

NOTICE OF MEETING

The next regular meeting of the CCOC/CCHC Board of Directors is:
Wednesday, October 31, 2018

Board Meeting call to order: 7:00 pm
in the meeting room at **464 Metcalfe Street**

AGENDA FOR THE CCHC BOARD OF DIRECTORS MEETING

1. Call to order
2. Adoption of agenda
3. Declaration of conflict of interest
4. Adoption of the Board minutes of September 26, 2018
5. Business arising from the previous minutes
6. Rental Committee Report ***
7. Facilities Management Committee Report **
8. Finance Committee Report
 - a. 2019 CCHC Operating Budget
9. Other Business
10. Adjournment

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

ccohousing.org/book

Password: board
(it's case-sensitive)

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

AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING

- 1.** Call to order
- 2.** Adoption of agenda
- 3.** Adoption of the regular and *in camera* minutes of September 26, 2018
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
 - a)** Percy borrowing
- 6.** Executive Committee Report
- 7.** Personnel Committee Report
 - a)** Compensation fairness evaluation
 - b)** Extended Health Coverage
 - c)** New member
- 8.** Finance Committee Report
 - a)** Bad Debt
 - b)** 2019 CCOC Operating Budget
- 9.** Development Committee Report **
 - a)** Arlington redevelopment
- 10.** Membership and Communications Committee
- 11.** Facilities Management Committee Report
- 12.** Rental Committee Report *** (no meeting in October)
- 13.** Policy Research and Advocacy Committee (PRAC!)
 - a)** Mandate extension
- 14.** Corporate Business
- 15.** Conference / Associations' Report
- 16.** Other Business
 - a)** Tenant & Community Engagement department staffing
- 17.** Adjournment

Centretown Citizens Housing Cooperative

Minutes of the CCHC Board of Directors Meeting of Wednesday, September 26, 2018

Present: Abra Adamo, Dallas Alderson (Vice President), Glenn Allen, Josh Bueckert (Treasurer), James Clark, Penny McCann, Andrew McNeill, Lee Pepper, Bill Rooney (President), AnaLori Smith (Secretary), Jesse Steinberg, Chris Yordy

Staff: Tessa Hill (recorder), Ray Sullivan

Guest: Bridgette Charbonneau

Regrets: Sarah Button, Kerry Beckett

1. Call to order

Called to order at 7:04pm

2. Adoption of agenda

The Board adopted the agenda as presented.

(M/S/C P. McCann/J. Bueckert)

3. Declaration of conflict of interest: None

4. Adoption of the Board minutes of August 29, 2018:

The Board adopted the minutes of the August 29, 2018 meeting as presented.

(M/S/C L. Pepper, A. Adamo)

5. Business arising from the previous minutes: None

6. Rental Committee Report: None

7. Facilities Management Committee Report: None

8. Finance Committee Report: None

9. Other Business

a) Agency benchmarking report

The Agency is the delegated authority over co-ops. We send them our annual reports and they send us benchmark reports, which compare our co-op to similar co-ops. We received our benchmark report and 240 Presland is not doing so well when compared to others. For example, the risk report shows a net deficit and there are no more capital or operating reserves. This should change in 3 years when the mortgage is paid off. Unfortunately, there are some things that will not change. The high heating costs due to electric heat and higher vacancy costs are unavoidable.

An analysis was done to see how 240 Presland does in comparison to other CCOC buildings. It is also an outlier within CCOC, which is unfortunate. The good news is that we have no vacancies right now. However, we had to suppress the rents since prospective members

were deterred by the high electric heating costs. We are continuing to address issues as they appear and when we have the resources. None of this is new information; it is just good to see where things stand.

10. Adjournment:

The meeting was adjourned at 7:17pm.

(M/C J. Bueckert)

**Next meeting:
7:00 pm Wednesday, October 31, 2018
in the meeting room at 464 Metcalfe Street**

Secretary of the Board

Date

Minutes of the CCOC Board of Directors Meeting of Wednesday, September 26, 2018

Present: Abra Adamo, Dallas Alderson (Vice President), Glenn Allen, Josh Bueckert (Treasurer), James Clark, Penny McCann, Andrew McNeill, Lee Pepper, Bill Rooney (President), AnaLori Smith (Secretary), Jesse Steinberg, Chris Yordy
Staff: Tessa Hill (recorder), Ray Sullivan
Guest: Bridgette Charbonneau

Regrets: Sarah Button, Kerry Beckett

1. Call to order:

Called to order at 7:18pm.

2. Adoption of agenda

The Board adopted the agenda with the deferment of the Reconciliation with Indigenous Peoples presentation because the guest speaker was not available. Executive, Personnel, and FMC reports were accepted on consent.

(M/S/C, A. Smith/ A. McNeill)

3. Adoption of the minutes of August 29, 2018:

The Board approved the minutes from the August 29, 2018 meeting.

(M/S/C, A. Adamo/ A. Smith)

4. Declaration of conflict of interest: None

5. Reconciliation with Indigenous Peoples (Deferred: guest Claudette Commanda was not available)

6. Business arising from the previous minutes

- a) **Percy borrowing:** It is still ongoing. It is at the stage where the bank has applied to CMHC for mortgage loan insurance. They have a site visit next Tuesday. We hope that is the last step. This money was supposed to help with renovations at the Percy school property, and with the office renovation project but that is also delayed.

7. Executive Committee Report (accepted on consent)

8. Personnel Committee Report (accepted on consent)

9. Finance Committee Report

- a) **Bad debt motion:** Finance Committee recommends writing off \$36,112.95 in Bad Debts. Approximately \$27,000 is from chargebacks after evictions. There is no way to predict these chargebacks. It all depends on the people moving out or being evicted. We write off debts quickly to clear it from the books but we don't stop trying to collect. If necessary, we send it to a collections agency. There is also a regulation that people can't get rehoused with new social housing in Ontario if they have debts to another social housing landlord, so sometimes these old debts get repaid that way.

The Board approves the recommendation from Finance Committee to write off \$36,112.95 in bad debt for CCOC. (M/S/C J. Bueckert, A. McNeill)

10. Development Committee Report

- a) **Arlington redevelopment:**

We are anticipating a January rent up. The builder is still saying they will be done by November but we feel that is optimistic when looking at the building. We are still hopeful that it will be completed on budget. All board members will have the option to go on a tour once construction is complete.

- b) **Official Plan advocacy:**

This is the first substantive update to the City's Official Plan since 2003. The presumption is that we will advocate; it just depends on where and when. All board members are in agreement. This is an opportunity for us to help the City connect the dots on affordable housing, planning and transit. Planning for affordable housing at transit hubs would be one good outcome. There has been a real shift in the city planning department lately; they are actively interested in affordable housing and social issues.

With the new Tenant and Community Engagement department, some of this advocacy will fall on them but it should be everyone's responsibility. It will be important to get tenants involved as well. There may also be an opportunity to work with other organizations on this. CCOC often works with our community partners and that is how we do our best work. There is a higher up-front investment to getting other organizations and tenants involved but it creates a much better outcome for all.

Ultimately, we will need to see how the council seats shake out after the next election to know whether they are pro-affordable housing development.

On that note, PRAC's mandate expires in October. The committee is meeting in October and will come up with a recommendation to the Board on whether to extend.

11. Membership and Communications Committee

a) Communications function:

The committee is recommending that the Communications officer position be moved from the current Membership and Communications department to the Corporate Services group. This is because clear and proper communication with our tenants is not just an M&C concern but rather a concern for each department within CCOC. All departments should be using the Communications Officer's skills in order to ensure we are communicating as clearly as possible.

b) Department and committee name:

The Membership and Communications Committee recommends changing the name of the department and the committee to the Tenant and Community Engagement Committee and the Tenant and Community Engagement Department.

The Board approves the recommendation to rename both the committee and department to the Tenant and Community Engagement department/committee to take effect on November 1, 2018. (M/S/C L. Pepper, C. Yordy)

c) Committee mandate:

The committee will emphasize tenant and community engagement. There will be a focus on advocacy and engaging with tenants in order to get them more involved. We want to get tenants more involved in social housing advocacy, and neighbourhood issues including the issues that affect them day-to-day. We want to have a relationship with tenants and potential volunteers throughout the year, not just at AGM time. In reality, this has always been a part of the committee mandate but often it fell off the radar as more urgent things came up.

There have been a few applicants for the Director position. We will have to wait to see who the director is to see how they can support the new mandate. We are also still interested in exploring whether to create a facilitator staff position who can work with the Director and focus on tenant engagement.

12. Facilities Management Committee Report (accepted on consent)

13. Rental Committee Report

Context: All committees have been instructed to review their policies in order to ensure they are up-to-date. They will also be setting sunset dates to ensure the policies are reviewed again on a regular schedule.

a) Guest Policy: There were some minor wording changes to make the policy more

inclusive (eg. changed 'RGI' to 'subsidized housing'). This policy specifically impacts those in subsidized households only since it deals with how income needs to be reported. There is a broader guest policy which affects all tenants but that is not being reviewed now.

- b) Guest Parking Policy:** This was also updated to have some minor wording changes.
- c) Personal Support Worker Parking Pass Policy:** Rental committee reaffirmed the policy and made no changes.

The Board approves the Guest Policy and Guest Parking Policy as amended and the reaffirms Personal Support Worker Parking Pass Policy with no changes.
(M/S/C C. Yordy/J. Bueckert)

14. Policy Research and Advocacy Committee (PRAC!): None

15. Corporate Business: None

16. Conference / Associations' Report: ONPHA is next month.

17. Other Business

- a) Storm report:**

There were 6 tornadoes on Friday evening. Many CCOC properties lost power, especially to the West of the canal. Many of them got power restored quickly but there were some that were without power for 2 days.

The CCOC office was also without power which revealed some flaws in CCOC's emergency plan. With the office without power, staff did not have email, access to the network drive, or their voicemail. We normally promote the office number for emergencies, which then uses a phone tree to direct calls to the offsite call centre after hours. We do provide the direct call centre number but not all tenants are aware of it. With the loss of power in the office, the phone tree did not work. Anne Marie, Jack, Bob, and Ray met on Saturday to come up with plan. Handwritten and photocopied notices were sent to the big properties with the direct line for the call centre.

While trying to determine which properties had generators, it became apparent that the only list lives on the CCOC server. This isn't good when the office loses power! After a series of phone calls, they were able to get a complete list together and this list will be put in the emergency beeper bag for the future. The generators power sprinklers and lights but some buildings only have battery back-ups, which are not able to support a long-term power failure. 520 Bronson was one which had a battery back-up which died before power was restored – leaving the hallways without emergency lighting. CCOC is looking into options to prolong the battery life such as changing emergency lighting to LED to reduce

power consumption.

