a recommendation to the Board. [Aug-Nov]
- **Recommendation:** delay tender to 2023 at least to ease merger transition.
    - Taiga: deemed year-end upon merger
    - CCOC post merger: first audit FY2022

Monthly Trends



Arrears: $118K as of May-21

- Approx. $65K of rent arrears are with a handful of tenants. Following LTB hearing, tenants have either resumed paying rent or have vacated or about to.
- Four hearings pending: $29K – scheduled in June and July. Total monthly rent of $4K.

Vacancies: $35K in Apr-21

- 15 vacant units as of June 2 (13 units were vacant for less than 60 days and 3 units vacant between 61 and 90 days).

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Finance Committee
In Camera Minutes
June 17 2021

Finance committee: Court Miller (Chair), Rod Manchee, Nicole Rogers, David Boushey, Mary Huang

Regrets: Vladimir Gorodkov, Alisher Perez, Josh Bueckert, Michael Holmes, Sandy Hung, Wayne Fan, Andrew McNeill, Mary Lynn Brian

Staff: Maryse Martin, Arianne Charlebois

6. CAP Site Development Options:

- Maryse presented a memo from Cahdco showing the estimated net proceeds from selling each site. We used the realtor who sold Champlain last year to make these sale price estimates.
- It would be difficult to find and buy another centrally located property for a similar price, especially with the specific zoning requirements we would need.
- If we sell a property to help pay for the redevelopment of the other CAP sites, we would lose units overall. The net profits from these sales would not be enough to fund redevelopment of any other CCOC properties (Loretta, Bronson).
- There are restrictions on selling these properties as they are under the Housing Services Act. Selling the property would require permission from the Province, and would likely require replacing the affordable units somewhere else within CCOC's portfolio through other new development.
- After reviewing these new numbers, we believe it still makes sense to redevelop all three sites.
- Mary pointed out that we now have an equity gap for the Forward development, which we didn't expect when we first started that project. In light of that, we should consider that our estimates will change on the CAP sites. Maryse said that the estimates for the CAP sites are being refreshed regularly. The Forward construction is also a few months away and we expect the numbers to change again before this and throughout the development. With the CAP sites set to start construction in 2023 at the very earliest, we expect our estimates to change several times during this period.
- Mary thought that we should keep option D (selling a property) open as it may become a more viable option as estimates change.
- Rod said that while a private landlord would look mainly at the bottom line, as a non-profit landlord CCOC's priority is to provide the highest number of high quality units as possible.
- Court noted that at this stage we still have many opportunities to change our mind on redevelopment if the situation changes drastically.

- Nicole thanked CCOC and Cahdco staff for putting together the analysis. After seeing the numbers, she's satisfied that the sale option doesn't provide enough money to maintain out total units through other redevelopments.

CCOC CAP Sites

Options for Continued Operation, Redevelopment or Sale

Date: June 14, 2021
To (Attention): CCOC Finance Committee
From: Anna Froehlich, Project Manager, Cahdco
CC: Graeme Hussey, Mark Sider, Ray Sullivan, Maryse Martin
RE: CCOC CAP Sites – Redevelopment vs. Land Sale

The three CAP sites, 212-216 Carruthers, 171 Armstrong/277 Carruthers, and 82-84 Putman, were selected as potential redevelopment sites because they are weak properties in CCOC's portfolio that regularly operate at a deficit, have significant upcoming capital repair costs and are not high quality housing.

At the May 13th Finance Committee meeting, additional information was requested about the option of selling the CAP sites to use the proceeds of the sale to pay down the equity of developing the other sites, or to use for other CCOC redevelopment.

There are restrictions on selling these properties as they are under the Housing Services Act. Selling the property would require permission from the Province, and would likely require replacing the affordable units somewhere else within CCOC's portfolio through other new development.

The amount of equity required to redevelop the CAP properties is fairly modest. Redevelopment increases the overall number of affordable units, and would provide high quality housing, which is why it is currently the preferred of the following three options presented in this memo:

- Option 1: Continued operation
- Option 2: Redevelopment
- Option 3: Sale of one or more of these sites

Option 1: Continued Operations

The three CAP properties run an annual deficit and will continue to cost CCOC annually over the next decade, even once the mortgages expire. The existing buildings owe a debt to CCOC based on their accumulated annual deficit. This net deficit calculation includes the property's capital reserve balance and current mortgage balance. The mortgage for Carruthers and Putman expires in 2025, and Armstrong/Carruthers mortgage expires in 2022.

The following table shows the debt owing to CCOC as of December 2020 and the projected deficit that will be owed in 2022:

Net Surplus/ Deficit	2020	2022
Carruthers	-$49,000	-$58,000
Armstrong/ Carruthers	-$77,000	-$76,000
Putman	-$180,000	-$194,000

The cost to maintain these properties over the next 10 years has been calculated based on projections for year to year net operating costs, including the capital reserve balance, and remaining mortgage payments, and the estimated capital repairs based on Building Conditions Assessments completed in November 2019.

The following table shows the balance of what CCOC will spend on maintaining these three properties over the next 10 years:

	Cost to Maintain Existing Buildings – 10 Years (to 2029)		
	Net Surplus/ Deficit (2029)	Capital Repairs (until 2029)	**Balance (2029)**
Carruthers	-$46,000	-$312,000	**-$358,000**
Armstrong/ Carruthers	$17,000	-$358,000	**-$341,000**
Putman	-$130,000	-$316,000	**-$446,000**

Option 2: Redevelopment

Cahdco has been tasked with examining the feasibility of redeveloping each of the three CAP sites to create high quality housing, increase the number of units and maximize the development potential of these three properties.

