

### **NOTICE OF MEETING**

The next regular meeting of the CCOC/CCHC Board of Directors is:  
**Wednesday, November 28, 2018**

**Dinner at 7:00 pm**

**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
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:

[ccochohousing.org/book](http://ccochohousing.org/book)

**Password: board**  
**(it's case-sensitive)**

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

## **AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING**

- 1.** Call to order
- 2.** Adoption of agenda:
- 3.** Adoption of the regular and *in camera* minutes of November 28, 2018
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
  - a)** Percy borrowing
- 6.** Executive Committee Report
  - a)** Bill's fill-in
- 7.** Personnel Committee Report
- 8.** Finance Committee Report
  - a)** 2019 operating budget
  - b)** Long Term Financial Plan update
- 9.** Development Committee Report
  - a)** Arlington redevelopment
- 10.** Tenant and Community Engagement Committee\*\*\*
- 11.** Facilities Management Committee Report\*
- 12.** Rental Committee Report \*
- 13.** Policy Research and Advocacy Committee (PRAC!)\*\*\*
- 14.** Corporate Business
- 15.** Conference / Associations' Report
- 16.** Other Business
- 17.** Adjournment

# Centretown Citizens Housing Cooperative

## Minutes of the CCHC Board of Directors Meeting of Wednesday, November 28, 2018

**Present:** Bill Rooney (President/Chair), Abra Adamo, Glen Allen, Kerry Beckett, Josh Bueckert (Treasurer), James Clark, Penny McCann, Andrew McNeill, Lee Pepper, AnaLori Smith (Secretary), Jesse Steinberg.  
*Staff:* Ray Sullivan, Amanda Thompkins (guest), Adella Khan (recorder)

**Regrets:** Dallas Alderson, Sarah Button, Chris Yordy

### 1. Call to Order

The meeting was called to order at 7:04 p.m.

### 2. Adoption of the Agenda

The Board adopted the agenda as presented. (M/S/C Lee Pepper /Josh Bueckert)

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

### 4. Adoption of the Minutes

The Board amended the minutes of the October 31, 2018 meeting to reflect Glen Allen's regrets and otherwise adopted the minutes as presented. (M/S/C K. Beckett /J. Bueckert)

### 5. Business Arising – none.

### 6. Rental Committee Report – none.

### 7. Facilities Management Committee Report – none.

### 8. Finance Committee Report

#### a) 2019 Capital Budget

Finance Committee recommends a 2019 Capital Budget of \$40,222 for replacing balcony dividers (\$18,000, left over work from replacing balconies) and capital repairs on turnover (\$22,222).

The Board moved that the CCHC Capital Budget be approved.

(M/S/C Josh Bueckert / Kerry Beckett)

### 9. Other business – none.

# Centretown Citizens Housing Cooperative

**10. Adjournment** – The meeting was adjourned at 7:08 p.m.

(M/C Josh Bueckert)

**Next meeting:**

**7:00 pm Wednesday, December 19, 2018  
in the meeting room at 464 Metcalfe Street**

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Secretary of the Board

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Date

## **Minutes of the CCOC Board of Directors Meeting of Wednesday, November 28, 2018**

**Present:** Bill Rooney (President/Chair), Abra Adamo, Glen Allen, Kerry Beckett, Josh Bueckert (Treasurer), Sarah Button, James Clark, Penny McCann, Andrew McNeill, Lee Pepper, AnaLori Smith (Secretary), Jesse Steinberg.  
*Staff:* Ray Sullivan, Amanda Thompkins (guest), Adella Khan (recorder)

**Regrets:** Dallas Alderson, Chris Yordy

**1. The meeting was called to order at 7:09 p.m.**

**2. Adoption of agenda**

The Board adopted the agenda with two amendments to add 16. e) Ottawa affordable housing crisis; and 16. f) December meeting date. (M/S/C, Lee Pepper / Josh Bueckert)

**3. Adoption of the Board Minutes**

The Board amended the minutes of the October 31, 2018 meeting to reflect Glen Allen's regrets and otherwise adopted the minutes as presented. (M/S/C, James Clark / Abra Adamo)

The Board approved the *in camera* minutes of the October 31, 2018 meeting.

(M/S/C, Lee Pepper / Josh Bueckert)

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

**5. Business arising from the previous minutes**

**a) Percy borrowing**

The Board authorized CCOC to refinance the property for \$3 million. The refinancing went through with the Royal Bank but we got stuck in the process with CMHC insurance due to an old land lease from the City of Ottawa that doesn't meet some current expectations. CCOC's lawyers are able to communicate directly with a City lawyer so they can work with CMHC to prepare an addendum that would satisfy everyone's needs. Even if CMHC signs off on the mortgage insurance, it's unlikely that we'll be able to execute within this financial year. We are not moving forward with refinancing 258 Lisgar right now as it is just too busy.

**6. Executive Committee Report – none.**

**7. Personnel Committee Report – none.**

## 8. Finance Committee Report

Amanda led the Board through comparisons of CCOC properties against each other with key indicators. The board appreciated this kind of information and would like to see more like this.

### a) Bad Debts

The Board moved that \$4047.54 in bad debts be written off for CCOC for October 2018.  
(M/S/C, Josh Bueckert / Sarah Button)

### b) 2019 Capital Budget & Long Term Capital Plan

Finance Committee recommends a total capital budget of \$6,397,407. This is significantly higher than a usual year, but \$2,585,000 is for a capital repair program at 258 Lisgar which is dependent on refinancing the property. There are also several LED lighting upgrades that will save in operating costs, and have offsetting grants. \$250,000 is allocated to energy efficiency improvement to the geothermal plant at Beaver Barracks.

The Board moved to accept the 2019 Long Term Capital Plan as presented.

(M/S/C, Josh Bueckert / Kerry Beckett)

### a) Geothermal Fees

The Board moved to geothermal fees to tenants at Beaver Barracks be increased by 3% for units under 900 ft<sup>2</sup>, and 2% for units above 900 ft<sup>2</sup>.

(M/S/C Josh Bueckert / James Clark)

### b) Payroll Approval Policy

The Board moved to update the Payroll Approval policy, which automatically gave it a new sunset date of 2023.

(M/S/C Josh Bueckert / Andrew McNeill)

## 9. Development Committee Report

### a) Arlington redevelopment

We have spent almost all of our construction contingency. There is still work to be done but we underspent in other lines of funding which will take care of the costs.

Passive House Certification: the energy performance is excellent but there are other issues for certification that make it complex because of climate differences between here and Germany, where the certification was developed. We're still working with the architect on solutions.

## 10. Tenant and Community Engagement Committee Report

- a) A City of Ottawa employee and beekeeper in training wants to put a beehive on one of our roofs! We need more details on what a partnership would look like. Staff will flesh out how this could work.