The first step during a power failure is to send someone to building to open all the garage doors and unlock the mag locks. If there was still no power on Monday, the plan would have been to go door to door and start evacuating (starting with those who need assistance). PCIL is the attendant care provider at 520 Bronson, which was of particular concern. Some of their tenants require power to operate medical equipment. CCOC will be having meeting with both PCIL and VHA, the attendant care provider at 464 Metcalfe and 145 Clarence, to come up with an emergency response plan. The CCOC department directors will be having a meeting to discuss all of the storm issues further and ensure we are well prepared next time.

Overall, we were lucky and did not have any property damage with the exception of a downed tree at 240 Presland (typical!). Unfortunately, storms like this may happen more often. We will be working on getting a refreshed emergency plan in place. One concern is if this were to happen in winter and there is no heat. In that case, there might be a evacuations needed.

Tenant Report from 520 Bronson:

A tenant attended the Board meeting to discuss further the issues at 520 Bronson during the power outage. The building was without power for 2 days. There were no hall lights or stairwell lights, which was a safety hazard. The tenant felt there needs to be better safety procedures in place and a system for keeping the emergency lighting running. FMC will be addressing these issues over the next couple months.

- b)** The Board moved *in camera* at 8:04pm to discuss a tenant charge appeal. The guest left the meeting. (M/S/C J. Clark, J. Bueckert)

The Board moved *ex-camera* at 8:15pm. (M/S/C J. Bueckert, C. Yordy)

18. Adjournment:

The meeting adjourned at 8:16pm.

(M/C C. Yordy)

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

Monday, October 14, 2018
at 464 Metcalfe

Present: Bill Rooney (Chair), Dallas Alderson, Kerry Beckett, James Clark, AnaLori Smith, Ray Sullivan (staff)

Guests: Nathan Benson (Cahdco board chair), Alexandra Salamis, Ron Carr

Regrets: Josh Bueckert

1. **Call to order:** 7:35

2. **Approval of the agenda:** “management team consultants” was moved to the top of the agenda. (moved/seconded/carried, Dallas/Josh)

3. **Management Team consultants**

Ray has engaged a team of consultants to coach the leadership team of department directors through some transitions. There is current and potential future turnover in the management team as directors retire and Ray would like to take a strategic approach to the impact on team dynamics: keeping the best team patterns and leaving behind any unproductive patterns. Ray introduced Alexandra and Ron. As part of their environmental scan, they have interviewed a staff focus group, they will interview Directors one-on-one, and tonight they want to interview committee chairs as a group. Nathan Benson was invited to sit in as chair of the Cahdco board. Alison Karr, Development Committee chair, was also invited but wasn't feeling well and sent her regrets. Ray left the room while the consultants interviewed the group.

4. **Approval of minutes from September 10, 2018:** (m/s/c, James/Kerry)

5. **Business Arising:**

a) **Arlington Redevelopment**

Background: Demolition and re-development of CCOC's 143-153 Arlington property is scheduled for July 2017 to ~~July August September October November~~ December 2018. Staff are planning move-ins for January/February.

Update: we do not anticipate moving anyone in until 2019.

6. **Reviewing Directors' meeting:** Directors met on October 3 to review preliminary results from the compensation fairness review.

7. New Business:**a) Herongate evictions:**

Background: Timbercreek tenants in the Herongate neighbourhood are being evicted in advance of demolition and redevelopment. Executive Committee suggested CCOC could draft an op-ed under Bill's name.

Discussion: Ray explained that he was never able to draft an op-ed, but he did get an opportunity to appear on CBC TV evening news to discuss the issue. The committee agreed we can check this one off as complete.

b) 3 *In camera* items: The committee moved *in camera* (m/s/c, James/Dallas) to discuss an access-to-information request at the City, a tenant matter, and a matter concerning the Social Housing Registry. Notes were kept separately. The committee moved *ex camera* to resume the agenda (m/s/c, Dallas/Josh)

8. Programs/Policy: no news**9. Residential Tenancies Act (RTA) Proceedings:****a) Non-payment:**

The committee reviewed the list and moved "That staff be authorized to proceed with eviction for non-payment in the case of **9** tenants, unless satisfactory arrangements for payment can be reached".

(m/s/c, Dallas/James)

b) Other reasons: The committee reviewed the list and moved "That staff be authorized to proceed with eviction in the case of **3** tenants for substantial interference."

(m/s/c, James/Kerry)

10. Admin Financial Statements: none**11. Strategic Plan:**

a) All-committee meeting: December 1. Ray is working on issue backgrounders for committees to table in November.

b) Reconciliation: Claudette Commanda was unable to attend the September or October board meetings, but Ray has invited her to the November meeting.

12. Cahdco Update: none

13. Other business:

- a) **New signing officer:** Acting on behalf of the Board of Directors, the Executive Committee appointed Finance Director Amanda Tompkins as a banking officer for Centretown Citizens Ottawa Corporation and for Centretown Citizens Housing Co-operative.

(moved/seconded/carried, Dallas Alderson/AnaLori Smith)

14. Adjournment: 9:36

Next Meeting: 7:30 pm, November 12, 2018 **at 464 Metcalfe**

CCOC PERSONNEL COMMITTEE

AGENDA

5:30, Monday, October 15, 2018

464 Metcalfe

Present: Jane Dickinson, Dallas Alderson, Kerry Beckett, Doris Zastre, Hannah Vlaar, Pascal St-Amour

Guest: Zak Spelay (3rd meeting)

Staff resources: Ray Sullivan, Tessa Hill (recorder)

Regrets: Sue Lott

1. **Call to order:** 5:35pm

2. **Approval of the agenda:** (M/S/C H. Vlaar, J. Dickinson)

3. **Approval of the September 10, 2018 minutes:** (M/S/C K. Beckett, D. Zastre)

4. **Staffing Updates:**

Karim Elnashrty was hired as the new General Maintenance Worker.

Al Shadid was hired as the new Maintenance Manager. He will begin on October 22.

Ying-Hua Sun will begin on a 6 month term as the new Maintenance Officer starting November 5.

We had 4 interviews for new Tenant and Community Engagement Director. Hopefully, we will have someone signed next week.

5. **Training:**

ONPHA conference starts next week. Everyone is set to go.

Retirement planning is taking place at the beginning of November and 15 people will attend. Most attendees are under the age of 35. It seems they want to get a jump on planning!

The Change Management workshop went well and there was positive feedback from staff. The trainer was adaptive and used CCOC examples instead of textbook ones. The class separated into 4 groups to discuss a change that has happened within the past year at CCOC: the compensation analysis, the office renovation, the staff realignment, and the

switch to Yardi. Each of those 4 groups will continue working on their topic from a change management perspective. For example, the office reno group suggested we do a tour of the new office space. It seemed to help alleviate people's fears. The space is much bigger than people realized and seeing it in person helped with staff anxiety about the move. The Yardi group is doing a re-launch of the project. This will aim to celebrate the things that are working well and to push forward the changes we still want to see. The compensation analysis team met in order to discuss the best approach to bring this up at the staff meeting since people had some anxiety about it.

Training request: A field staff member has decided to take some Algonquin courses. It is 3 semesters worth of courses which would lead to a certification. The certification is not required for their position but it would help them to advance their career and the knowledge gained could benefit CCOC. It costs approximately \$1500 per semester. It is standard practice in these cases to reimburse the employee 50% of the cost of the course upon successful completion. In this case, each semester of courses should be approved separately since the employee may not take all of the semesters back-to-back. Personnel needs to approve all training expenses over \$1000. The first semester would be reimbursed at approximately \$750 but it could lead to further reimbursements with the other courses which is why it is being brought to the Committee.

The Personnel Committee approves 50% reimbursement for the first semester upon successful completion of the courses. All future semesters will be approved separately.

(M/S/C J. Dickinson, H. Vlaar)

6. New Business:

a) CCOC Leadership Team Coaching

Background: CCOC has been going through a lot of changes this year and it's important that our department directors are able to work well together. To help us do that as the management team changes over, we've hired a team of leadership coaches to work with the directors.

Discussion: There have been lots of changes within CCOC at the Director level recently. There is a new Finance Director and there may be a new Tenant and Community Engagement Director soon. Just based on ages, there is a strong chance that 2 other Directors may retire in the next few years. There are some things the Directors do really well together, but there are also areas for improvement. We have hired coaches to help us work as a team, to continue learning and keep improving. The coaches will start by speaking with all of the committee chairs. They will also conduct a staff focus group. The focus group members were self-selected within each department. Finally, they will do one-on-one interviews with each of the Directors. They will then provide recommendations on a team development plan. The timeline for this process will depend on their recommendations and how long it will take to implement. Zak will ask if the coaches are certified [update: they are certified executive coaches].

7. Business Arising:

a) Office Reno

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

Discussion: The office renovation is back in swing after a pause. We are anticipating a December 3rd move-in for the first set of staff. Development will stay at the Catherine office until phase 2 is complete. Phase 2 is expected to take another 2-3 months. The new boardroom will be much bigger. In fact, the May AGM will be held there.

b) Compensation Analysis

Background: Personnel Committee authorized CCOC to move ahead with engaging an external compensation analyst to assess our current pay structure and make recommendations for the future.

Discussion: We presented this to the staff last week and there's been some progress since then. We hadn't done a good enough job making it clear to staff where this was coming from or why it was happening now. We had also rushed things trying to get it done for October and then Erica was leaving so we tried to rush that even more. We forgot to take the time to explain to people. They were very anxious about it since they didn't know what was happening. We decided to slow things down. The board can make changes mid-year if needed, so the October 31st timeline has been shifted.

The compensation analysis has actually been on Personnel's work plan for several years. It was supposed to be part of a plan to review compensation every 5 years but kept getting put off. In order to get things done right, we decided to hire an outside consultant.

This analysis is really a compensation fairness evaluation. The salary grid is 25 years old. It was created when there were fewer positions and the roles themselves have also changed quite a bit. As we've grown, we've been shoehorning the new positions into the old grid. That doesn't serve people very well and some jobs don't fit very well. Roles have adapted and grown and may not be paid fairly for the actual work being done. The point of this analysis is to look at each job based on its own merit (not based on where we can put it on the grid). It is all about pay equity and it will be applied to every single position within CCOC to ensure people are compensated fairly. We used to look at each job on its own but we should look at them relative to other positions.