Pro Forma modelling, based in the architectural concept plans prepared by Figurr Architects, was shared with the Finance Committee at the May 13th Committee meeting. The financial modelling for redevelopment includes the assumption that any debt to CCOC will be paid off as an assumed cost of construction. The 2022 net deficit for each property is included as a capital cost of construction in the pro forma model.

The following table shows the estimated equity that would be required from CCOC to redevelop each of the three CAP sites, based on this analysis:

Carruthers	$ 236,000
Armstrong/ Carruthers	$ 0
Putman	$ 182,000

Option 3: Selling one or more of the properties

All three of the CAP properties are under the Housing Service Act and have restrictions around their sale that have not been fully investigated and would need to be looked into before CCOC decided to sell them. Cahdco did, however, reached out to a sales representative at Remax who provided the following estimates for current potential sale prices:

Carruthers	$1,000,000 to $1,200,000
Armstrong/ Carruthers	$1,800,000 to $2,000,000
Putman	$1,000,000

If the properties were sold, CCOC would also expect that any debt held by the property be paid off. Realtor fees and legal costs and incidentals would also come out of the total estimated sales price, at an estimate of approximately 7% of the total sale cost.

The table below calculates the estimated net proceeds:

	Estimated Sale Price	Sales Costs (7%)	Net Deficit (2022)	**Net Proceeds**
Carruthers	$1,200,000	$84,000	$58,000	**$1,058,000**
Armstrong/Carruthers	$2,000,000	$140,000	$76,000	**$1,784,000**
Putman	$1,000,000	$70,000	$194,000	**$736,000**

If a recommendation is made to pursue the option of selling property, further research would be required into the implications of the provincial Housing Services Agreements.

Selling would be a loss of CCOC property and potential for future redevelopment. If we sold one of these sites, it would be difficult to find and purchase another appropriately zoned and centrally located site for less money. The proceeds of the sale could help cover the equity requirement of the other CAP sites, but at a loss of total units. The total proceeds of selling all three sites would not be enough to cover the equity of redeveloping Loretta or Bronson, which have been analysed and estimated to need between $4.5 and 7 million in equity to redevelop, as presented at the Finance Committee meeting on November 20, 2020. The sale of the CAP sites would not put CCOC further ahead with respect to expanding our portfolio and creating affordable housing.

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CCOC Personnel Committee

Minutes

5:30pm, Monday, May 10, 2021 by videoconference

Present: Pascal St-Amour, AnaLori Smith (chair), Zak Spelay, Dougald Brown, Sara Hobbs

Guest: Wayne Fan (1st meeting)

1. **Call to order**: 5:33pm
2. **Reading of the anti-oppression statement:** Completed.
3. **Approval of the agenda:** (M/S/C, S. Hobbs/Z. Spelay)
4. **Approval of the March 8, 2021 minutes**: (M/S/C, Z. Spelay/P. St-Amour)
5. **Staffing Updates:**
   Due to timing, not all of these hires were reviewed during the meeting but are being included here for reference.

   We have hired several summer students so far:
   Development Interns: David MM., Ellen M., Aisha A., Lauren W.
   Engineering Co-op student: James M.
   Facilities: Mikaela M. (returning student)

   We are also in the process of hiring 4 more students: 1 more for Facilities, one for Finance, one for TCE/Service Desk, and one for Rentals.

   We have hired 2 casual workers recently: Ghassane O. will be helping out in Facilities and Joelle M. will be supporting the Rental department while one of the staff is on leave.

   Jignesh D. was the successful candidate for the role of Operations Coordinator. He will be covering Kat's parental leave. We are in the process of looking for his replacement as Pest Control Coordinator.

   Malika R. was the successful candidate for the role of Communications Officer. We have hired Goldwine B. to replace her as our new Tenant Service Representative.

   Mike G. was hired as our new Painter & Decorator.

   Delena J-B. was hired as our newest TCE Facilitator on a 16-month term.
6. **Training** (items deferred to June)
7. **New Business:** None

8. **Business Arising:**

a) Personnel committee review:

The committee reviewed results of the survey and the feedback received from the April meeting. The members started by doing a round table to discuss their thoughts:

Member 1: The facilitator was great. The April minutes accurately reflect the uncomfortable discussions that were had, while maintaining the anonymity of those who spoke up. People at the meeting seemed to hold back compared to what was in the survey. With the anonymity of the survey, people were very harsh and targeted specific individuals. It's concerning.

Member 2: First impression was that it was shocking. After reflection, it seems like staff have a very different view of what the committee does vs. what members believe the committee does. The committee focuses heavily on HR policies and practices, not staff grievances. During this member's time on the committee, there have been a lot of changes to Personnel membership and to the staff support (i.e. the "Staff Resource"). There is rarely an explanation for the changes and turnover. This is confusing for members and likely leads to some of the confusion staff feel as well. We need to figure out Personnel's role before we can really tackle the larger issues brought forward. Do we even handle grievances? How can volunteers, who are only present 1.5 hours per month, handle some of these large (and very important!) issues?

Member 3: We heard from a subset of staff [15 survey responses and maybe 10-15 attendees at the meeting] but how widespread is this morale issue? (Staff present noted that many people no longer come forward since they feel like there is no follow-up even when they do. So while not all staff feel the same way, it is more than the just people we've heard from.) There is definitely a lack of clarity about the function of Personnel. Staff view it as a workplace relations committee while members view it as a policy committee. This is the first thing we should sort out. Clear communication will be essential so that members and staff know how things stand.

Member 4: These are some big issues that are brought forward. Many are the organization's cultural issues that need to be fixed. Personnel only meets once per month and that's not enough time to really resolve things.