**11. Facilities Management Committee Report** – accepted on consent.

**12. Rental Committee Report**

**a) Policy updates**

Rental Committee recommended changes to four policies to keep them in line with practices:

1. Rescind demanding certified cheques;
2. Revise non-refundable deposit policy;
3. Revise serving notice of termination before the end of tenancy;
4. Revise ground oriented unit policy. Penny moved to take out “that CCOC is a business and” within the policy. (M/S/C Penny McCann / James Clark)

The Board moved to approve revisions to four policies.

(M/S/C Kerry Beckett / James Clark)

**13. Policy Research and Advocacy Committee (PRAC!)** – no meeting

**14. Corporate Business** – none

**15. Conference / Associations' Report**

**a) CMHC National Housing Conference**

They had their first conference last week! Ray attended and presented on green buildings while Sarah and Abra went for their work. The Board requests a video of the panel on housing globally as it seemed particularly impactful.

**16. Other Business**

**a) Tenant Presentation** (Shannon Lee Mannion, 41 Florence). The Board moved in camera. (M/S/C James Clark / Glen Allen)

**b) Lebreton Flats**

CCOC was one of the partners in the RendezVous LeBreton proposal. Our role was to help them deliver on the 25% affordable housing commitment. Since the senior partners are suing each other, it's dead in the water.

**c) Saturday All-committee meeting:** don't forget the all-committee starts at 9:30 Saturday December 1.

**d) Celebration of People Award Dinner**

CCOC was nominated by a tenant for an award and AnaLori Smith was also nominated for her work. Ray, Bill, and AnaLori will be attending, in addition to the nominator and guests. [update: AnaLori won the advocacy award! CCOC was runner-up for the accessibility award.]

**e) Ottawa's affordable housing crisis**

CMHC released their rental market report and Ottawa's vacancy rate is 1.6%. The rate of year to year rent increases is as high as it's been in 30 years.

The Healthy Transportation Coalition wants organizations to sign on to their asks to the City around affordable housing and transit:

*We request that Ottawa City Council commit at least \$12 million of City funding in Budget 2019, over and above federal and provincial grants, to build new affordable housing.*

*While we feel strongly that \$12 million in Budget 2019 is a meaningful and necessary short-term contribution to addressing the homelessness and affordable housing crisis in the nation's capital, we also call on the City of Ottawa to do the following:*

- *Pass a strong citywide inclusionary zoning by-law that ensures 25% of new development is dedicated to affordable housing and places a special emphasis on deeply affordable housing within 1 km of rapid transit stations;*
- *Ensure that all available government-owned land within 1 km of current & future rapid transit stations is used for non-profit and co-op housing; and*
- *Create a 2019-2022 Term of Council Priority that integrates transit and planning, with clear, affordable housing targets.*

The Board moved for CCOC to support the message and the campaign.

(M/S/C Lee Pepper / Andrew McNeill)

**f) December meeting date**

December 19. Convening at 6 p.m. for a holiday dinner.

**17. The Board moved to adjourn the meeting at 9:20 p.m.**

(M/S/C Josh Bueckert)



CCOC/CCHC EXECUTIVE COMMITTEE

**Minutes**

Monday, December 10, 2018  
**at 464 Metcalfe**

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

**Regrets:** Dallas Alderson, Josh Bueckert

1. **Call to order:** 7:38
2. **Approval of the agenda:** approved unanimously
3. **Approval of minutes from November 12, 2018:** approved unanimously
4. **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~~ January 2018. Staff are planning move-ins for February.

**Update:** on budget, but not on time. We're looking at January handover from the construction company, with end of February move-ins at the earliest.
5. **Reviewing Directors' meeting:** December 6, Directors met to set a timeline to produce the first draft of the 2019-2022 Workplan, we're aiming to have it approved by the board before the next AGM. Directors also started planning the 2018 year-end indicator report, making sure the data is available even through transition of our IT system (we won't have valid maintenance service standards data for 2018). Directors also planned the roll-out of the first stage of the compensation fairness review.
6. **New Business:**
  - a) **Bill's fill-in:** Bill will miss the January, February, March and April Executive committee meetings. The Board will appoint an interim additional member at large at the December meeting.
7. **Programs/Policy:**
  - a) **City Housing System Working Group:** after not getting much done since spring, the working group is now trying to quickly build up speed to tackle the refresh of the City's 10-year Housing and Homelessness Plan. They are required to

send a draft to the Ministry in June. The City has created four sub-committees, CCOC has representation on two of them: the Housing Capital Strategy Working Group will focus on new development and Graeme is a member, and the Social Housing Modernization Working Group will focus on the viability of existing stock, Ray is a member. The City Housing Branch has hired a new person at a management level to put, more resources in to this.

## 8. Residential Tenancies Act (RTA) Proceedings:

### a) Non-payment:

The committee reviewed the list and moved “That staff be authorized to proceed with eviction for non-payment in the case of **6** tenants, unless satisfactory arrangements for payment can be reached”.

**(m/s/c, Josh/James)**

The committee moved to not renew the lease of **1** tenant due to consistent late payment.

**(m/s/c, James/Kerry)**

### b) Other reasons:

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

**(m/s/c, James/Josh)**

The committee moved to proceed to temporarily end **1** tenancy to repair the rental unit (N13) and to reimburse some of the specific costs submitted by the tenant.

**(m/s/c, James/Analori)**

## 9. Strategic Plan:

### a) CCOC All-committee meeting 2018

**Background:** CCOC hosted an all-committee meeting on December 1.

**Discussion:** Most committee members thought the facilitator was good, and all agreed it is good to have a facilitator. Some additional comments: maybe our financial picture isn't as rosy as we thought; there are no “silver bullets”; there was lots of good participation; we might need to look for savings and efficiencies.

## 10. Cahdco Update:

a) **Board members and AGM:** Cahdco had its AGM on November 20. James Clark was newly elected to the Board. Former CCOC Treasurer Nathan Benson has stepped down as board chair. Here's how the new board looks:

**Chair:** Ray Sullivan  
**Treasurer:** James Clark  
**Secretary:** Catherine Boucher  
**Director (executive committee):** Sarah Button  
**Director:** Susan Murphy  
**Director:** David Kardish  
**Director:** Pierre Dufresne  
**Director:** Stan Wilder

**11. Other business**

- a) **In Camera update:** The committee moved *in camera* (m/s/c, James/Kerry) for an update on the Social Housing Registry. There are no further notes

**12. Adjournment:** 8:47

**Next Meeting:** 7:30 pm, January 14, 2019 **at 464 Metcalfe**

CCOC PERSONNEL COMMITTEE

**MINUTES**

**5:30, Monday, December 10, 2018**

**464 Metcalfe**

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**Present:** Kerry Beckett (chair), Sue Lott, Zak Spelay

**Staff:** Ray Sullivan, Tessa Hill (recorder)

**Regrets:** Dallas Alderson, Hannah Vlaar, Pascal St-Amour

**1. Call to order:**

The meeting called to order at 5:41pm

**2. Approval of the agenda:**

The committee approved the agenda with the addition of “billable travel expenses” under New Business. (M/S/C, S. Lott/Z. Spelay)

**3. Approval of the November 12, 2018 minutes:**

The committee approved the November 12 minutes as presented.