There are 3 steps to this review:

1. Internal equity: We are on this step. This step doesn't even look at compensation. It is about seeing how each job compares to each other job. It is about the job itself, not the individual who is currently doing the job. It is about establishing minimum requirements for the

next person we hire into the position. In the process of this step, we realized that our job descriptions are very out of date because they were only being updated when we needed to hire someone new. In order to complete this step, we needed to go through the job descriptions to make sure they were complete and consistent. There were also sections missing which were necessary for the consultant. No job descriptions have officially changed yet though. It was mostly just being updated to add new sections so that the consultant could apply the pay equity evaluation tool. At some point, we are going to go through every job and ensure the wording lines up. There are some jobs that have similar tasks/responsibilities and yet each job description words the task differently. It should all be consistent. This step is all about pay equity and ensuring we can compare each job properly against one another. There were eleven factors the jobs were scored on (eg. physical effort, confidentiality, supervision etc). The consultant did the initial scoring and the Directors reviewed the results. Some scoring seemed incorrect because the consultant wasn't aware of organizational context so those were updated to reflect reality. The next step is to band the jobs in similar ranges. Jobs in the same range should be compensated similarly. This system will also allow us to score jobs in the future and pay new employees equitably. We haven't finished this stage yet.

2. External equity: This is the step that looks at compensation. The consultant will look at comparable jobs in the market to see how they are compensated. In theory, they will be looking to our competitors which include other non-profits and the government. They will present CCOC with some recommended salary ranges. Those ranges will be sent to Personnel and the Board for approval. We haven't started this stage yet.
3. Individual equity: This step deals with the individual, not just the position. Right now, people who do a great job and people who do the bare minimum could be paid the same if they have reached the maximum on the grid. With the new system, we hope to have a method for also rewarding individuals who are doing a great job. We are not even close to this step yet and don't know how this will work. The consultant will give us recommendations and explain how other organizations do this. Staff will be involved in this step since we will

want to know how people would like to be rewarded. This will be reviewed together when the time comes.

Here are the things that WILL change:

- Job titles – many titles were chosen only based on where they could be shoved into the existing grid. Without that limitation, jobs may be renamed to be reflective of the actual position.
- Job descriptions – these will be updated to reflect reality. It won't be changing anyone's actual job. It will just be updating the descriptions to ensure they are in line with what the person is actually doing in the role. It will also be updated regularly instead of only when we hire.
- Some salaries may change. We don't know who, what, or when.

Here is what WILL NOT change:

- Individual pay will not go down. Regardless of the outcome, no one will lose money. New people being hired may be paid differently if the position is to be compensated less, however no individual currently within CCOC will lose money.
- You will still receive the yearly COLA. Ray will fight for this with Personnel and the Board as it is very important.
- Your job. Regardless of what happens, your job will not change. The job description will be updated to reflect the work you are already doing.

Ray briefly reviewed the 11 factors that form the pay equity scoring tool, and their relative weighting.

We will want to create a CCOC version of the scoring tool, with our own examples – this way we can ensure internal consistency over time.

Cleaners and general maintenance workers in the current grid almost get paid the same, same for officers and seniors. They are in some ways already part of the same "band" in our current grid. Officers and seniors are also very similar and are effectively a single band with 22 people and 10 separate job descriptions right now. With the new banding we are steering towards, that band would likely be separated in two. For the most part, everything is the status quo in terms of banding with the exception of making another row to split that large officer/senior band.

The committee discussed transparency: for sure the job titles and salary ranges should remain public. But should individual job scores? Also, how can people appeal or ask for a review of the score/salary. The score only makes sense in relation to other scores. It can't be viewed in a vacuum. Perhaps there could be a committee of staff and managers to conduct reviews. At the staff meeting, there was a demand from

some staff to have full transparency. The concern that it could lead to animosity and conflict. It's also not really a question about transparency, it is about the integrity of the tool –when people know the details of the tool and the relative scoring, they tailor jobs to the tool to try to achieve a certain outcome.

Individual equity – if we add recognition for performance has any, we will have to take a serious look at our annual performance reviews and how those are scored. There is also the issue of consistency between managers. We do not know yet how this will actually play out. Perhaps the review will be separate from compensation. The consultant will give us some ideas about what good practices are.

Appeals – it doesn't make sense for the appeal to go back to the person who did the work at the start because they will just score it the same way, it can't necessarily go to personnel if we don't know how to use the tool. Ray will ask the consultant if they have any recommendations.

c) Benefits (dental/eyewear)

Background: CCOC engaged the services of a benefits broker in order to change our extended health benefits provider. During this process, it was discovered that our internal administration of the dental/eyewear benefits required some changes.

Discussion: Staff are requesting that Single dental/eyewear coverage be increased to \$1800. This way it would be the same for both Single and Family coverage. This is a benefit fully funded by CCOC. Increasing the limit would increase CCOC's cost by \$10,000 per year if everyone used the full amount. Looking at the previous year's data, very few people reach the yearly maximum. The average spent is about 60% of the allowable limit.

Personnel Committee recommends that that Board increase single coverage to \$1800.
(M/S/C, H. Vlaar, J. Dickinson)

8. **Report from the Board & Committees:** The committee reviewed the report. M&C committee is changing their name as of Nov 1 to Tenant and Community Engagement. Next step will be to look at the committee terms of reference. They will focus more on outcomes, not the communications tools. FMC and Finance have been having joint meetings to get the budget going. Rental has been looking at their policies and add sunset dates. FMC will be looking at our emergency preparedness plan since the tornado storm so we can learn where to improve. .

9. **Staff meetings:**

All Staff (October 10): The compensation analysis and the changes to dental/eyewear were discussed in depth. Staff representatives on the Committee raised that there seems to be a culture of animosity at staff meetings that is not present in the office on a daily basis. It always seems to be between people attending versus those presenting

topics. We should work on making them more collaborative. We are experimenting with different formats to that end. At the most recent meeting, we made smaller groups of 8 and set up separate tables to facilitate discussion. One big issue is that it is not the warmest welcome for new staff members. They come to their first meeting and are hit with quite a bit of negativity. Perhaps we should bring this up to the staff because it is possible that they don't realize this is happening. It seems people bottle up their issues until the meeting. We could perhaps prevent this by having a suggestion or question box. That way they can bring up issues anonymously when they have the questions instead of waiting until a meeting.

Health & Safety (October 15): The meeting was moved to November to accommodate the start date of the new Maintenance Manager (who will be the management level representative).

Directors meeting (October 3): Discussion centered on the compensation fairness review.

10. **Work plan review:** None.

11. **Other business:**

- a) New Committee member: Zak has now attended 3 meetings. In the case of Personnel Committee, the Board has to appoint new members. This requires a recommendation to the Board.

The Personnel Committee recommends Zak be appointed to the committee
(M/S/C, H. Vlaar, K. Beckett)

- b) Leave request

The Committee moved *in camera* to discuss a request for unpaid leave (M/S/C, D. Zastre, J. Dickinson)

Staff representatives left the room.

Committee approved a leave without pay, consistent with section 12.3 of the Policies of Employment. (M/S/C, J. Dickinson, K. Beckett)

There are no further *in camera* notes.

The committee moved *ex camera* at 7:13pm. (M/S/C, K. Beckett/J. Dickinson)

12. **Adjournment:** 7:13pm

(M/C, K. Beckett)

**Next meeting: 5:30pm, November 12, 2018
At 464 Metcalfe**

Finance Committee Minutes **October 24, 2018**

Finance committee: Josh Bueckert (Treasurer/Chair), Rod Manchee, James Clark
Guests: Mary Huang (3rd meeting), Michael Holmes (3rd meeting), David Boushey (1st meeting), Sarah Eastwood (1st meeting)
Regrets: Court Miller, Linda Camilleri, Kris Gordon

Staff: Lorraine Salvo, Amanda Tompkins, Arianne Charlebois

Motions for Board Approval

MOTION (ITEM 5): That **\$871.65** in Bad Debts be written off for **CCOC (September 2018)**
m/s/c Rod/James

MOTION (ITEM 8): Finance Committee recommends that the 2019 CCOC Operating Budget, as presented, be forwarded to the Board of Directors, subject to adjustments to the replacement reserve contributions, and to any minor adjustments as may be necessary.

m/s/c James/Rod

MOTION (ITEM 8): Finance Committee recommends that the 2019 CCHC Operating Budget, as presented, be forwarded to the Board of Directors, subject to adjustments to the replacement reserve contributions, and to any minor adjustments as may be necessary.

m/s/c Rod/James

Call to Order: 7:06 p.m.

1. Adoption of the agenda

m/s/c James/Rod

2. Declaration of conflict of interest: None

3. Approval of meeting minutes

- September 13, 2018

m/s/c Rod/James

4. Notices/announcements:

The finance director transition is going very well and has been accelerated. Amanda is taking over more responsibilities from Lorraine earlier than expected. This has allowed Lorraine to focus on year-end and preparing for the 2019 audit.

5. Bad Debt write-off and accounts receivable statistics

MOTION: That **\$871.65** in Bad Debts be written off for **CCOC (September 2018)**
m/s/c Rod/James

6. Committee meeting scheduling

Amanda proposed setting the meeting schedule for the next year. The November 14th meeting will be a joint meeting with the FMC committee. The following meeting will be December 12. Starting in January, the committee will move to the third week of the month in order to allow for better reporting after closing out the previous month. The committee date will also change from Wednesday to Thursday evenings. The November meeting will take place at Beaver Barracks, subject to the agreement of the FMC committee.

7. Policy review:

After some initial discussion, the committee requested that finance staff propose updates to the Payroll Approval and Workplace Safety Insurance policies, which the committee can then review.

[Action: Lorraine, Amanda, Arianne]

8. 2019 Operating budget**Notes, inclusions & exclusions:**

- The operating budget includes the new Arlington building, with the assumption of full occupancy as of February 1, 2019.
 - The operating budget does not reflect any mortgage refinancing for 258 Lisgar or Percy School. Both of these properties are expected to be refinanced in 2019. These are roughly estimated to add \$150K to mortgage expenses.
 - The office rent in the admin budget has been reduced to reflect the fact that Cahdco will be moving back to 415 Gilmour around April 2019 and will be paying rent to CCOC. The rent paid by Cahdco at 101 Catherine was considered commercial rent and was accounted for in the operating budget.
 - The custodian line item has been moved from the maintenance budget to the operating budget to reflect the fact that custodians do not perform maintenance work.
 - The line for the plant program has been moved from the maintenance admin budget to the Tenant and Community Engagement line of the general admin budget.
 - The general admin and maintenance admin budgets were presented separately at the meeting, but will be combined into a single admin budget for 2019. The maintenance admin budget will appear as a line item on the general admin budget.
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Highlights of the 2019 operating budget:

- Total CCOC revenue is expected to be \$22,087,907. This is made up of \$11,859,480 from rent payable by tenants (53.7%), \$8,727,255 from government subsidies (39.5%), and the remainder from other revenue including parking, laundry, microFit & roof antennae rentals.
- Total CCOC expenses are projected at \$21,618,188, yielding a net operating surplus of \$469,718.
- The assumed vacancy rate has been lowered from 2% to 1.5% for all CCOC buildings to reflect low vacancy rates in recent years.
- Property taxes are expected to increase significantly in 2019 based on the increase in property values. CCOC is hoping to appeal some properties values, which may reduce the property tax expense.
- The bad debt line is based on the average of the previous three full years (2015-2017). Bad debts in 2018 were much higher due to large maintenance repair bad debts, which may continue in 2019.
- Hydro costs have decreased in recent years due to rate reductions, which has led to a decrease of 17% from the 2018 budget, although it may increase again in 2019 with the new provincial government.
- Replacement reserve contributions have not been finalized. These will be finalized next month with the completion of the long term capital plan.
- Total expected CCHC revenue is \$410,055, which includes 187,403 in total rents from tenants (45.7%), \$206,494 in subsidies (50.3%), and \$15,198 in other revenue (3.7%).
- Projected expenses for CCHC total \$410,781, yielding a net operating deficit of \$726.
- The vacancy rate for 240 Presland has been set at 4%. This allows for the fact that the co-op has historically been harder to rent than other buildings, in part due to its location.