There was some further discussion based on the round table:

- Personnel should be one of many mechanisms for dealing with conflict. The first step should always be to handle conflict internally: start with your supervisor, then HR, then the Executive Director, with Personnel as the last step. Perhaps this process is not clear so it should be clarified.
    - During the course of this review though, we have heard that there is a lot of distrust so all issues will not be resolved this way.
    - Staff have high expectations by the time an issue reaches Personnel. We can only do so much so we should be careful not to take on more than we can deliver. Doing so would only create more distrust.
- We need to revamp the role of staff representative. Pascal has taken on more than should be required of a staff rep and it's not fair to him or any future reps.
    - Can the committee chair become a direct channel to staff? It's a big ask for a volunteer role but it could go a long way to making people feel connected to the committee.

- The rep has been taking all the negative feedback lately and delivering bad news. This is very draining, especially when there is often nothing that the rep can do on their own. There should be a concrete process for the rep to follow so that they aren't taking the brunt of staff anger for lack of follow up. People view the staff rep as their "public defender" and that needs to change.
- An ombudsperson would be ideal in addition to staff representatives – someone who can liaise between staff and management who is at arm's length.

- What is the role of Personnel? Determining this should be step number 1. We can't move forward unless we clarify that.
    - Members don't feel they have the necessary experience/training to handle grievances. Because they are volunteers, they don't always have the context for the issues that are being brought forward.
    - The committee should definitely ensure there are adequate policies to deal with staff issues, even if they are not involved in handling the grievances themselves. Established policies and procedures will ensure issues are dealt with equitably.
    - Since there is so much negative history already, perhaps having a fresh new committee or Personnel off-shoot would be better to deal with grievances. Would staff even trust Personnel to take on grievances now considering the history?
- These issues have been festering for years and that should never be the case. We need a regular check in with staff via a staff survey. Annual would be best. We do staff surveys every few years but that is not enough to follow trends or determine what changes are needed.
    - It's important to keep in mind that staff have brought up that they don't like being asked to give feedback when it isn't taken into account or nothing happens with it. We need to be careful about this. Clear communication on the purpose of the survey will be essential. It will be like the census – a method for gathering data. That data may lead to changes immediately or it may be used to inform the next year's work plan. Even if the issue is not immediately resolved, the data is still important so we can catch large issues before they explode like this.
- There was a lot of pointed criticism towards how employee relations are handled and much of it was not constructive. Staff can express their opinions but it needs to be with the goal of improving things, not attacking specific people/roles. We should look at ways to alleviate this stress so that HR doesn't become the staff punching bag. We will lose good people the way things stand.
- We have an idea of where we are going/what we need to do but we don't have all the perspectives. What about management feedback?

Additional questions:

1. Should the April minutes and the survey responses be shared with staff?

The April minutes should be shared as-is but the survey has some damaging comments. Create a summary of the comments and share that instead.

Members approved the April 12, 2021 special meeting minutes as presented.

(M/S/C, P. St-Amour/Z. Spelay)

2. Should we have a facilitated debrief with staff about the discussion that was had at this meeting? Yes, for the end of May with the same facilitator as the April meeting. AnaLori will also attend.

3. What can we do right now since we have not made any final decisions?
There was some discussion about opening the committee to guests/recruiting representatives immediately. Members felt we needed to clarify the role of Personnel first. If we decide to completely restructure things, we don't want to increase confusion for everyone. We will open the meeting to drop-ins and/or recruit more representatives once we have a more defined direction after the June meeting (i.e. have clarified Personnel's role). We will do this even if we haven't solidified everything yet. Goal target for engaging more staff is summer 2021.

Action items:

- We need to clarify the role of the Personnel Committee.
    - Main question: do we handle grievances?
    - Keep in mind that we can only make recommendations to the Board. We can't decide it all ourselves. This should be clearly communicated to staff.
- CCOC needs a defined grievance process/policy (whether this committee is involved in the grievance process or not, it is within out scope to help develop the policies).
    - If we determine Personnel does not handle grievances, should a new group be established for this purpose?
- Create an annual staff survey.
    - This survey will be about engaging staff, not resolving everything that gets brought up. Having data doesn't mean there will always be follow up but it doesn't make the data any less important. However, we will need to have a defined process for handling the survey results so staff knows what happens with it.
- Engage staff – determine how many reps to add or whether drop-ins would be appropriate
    - Create a "what does Personnel do" summary sheet (a plain language version of the Terms of Reference since those are not always clear)
    - Create a "what's in it for me if I join as a rep" document
    - Target: summer 2021 even if everything hasn't been ironed out yet
- Get director-level feedback

b) Pandemic: deferred to June

c) Work plan 2021: deferred to June

9. **Staff meetings:**
   All Staff: next meeting May 13, 2021. Previous minutes attached.
   Health & Safety: next meeting June 10, 2021.

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

11. **Other business**: None

12. **Adjournment**: (M/C, P. St-Amour)

Next meeting: 5:30pm, June 14, 2021
By videoconference

Work plan (2019-2022)

Goal (from CCOC strat plan)	**Objectives**	**Strategies**	**Activities**	**Timelines**
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. Work with the new Communications Officer in 2021.	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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Rental Committee Meeting

June 08, 2021

Rental Committee: Christopher Yordy (Chair), Cynara Desbarats, Kerry Beckett, Teresa Schoembs, Dougald Brown, Sandy Hung
Regrets: Helena Brown, Dahlya Smolash, Alisher Perez, Sulaina Bonabana
Staff: Ray Sullivan (Director), Fran Childs (Rentals), Linda Camilleri (Rentals)
Guests: Mayada Bahubeshi (1st meeting),
Board Guests: AnaLori Smith, Erica Braunovan, Wayne Fan

Call to Order: 7.02 p.m. Guests were welcomed to the meeting.