(M/S/C, Z. Spelay/S. Lott)

**4. Staffing Updates:**

Nick Dodds began on November 26<sup>th</sup> as a Tenant Service Representative. He will be covering Hannah’s leave. When a new TSR is hired, Nick will work as a Maintenance Officer and cover Kat’s maternity leave.

Hannah Vlaar was the successful candidate for the Tenant and Community Engagement Facilitator. She will begin upon her return on January 28<sup>th</sup>. This is currently a one year term position.

Interviews for the new Capital Projects Manager will take place on December 13 and 14.

The job posting for the Tenant Service Representative position will close on December 21<sup>st</sup> with interviews taking place in the new year.

**5. Training:**

A field staff member, John, has been signed up for the Joint Health and Safety Committee course in February. He will replace Jim on the committee when he retires on December 31<sup>st</sup>. A management level staff will also be taking the course, dates TBD.

## 6. New Business:

### a) Insurance policy updates:

**Background:** We switched to a new benefits provider in August which has slightly different coverage. We are moving to an external administrator for the dental/eyewear benefit in January and the Board approved an increase to the spending limit. This requires some updates to the CCOC Policies of Employment.

#### **Discussion:**

##### **Section 13.5 – Supplementary Medical Expense Plan:**

The updates to the policy are caused by the switch to an external administrator (myHSA). They were unable to administer the plan with the existing specifications. The Board approved the increase to the dental/eyewear allowance from \$1200 per person to \$1800 with no differentiation between Family and Single coverage. Hearing aid batteries are removed from this policy and will be handled as a workplace accommodation. Some other items were removed because they are now covered by the extended health plan (ie. chiropractic and physiotherapy treatments).

The Personnel Committee approved the changes to Section 13.5 of the Policies of Employment – the Supplementary Medical Expense Plan policy.

(M/S/C, Z. Spelay/S. Lott)

##### **Section 13.4 – Group Insurance Plan (Annex 4.4):**

The annex was updated to reflect the coverage with our new benefits provider. It becomes obvious when comparing them that we have actually increased coverage for everything except prescriptions.

The committee approved the changes to Annex 4.4 Group Insurance Plan in the Policies of Employment.

(M/S/C, S. Lott/Z. Spelay)

### b) Travel Expense Reimbursement policy:

The recommendation is to add a section (10.1.7) regarding billable travel expenses. The new policy would state that “employee travel that can be billed to a third party will be reimbursed for the full cost of car sharing, ride sharing, or taxi expenses.” As the policy currently stands, employees who are required to travel for their position but do not own a car may not be fully reimbursed for their travel expenses. In the case of the Development department staff, they travel often for their jobs and their expenses are built into the contracts with their cahdco clients. Since CCOC does not bear the cost, this policy would allow those staff to be fully reimbursed for their travel. Future contracts will breakdown the travel expense costs so that we can ensure it is being covered adequately. This policy will be available to all staff although it will primarily benefit the Development department at this point in time.

The committee approved the addition of section 10.1.7 regarding billable travel expenses. (M/S/C, Z. Spelay/S. Lott)

**c) Cell Phone Allowance Rates 2019**

**Background:** We update the cell phone allowance rates every year on January 1. The current rates are based on Bell Mobility's rates but they may not be the most appropriate rate for market value.

**Discussion:**

The policy states that CCOC will match Bell Mobility's rates. The reason Bell Mobility was chosen was because that was the company that was used when we had CCOC-provided cell phones. However, it has become apparent that Bell Mobility is by far the most expensive carrier on the market and some staff are actually being reimbursed much more than the cost of easily available cell phone plans. The intent of the reimbursement is to cover the portion of the plan which is being used for work purposes. If the employee wants more minutes or data for their personal use, that cost should be borne by them. The recommendation is to move towards matching our reimbursement rates to an average between the 3 major carriers (Bell, Rogers, and Telus). For 2019, we will hold the rate at the existing monthly amounts (\$56.50 and \$84.75). In 2020, we will switch to averaging and adjust the 2020 reimbursement amount accordingly. This also gives staff the opportunity to switch carriers or plans if they were paying more than the market rate.

The committee approved the change from matching Bell Mobility's rate to matching an average of the "big three" (Bell, Rogers, and Telus) in 2020. Rates for 2019 will be frozen at the 2018 rate. (M/S/C, S. Lott/Z. Spelay)

**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.

**Update:** We are so close! Moving day is on Dec 21<sup>st</sup>. Most of the painting is done, the lighting is almost done, the floors are done, and they have started building some furniture. Staff are preparing by purging old documents and archiving files. Most staff have chosen their new desks. We're all ready for it to be over.

**b) Compensation Fairness 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:** Ray went through a PowerPoint describing the proposed changes. Phase 1 is complete. Phase 2 and 3 should move quickly now.

Discussion questions for the committee:

**Transparency: What becomes public?**

- Job titles, points range, and compensation ranges will be published in the Policies of Employment.
- Upon request, an individual can have access to their position's score breakdown. This should be done with their department Director and the Corporate Services Supervisor so that the reasoning behind the scoring can be explained.
- Individuals will not have access to the scoring breakdowns of positions other than their own.

**Re-evaluation: How will CCOC keep jobs current and how can staff ask for a position to be reviewed?**

- To keep jobs current, the job descriptions and scoring of each job will be re-evaluated every 5 years. The Corporate Services Supervisor will lead the re-evaluation but will work alongside the Executive Director and all of the department Directors for this process.
- Re-evaluation requests:
  - The first step is for the employee to review their position's scoring with the Corporate Services Supervisor and their department Director.
  - If they are not satisfied with the result of the discussion, they must request in writing that the position be re-evaluated.
  - A re-evaluation committee will include the Executive Director, the Corporate Services Supervisor, the department Director which the position falls under, and a non-staff member of the Personnel Committee. The individual can make a presentation orally or in writing to the re-evaluation committee. The committee will then move *in camera* to complete the re-evaluation. The re-evaluation committee can invite other department Directors as needed when making comparisons to positions in other departments.
  - The individual will be informed of the outcome by their department Director. The Personnel Committee will be informed by the non-staff Personnel representative.
- All subsequent re-evaluations must be greater than 12 months apart.
- There are two parts to this re-evaluation process:
  1. There can be re-evaluations requested right away if people feel their position was incorrectly scored.
  2. As job descriptions and positions change over time, it may be required to re-evaluate between the regular 5-year review process.
- Staff can only start to appeal once the entire compensation fairness analysis is done (ie. once compensation levels have been determined).