Admin budget:

- There is large increase in the leasehold improvements line, which reflects the capitalization of the office renovation costs.
 - The old M&C budget has been divided into two lines for Corporate Communications and Tenant and Community Engagement.
 - The general admin charge out rate is \$1445.06 per unit. A total of \$2,311,765 will be charged out to CCOC and CCHC properties, which represents 10.5% of CCOC costs and 10.3% of CCHC costs.
 - The maintenance admin charge out rate is \$553.87 per unit, and \$883,422 overall for COCC and CCHC. This represents 20.9% of CCOC maintenance costs and 18.6% of CCHC maintenance costs.
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- When the general admin and maintenance admin budgets are combined, the charge out rates will be combined into one rate applied to the operating budget.

Committee discussion:

Committee members asked how likely it is that 258 Lisgar and Percy School will be refinanced in 2019. We are already in discussions with lenders, so these are highly likely to be refinanced. David asked if the additional \$150K should be added to the budget in this case. Josh asked what CCOC has done in the past. Lorraine said that CCOC's practice has been not to add similar expected expenses in the past. Since refinancing discussions are in early stages, the number is also approximate and may be significantly higher or lower. The committee decided that the refinancing of these properties will be left out of the budget.

The laundry revenue line was reduced to reflect the fact that laundry revenues declined in 2017. Committee members asked what could be causing this decrease. Staff are planning to investigate this further, but one theory is that bed bugs could be causing tenants to hesitate to use the laundry machines.

MicrfoFIT revenue has decreased based on recent actuals, and committee members asked what could be causing this. In previous years, these panels went offline frequently. Finance and maintenance staff are planning to confirm that permanent fixes for this are in place.

David asked if expenses for the new Arlington project have been included. Estimates have been added with the assumption that tenants will move in February 1. David asked if all units are expected to be rented for February 1 or if the vacancy rate should be bumped up. Since this will be a small 16 unit building, some added vacancy should not be significant to the bottom line.

MOTION: Finance Committee recommends that the 2019 CCOC Operating Budget, as presented, be forwarded to the Board of Directors, subject to adjustments to the replacement reserve contributions, and to any minor adjustments as may be necessary.

m/s/c James/Rod

MOTION: Finance Committee recommends that the 2019 CCHC Operating Budget, as presented, be forwarded to the Board of Directors, subject to adjustments to the replacement reserve contributions, and to any minor adjustments as may be necessary.

m/s/c Rod/James

9. Next Meeting: Wednesday, November 14th - **464 Metcalfe**, 7:00 pm

10. Motion to Adjourn: The meeting ended at 8:16 p.m. **m/c James**

ACCOUNTS RECEIVABLE STATISTICS - CCOC & CCHC COMBINED

	ARREARS			EVICTIONS			BAD DEBTS WRITTEN OFF*				VACANCY COSTS				
	Active Tenants	Moved Tenants	Total Arrears	Form 4's	Evictions	NSF's	Sent to Collections	RENT ARREARS	R&M CHARGES	TOTAL BAD DEBTS		Rents Payable	Vacancy Cost	Current %	YTD %
Jan-17	\$32,224	\$14,169	\$46,393	24		19	8		1,946	\$1,946		974,126	40,977	2.65%	2.65%
Feb-17	34,312	13,387	47,699	25	1	18	1	1,097		1,097		971,691	41,127	2.65%	2.65%
Mar-17	36,373	13,973	50,346	24		8	1	1,184	470	1,654		973,034	39,169	2.52%	2.60%
Apr-17	25,643	16,520	42,163	26	1	13	3	2,436	619	3,055		973,425	34,607	2.22%	2.51%
May-17	25,823	13,587	39,411	31		16		205	1,942	2,147		974,139	33,793	2.17%	2.44%
Jun-17	33,947	12,248	46,195	29		13	4					973,773	26,642	1.71%	2.32%
Jul-17	34,108	12,300	46,407	30		10	1	4,818		4,818		975,727	30,778	1.98%	2.27%
Aug-17	35,067	11,527	46,595	13	3	17	5	1,378	229	1,608		978,990	28,524	1.83%	2.22%
Sep-17	32,512	18,203	50,715	27	3	18	6		\$1,003	1,003		979,750	28,555	1.83%	2.17%
Oct-17	30,788	18,116	48,903	20		12		5,806	1,485	7,290		980,774	27,719	1.78%	2.13%
Nov-17	29,629	24,937	54,566	25		8	4	6,321		6,321		984,564	26,941	1.73%	2.10%
Dec-17	27,013	48,836	\$75,849	30	2	11	3	175	3,152	3,327		990,016	22,924	1.47%	2.04%
	\$31,453	18,150	\$49,603	304	10	163	36	\$23,420	10,846	\$34,266		\$11,730,007	\$381,754	2.04%	2.04%

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

	ARREARS			EVICTIONS			BAD DEBTS WRITTEN OFF*				New 09/18	VACANCY COSTS			
	Active Tenants	Moved Tenants	Total Arrears	Form 4's	Evictions	NSF's	Sent to Collections	RENT ARREARS	R&M CHARGES	TOTAL BAD DEBTS	Bad Debt Recovery	Rents Payable	Vacancy Cost	Current %	YTD %
Jan-18	\$52,578	\$48,005	\$100,584	16		22		3,807	30,053	\$33,860	\$847	981,937			
Feb-18	\$45,400	\$15,286	\$60,686	17	2	13		1,442	2,208	3,650	522	980,690			
Mar-18	43,218	11,188	54,406	19		8	6		586	586	511	983,715			
Apr-18	75,821	35,698	111,519	15		10	1	1,074		1,074	2,388	991,232			
May-18	26,303	69,896	96,200	26	2	14	5	7,166	581	7,747	1,900	995,653			
Jun-18	38,696	69,019	107,715	19		12		553	519	1,073	865	993,202			
Jul-18	61,145	67,006	128,151	17		11	17	1,317	23,525	24,842	696	986,810			
Aug-18	45,674	65,557	111,231	23	2	12	4	5,901	31,003	36,904	1,354	992,902			
Sep-18	45,652	58,045	103,697	22		13	4	\$539	\$333	872	226	997,698			
Oct-18															
Nov-18															
Dec-18															
	\$48,276	48,856	\$97,132	174	6	115	37	\$21,799	88,808	\$110,607	\$9,309	\$8,903,839			

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

Rent arrears % of rents payable	11.20%
Bad debt % of rents payable	3.7%

Annual bad debt budget	54,053
Rent bad debt % of budget	40.3%

2019 Budget Report - CCOC

	2019 Budget	2018 Budget	2018-2019 % Diff	2018 Jan-Aug	2018 Estimate	Comments
Market Rents (MR,M1)	19,104,930	18,500,764	3%	11,876,615	17,814,922	Assuming 11 months of rent from Arlington.
Vacancy Cost	(293,887)	(373,741)	-21%	(63,283)	(94,924)	Assuming 1.5% vacancy at all buildings. 2018 YTD vacancy is inaccurate due to SVT problems.
Rent Incentives	-	-		(1,921)	(2,882)	2018 rent incentive was for commercial space at 170 Booth.
RGI Subsidy (RS)	(2,144,922)	(6,681,621)	1%	(3,884,247)	(5,826,370)	Used Sep 2018 SVT data for all subsidies. Average RGI subsidy/unit was \$689. Used this number for Arlington RGI amount.
Federal Subsidy	(500,318)	(136,221)		Federal and provincial subsidies (internally funded) have been separated from rent supplement subsidies (externally funded).		
Provincial Subsidy	(4,083,992)	(61,385)				
BMR Subsidy	(142,646)	(136,221)	5%	(89,111)	(133,667)	
Internal Subsidies (IS)	(79,685)	(61,385)	30%	(36,895)	(55,343)	Higher subsidies at property 11, 35, and 52.
CMHA Subsidy (CM)	-	(34,987)	-100%	(22,430)	(33,645)	As of Sep 2018 we consider CMHA units to be market rent units with a top-up.
Total Rents from Tenants	11,859,480	11,212,810	6%	7,778,728	11,668,092	
Rent Supplement	2,144,922	2,126,079	1%	1,364,960	2,047,439	
CMHA Supplement	-	34,987	-100%	11,280	16,920	
Rent Subsidy	3,326,366	3,315,258	0%	2,210,172	3,315,258	
Operating Subsidy	1,664,810	1,672,905	0%	1,115,270	1,672,905	
Alternative HP Subsidy	76,617	74,916	2%	49,944	74,916	
Mortgage Subsidy	31,122	53,961	-42%	15,248	22,872	p19 and 21 came off mortgage in 2018
Provincial Afford Payment	667,743	667,743	0%	445,162	667,743	
Recognition Deferred Contributions	815,675	815,675	0%	543,781	815,672	
Parking	548,400	525,480	4%	350,417	525,625	2019 budget assumes full parking occupancy at all CCOC buildings. Arlington budget estimated by Debbie.
Laundry	289,705	302,942	-4%	168,314	288,539	Based on 2018 YTD revenues. Note that 2018 actuals are to July only.
Geothermal charge to tenants	212,315	202,205	5%	139,795	209,693	2.5% increase over 2018 rates. The 2018 budget did not include any increase over 2017.
Hydro charged to tenants	92,510	112,392	-18%	54,899	82,349	Budget uses 2017 actuals. Hydro costs decreased in 2017 and 2018.
Meeting room rental	5,343	7,400	-28%	2,650	3,975	Based on 3 year average. Assuming rentals at 464 Metcalfe meeting room from April-December only.
microFit & Roof revenue	48,384	53,480	-10%	32,256	48,384	Based on 2018 estimated revenue.
Administration Fees	13,710	13,261	3%	7,862	11,793	Rent supp admin fees of \$4.5 per unit per month, city billing admin fee at prop 22, and admin fee at p28.
Commercial rent	193,856	197,313	-2%	132,625	198,937	Cahdco moving back to 415 Gilmour. Estimated rent for Joel Harden.
Security Tenure Used (CCHC)	-	-		-	-	
Interest	96,950	139,500	-31%	38,431	92,235	Over-budgeted in 2018. 2017 actual was \$92,423.
Total Revenue	22,087,907	21,528,306	3%	14,461,795	21,763,348	