1. Anti-oppression Statement.

2. Acceptance of the Agenda.

3. Adoption of the May minutes: To be approved at June meeting.

4. Announcements & Updates:

a) **Staff Updates:** We reviewed who has joined or left the CCOC team.
b) **Taiga Update:** We are working to finalize arrangements for a Building Representative. Work is ongoing entering tenant households into Yardi. Welcome and tenant orientation meetings have been planned and are taking place on June 22nd and 23rd.
c) **Sharing back from last month's Board meeting by our Chair, Chris:** Ontario moves into Step 1 re-opening plan Friday, the Pandemic Coordinating Group at CCOC have aligned the organizations color-coded system based on this framework. Service level Orange starts June 14, but most staff will still work from home and office will start getting ready for tenant visits.

5. Monthly Reports on Vacancy and Arrears

d) **Vacancy & Turnover Reports:** Reviewed data from last month, 18 units have been re-rented. Fran discussed the procedural changes that Rentals have put in place due to the pandemic. Sandy enquired about a year on year comparison for notices provided, in particular how has the pandemic impacted. Fran can show the year-end charts from 2020 and 2019 to compare at next meeting.
e) **Accounts Receivable Stats:** Fran reminded committee members that we receive arrears data an extra month behind now that our meeting falls earlier in the month. Our committee focuses on the arrears, active tenant and moved out tenants, and the resulting total arrears figures. We've had some hearings and so some of the arrears

totals are moving from current tenants to past tenants. The overall amount owing is still slightly larger this month.

6. Deep Dive Conversation: How CCOC sets Market Rents:

Ray walked us through his presentation that he shared with the board in Feb and March 2021. It walked committee members through the history of the various funding programs at CCOC as well as how market rents used to be set at different periods in the past. It explained how we ended up with the current practise of setting turnover rents as a percentage of average market rent. Ray mapped out a flow chart showing the decision points and implications.

<u>Questions and discussions included:</u>

- A few people had questions about the Household Income Limits (HILS) and the challenges associated with applying them as income caps as well as CCOC's practice of not enforcing them.
- Average Market Rent (AMR)– Ana Lori raised concern re affordability of rents in the current rental market in Ottawa
- Our rent supplement agreements with the City only allow CCOC (as a non-profit housing provider) to charge up to AMR. Ray pointed out that for-profit landlords are allowed to charge slightly above AMR if they accept someone through the Rent Supplement program.
- In reviewing the flowchart, many were not in favour of income testing for market rent tenants.
- Ray pointed out that as AMR is more and more impacted by luxury rentals, what we are offering in terms of rental stock may not meet the same threshold (ie we don't offer dishwashers, in unit washer/dryers, or stone counter tops).
- Terry pointed out that it would be great to have other readings or resources for Committee volunteers to feel more informed about all of this. Fran explained that staff have access to a Housing Policy 101 course and maybe there could be something a bit more streamlined and tailored to governance volunteers in future because housing programs over the last 40 + years are so complicated and ever changing.

7. Board and Committee Highlights: We will circulate the report along with the minutes.

8. Any Other Business/Any Board Decisions needed on Rental Business: no

Adjournment 8.55pm

*Next Rental Committee Meeting: July 15th at 7:00pm joint meeting with Finance

***Meetings are virtual by Teams until further notice

RENTAL DEPARTMENT REPORT
Reporting on: May 2021

1. CCOC Units Rented by Source and Unit Turnovers:

Source	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Totals	**11**	**13**	**24**	**15**	**9**								**72**
Transfers (incl. overhoused)	1	2	3	2	0								8
Registry W/L	4	4	5	3	4								20
Referrals	4	2	5	1	1								13
Insitu MR to RGI	0	0	2	0	0								2
Websites/Twitter	0	3	9	9	2								23
Former Tenant	2	2	0	0	2								6
Move outs by month	11	12	13	16	12								**64**
Vacancy Rate by month	1.7%	1.6%	1.1%	0.9%	0.9%								**Avg: 1.24%**
Benchmark 1: units rented should equal number of move outs	**0**	**1**	**11**	**1**	**3**								3/5 months
Benchmark 2: CCOC vacancy rate should be lower than Ottawa's vacancy rate (3.9%)	**-2.2%**	**-2.3%**	**-2.8%**	**-3.0%**	**-3.0%**								5/5 months

2. Vacancies & Turnovers:

May Move Outs: 12
June Move Outs (so far): 13
July Move Outs (so far): 9*

*Because Rental Committee is early this month, not all notices were processed at the time the reports were pulled so this number will be higher.

As of June 2, 2021, the CCOC vacancy rate is 0.9% with 15 empty units in our 1585 "rentable units".

3. N5's & Evictions May/June:

- There are 3 active N5s. No new N5s were served since last meeting. We are waiting for hearing dates for all three of those active cases.
- 1 N5 expired. This same household unfortunately has an open eviction proceeding via the Facilities Dept due to noncompliance with pest control.

RENTAL REPORT: VACANCIES AND TURNOVERS
June 2021 MEETING (data as of June 2, 2021)