**Compensation: How do we think staff should progress through the range?**

- The committee would like feedback from staff before answering this question.
- One question is how CCOC will implement any changes. It depends a lot on how much compensation scales change and the financial impact on CCOC. One concern is employee reaction to where they will be placed on the new grid. If they were on “step 8” of the old grid but the compensation changes so much that their current salary is equal to the new “step 1”, will they be compensated the same as a new employee starting the job? This will need to be explored when we have compensation amounts in hand.
- Right now we have annual progression and cost of living adjustments. Employees move up the grid annually regardless of performance. Perhaps performance-based progression or a hybrid system should be explored. Staff will need to give feedback.

The Personnel Committee approved the proposed staff groupings. (M/S/C, S. Lott/Z. Spelay)

**c) OMERS**

**Background:** OMERS was contemplating pension changes. The Sponsors Corporation met and voted on the proposed plan changes.

**Update:** Thank you CUPE and other public sector unions! The Sponsors Corporation did not accept the proposed changes.

8. **Report from the Board & Committees:** Did not review.

9. **Staff meetings:** Did not review

**All Staff:** December 12

**Health & Safety:** November 19

**Directors meeting:** December 6

10. **Work plan review:** Completed last meeting.

11. **Other business:** None

12. **Adjournment:**

The meeting adjourned at 7:29pm.

(M/C, S. Lott)

**Next meeting: 5:30pm, January 14, 2019  
At 464 Metcalfe**



**Personnel Committee Work plan (2016-2018)**

<b>Objectives</b> (from CCOC strat plan)	<b>Strategies</b>	<b>Activities</b>	<b>Lead</b>	<b>Outputs</b> (short term)	<b>Start</b>	<b>End</b>	<b>Note</b>
Maintain or increase <b>high staff retention</b>	Promote opportunities to learn new things	<b>Work exchange:</b> Experiment with CCOC "tag-along" program	Ray/ Debbie	Interdepartmental exchange Opportunity Learning from peers	Jan-14	<b>Spring-18</b> (extended)	Ongoing/on hold  In place for General Mtnc
Maintain or increase <b>high staff retention</b>	Keep competitive and fair wages	<b>Job and compensation evaluation for all staff</b>	Ray	Recommendation to Board	Jan 2017	<b>Fall 2018</b> (extended)	Working on it !!
Maintain or increase <b>high staff retention</b>	Improve working conditions for office staff	<b>Develop plan for renewing office space</b>	Ray	A plan and timeline to recommend to the board	Jan 2016	Jan 2017	Target move-in phase 1 end of 2018.

# New Groups 2019

Group	Scores	Range
A	801-1000	200
B	1001-1200	200
C	1201-1400	200
D	1401-1600	200
E	1601-1800	200
F	1801-2000	200
G	2001-2300	300
H	2301+	



# New Groups 2019

<b>A</b>	Building Cleaner General Maintenance Worker	
<b>B</b>	Development Support Finance Administrator Finance Support	Painter Pest Control Coordinator Rental Support
<b>C</b>	Communications Officer Maintenance Officer	Sustainability Facilitator Tenant Service Representative
<b>D</b>	Accounting Supervisor Budget & Cost Analyst HR Administrator	Rent Collections Officer Rental Officer Senior Maintenance Worker
<b>E</b>	Capital Projects Manager Inspections Maintenance Technician Maintenance Manager Project Manager (Dev)	
<b>F</b>	Senior Project Manager (Dev) Corporate Services Supervisor	
<b>G</b>	Director, Facilities Management Director, Finance Director, Housing Development Director, Rental Department Director, Tenant & Community Engagement	
<b>H</b>	Executive Director	

# Old Groups 2018

<b>A</b>	Building Cleaner General Maintenance Worker	
<b>B</b>	Development Support Finance Support Painter	Pest Control Coordinator Rental Support Tenant Service Representative
<b>C</b>	Budget & Cost Analyst Communications Officer Finance Administrator HR Administrator Maintenance Officer	Preventive Maintenance Technician Rent Collections Officer Rental Officer Senior Maintenance Worker Sustainability Facilitator
<b>D</b>	Accounting Supervisor Corporate Services Supervisor Inspections Maintenance Technician Maintenance Manager Project Manager (Dev)	
<b>E</b>	Capital Projects Manager Senior Project Manager (Dev)	
<b>F</b>	Director, Facilities Management Director, Finance Director, Housing Development Director, Rental Department Director, Tenant & Community Engagement	
<b>G</b>	Executive Director	

**Finance Management Committee  
Meeting Minutes  
December 12, 2018**

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**Finance committee:** Josh Bueckert (Treasurer/Chair), Rod Manchee, Court Miller, Linda Camilleri, Michael Holmes

**Guests:** David Boushey (3<sup>rd</sup> meeting)

**Regrets:** Mary Huang, James Clark, Kris Gordon

**Staff:** Amanda Tompkins, Arianne Charlebois

<b>Motions for Board Approval</b>
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**MOTION (ITEM 5):** That **\$3,968.86** in Bad Debts be written off for **CCOC (November 2018)**  
**m/s/c Rod/Court**

**MOTION (ITEM 7):** The Finance Committee recommends that the 2019 Long Term Financial Plan be forwarded to the Board of Directors.

**m/s/c Rod/Court**

**MOTION (ITEM 8):** The Finance Committee recommends that the updated Finance Committee Term of Reference be forwarded to the Board of Directors.

**m/s/c Court/Rod**

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**Call to Order: 7:06 p.m.**

**1. Adoption of the Agenda**

**m/s/c Michael/Court**

**2. Declaration of Conflict of Interest: None**

**3. Approval of meeting minutes**

- November 14, 2018**

**m/s/c Court/Rod**

#### 4. Notices/announcements

- **Court's CPA:** The committee congratulated Court on getting his chartered professional accountant designation. What an impressive achievement after many years of hard work!
- **Banking changes:** In order to alleviate some of the work and risk around sending cheques to the bank via courier, we have acquired a cheque scanning machine. We'll also streamline the deposit process so that only one person is doing deposits, rather than the several people who do them now.

#### 5. Bad Debt Write-off and Accounts Receivable Statistics

**MOTION:** That **\$3,968.86** in Bad Debts be written off for **CCOC (November 2018)**  
**m/s/c Rod/Court**

This is mostly made up of rent debt rather than maintenance repair debt, and covers four tenants at four different buildings.