2019 Budget Report - CCOC

	2019 Budget	2018 Budget	2018-2019 % Diff	2018 Jan-Aug	2018 Estimate	Comments
Property Taxes	3,321,878	3,007,474	10%	2,055,710	3,083,564	Expected 6.9% increase, in line with increase in assessed values. Under-budgeted in 2018 - budgeted 2% increase, actual was a 5.1% increase.
Mortgage Interest	2,532,975	2,589,397	-2%	1,744,212	2,616,318	Based on mortgage schedules. Arlington mortgage based on pro forma, and assumes 11 months of payments. Does not include refinancing of p11 and 13. This would add approx. 150k to expense.
Amortization on Rental property	4,210,847	4,017,935	5%	2,658,328	3,987,492	
Land Rent	33,738	33,888	0%	22,419	33,628	Land rent at 1017 was accounted for twice in 2018 budget.
Internal financing	184,628	184,628	0%	123,086	184,628	Based on internal mortgage schedules.
Amort.Deferred Contributions	815,675	815,675	0%	543,781	815,672	
Custodians	71,044			11,509	34,527	Moved from maintenance budget to operating budget. 2018 budget underbudgeted, did not include p11 and 34. Yardi YTD data is not accurate.
Insurance	302,692	290,226	4%	191,353	287,030	HSC and Marsh property insurance. Increase due to large claims by other HSC clients.
Administration	2,265,523	2,171,177	4%	1,442,857	2,164,285	Admin charge-out rate per unit is 1,445.06
Alt HP Subsidy redistributed	99,775	97,875	2%	65,250	97,875	
Legal Fees	13,470	11,103	21%	8,025	12,037	Assumes \$10/unit for buildings with 20+ units, \$0 for buildings with under 20 units. This formula was not applied consistently to all buildings in the 2018 budget.
Bad Debts	56,160	51,053	10%	94,447	141,671	Based on 3 year average of bad debt as a percentage of rent paid by tenants. Represents 0.5% of rents paid by tenants.
Miscellaneous	1,563	3,094	-49%	488	732	Assumes \$1/unit
Heat (natural gas)	504,210	500,853	1%	240,265	480,529	Budget is based on average of previous 2 full years actuals, plus a 10% increase. Average of 2015/2016 and 2016/2017 stayed steady. Note that 2018 actuals are to June only, and include credits from overbilling in 2017.
Hydro	765,717	925,446	-17%	422,995	634,493	Costs decreased in 2017 and 2018 due to lower rates. The 2019 budget uses the 2017 actuals.
Water	703,727	612,455	15%	439,780	659,671	Budget is based on a 3 year average including 2018 YTD, plus a 7.5% increase. Arlington based on pro forma.
Vacant Unit Utility	14,508	13,038	11%	5,767	8,651	Based on 3 year average. Arlington based on pro forma.
HWT Rental	32,695	33,827	-3%	21,508	32,262	Based on 2018 actuals with no increase. Any rate increase will be balance by HWTs that are transferred from CCOC to tenant responsibility.
Corix Geothermal Fees	253,125	243,354	4%	164,461	246,691	2% increase in 2019. The 2018 budget did not include any increase over 2017.
Maintenance & Repair	4,143,860	4,171,936	-1%	2,655,703	3,983,554	Custodians removed from maintenance budget. Decreased turnover costs due to fewer expected turnovers.
RR Contribution(s) - Regular	1,193,831	1,171,802	2%	776,233	1,164,349	
Security of Tenure RR-CCHC	-	-		-	-	
HST Expense	96,546	99,210	-3%	-	-	Large decrease in hydro budget reflected in HST expense.
Total Expense	21,618,188	21,045,447	3%	13,688,177	20,669,661	
Operating Surplus(Deficit)	469,718	482,859	-3%			
Debt coverage ratio:	1.07	1.07				

2019 Budget Report - CCHC

	2019 Budget	2018 Budget	2018-2019 % Diff	2018 Jan-Aug	2018 Estimate	Comments
Market Rents (MR,M1)	330,720	326,880	1%	215,970	323,956	
Vacancy Cost	(13,229)	(16,344)	-19%	(2,500)	(3,751)	Assuming 4% vacancy rate. Vacancy rate has been decreasing each year since 2016.
Rent Incentives	-	-		-	-	
RGI Subsidy (RS)	(126,936)	(137,858)	-8%	(83,971)	(125,957)	
Federal Subsidy						
Provincial Subsidy						
BMR Subsidy	-	-		-	-	
Internal Subsidies (IS)	(3,152)	(3,420)	-8%	(2,086)	(3,129)	
CMHA Subsidy (CM)	-	-		-	-	
Total Rents from Tenants	187,403	169,258	11%	127,413	191,120	
Rent Supplement	126,936	137,858	-8%	88,000	132,000	
Mortgage Subsidy	79,558	79,741	0%	52,978	79,467	
Provincial Afford Payment	-	-		-	-	
Recognition Deferred Contribution	-	-		-	-	
Parking	5,760	4,800	20%	3,946	5,919	Based on increased parking occupancy, but not full occupancy.
Laundry	6,382	6,114	4%	3,863	6,623	
Geothermal charge to tenants	-	-		-	-	
Hydro charged to tenants	-	-		-	-	
Meeting room rental	-	-		-	-	
microFit & Roof revenue	-	-		-	-	
Administration Fees	864	864	0%	-	-	
Commercial rent	-	-		2,064	3,096	
Security Tenure Used (CCHC)	3,152	3,420	-8%	78	117	
Interest	-	-		-	-	
Total Revenue	410,055	402,055	2%	278,342	418,341	

2019 Budget Report - CCHC

	2019 Budget	2018 Budget	2018-2019 % Diff	2018 Jan-Aug	2018 Estimate	Comments
Property Taxes	43,470	41,993	4%	28,197	42,295	Expected 1.7% increase over 2018, in line with increase in assessed value. Under-budgeted in 2018.
Mortgage Interest	20,411	32,176	-37%	19,911	29,867	
Amortization on Rental property	144,654	132,725	9%	90,064	135,095	
Land Rent	-	-		-	-	
Internal financing	6,822	6,822	0%	-	-	Loan repayment to CCOC (interest only).
Amort.Deferred Contributions	-	-		-	-	
Custodians	1,992	1,944	2%	-	-	
Insurance	4,964	4,778	4%	3,185	4,778	
Administration	46,242	44,768	3%	29,846	44,769	
Alt HP Subsidy redistributed	-	-		-	-	
Legal Fees	1,500	1,500	0%	190	285	Higher legal fees budgeted than for other properties due to longer legal processes for evictions.
Bad Debts	3,000	3,000	0%	9,898	14,846	
Miscellaneous	5,000	4,500	11%	-	-	Similar to previous year actuals.
Heat (natural gas)	2,382	2,399	-1%	(43)	(65)	
Hydro	5,376	6,273	-14%	3,339	5,009	
Water	11,990	10,937	10%	8,442	12,663	
Vacant Unit Utility	806	1,600	-50%	356	533	Similar to previous year actuals.
HWT Rental	2,026	2,844	-29%	1,332	1,998	
Corix Geothermal Fees	-	-		-	-	
Maintenance & Repair	95,173	108,361	-12%	65,187	97,781	Custodians removed from maintenance budget. Decreased turnover costs due to fewer expected turnovers. Pest control budget has also decreased due to switch from service calls to monthly contract - similar overall cost, but allocated by unit count instead of # of service calls.
RR Contribution(s) - Regular	12,367	12,367	0%	8,245	12,367	
Security of Tenure RR-CCHC	1,407	1,407	0%	-	-	
HST Expense	1,200	1,200	0%	-	-	
Total Expense	410,781	419,650	-2%	268,147	402,221	
	-					
Operating Surplus(Deficit)	(726)	(17,596)	-96%			
Debt coverage ratio:	1.00	0.90				