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0027	502	520 Bronson	2	$1,073.00	$ 1,500.00	2021-02-28	2021-03-30	future	04-Jun-21
0067a	103	111 Catherine	0	$ 900.00	$ 900.00	2021-03-31	2021-04-30	current	01-Jun-21
0061	8	123 Stirling	0	$ 900.00	$ 900.00	2021-03-31	2021-04-30	current	17-May-21
0026	103	110 Nelson	1	$1,175.00	$ 1,175.00	2021-03-31	2021-04-15	future	application
0035	406	10 Stevens	2	$1,120.00	$ 1,120.00	2021-03-31	2021-04-30	future	application
0012b	2-390	Kent	2	$1,550.00	$ 1,550.00	2021-03-31	2021-04-30	future	application
0026	702	110 Nelson	1	$1,175.00	$ 1,175.00	2021-03-31	2021-05-14	current	01-Jun-21
0065	608	464 Metcalfe	2	$1,650.00	$ 1,650.00	2021-04-03	2021-06-02	Future	15-Jun-21
0039	306	415 Gilmour	2	$1,450.00	$ 1,600.00	2021-04-30	2021-05-30	future	01-Jul-21
0039	505	415 Gilmour	2	$1,207.00	$ 1,600.00	2021-04-30	2021-05-30	current	01-Jun-21
0064	102	54 Primrose	0	$ 761.00	$ 825.00	2021-04-30	2021-05-30	current	02-Jun-21
0064	305	54 Primrose	0	$ 762.00	$ 825.00	2021-05-15	2021-06-14	future	04-Jun-21
0037a	301	145 Clarence	0	$ 768.00	$ 875.00	2021-04-30	2021-05-30	current	01-Jun-21
0026	304	110 Nelson	2	$1,130.00	$ 1,350.00	2021-04-30	2021-05-30	future	TBD
0066	104	160 Argyle	2	$1,553.00	$ 1,650.00	2021-05-31	2021-06-30	future	01-Jul-21
0065	410	464 Metcalfe	1	$1,103.00	$ 1,270.00	2021-05-31	2021-06-30	Future	15-Jun-21
0012a	474	Gilmour	3	$1,320.00	$ 1,620.00	2021-05-31	2021-06-30	Future	01-Jul-21
0067a	708	111 Catherine	1	$1,125.00	$ 1,270.00	2021-07-05	2021-07-15	future	15-Jul-21

Units re-rented: 18

Property	Unit	Property Name	Beds	Market	Turnover	Move Out	Date	Occupancy	Notes
0018a	2	90 James	2	$1,450.00	$ 1,550.00	2021-06-15	2021-07-15	0	Notice
0037a	411	145 Clarence	1	$ 918.00	$ 1,175.00	2021-06-15	2021-07-15	0	Notice
0022	605	210 Gloucester	1	$ 892.00	$ 1,175.00	2021-06-19	2021-07-15	0	Notice
0065	406	464 Metcalfe	3	$1,626.00	$ 1,665.00	2021-06-30	2021-08-29	0	Notice
0019a	222	Booth	1	$ 925.00	$ 1,175.00	2021-06-30	2021-07-30	0	Notice
0026	705	110 Nelson	2	$1,107.00	$ 1,350.00	2021-06-30	2021-07-30	0	Notice
0041a	603	455 Lisgar	1	$1,002.00	$ 1,225.00	2021-06-30	2021-07-30	0	Notice
0023	205	20 Robinson	3	$1,181.00	$ 1,540.00	2021-06-30	2021-07-30	0	Notice
0009	401	50 James	1	$ 923.00	$ 1,175.00	2021-06-30	2021-07-30	0	Notice
0071	107	240 Presland Rd	2	$ 931.00	$ 1,080.00	2021-06-30	2021-07-30	0	Notice
0038	404	511 Bronson	1	$ 959.00	$ 1,225.00	2021-06-30	2021-07-30	0	Notice
0017	310	170 Booth	2	$1,169.00	$ 1,225.00	2021-06-30	2021-07-30	0	Notice
0067a	311	111 Catherine	2	$1,509.00	$ 1,650.00	2021-06-30	2021-07-30	0	Notice
0041a	402	455 Lisgar	1	$1,013.00	$ 1,225.00	2021-07-15	2021-08-14	0	Notice
0013b	35-627	Percy School-Gilmour	3	$1,314.00	$ 1,640.00	2021-07-15	2021-08-14	0	Notice
0023	405	20 Robinson	3	$1,180.00	$ 1,540.00	2021-07-15	2021-08-14	0	Notice
0023	204	20 Robinson	1	$ 884.00	$ 1,175.00	2021-07-15	2021-08-14	0	Notice
0066	311	160 Argyle	0	$ 832.00	$ 900.00	2021-07-17	2021-08-16	0	Notice
0026	106	110 Nelson	2	$1,310.00	$ 1,350.00	2021-07-31	2021-08-30	0	Notice
0039	611	415 Gilmour	1	$ 976.00	$ 1,225.00	2021-07-31	2021-08-30	0	Notice
0039	506	415 Gilmour	2	$1,226.00	$ 1,600.00	2021-07-31	2021-08-30	0	Notice
0067a	507	111 Catherine	1	$1,270.00	$ 1,270.00	2021-07-31	2021-08-30	0	Notice

UNITS ON NOTICE BUT NOT YET RENTED: 22

June Move Outs (So far): 13

July Move Outs (So far): 9

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Days Vacant	Notes
0025	5	369 Stewart	R	$ 570.00	$ 570.00	2020-11-30	2020-12-31	184	Options Bytown referral
0027	503	520 Bronson	2	$1,073.00	$ 1,500.00	2021-02-28	2021-03-30	94	now showable, PCIL referral
0009	202	50 James	2	$1,450.00	$ 1,450.00	2021-03-15	2021-03-31	79	had an application, they withdrew, back on web
0062a	1142	Merivale	2	$1,250.00	$ 1,250.00	2021-04-01	2021-05-01	62	on web
0052	1	163 James	0	$ 560.00	$ 560.00	2021-04-02	2021-05-02	61	seeking referrals
0023	406	20 Robinson	2	$1,310.00	$ 1,350.00	2021-04-30	2021-05-30	33	on web
0022	402	210 Gloucester	2	$1,420.00	$ 1,500.00	2021-04-30	2021-05-30	33	on web
0040	507	151 Parkdale	1	$ 976.00	$ 1,225.00	2021-04-30	2021-05-30	33	now showable, on offer
0039	511	415 Gilmour	1	$1,014.00	$ 1,225.00	2021-04-30	2021-05-30	33	multiple offers
0037b	7	145 Clarence TH	3	$1,454.00	$ 1,640.00	2021-05-31	2021-06-30	2	
0013a	3-598	Percy School-MacLaren St	2	$1,211.00	$ 1,550.00	2021-05-31	2021-06-30	2	
0036	205	258 Argyle	2	$1,192.00	$ 1,600.00	2021-05-31	2021-06-30	2	
0037a	119	145 Clarence	0	$ 818.00	$ 875.00	2021-05-31	2021-06-30	2	
0023	408	20 Robinson	1	$ 877.00	$ 1,175.00	2021-05-31	2021-06-30	2	
0021	105	345 Waverley	0	$ 875.00	$ 900.00	2021-05-31	2021-06-30	2	
0071	401	240 Presland Rd	2	$ 920.00	$ 1,080.00	2021-05-31	2021-06-30	2	
0037a	315	145 Clarence	1	$1,080.00	$ 1,175.00	2021-05-31	2021-06-30	2	