#### 6. Banking Issue

- In the summer, someone cashed three fraudulent cheques through CCOC's bank account. In October and November, three more fraudulent cheques were processed. The signature on all of these cheques was the same, so this appears to all stem from the same person or group.
  - These cheques all came from the same cheque batch in May.
  - We're now checking the bank daily to catch any fraud faster. We've also spoken to the bank and they suggest opening a new bank account. In the interim, we want to look at other ways to make payments in order to reduce the amount of cheques we send out.
  - Amanda asked the committee if they had any feedback or suggestions.
  - Josh asked if there's any concern that there are other fraudulent cheques that we aren't aware of. Amanda has been checking all of the cheques in the bank, and doesn't believe that there's been any other fraud. Other than looking out for non-CCOC cheques, should a cheque be forged by changing the payee name, we would get flagged when the supplier calls us asking for payment (which we had already made) – thankfully this has not happened this year.
  - Rod asked if we should be using e-transfers for all payments above a certain threshold, for example \$5,000. This is something that Amanda and Ray are working on. It has only recently become possible to have dual approvals on e-transfers, which brings this form of payment in line with our policies and makes it a viable option for us.
-

- Rod asked if we're liable for this fraud. The bank is liable and has refunded us, but we're also responsible for checking our own account. The bank has also pointed out to us that we have a higher volume of cheques than average, which puts us more at risk.
- Rod asked if we'll discuss this with the auditors. We'll let them know about any changes we plan to make.

## 7. Long Term Financial Plan

- Amanda presented a graph and a more detailed snapshot of the long term plan.
  - She highlighted that the discretionary top-ups are closely matched to the projected surpluses in the first few years of the plan, but not at the end. She matched the Board of Director's recommendations for top-ups where possible, but there were some years where that wasn't realistic.
  - Most line items have increases around 2% per year, with a few exceptions such as mortgages.
  - The debt servicing costs listed under the Surplus/(Deficit) sub-total represents the mortgages at 258 Lisgar and Percy School that we hope to negotiate in 2019. We used a 4% interest rate, which is hopefully higher than the rate we'll get.
  - We're hoping to qualify for a mortgage for 258 Lisgar through the CMHC National Housing Co-Investment Fund based on the urgent need of the repairs. David asked if we've prioritized the repairs in case we don't get the funding. Amanda said that all of the work ideally needs to be done at the same time due to the intrusive nature of the work. The elevators, however, are being done now.
  - Once the mortgages/agreements in the Provincial portfolio end, we assume that the rent subsidies will continue, but all other subsidies will end for those buildings. All Provincial property mortgages will be done by 2027.
  - As mandated, 50% of the provincial reform surplus must be returned to our replacement reserves, which is reflected in this plan.
  - The capital expenditures are not based on the 2018 building condition assessments (BCAs), which we haven't gotten back yet. They're based on the 2015 BCAs, so we expect changes once we get the 2018 BCAs back.
  - The Capital Expenditures don't include supplementary funding we might get from the City such as the Social Housing Improvement Program (SHIP) funding that we receive most years.
  - The reserve top-ups we capped to ensure we ended each year with a minimum surplus of \$50k per year.
  - This plan doesn't leave much room for a development fund for the next several years.
-

**Discussion:**

- Court asked about the property tax increase assumptions. They are set at 2%.
- Rod asked about making extra payments to pay off some of our mortgages more quickly in order to free up capital. This likely won't be a realistic options for us in the next few years since they're "skinny cow" years.
- Court asked about the small annual reserve contribution for our commercial properties. This is because of the small number of commercial units we have, only one of which (the EMS station) has a reserve fund requirement.
- Amanda presented a couple of questions to the committee about options to reduce our expenses and increase our revenue.
  - Several of our buildings have internal financing, including Beaver Barracks. One option is to freeze the principal loan repayments and pay back interest only for a few years, as we've done with CCHC and Cahdco loans. Rod and Josh had concerns that paying an internal loan is a good way to track the financial health of the building. In addition, keeping this loan helps inform our costs analysis for future developments, and could also be a useful tool to show the problems faced by the building when requesting property tax reductions.
  - Another option is for CCOC to revisit its market rents for our approximately 600 market rent units. Several of our rents are well below average market rent. Some market rents are set below the city's benchmarks rents. This means that we receive less subsidy money for the subsidized units at these buildings. The Rental department is slowly bringing up market rents on turnover in several buildings, but many rents are still quite low. Linda pointed out that CCOC does offer less than a private developer, so we can't always ask the same amount. David asked why we don't take off our non-profit hats for the market rent units and charge what the market will bear. Josh countered that CCOC's mandate does still include affordable housing apart from our subsidized units. Amanda pointed out that charging higher market rent (while still keeping in line with our mission) will allow us to put more money to other places, for example a higher number of subsidies. Josh's impression from the all-committee meeting on December 1<sup>st</sup> was that our members seem to be getting more comfortable with the idea of responsibly increasing our rents. Rod said that we could leverage our internal subsidies to help those tenants who may not be able to afford increased rents but who also don't qualify for other subsidies. Josh brought up that the obvious first place to look at increasing rents is those buildings where our rents are below the city's benchmark rent.

**MOTION:** The Finance Committee recommends that the 2019 Long Term Financial Plan be forwarded to the Board of Directors.

**m/s/c Rod/Court**

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**8. Terms of Reference Review**

Amanda presented the Finance Committee Terms of Reference, which has a sunset date of February 2019. Amanda recommended changing “Generally Accepted Accounting Principles”, which no longer exists, to “Accounting Standards for Non-Profit Organizations in Canada” (ASNPO). There were no other changes recommended.

**MOTION:** The Finance Committee recommends that the updated Finance Committee Term of Reference be forwarded to the Board of Directors.

**m/s/c Court/Rod**

**9. Operating and Admin Budget Update**

- Amanda updated the committee on the change to the operating budget caused by the combination of the general and maintenance admin budgets. The increase to the administration line is balance by the decrease to the maintenance line.
- Rod asked why the CMHA units were converted to market rent. This was to reduce the burden of bringing in annual documentation for CMHA tenants. These units are still being tracked monthly so we can get the information surrounding the top-ups as needed. Some of these tenants were already classified as market rent, with only six tenants classified as subsidized in the past.

**10. Next Meeting:** Thursday, January 17<sup>th</sup> - 464 Metcalfe, 7:00 pm

**11. Motion to Adjourn:** The meeting ended at 8:30 p.m.

**m/c Michael**

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**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	981,475			
Feb-18	\$45,400	\$15,286	\$60,686	17	2	13		1,442	2,208	3,650	522	980,228			
Mar-18	43,218	11,188	54,406	19		8	6		586	586	511	983,253			
Apr-18	75,821	35,698	111,519	15		10	1	1,074		1,074	2,388	990,791			
May-18	26,303	69,896	96,200	26	2	14	5	7,166	581	7,747	1,900	995,362			
Jun-18	38,696	69,019	107,715	19		12		553	519	1,073	865	993,194			
Jul-18	61,145	67,006	128,151	17		11	17	1,317	23,525	24,842	696	985,786			
Aug-18	45,674	65,557	111,231	23	2	12	4	5,901	31,003	36,904	1,354	992,461			
Sep-18	45,652	58,045	103,697	22		13	4	\$539	\$333	872	226	996,243			
Oct-18	55,335	51,942	107,276	7		19	5		4,048	4,048	440	1,000,803			
Nov-18	47,714	57,100	104,814	17	1	9		3,918.00	50.86	3,969	669	\$1,000,511			
Dec-18															
	\$48,867	49,886	\$98,753	198	7	143	42	\$25,717	92,907	\$118,624	\$10,418	\$10,900,108			