GENERAL ADMINISTRATION

6 months

2019 BUDGET | GENERAL ADMIN

	BUDGET 2019		BUDGET 2018	ACTUAL 2018		ACTUAL 2017	ACTUAL 2016	ACTUAL 2015	ACTUAL 2014	ACTUAL 2013				
>> Allocations to Properties	\$2,304,865	4.3%	\$2,209,046	\$1,104,527		\$1,959,799	\$1,835,763	\$1,710,914	\$1,652,504	\$1,519,182				
Management Fees	6,900		8,400			6,985	7,061	6,916	6,840	6,747				
Sundry	20,000		20,000	17,772		48,750	265,894	23,035	12,303	1,825				
	\$2,331,765		\$2,237,446	\$1,122,299	50.16%	\$2,015,535	\$2,108,718	\$1,740,865	\$1,671,647	\$1,527,754				
Salaries & Benefits														
Salaries	\$1,265,465		\$1,209,074	609,879		1,162,784	\$1,081,806	976,048	\$919,699	\$860,896				
Employee Benefits	296,663	4.13% vs 2018B	291,153	158,591		270,879	266,007	236,198	221,780	196,678				
	\$1,562,127	8.96% vs 2017A	\$1,500,227	\$768,470	51.22%	\$1,433,663	\$1,347,813	\$1,212,246	\$1,141,479	\$1,057,574				
Expenses														
			Gen Adm	Fin-IT	Exec Dir									
Travel-Kms reimbursed	130		130			100		63						
Advertising-Recruiting	2,500				2,500	2,500								
Credit Checks	5,100		5,100			5,100		2,428						
Custodian Incentives	5,000		5,000			4,000		2,460						
Rental Advertising	0				0	0		30		355				
Tenant Recognition	2,000		2,000			1,000			8,000					
Office-Rent 2nd flr & 4.4% P39 mortgage	79,052		79,052			88,142		50,400						
Leasehold improvement (over 25 years)	60,000		60,000			30,000								
Office Phones	5,500		5,500			5,500		2,632						
Cell Phones	42,600		42,600			42,600		21,890						
Postage and Shipping	9,000		9,000			9,000		5,605						
Office Cleaning	29,120		29,120			29,120		2,053						
Office Supplies	29,000		29,000			25,000		13,279						
Office Security	700		700			700								
Utilities	12,000		12,000			11,300		4,345						
Taxes & Insurance	13,500		13,500			13,500		14,328	106.13%					
Repairs & Maintenance	8,630		8,630			3,000		51						
Office - Mtce Dept Services	10,000		10,000			10,000		10,920	109.20%					
Interest & Bank Charges	17,000		17,000			17,000		16,133	94.90%					
Audit Fees	26,500		26,500			26,500		2,300						
Depreciation-F&E (Yardi, Furnishings)	92,972		92,972			92,972		37,540						
Corporate Communications	30,750		30,750			46,050		6,958						
Tenant and Community Engagement	22,350		22,350											
Staff Conferences	26,553				26,553	25,370				14,851				
Recruiting & HR Costs	2,000		2,000			2,000		3,429		15,427				
Staff Training	16,558				16,558	15,885		9,345		12,641				
Legal & Professional	25,000				25,000	25,000		33,634		3,885				
Consultants Fees	10,000				10,000	12,000		14,550		4,900				
Translation costs	3,500				3,500	3,500		561		3,419				
Misc Labour contracts	0				0	0				0				
Misc Corporate Expense	8,600				8,600	8,100				6,303				
BOD/Cmttee -Conferences	14,853				14,853	14,330		1,816		9,017				
General Meeting Expenses	3,000		3,000			3,000		1,313		3,107				
Memberships & Subscriptions	29,750				29,750	29,750		11,540		30,525				
Sponsorships & contributions	4,500				4,500	6,000								
HST Expense (net)	8,500		8,500			8,500				7,347				
Computer Supplies	1,000				1,000	1,000		2,460		964				
Internet Service	6,720				6,720	2,000		1,935		3,131				
Network Administration	45,600		45,600			45,600		29,868		26,199				
Computer Subscriptions	7,500				7,500	7,500		585						
Yardi contract	49,000		49,000			61,000		38,991		10,073				
Misc. Computer contracts	3,600				3,600	3,600		4,569		3,058				
	\$769,638		\$514,404	\$113,420	\$141,814	\$737,219	\$347,980		47.20%	\$582,289	\$533,022	\$528,618	\$530,168	\$471,468
	\$2,331,765		\$2,237,446	\$1,116,450		\$2,015,952	\$1,880,835	\$1,740,865	\$1,671,647	\$1,529,042				
Total Units	1,595		1,579	1,579		1,595	1,595	1,595	1,595	1,595				
Admin Charge per Unit	\$1,445.06		\$1,399.02	\$1,414.12		\$1,263.92	\$1,179.21	\$1,091.45	\$1,048.05	\$958.65				

Arianne Charlebois:
2019 budget includes
\$5630 LH improvement
balance from 101
Catherine.

GENERAL ADMINISTRATION

BUDGET 2019

6 months

BUDGET 2018	ACTUAL 2018
------------------------	------------------------

2019 BUDGET | GENERAL ADMIN

ACTUAL 2017	ACTUAL 2016	ACTUAL 2015	ACTUAL 2014	ACTUAL 2013
------------------------	------------------------	------------------------	------------------------	------------------------

Office Rent

Share of P39 Mortgage	\$20,438		
1 BR units - 202,203,207,208	38,784		
2 BR units - 204,205,206	34,920		
Apartment 304 (3 mos)	2,910	76,614	
Less: cahdco Rent at 415 Gilmour	-18,000		
	<u>\$79,052</u>		

Telephone

Other	
MTS Allstream	\$475
Rogers (Long-distance)	
	<u>\$475</u>

Management Fees

170 Booth-commercial	\$2,200	183.33	COM17.XLS
520 Bronson-commercial	1,300	108.33	COM27.XLS
Condo Corporation	700	58.33	BUD55.XLS
P67-CityOttawa EMS	2,700		
P99-LFNPH	0		
	<u>\$6,900</u>		

Interest & Bank Charges

Payroll (ADP)	7,400
Royal Bank	9,000
Other	600
	<u>\$17,000</u>

Costs subject to HST	\$535,806
Calculated @ 13%	69,655
Net of rebate	17,414

Gas	1,500	1,500
Electricity	7,500	7,500
Water	2,300	2,300
	<u>11,300</u>	<u>11,300</u>

MAINTENANCE ADMINISTRATION

	BUDGET 2019	BUDGET 2018	YTD 2018	ACTUAL 2017	ACTUAL 2016	ACTUAL 2015	ACTUAL 2014	ACTUAL 2013
ALLOCATED COSTS								
381.000 Mtce Crew Charges	\$931,564	\$936,633	677,282	967,713	986,499	994,366	876,266	842,377
383.000 Cleaning Crew Charges	580,465	626,359		621,450	643,554	667,919	622,189	545,149
384.000 Super Wages	65,000	65,000	11,527	69,734	73,543	75,184	78,384	78,886
385.000 Maintenance Administration (a) + (b)	874,422	815,217	407,609	943,391	933,340	876,717	763,044	804,937
3900 Sundry Revenue	0	0	322	672	11,128			
>> TOTAL COSTS CHARGED OUT	\$2,451,452	\$2,443,209	1,096,740	2,602,960	\$2,648,064	\$2,614,186	\$2,339,882	\$2,271,348
SALARIES & WAGES								
650.000 Mtce Crew (Salaries)	\$658,777	\$672,879	338,424	703,662	741,681	730,135	636,609	616,906
650.500 Mtce Crew (Overtime)	60,000	60,000	25,688	44,841	48,209	53,831	57,991	58,925
655.000 Mtce Crew (Benefits)	162,787	168,754	83,636	311,214	334,430	321,237	299,652	158,917
660.000 Cleaners (Salaries)	455,686	492,768	210,413	486,668	545,035	531,893	497,258	457,312
665.000 Cleaners (Benefits)	124,779	133,591	55,262					118,430
690.000 Wages - P/T, Other	50,000	35,000	41,491	48,754	37,918	23,214	44,589	40,279
680.000 Wages (Custodians)	65,000	65,000	33,312	61,161	63,286	65,025	67,674	73,354
>> DIRECT LABOUR	\$1,577,029	\$1,627,992	788,227	1,656,300	\$1,770,557	\$1,725,335	\$1,603,773	\$1,524,123
670.000 Salaries- Mtce Admin	\$487,206	\$434,979	\$219,087	489,134	\$439,168	\$437,866	\$366,052	\$369,042
675.000 Benefits-Mtce Admin	114,793	102,740	54,762	103,878	88,091	104,716	82,579	70,928
>> INDIRECT LABOUR (a)	\$601,999	\$537,719	273,848	593,012	\$527,259	\$542,582	\$448,631	\$439,971
>> TOTAL SALARIES & WAGES	\$2,179,028	\$2,165,711	1,062,075	\$2,249,312	\$2,297,816	\$2,267,917	\$2,052,404	\$1,964,094
469.900 General Admin-Crew	65,000	65,000	20,536	64,736	97,549	69,303	51,508	66,223
463.000 Workshop rent	4,620	4,620	-	4,620	4,620	4,620	4,620	4,620
Staff Mileage (kms)	95,000	95,000	38,627	83,594	95,338	100,539	93,397	92,086
466.600 Cleaning Supplies	250	2,300	1,272	2,223	2,638	23,322	7,586	4,175
511.100 Tools Expense	4,000	4,500		8,004	6,807	3,869	5,922	5,903
>>>> Maintenance Supplies (breakdown below)	43,665	35,650	35,086	72,608	65,581	80,376	69,027	70,621
476.525 Health & Safety	2,000	2,000	2,105	956	918	3,508	1,196	5,808
476.530 Work Clothes	17,400	18,000	7,816	31,985	17,214	15,497	12,894	18,424
465.360 Truck expenses	6,740	4,600	4,176	5,139	3,719	6,093	6,785	6,084
520.000 Flower Program	0	9,300	8,958	8,948	10,357	443	1,435	-
590.150 Redecorating supplies	0	3,200	59	2,958	1,969	2,723	1,577	415
On-call Pager Contract	17,100	16,880		14,125	22,856	15,891	12,555	11,174
Capital Project Admin (cost-share NHC)			21,712	39,806				
465.000 Misc Mtce (parking tokens)	6,540	6,340		6,037	5,698	4,474	2,822	3,766
470.000 Equipment Depreciation	13,109	13,109	6,455	11,447	11,899	14,960	15,205	15,882
910.000 HST Expense (offset)	(3,000)	(3,000)		(3,537)	(4,696)	(5,349)	(5,763)	(4,905)
>> TOTAL OTHER COSTS (b)	\$272,424	\$277,499	146,803	353,648	\$342,465	\$340,269	\$280,765	\$300,278
TOTAL INDIRECT & OTHER (Mtce Admin C/O)	\$874,422	\$815,217	420,651	946,660	\$869,724	\$882,851	\$729,396	\$740,248
TOTAL COSTS	\$2,451,452	\$2,443,209	\$1,208,878	\$2,602,960	\$2,640,281	\$2,608,186	\$2,333,169	\$2,264,371
SURPLUS/(SHORTFALL)	0	0	(112,138)	(0)	7,783	6,000	6,713	6,977
Number of units	1,595	1,579	1,579	1,595	1,595	1,595	1,595	1,595
Indirect (Administration) charge/unit	\$548.23	\$516.29	\$516.29	\$591.47	\$585.17	\$549.67	\$478.40	\$504.66

**MINUTES FOR THE MEMBERSHIP & COMMUNICATIONS COMMITTEE
MEETING OF TUESDAY, October 2, 2018**

Present: Ana Lori Smith (chair), Lee Pepper, Lisa Hollingshead (3), Ashlin Kelly (1), Sarah Eastwood (1), Ray Sullivan (staff), Natalia Snajdr (staff – recorder)

Regrets: Elizabeth Kim, Andrew McNeill, Linda Morrison, Doris Zastre, Bobbi Sturby

1. The meeting was called to order at 7:20 p.m.
2. Adoption of the agenda (M/S/C, Lee Pepper/Lisa Hollingshead)
3. The committee adopted the minutes from the previous meeting of Tuesday, September 4, 2018
(M/S/C, Lisa Hollingshead/Lee Pepper)

4. Business arising from the previous minutes

a) M&C's future mandate: Terms of Reference

The committee had an initial discussion about the current Terms of Reference (ToR), what is still applicable, and what would change based on the committee's recent change to "Tenant and Community Engagement" (TCE) committee. Although the committee started the discussions, they agreed to wait until the new Director is in place to finalize them.