Empty Units: 15 (not counting 2 community partner referral/block lease)

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MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF MONDAY MAY 3, 2021
7pm, GoToMeetings (online)

Chair: Jordan Edwards
In attendance: Mayada Bahubeshi, Lisa Hollingshead, Peter Thorn
Guests: Madiha
Staff: Delena Jean Baptiste (recorder), Laura Penney, Hannah Vlaar

1. **Call to order**: 7:07pm

2. **Welcome and introductions**

3. **Read CCOC's Anti-Oppression statement**

4. **Adoption of the agenda**: The agenda was amended to move item 6c to the end of the meeting as it is in-camera. (M/S/C Peter Thorn/Mayada Bahubeshi)

5. **Adoption of the minutes of the meeting of Monday April 19, 2021**
(M/S/C Lisa Hollingshead/Mayada Bahubeshi)

6. **Business arising from previous minutes**
   a) Alternatives to policing discussion with guest from the Coalition Against More Surveillance (CAMS)

CAMS is a small coalition of activists and researchers in Ottawa who are concerned about increasing policing and surveillance around the city. They address issues like defunding the police and community alternatives to policing to further their goal of an abolitionist future in Ottawa. Samantha and Farnaz from CAMS attended the meeting to follow-up on CCOC's desire to see a missing piece in our emergency response system addressed: a civilian-led plain-clothes service that is focused on a supportive response to concerns that arise from mental illness, addictions and homelessness.

Key points from the presentation/discussion:

- We are experiencing a crisis in our community. More people are unable to access services their needs are more immediate.
- Unhoused people are trying to find ways to access shelter.
- People feel unsafe.
- "My whole life, 9-1-1 and the emergency system has always been good to me. How do you go from feeling supported by full emergency support to advocating to remove these supports completely?"

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- There are not enough alternatives to policing and organizations that people can connect with when in need.
- How do you ensure that your neighbours are safe without involving the police?

The committee chose to make alternatives to policing a reoccurring agenda item.

b) Good Neighbour Award Guidelines
The committee made the following changes to the guidelines:
  - Added an eligibility requirement stating that nominees much be in good standing as CCOC tenants (with a definition).
  - Added an eligibility requirement that when someone receives the award, they are not eligible to receive it again for the three subsequent years.
  - Clarified that only the recipient will be publically recognized and not all nominees.
  - Minor wording changes.

Motion to recommend that the Board approve the changes to the Good Neighbour Award Guidelines. (M/S/C Peter Thorn/Lisa Hollingshead)

c) Rooming House with OCLT, CCOC, and Options Bytown: *In camera*

7. New business

a) Add a regular NewsNotes item about Capital Projects: Tabled for June meeting
b) Aging in Place report: Tabled for June meeting

8. Standing items

a) Board & committees report: No discussion
b) Department report: No discussion
c) What decisions or comments do you need from the Board?
  - Approval of the changes to the Good Neighbour Award Guidelines

9. Announcements

a) TCE related community activities/events: The CCOC/CCHC Annual General Meeting is May 20 at 7pm. You can register on the CCOC website.
b) 2021 Meeting Schedule: June 7, July 5, August 2

10. Adjournment: 8:45pm (M/C Lisa Hollingshead)

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IN CAMERA MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE MEETING OF MONDAY MAY 3, 2021
7pm, GoToMeetings (online)

Agenda Item 6c: Rooming House with OCLT, CCOC, and Options Bytown

The committee received the following update on a potential rooming house acquisition:

There are 7 rooming houses with a combined total of 187 units that will be coming up for sale in March/April 2021. The prospective seller has met with the City of Ottawa in an effort to sell the units privately and that the units are kept and remain affordable for the tenants. The City of Ottawa is interested in the newly incorporated Ottawa Community Land Trust (OCLT) owning the 7 building portfolio and has verbally committed financial support to help with the purchase. The OCLT has been meeting with various affordable housing providers in Ottawa to create partnerships to operate the housing. The housing providers that are interested in supporting the effort and have the capacity at this time are CCOC and Options Bytown.

There are still many unknowns at this time. The largest unknown is the price point that the prospective seller would like to sell the portfolio at. Another unknown is how much support the City of Ottawa will be able to provide. The structure of the lease will be worked on only after these first two points are known and OCLT is able to move forward with possibly purchasing the portfolio. At this time, CCOC would provide capital asset management and Options Bytown would operate the units and provide the supports.

- Committee members were excited about this idea and thought it was a great opportunity. Members look forward to more updates on how this potential acquisition progresses.

(The) Doug DesBrisay Good Neighbour Award

The Doug DesBrisay Good Neighbour Award will recognize people who informally help out at CCOC properties. ~~-~~These people may help with landscaping and general maintenance, they may provide services to individual neighbours, they may help foster a sense of community or perform other tasks that are appreciated by their neighbours.