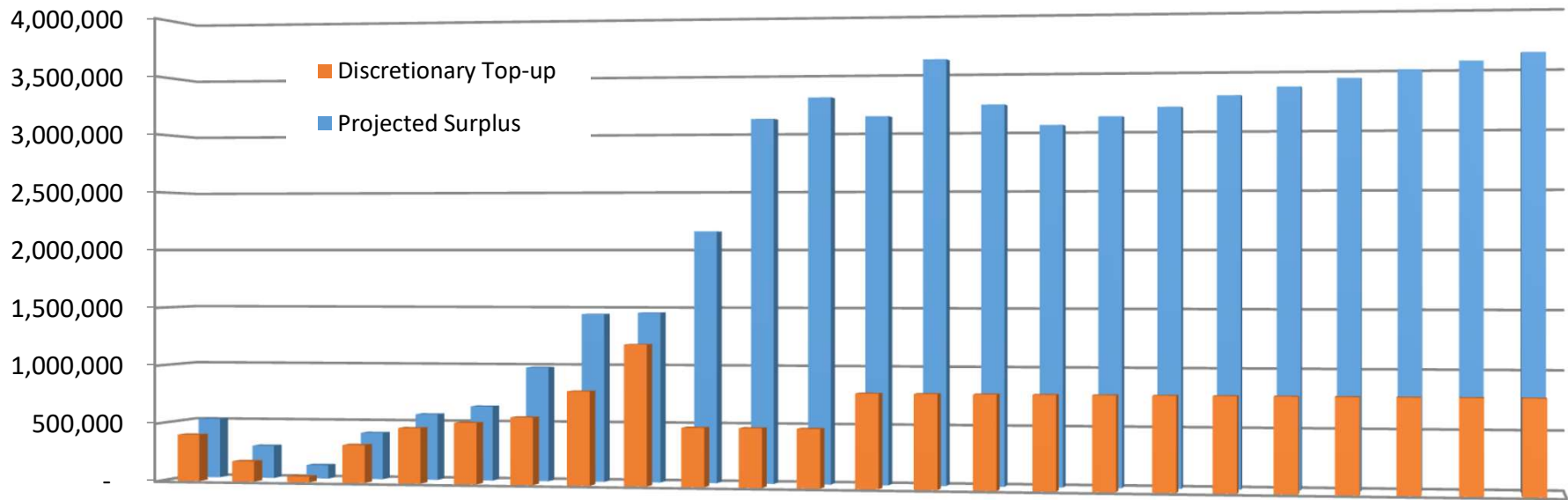
Note: \* Rent arrears for tenants who have moved out are always sent to Collections. Once the amounts owing reach 90-days overdue, they are presented for write-off (recorded as Bad Debts Expense). Any eventual recoveries are "netted" against Bad Debts charged on the Property income statements.

Rent arrears % of rents payable	10.48%
Bad debt % of rents payable	0.4%

Annual bad debt budget	54,053
Rent bad debt % of budget	47.6%

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

CCOC  
Long Term Financial Plan  
2019 - Draft



**CCOC Long Term Financial Plan**

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>
	<b>Budget</b>	<b>Budget</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
<b>Surplus/(Deficit) from Operations</b>														
EOA	1,115,434	1,116,614	1,138,680	1,160,945	1,183,407	1,206,063	1,228,910	1,251,944	1,275,162	1,298,560	1,322,134	1,345,880	1,369,791	1,393,864
Federal	(170,929)	(174,007)	(105,591)	117,621	193,977	197,836	201,683	205,516	214,412	219,328	223,098	264,145	274,480	278,159
Provincial	57,881	85,930	13,376	36,871	87,032	114,558	410,842	829,626	792,844	1,431,681	2,328,184	2,424,475	2,188,285	2,500,131
Other	(38,264)	(30,968)	(26,771)	(22,556)	(18,305)	(14,017)	(9,695)	(5,337)	(946)	17,948	42,662	47,150	71,684	197,587
Beaver Barracks	(528,042)	(590,608)	(576,961)	(563,255)	(549,485)	(535,656)	(521,772)	(507,839)	(493,861)	(479,845)	(465,796)	(451,721)	(437,627)	(423,520)
Commercial	77,069	73,507	73,396	73,264	73,108	72,928	72,724	72,495	72,239	71,956	71,646	71,306	70,936	70,536
<b>Sub-total</b>	<b>513,150</b>	<b>480,467</b>	<b>516,129</b>	<b>802,889</b>	<b>969,733</b>	<b>1,041,712</b>	<b>1,382,692</b>	<b>1,846,404</b>	<b>1,859,850</b>	<b>2,559,629</b>	<b>3,521,928</b>	<b>3,701,234</b>	<b>3,537,550</b>	<b>4,016,758</b>
New Debt Servicing Costs	-	(200,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
<b>Projected Surplus</b>	<b>513,150</b>	<b>280,467</b>	<b>116,129</b>	<b>402,889</b>	<b>569,733</b>	<b>641,712</b>	<b>982,692</b>	<b>1,446,404</b>	<b>1,459,850</b>	<b>2,159,629</b>	<b>3,121,928</b>	<b>3,301,234</b>	<b>3,137,550</b>	<b>3,616,758</b>
<b>Mandated Top-Up</b>	<b>(82,600)</b>	<b>(42,965)</b>	<b>(6,688)</b>	<b>(18,435)</b>	<b>(43,516)</b>	<b>(57,279)</b>	<b>(205,421)</b>	<b>(82,600)</b>	<b>(82,600)</b>	<b>(82,600)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Discretionary Top-up</b>	<b>(400,000)</b>	<b>(175,000)</b>	<b>(50,000)</b>	<b>(325,000)</b>	<b>(475,000)</b>	<b>(525,000)</b>	<b>(575,000)</b>	<b>(800,000)</b>	<b>(1,200,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(800,000)</b>	<b>(800,000)</b>
<b>Residual Surplus</b>	<b>30,550</b>	<b>62,503</b>	<b>59,441</b>	<b>59,454</b>	<b>51,217</b>	<b>59,433</b>	<b>202,271</b>	<b>563,804</b>	<b>177,250</b>	<b>1,577,029</b>	<b>2,621,928</b>	<b>2,801,234</b>	<b>2,337,550</b>	<b>2,816,758</b>