The current ToR focuses primarily on governance, and the broad purpose is still relevant for the updated TCE mandate. As it currently stands the main duties of the committees are: Communications, Tenant Involvement, Tenant Quality of Life and Records and Secretariat Function.

- a) **Communications:** Corporate and internal communications will be moving to Corporate Services. The focus of communications for the new committee will be to use the communications tools such as the: NewsNotes, website and social media to relay messages to tenants rather than be responsible for their production. The focus will be on the objective, not the tool. Recommendations: Be removed/changed.
- b) **Tenant Involvement:** The current Terms of Reference are still relevant to the new committee.
- c) **Quality of Life:** The current Terms of Reference are still relevant except for the encouragement of the use of the meeting rooms which is no longer relevant and should be removed from the ToR. In 2012, quality of life was added to our values statement to reflect its importance to CCOC. The committee discussed that a good measure of a quality of life is how good the communication is between tenants, CCOC, the community and neighbors.
- d) **Records and Secretariat Function:** There are some items that are still relevant and other functions have moved to Corporate Services or to other departments (such as ensuring availability of meeting minutes). Items that are still relevant relate to overseeing and assisting in meetings and special events, such as the Annual General Meeting and building openings.

Further discussion points and questions:

The revised Terms of Reference still need to include some additional items which we can draw from the job description of the new Director position. Lee suggested the new ToR should be broad focused rather than a breakdown of specific items. Sustainability will continue to play a large role in the department and should be more strongly reflected in the new ToR.

The committee also discussed the increased need for a role in advocacy, but to ensure that the committee remains easily accessible to participations from people of all walks of life. From a discussion last committee, AnaLori still had some concerns about merging the committee with PRAC, fearing the committee would become too policy oriented, therefore creating a barrier to entry.

The committee also discussed the desire for the new committee to increase linkages between tenants, the community and aligned community organizations such as the City for All Women Initiative (CAWI). And finally, Lisa mentioned the importance of social media influencers to engage tenants and the community. Social media and should still be used as a tool to engage with tenants and community. Ray suggested that the committee look for what campaigns they would like to work on and push into the community and then assess which communication tools would best work to reach that campaign's objective.

Staff will put together a draft revised Terms of Reference and bring it to next committee for further discussion.

5. New business

a) 2019 Budget

Ray changed the headings for the 2019 budget. Some of the line item headings go back decades aren't good descriptions of current activities. Ray also recommended dividing the former M&C budget into two sections: Engagement, and Communications. Both will appear as lines on the general CCOC Admin budget, just as "M&C" did previously.

The committee passed a motion to recommend the budget to the Finance Committee (M/S/C)(Lee Pepper/Lisa Hollingshead)

6. Standing items

a) Board & committees report - Attached

b) Department report

Natalia gave the committee a debrief of the Property Tour. Even though six tornadoes hit the area the night before, there were a good handful of participants and all speakers showed up. The tour went on as planned and considering the circumstances, the tour was a success and will be a memorable one for years to come. Natalia also shared that she is working on the Green Commitments program with the Shawn and Vera, the original contractors on the project to refine some glitches and finalize the project.

c) November NewsNotes – new staff faces and roles, Christmas Exchange Program and Toy Mountain, Bed Bugs, dealing with winter humidity, Snowsuit fund, Play groups for Ottawa families, Committee schedule

d) Items for board discussion - None

7. Announcements

a) Quoi de Neuf? – Lisa Hollingshead will be moving for 258 Lisgar



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b) 2018 Meeting Schedule: November 6, December 4

8. Adjournment 8:34 p.m. (M/C, Lisa Hollingshead/Lee Pepper)

FACILITIES MANAGEMENT COMMITTEE

Agenda

Thursday, October 11th 2018

415 GILMOUR STREET

Facilities Management Committee

Present: Addie Crawford, Hieu Nguyen, Tom Vandermulen, James Clark (Chair), Douglas Campbell

Visitor: Barbara Lagace, Nick Dodd, Brea Aird, Rod Manchee

Regrets: David McCallum, Michael Lambert

Staff: Anne Marie Mason, Kat LeBlanc (Recorder)

1. Call to Order – 7:06PM

2. Adoption of the Agenda

- Items to be added/deleted: Nothing to add or delete
- Adoption : (D. Campbell, T. Vandermulen)

3. Declaration of Conflict of Interest: No declaration of conflict of interest

4. Review of the Minutes

- Adoption: September 13th Minutes (D. Campbell, T. Vandermulen)
- Business arising: Nothing to add.

5. Staff Report

- Director's Report:
 - Safety incident:* Anne Marie reported that a cleaning staff injured their finger and their back recently. She added that the finger is healing but the back injury will have him away for a little while.
 - Staffing:* Anne Marie reported that there has been a transition in staff as of late. The new maintenance manager, Al Shadid will be starting on October 22. The maintenance team is excited to welcome Al who comes to us with a background in property management having worked with Gloucester Non-Profit Housing. The new maintenance officer, Ying Hua Sun will be starting on November 5th. Ying has a very extensive background and education with a focus on Non-Profit Organizations and an MBA. Anne Marie also announces that the new maintenance officer, Kat will be heading on maternity leave in the New Year (End of February). Nick Dodd, another candidate from the recent interviews for Maintenance Officer may be covering for Kat while she is on leave, and will be starting a few days a week in January before Kat leaves at end of February. The maintenance department has also hired a new general maintenance worker for the West Side, Karim Elnashrty. Karim is a great asset to the team and is also a tenant at one of the Unity Housing properties. Anne Marie finished by adding that our project manager, Kris Gordon is taking a month of leave following a death in the family. Anne Marie has taken on his role as project manager for the moment but as of next week, Tim Terrell, a project manager who works closely with the Development Department will be coming on to help out.

- iii. *Yardi* : Anne Marie reported that developments with Yardi in the Maintenance Department has been a bit quiet as of late however, once the department is fully staffed once again, we will be looking for more opportunities for efficiencies.
 - iv. *Office renovations*: Anne Marie announced that the office renovation are moving along after having hit some bumps in terms of structural issues. Phase one of the renovation are scheduled to be complete by December 3rd.
 - v. *LeBreton Flats Heating Plant*: The LeBreton Flats Heating Plant project will be going to tender in two weeks in order to get new boilers in the buildings affected by the closure of the heating plant.
 - vi. Additional discussion was had regarding the impact of the tornado on the building. Anne Marie informed the members that the power in most of our buildings was affected. Maintenance staff went through buildings to ensure everyone was ok but there was no damage. During power outages, elevators are out of service. Maintenance staff started a document to record what failed in order to learn for the future.
- Capital Projects Report: Reviewed
 - i. Hieu asked if we are on schedule with all the staff changes and Anne Marie confirmed that we are.
 - Sean's update on N5's: Reviewed

6. Report from the Board & Committees:

- Committee Summaries:
 - i. Reviewed

7. October Activities:

- August Chargeback Report:
 - Reviewed
- Q3 report on Capital Project Schedule
 - Deferred to next month
- Staff approved redecorating requests for long term tenants
 - Reviewed
- August Variance Analysis Report
 - Anne Marie reported that there are two errors on the report. On the East Side-Common Areas R&M, the unfavorable variance is due to the overall expenses annually being higher than anticipated. Anne Marie also noted that the East/West side Chargeback Amounts have been combined because Kat is currently doing the chargebacks as a whole instead of two sides.
 - Anne Marie also added following a question from one of the members that because of the new data (thanks to Yardi), we have a way of communicating which buildings are more financially viable. James added in response to the question that the finance committee look at in individual buildings and also by portfolios by looking at the long term averages.

8. For Board attention:

- Nothing to add

9. Other Business:

- Appeals (0):
- Review of Motions:
 - Review an appeal from September's committee

- Members reviewed an appeal from September’s committee regarding decreasing the chargeback amount for painting an apartment during turnover. Following the September committee, a painting agreement signed by the tenant was located where the tenant agreed to pay \$100 per room. Following this discovery, the committee approved the decrease of the chargeback from \$300 to \$100.
 - A motion was made where all members agreed unanimously to overturn their last decision from September’s committee.
- **In Camera:** The meeting moved in camera to discuss an on going issue directly related to a tenant.
 - The meeting moved out of camera.

(H. Nguyen, D Campbell)

(T. Vandermulen, H. Nguyen)

10. Adjournment: 8:44 PM

(H. Nguyen, T. Vandermulen)

RENTAL DEPARTMENT REPORT September 2018

1. CCOC Units Rented by Source and Unit Turnovers:

Source	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Totals	12	10	17	7	28	24	13	15	12				
Transfers	6	4		1	7	2	1	3	2				
Registry W/L	1	2	6	3	4	9	2	2	4				
Referrals	1	2	8	1	12	8	7	7	5				
Signage/Ads			1										
Insitu MR to RGI	1					1							
Websites/Twitter	3	2	2	2	4	4	1	3	1				
Former Tenant					1		2						
Unit T.O by month	18	19	12	14	14	18	17	24	19	12			
Monthly V.C. rate	1.2%	1.0%	1.3%	1.5%	0.8%	0.8%	1.0%	1.3%	.89%				

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

September 2018: # of units rented = 12
of turnovers = 19

* **Benchmark 2: CCOC vacancy rate (1.5%) should be < than Ottawa's vacancy rate (1.7%)**

2. Vacancies & Turnovers:

Turnovers prior to September 30th: 8 empty units

October Turnovers: 12 units
4 not rented

November Turnovers: 14 units
10 not rented

The current vacancy rate for September is .89% with 14 empty units. CCOC has 1573 units in 51 properties. Our vacancy rate is **below the City average vacancy rate of 1.7%** (CMHC, Rental Market Report, Oct. 2017).

3. N5's & Evictions: September/October:

N5's & Evictions: There are 7 active N5's including 2 new N5's served in the past month. In addition, one tenant has signed off on an N11, early termination to avert eviction.

4. Yardi Update on Work Finalized: September/October

- **Rent Collection Correspondence : completed** except for translation
- **Legal Notices:** Rent Collections ready to use for N4's
- **Unit Availability Report:** being tested and tweaked

PRAC! (Policy, Research and Action Committee)

NOTES

7:00 pm October 18, 2018

415 Gilmour

Present: Abra Adamo (chair), Catherine Natalie Duchesne, Judy Forrest, Andrew McNeill, Jesse Steinberg

Regrets: Dallas Alderson, Hannah Vlaar

1. **Call to Order:** 7:05:30
2. **Adopt Agenda:** adopted unanimously
3. **Adopt Minutes** of June 18, 2018: adopted unanimously (after stretching our memories)
4. **Recent News**

a. City of Ottawa Housing System Working Group

A meeting had been scheduled for earlier the same day but was “cancelled as there are no new items at this moment”. Ray expressed some frustration that this has been a regular pattern. In this particular case, despite the City’s message, there’s a whole of lot of work to do leading into the mid-point review of the 10-year plan. Ray hopes that having a new community co-chair from outside the City will bring more resources to put into meeting planning and preparation.

b. Inter-departmental working group on Affordable Housing Near Rapid Transit:

Earlier in the day, Jim Watson released a campaign commitment to implement inclusionary zoning, to make more City-owned land available near transit, and to work with provincial and federal governments to make other public lands available for non-profit housing. It’s not as strong as we might like, but it’s a very good opening.