Nomination

- Candidates must be nominated by their neighbours to be eligible.
- A person ~~can not~~cannot nominate themselves.
- Nominations can be made by any CCOC tenant, including staff.
- Nominations should be sent in writing. Verbal nominations will be accepted if transcribed by Tenant and Community Engagement Department staff.

Eligibility

- Tenants and non-tenants are equally eligible.
- CCOC staff members, including ~~custodians~~Building Representatives, are not eligible.
- Nominees must be in good standing as CCOC tenants to be eligible. Good standing means that for the last 3 years the tenant has no history of disturbing neighbours and no eviction notice has been issued.
- The focus of the nominee's activities must be a CCOC property or CCOC tenants.
- Work on the CCOC Board, Standing Committees or in the CCOC ~~O~~office is not eligible.
- When someone receives the award, they~~Recipients~~ are not eligible to receive the award for the 3 subsequent years.~~ more than once~~

Selection

Approved by the M&C Committee November 2004. Amended September 2010.
Amended by TCE Committee May 2020. Expires May 2025.

- The Tenant and Community Engagement Committee ~~shall~~may appoint a subcommittee to review all submissions for recommendation to the committee for final selection.
- Nominations shall be given to the sub-committee without identifying the nominator.
- No staff shall sit on the subcommittee.
- The TCE Committee reserves the right to not grant the award in any given year if the submissions are not sufficiently compelling.
- The TCE Committee may also decide to grant the award to a group rather than an individual.

Recognition

One award will be granted every spring.

The recipient~~winner~~ will receive a letter of thanks from ~~the President~~CCOC and may ~~also~~ receive some material award, like a certificate, ~~or a~~ pin, or small gift. With their permission, the ~~winner~~recipient will be recognized in the NewsNotes and/or on the CCOC website.

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MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF MONDAY JUNE 7, 2021
7-8:30pm, Microsoft Teams (online)

Chair: Jordan Edwards
In attendance: Mayada Bahubeshi, Jordan Edwards, Courtney Lockhart, Terri Schoembs, Peter Thorn
Guests: Risada Dikui, Cheryl Hynes
Staff: Delena Jean Baptiste (recorder), Hannah Vlaar

1. **Call to order**: 7:13pm

2. **Welcome and introductions**

3. **Read CCOC's Anti-Oppression statement**

4. **Adoption of the agenda**

The agenda was adopted as presented. (M/S/C Peter Thorn/Mayada Bahubeshi)

5. **Adoption of the minutes of the meeting of Monday May 3, 2021**

The minutes were adopted as presented. (M/S/C Terri Schoembs/Peter Thorn)

6. **Business arising from previous minutes**

a) **Waive CCOC/CCHC membership fee**

The TCE committee discussed waiving the $3.00 CCOC/CCHC membership fee. While the fee is only $3.00, it could be a barrier to participating in committees or becoming a member. The TCE committee first discussed this in December 2020 when they approved, in principle, a non-mandatory, voluntary membership fee. In January 2021, the committee received feedback from the Board that they were interested in creating a sliding scale or waiving the membership fee completely, but wanted to confirm it was possible from a legal perspective. Staff were requested to speak with a lawyer and report back.

Ray and Hannah spoke with a lawyer in May and received the following information:
- Nothing in the relevant not-for-profit governing legislation or in CCOC's corporate materials explicitly prevents waiving the membership fee.
- A fixed fee could be a range (e.g. $0.00 to $3.00) and if a range is set, CCOC should include information in the by-laws about why we are setting the fee as a range.
- A sliding scale indicates that any amount above the set fee is a donation, which is not a clear legal position.

- The lawyer recommended that CCOC/CCHC keep membership fees and donations separate, especially as the corporation is currently exploring options to be able to receive donations in the future.

Discussion:

- Could rent be considered the membership fee for CCOC tenants, as it is for CCHC tenants, so that all tenants are automatically members?
- As stated at earlier discussions on this topic, three dollars may not seem like a lot of money but could be a barrier to some people. We should have some option for waiving the fee.
- Is it possible to have a legally sound pay it forward option where someone could pay extra to cover another person's membership?

Motion to recommend that the Board set the CCOC/CCHC membership fee to a fixed range of $0.00 to $12.00.

(M/S/C Mayada Bahubeshi/Peter Thorn)

b) **Alternatives to policing: follow up discussion**
The committee decided to make Alternatives to policing a standing item on the agenda. This month there were no particular items to discuss or make decisions on. The committee noted that there needs to be alternative options to calling the police for a variety of situations.

c) **Add a regular NewsNotes item about Capital Projects**
TCE staff propose including a regular NewsNotes item describing what capital projects are underway across CCOC properties. The purpose is to help tenants understand that they are not alone in experiencing potentially disruptive capital project repairs, and that these projects are essential for the long-term viability of CCOC's properties.

Motion to include a regular NewsNotes item about capital projects.

(M/S/C Jordan Edwards/Courtney Lockhart)

d) **Aging in Place report**
The Executive Committee requested that all committees review and discuss the Aging in Place report, which was completed in early 2020. The committee reviewed the report and noted that TCE has made progress on their items listed in the report, to adopt neighbourliness and a demographics focus as part of their work. TCE staff have supported the Neighbours Network throughout the past year to encourage neighbourliness and tenant connections. Staff also designed and included demographics

questions in the 2020 Tenant Satisfaction Survey, collecting this information for the first time at CCOC. This work will continue to be a focus for the TCE department.

7. New business

a) **Shopping cart pilot project discussion**

Hannah reviewed the origins of the shopping cart pilot project. It started with a tenant moving a resolution at the 2018 CCOC/CCHC AGM about having shopping carts in parking garages to make it more convenient for tenants bringing things up from the garage to their apartments. The project was not an initiative to repurpose shopping carts at buildings where they have collected over time.