**CAPITAL RESERVES (CCOC)**

Opening Balance	<b>7,880,330</b>	<b>5,907,631</b>	<b>7,040,173</b>	<b>4,406,261</b>	<b>3,500,304</b>	<b>2,898,456</b>	<b>1,731,819</b>	<b>1,731,254</b>	<b>1,833,150</b>	<b>1,747,292</b>	<b>1,974,253</b>	<b>1,825,119</b>	<b>2,213,857</b>	<b>2,804,308</b>
Annual Contribution (Regular):														
EOA	283,572	293,172	293,172	293,172	293,172	293,172	293,172	293,172	293,172	293,172	293,172	293,172	293,172	293,172
Federal	128,373	128,373	128,373	128,373	128,373	128,373	128,373	128,373	128,373	128,373	128,373	128,373	128,373	128,373
Provincial	547,548	559,977	571,177	582,600	594,252	606,137	618,260	630,625	643,238	656,102	669,224	682,609	696,261	710,186
Other	49,835	49,835	49,835	49,835	49,835	49,835	49,835	49,835	49,835	49,835	49,835	49,835	49,835	49,835
Beaver Barracks	161,321	161,321	161,321	161,321	161,321	161,321	161,321	161,321	161,321	161,321	161,321	161,321	161,321	161,321
Commercial	1,153	1,153	1,153	1,153	1,153	1,153	1,153	1,153	1,153	1,153	1,153	1,153	1,153	1,153
Capital Expenditures:														
Other	(1,660,985)	(4,710,697)	(1,079,747)	(1,133,013)	(1,200,347)	(1,782,932)	(723,567)	(712,244)	(942,400)	(381,682)	(346,797)	(475,698)	(720,972)	(766,197)
Provincial	(1,922,977)	(1,312,429)	(2,842,054)	(1,276,379)	(931,279)	(981,579)	(1,256,479)	(1,236,879)	(1,563,204)	(1,013,879)	(986,929)	(853,269)	(294,489)	(951,226)
Beaver Barracks	(200,746)	(374,281)	(114,633)	(144,580)	(286,850)	(282,365)	(87,690)	(130,684)	(176,609)	(284,980)	(657,971)	(135,260)	(568,480)	(482,689)
Supplementary Contributions:														
Grants (City, ESO, CMHC, other)														
Top-up Mandated (assume ends w Agmt)	82,600	42,965	6,688	18,435	43,516	57,279	205,421	82,600	82,600	82,600				
Reserve Top-Up	400,000	175,000	50,000	325,000	475,000	525,000	575,000	800,000	1,200,000	500,000	500,000	500,000	800,000	800,000
Financing Proceeds		6,000,000												
Investment Earnings	157,607	118,153	140,803	88,125	70,006	57,969	34,636	34,625	36,663	34,946	39,485	36,502	44,277	56,086
Ending Balance	<b>5,907,631</b>	<b>7,040,173</b>	<b>4,406,261</b>	<b>3,500,304</b>	<b>2,898,456</b>	<b>1,731,819</b>	<b>1,731,254</b>	<b>1,833,150</b>	<b>1,747,292</b>	<b>1,974,253</b>	<b>1,825,119</b>	<b>2,213,857</b>	<b>2,804,308</b>	<b>2,804,322</b>

**CCOC Long Term Financial Plan**

	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>2035</b>	<b>2036</b>	<b>2037</b>	<b>2038</b>	<b>2039</b>	<b>2040</b>	<b>2041</b>
	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
<b>Surplus/(Deficit) from Operations</b>										
EOA	1,418,093	1,442,472	1,466,995	1,491,655	1,516,445	1,541,358	1,566,386	1,591,521	1,616,754	1,642,077
Federal	281,801	285,402	288,958	292,464	295,917	299,313	302,645	305,911	309,104	312,220
Provincial	2,344,098	2,366,616	2,388,933	2,411,030	2,432,881	2,454,465	2,475,754	2,496,725	2,517,348	2,537,597
Other	309,636	325,102	329,730	342,525	371,890	376,587	381,304	386,039	390,791	395,557
Beaver Barracks	(793,643)	(1,034,669)	(1,020,569)	(1,006,488)	(992,434)	(978,417)	(964,447)	(950,533)	(936,686)	(922,917)
Commercial	70,104	69,638	69,139	68,605	68,035	67,427	66,781	66,095	65,368	64,599
<b>Sub-total</b>	<b>3,630,089</b>	<b>3,454,561</b>	<b>3,523,186</b>	<b>3,599,790</b>	<b>3,692,734</b>	<b>3,760,732</b>	<b>3,828,424</b>	<b>3,895,758</b>	<b>3,962,680</b>	<b>4,029,132</b>
New Debt Servicing Costs	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
<b>Projected Surplus</b>	<b>3,230,089</b>	<b>3,054,561</b>	<b>3,123,186</b>	<b>3,199,790</b>	<b>3,292,734</b>	<b>3,360,732</b>	<b>3,428,424</b>	<b>3,495,758</b>	<b>3,562,680</b>	<b>3,629,132</b>
<b>Mandated Top-Up</b>	-	-	-	-	-	-	-	-	-	-
<b>Discretionary Top-up</b>	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	(800,000)
<b>Residual Surplus</b>	<b>2,430,089</b>	<b>2,254,561</b>	<b>2,323,186</b>	<b>2,399,790</b>	<b>2,492,734</b>	<b>2,560,732</b>	<b>2,628,424</b>	<b>2,695,758</b>	<b>2,762,680</b>	<b>2,829,132</b>

**CAPITAL RESERVES (CCOC)**

Opening Balance	<b>2,804,322</b>	<b>3,204,172</b>	<b>3,139,014</b>	<b>3,899,063</b>	<b>4,914,607</b>	<b>5,071,914</b>	<b>5,893,283</b>	<b>6,223,102</b>	<b>7,212,648</b>	<b>8,488,407</b>
Annual Contribution (Regular):										
EOA	293,172	293,172	293,172	293,172	293,172	293,172	293,172	293,172	293,172	293,172
Federal	128,373	128,373	128,373	128,373	128,373	128,373	128,373	128,373	128,373	128,373
Provincial	724,390	738,878	753,655	768,728	784,103	799,785	815,781	832,096	848,738	865,713
Other	49,835	49,835	49,835	49,835	49,835	49,835	49,835	49,835	49,835	49,835
Beaver Barracks	161,321	161,321	161,321	161,321	161,321	161,321	161,321	161,321	161,321	161,321
Commercial	1,153	1,153	1,153	1,153	1,153	1,153	1,153	1,153	1,153	1,153
Capital Expenditures:										
Other	(769,347)	(570,297)	(784,757)	(510,696)	(695,713)	(385,247)	(906,397)	(651,322)	(282,647)	(1,059,955)
Provincial	(614,279)	(622,269)	(551,394)	(487,914)	(881,691)	(1,041,816)	(592,529)	(689,884)	(788,779)	(927,909)
Beaver Barracks	(430,854)	(1,109,407)	(154,090)	(266,410)	(581,538)	(86,645)	(538,756)	(59,660)	(79,660)	(329,203)
Supplementary Contributions:										
Grants (City, ESO, CMHC, other)										
Top-up Mandated (assume ends w Agmt)										
Reserve Top-Up	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Financing Proceeds										
Investment Earnings	56,086	64,083	62,780	77,981	98,292	101,438	117,866	124,462	144,253	169,768
Ending Balance	<b>3,204,172</b>	<b>3,139,014</b>	<b>3,899,063</b>	<b>4,914,607</b>	<b>5,071,914</b>	<b>5,893,283</b>	<b>6,223,102</b>	<b>7,212,648</b>	<b>8,488,407</b>	<b>8,640,676</b>



# Finance Committee Terms of Reference

## Purpose:

To assure that there are policies and practices in place that ensure the effective financial management and fiscal viability of the Corporation, with due respect to Generally Accepted Accounting Principles (GAAP).