The committee discussed the important links to climate change, increasing transit ridership and reducing traffic.

IZ will require an Official Plan amendment and there is already an Official Plan Review scheduled, but maybe we should push for an amendment right away rather than wait until after the OP review.

PRAC

From Wikipedia, the free encyclopedia

PRAC may refer to:

- Probabilistic Action Cores, natural-language understanding software

praC may refer to:

- 2-hydroxymuconate tautomerase, an enzyme

The City's Interdepartmental Working Group on transit and affordable housing is interested in identifying 5 sites and exploring what development models can produce affordable housing, maybe through a charrette. Catherine wants an actual donkey pulling a cart with display models, which is apparently where the term "charrette" comes from.

The committee got very excited about organizing an "affordable housing hack" event, perhaps in partnership with the City and other groups. Teams would be given a figurative basket of resources (land, budget etc) and compete to see who comes up with the best affordable housing proposal.

This could be framed as a very practical Official Plan Review engagement event. The winners could be invited to the actual Housing/Transit charrette.

CMHC innovation Fund could be a source of funding, as a "solution lab". The committee liked the idea of an additional sponsor or funding partner from outside the City, so that the City doesn't have 100% ownership.

TOAH stands for Transit Oriented Affordable Housing. The committee agreed that Transit Oriented Very Affordable Housing (TOVAH) would be a blessing [turns out *tovah* means "good" in Hebrew, not "blessing", but still a good acronym].

c. Doug Ford watch:

Nothing to report on housing, but social assistance is widely expected to be heading for big cuts.

5. Measures of Affordability (Catherine, Jesse)

Jesse presented a draft glossary of different program definitions of "affordable housing" (attached). More and more often, people can be having a conversation about affordable housing, but not actually talking about the same thing.

Jesse recognized that there are no current programs that produce social housing rent-geared-to-income affordability.

The committee made some suggestions on completing the document.

6. Reconciliation with Indigenous Peoples

Algonquin Elder Claudette Commanda has been invited to the November Board meeting to kick off our discussion of reconciliation.

7. PRAC terms of reference:

The terms of reference passed by the board in September 2017 gave the committee a mandate to October 2018. The committee sees additional work it would like to take on: 1) making a record of PRAC! products and accomplishments over the past year, 2) ensuring affordable housing and other related issues are prominent in the City's Official Plan Review, and 3) the upcoming federal election. And of course ongoing Ford watch.

The committee recommends that the board extend the PRAC mandate to October 2020. (Moved/Seconded/Carried, Jesse/Judy)

8. Other business

Judy pointed out that the sale of the current main library branch resulted in a \$2.5million allocation to the affordable housing fund in 2019. We will have to track where that money ends up.

9. Adjourn: 9:00

What We Talk About When We Talk About Affordable Housing:

A Glossary [draft]

Background:

When CCOC engages with community partners, there may be no common understanding as to what exactly is meant by the term 'affordable housing'. This confusion is not surprising given the diversity of definitions and policy concepts that are currently in circulation.

The evolution of affordable housing policy in recent years has given rise to a more complex landscape. Today, there are an array of programs, policies, and guidelines that define in various ways the notion of affordability.

The purpose of this glossary is to map this landscape. It identifies key measures of affordability, as well as definitions of affordability that are articulated in important legislative and policy documents. By developing a shared vocabulary, it becomes easier to engage in constructive conversations about the state of affordable housing and to realize common aspirations for policy reform.

Glossary

Average Market Rent (AMR)

Average Market Rent is a measure generated by CMHC through its Rental Market Survey. AMR captures the average rent charged by private landlords for available units and is calculated for individual neighbourhoods or urban zones. AMR does not include in its measure secondary rentals in the condo market.

Rent Geared to Income (RGI)

A subsidy that is determined according to a tenant's income. A tenant will typically pay an amount equal to 30% of gross household income.

In the case of an individual receiving payments from Ontario Works or the Ontario Disability Support Program, rental payments are calculated according to specified shelter allowances.

*variant with max shelter min rent

Below Market Rent (BMR)

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A subsidy in which rents are not geared to income, but rather are fixed at a rate below the average market rent.

In Ottawa (70%), affordable housing created through the Action Ottawa Program is defined as BMR, with average rents in a development fixed at a rate of 80% AMR.

Housing Allowance

The City of Ottawa provides a housing allowance to very high needs individuals already on the centralized wait list.

The allowance pays a flat, portable benefit of \$250, with \$50 for each additional family member.

HFG @ \$500+

Portable Housing Benefit

A housing subsidy that is provided directly to an eligible household. Because the benefit is associated with a household and not a particular housing unit, it is 'portable' – a household can apply the benefit to housing of their choice in the private market.

The benefit can be designed to provide different levels of subsidy. A 'full gap coverage' benefit would subsidize the full cost of rent above 30% of household income. A 'partial gap coverage' benefit would subsidize some portion of this difference.

The Ontario Portable Housing Benefit (a limited benefit offered to 'special priority' cases on the centralized waitlist), subsidizes the affordability gap up to 80% AMR.

Core and Deep Core Housing Need

If a household spends more than 30% of their gross income on shelter costs they are considered to be in core housing need. If they spend more than 50% of their income on shelter they are considered to be in deep or severe core housing need.

City of Ottawa's Official Plan

The City's Official Plan defines affordable housing as either rental or owner-occupied housing for which a low or moderate-income household pays no more than 30% of gross annual income.

The Plan also sets an affordable housing development target of 25%. Ownership housing is considered affordable if it is accessible to households at or below the 40th income percentile. Rental housing is considered affordable if it is accessible to households at or below the 30th income percentile.

National Housing Co-Investment Fund

As part of the National Housing Strategy, the National Housing Co-Investment Fund provides loans and capital grants for mixed-income affordable housing development.

Eligible developments must maintain at least 30% of units below 80% of the Median Market Rental rate as set out in the CMHC rental market survey.

Provincial Policy Statement

The Provincial Policy Statement defines affordable ownership housing as *either* that for which carrying costs do not exceed 30% of gross annual income for low and moderate income households; *or* housing that costs no more than 90% of the regional market average.

Affordable rental housing is that for which rent does not exceed 30% of gross annual income for low and moderate income households; *or* for which rent is at or below the regional market average.

The Provincial Policy Statement sets the minimum affordability standard for new inclusionary zoning by-laws.

Questions for PRAC

- 1) Is there information missing from the definitions listed in the glossary?
- 2) What other concepts/definitions could be included in the glossary?
- 3) How might the glossary be organized to make it more useful?
- 4) Is the glossary sufficiently linked to current policy concerns or debates?

Add table with actual rents and incomes



There is no place like home. But for the hundreds of thousands of Canadian households with low income or who live in poverty and the 235,000 people in Canada who experience homelessness at some point every year, home is often uncertain and precarious.

The Canadian Housing and Renewal Association represents the interests of the social, non-profit and affordable housing sector in Canada. Its members include social and supportive housing providers, non-profit organizations, municipalities, all 13 provincial and territorial housing departments, and supportive businesses and individuals.

The Canadian Alliance to End Homelessness leads a national movement of individuals, organizations and communities working together to prevent and end homelessness in Canada. Partners of the Canadian Alliance to End Homelessness share the commitment to end homelessness in Canada and support the Housing First philosophy.

SCOPE OF THE ISSUES

Homelessness

- It is estimated that homelessness costs the Canadian economy over \$7 billion annually.
- 235,000 Canadians experienced homelessness in any given year, with 35,000 estimated to be chronically or episodically homeless.
- The continuing impact of colonization, rapid urbanisation of Canada's Indigenous population and the southern migration to urban areas is visually present on our streets by Indigenous overrepresentation among those experiencing homelessness. Indigenous peoples are 10 times more likely to use homeless shelters than non-Indigenous people.

Social and Non-Profit Housing

- 40% of renter households are in core housing need, defined as spending over 30% of gross household income on rent. A household in core housing need is one whose dwelling is considered unsuitable, inadequate or unaffordable and whose income levels are such that they could not afford alternative suitable and adequate housing in their community.
- Demand for social and non-profit housing far outpaces the availability of units. Municipal level wait lists for social housing vary across the country but help point to this issue. For example, there are over 25 000 individuals on Montréal's waitlist and well over 82 000 for Toronto.

KEY MESSAGES

Although the federal government announced a 10-year National Housing Strategy in 2017, there remain gaps in housing and homelessness policy that must be addressed. We are seeking your support for these recommendations and for you to communicate your support to Cabinet.

1. Preserve the existing stock of social and non-profit housing through continued support for housing providers, and increase access to services

- Maintain existing rent subsidies in the long-term beyond the 10-year window envisioned under the National Housing Strategy's Federal Community Housing Initiative
- Implement meaningful poverty reduction measures, such as increasing federal transfer payments through the Canada Social Transfer
- Increase support and funding for programs for individuals with complex needs, such as those who require supports to remain housed and live independently or those transitioning from homelessness

2. Increase the supply of social, non-profit, affordable and supportive housing

- Increase resources for the supply of new community housing through an expanded toolkit of programs and policy options designed to increase access to capital
- Increase funding and modify the mandate of the Federal Lands Initiative to provide funding to access surplus provincial, municipal and private land and buildings.
- Allocate funding within the National Housing to specifically target housing people experiencing homelessness including supportive housing for chronically homeless people.

3. Develop and implement an urban, rural and northern Indigenous Housing Strategy

- Develop and implement a "For Indigenous, By Indigenous" housing strategy for Indigenous peoples living in urban, rural, and northern areas of Canada
- Close the gap between Indigenous and non-Indigenous housing standards and living conditions
- Create a National Indigenous Housing Centre to provide Indigenous-led governance and oversight to Indigenous housing, as well as build capacity development and housing research

4. Legislate a Right to Housing

- Legislation must explicitly affirm the progressive realization of the right of every Canadian to access adequate housing, as committed under international human rights law and treaties signed and ratified by Canada.
- Enshrine the right to housing in legislation which provides accountability mechanisms, an adjudication process to address systemic rights violations, goals and timelines for the elimination of homelessness and access to adequate housing, annual reporting to Parliament on progress on objectives, and an explicitly recognized Indigenous right to housing.