The pilot project to determine the viability of the project was launched at 464 Metcalfe and 415 Gilmour. Staff identified storage locations in the garages and prepared building-specific signage for the carts and their parking garage locations. The pilot concluded that tenants returned the cart to the designated place and cleaners didn't find them in hallways, etc.

Staff had clear direction from an AGM resolution (the highest level of decision authority in CCOC/CCHC governance), which is why the pilot was carried out. While shopping carts are currently being used at some CCOC properties, they are not part of the shopping cart project as described above. The project was not rolled out at any properties beyond the pilot buildings.

Discussion:

- The project should have never been approved in the first place due to the numerous safety issues.

b) **Committee decisions: Select a chair, consider a summer break**

Motion that the TCE Committee takes a summer break in July 2021.

(M/S/C Mayada Bahubeshi/Terri Schoembs)

Motion to select Peter Thorn as TCE committee chair until June 2022.

(M/S/C Jordan Edwards/Mayada Bahubeshi)

8. Standing items

a) Board & committees report: Tabled for August meeting
b) Department report: Tabled for August meeting
c) What decisions or comments do you need from the Board?
    - Waive CCOC/CCHC membership fee motion

9. Announcements

a) TCE related community activities/events: None
b) 2021 Meeting Schedule: no July meeting, Aug. 2, Sep. 6 (Labour Day)

10. Adjournment: 8:50pm (M/C Peter Thorn)

CCOC/CCHC Governance Sub-Committee
Wednesday June 2, 2021 (Online)

Present: Mayada Bahubeshi, Erica Braunovan, Dougald Brown, Wayne Fan, Sarah Gelbard, Lee Pepper (Chair), AnaLori Smith, Hannah Vlaar (staff)

Note: Shelley Robinson is taking a pause on the committee for the near future. Bill Rooney will participate in the committee via email. The group did a round of introductions as some people were attending for the first time.

1. **Welcome & Call to Order**

    a. Lee called the meeting to order at 7:10pm and Sarah read the land acknowledgement and anti-oppression statement.

    b. Wayne volunteered to act as timekeeper.

2. **By-Law resolution updates**

Many of the by-law changes proposed by the Governance sub-committee were approved at the 2020 CCOC/CCHC Annual General Meeting on May 20, 2021. The approved changes remove gendered terminology and reflect the reality of virtual meetings. The membership also approved the resolution introducing six-year Board term limits. This structure will offer more people the opportunity to participate on the Board and guide CCOC.

3. **Review of TCE work**

Hannah updated the committee on TCE's Tenant-led Governance project (1/2 of the Transforming Tenant Engagement grant). TCE recently completed an Objectives and Key Results exercise with the consultant Connect2Knowledge. They identified eight activities to be completed by June 2023. The activities aim to fulfill two objectives: increase the diversity of governance volunteers to be more reflective of CCOC's community, and empower further tenants and community members to use their voice to drive the work of CCOC.

- Develop orientation and onboarding for new volunteers.
- Update the new committee member documents/package.
- Create ongoing volunteer training program for new and existing volunteers.
- Develop training and tools/templates for staff to run and support committee meetings (how-to manuals, in-camera items, relationship with chair, etc.).
- Conduct first demographic survey with current governance volunteers.
- Create and conduct annual volunteer feedback and demographic survey and use feedback to improve governance program.

- Create an accessible governance outreach strategy and supporting materials.
    - Publically share governance information to increase transparency.
- Host ten outreach events to educate tenants and community about CCOC's governance and encourage participation.
    - Tailored for communities who are under-represented in CCOC's governance spaces (to be designed once the governance volunteer demographic survey is complete).

AnaLori appreciated that TCE will be leading the work. Wayne noted that when complete, these activities would improve the experiences he had on the CCOC Board. He also noted that always spelling out acronyms the first time they are used during a meeting, even if they were used at previous meetings, would benefit volunteers.

4. Scheming and planning for next steps

Sarah shared the Governance sub-committee roadmap (click here to see the roadmap), which outlines the work the committee would like to address.

The sub-committee identified four potential next areas of focus:

1. Accommodation process and policies for governance volunteers.
    - This would benefit all volunteers and empower volunteers in their role early on.

2. Ombudsperson/response & advocacy team for volunteers
    - Volunteers don’t have an HR department to file complaints or a union rep.
    - Set up a team to work through issues a governance volunteer is facing.
    - Important to listen to all volunteer and tenant concerns equally and with a consistent approach.

3. Governance bystander intervention training
    - Volunteers have had two anti-discrimination trainings so far, but that’s it.
    - People attend one training and think they are an ally, but don’t have the tools they need to be empowered to intervene.
    - People sometimes take advantage of the online space and target other people.
    - Important to get more and different people involved.

4. Project-based short-term engagement opportunities
    - Are there alternative ways for people who cannot commit to regular meeting times, or who are not comfortable/interested in meetings, to contribute to meaningful decision-making at CCOC?
    - E.g. Security camera working group
    - This could increase decision-making opportunities and support the committees.

- Less intimidating and a smaller commitment.
- Because these groups are issue-specific, people with the skills, experience, and interest on the specific topic may be more inclined to participate.
- There is currently no structure in place for staff/volunteers to manage this kind of process. Consider having volunteers take minutes to reduce the workload on staff and build volunteer competencies. However, minute taking is difficult and might make it harder for a volunteer to participate in the conversation.
- Some tenants are more engaged and advocate for others. A liaison-type position between tenants who are less inclined to get involved/shy/etc. might be a possible approach.

5. Next meeting: July 7

a. Agenda priority: How do we take care of each other to improve the safety, accessibility, and enjoyment of our work together? How do we formulate a team that can help support each other? How do we build a care system, and weave this in to everything we do?

b. Select chair: Erica Braunovan

6. Adjournment: 8:30pm