## Composition:

The Finance Committee will be composed of:

- i) the Treasurer of the Corporation, *ex-officio* chairperson; and
- ii) as per the General Policy on Committees.

## Meetings:

As per General Policy on Committees.

## Duties:

- Develop policies to ensure the effective financial management and fiscal viability of the Corporation.
- Assist with the identification and analysis of areas of financial management which are of significance to the Corporation.
- Regularly review the Corporation's ability to meet ongoing cash requirements.
- Review the investment portfolio of the Corporation and report the condition of such investments to the Board on a regular basis.
- Review and advise on annual budgets, audits, and financial statements and synthesize the details for the Board. Ensure that these reports are communicated effectively to other levels of the Corporation.
- Annually set goals for the Finance Department and review workplans accordingly.
- Ensure communication with other committees, tenants and staff on issues relating to the financial management of the Corporation.
- Ensure compliance with GAAP.
- Ensure compliance with financial requirements of funding agencies.



## Finance Committee Terms of Reference

### Purpose:

To assure that there are policies and practices in place that ensure the effective financial management and fiscal viability of the Corporation, with due respect to Accounting Standards for Non-Profit Organizations in Canada (ASNPO)

### Composition:

The Finance Committee will be composed of:

- i) the Treasurer of the Corporation, *ex-officio* chairperson; and
- ii) as per the General Policy on Committees.

### Meetings:

As per General Policy on Committees.

### Duties:

- Develop policies to ensure the effective financial management and fiscal viability of the Corporation.
- Assist with the identification and analysis of areas of financial management which are of significance to the Corporation.
- Regularly review the Corporation's ability to meet ongoing cash requirements.
- Review the investment portfolio of the Corporation and report the condition of such investments to the Board on a regular basis.
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- Annually set goals for the Finance Department and review workplans accordingly.
- Ensure communication with other committees, tenants and staff on issues relating to the financial management of the Corporation.
- Ensure compliance with ASNPO.
- Ensure compliance with financial requirements of funding agencies.

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	(296,996)	(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.
<b>Total Rents from Tenants</b>	<b>11,856,371</b>	<b>11,212,810</b>	<b>6%</b>	<b>7,778,728</b>	<b>11,668,092</b>	
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	19,290	53,961	-64%	15,248	22,872	p19 and 21 came off mortgage. P23 mortgage subsidy reduced on renewal.
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.
<b>Total Revenue</b>	<b>22,072,966</b>	<b>21,528,306</b>	<b>3%</b>	<b>14,461,795</b>	<b>21,763,348</b>	

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	2,519,545	2,589,397	-3%	1,744,212	2,616,318	Based on mortgage schedules. Arlington mortgage based on pro forma, and assumes 11 months of payments. <b>Does not include refinancing of p11 and 13. This would add approx. 150k to expense.</b>
Amortization on Rental property	4,209,729	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	3,122,402	2,171,177	44%	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	3,286,981	4,171,936	-21%	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	85,404	99,210	-14%	-	-	Large decrease in hydro budget reflected in HST expense.
<b>Total Expense</b>	<b>21,592,498</b>	<b>21,045,447</b>	<b>3%</b>	<b>13,688,177</b>	<b>20,669,661</b>	
<b>Operating Surplus(Deficit)</b>	<b>480,467</b>	<b>482,859</b>	<b>0%</b>			
<b>Debt coverage ratio:</b>	<b>1.07</b>	<b>1.07</b>				



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	(12,503)	(16,344)	-24%	(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)	-	-		-	-	
<b>Total Rents from Tenants</b>	<b>188,129</b>	<b>169,258</b>	<b>11%</b>	<b>127,413</b>	<b>191,120</b>	
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	-	-		-	-	
<b>Total Revenue</b>	<b>410,781</b>	<b>402,055</b>	<b>2%</b>	<b>278,342</b>	<b>418,341</b>	

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	63,785	44,768	42%	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	77,630	108,361	-28%	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%	-	-	
<b>Total Expense</b>	<b>410,781</b>	<b>419,650</b>	<b>-2%</b>	<b>268,147</b>	<b>402,221</b>	
	-					
<b>Operating Surplus(Deficit)</b>	<b>(0)</b>	<b>(17,596)</b>	<b>-100%</b>			
<b>Debt coverage ratio:</b>	<b>1.00</b>	<b>0.90</b>				

2019 CCHC-CCOC OPERATING BUDGET

240 Presland

	32	1564	136	345	732	97	254
	TOTAL CCHC	TOTAL CCOC	FED (27,95)	EOA(27,95)	PROV	OTHER	BBARRACKS
Market Rents (MR,M1)	\$ 330,720	\$ 19,104,930	\$ 1,600,174	4,405,182	\$ 8,591,304	\$ 1,077,545	\$ 3,430,726
Vacancy Cost	(12,503)	(296,996)	(24,003)	(66,078)	(139,291)	(16,163)	(51,461)
Rent Incentives	-	-	-	-	-	-	-
RGI Subsidy (RS)	(126,936)	(2,144,922)	(178,561)	(415,002)	-	(160,555)	(1,390,804)
Federal Subsidy	-	(500,318)	(212,339)	(287,980)	-	-	-
Provincial Subsidy	-	(4,083,992)	-	-	(4,083,992)	-	-
BMR Subsidy	-	(142,646)	-	-	-	(32,714)	(109,932)
Internal Subsidies (IS)	(3,152)	(79,685)	(3,042)	(18,776)	(10,628)	(47,239)	-
	<b>188,129</b>	<b>11,856,371</b>	<b>1,182,229</b>	<b>3,617,346</b>	<b>4,357,393</b>	<b>820,873</b>	<b>1,878,529</b>
Rent Supplement	126,936	2,144,922	178,561	415,002	-	160,555	1,390,804
Rent Subsidy	-	3,326,366	-	-	3,326,366	-	-
Operating Subsidy	-	1,664,810	-	-	1,664,810	-	-
Alternative HP Subsidy	-	76,617	-	-	76,617	-	-
Mortgage Subsidy	79,558	19,290	19,290	-	-	-	-
Provincial Afford Payment	-	667,743	-	-	-	28,371	639,373
Recognition Deferred Contributions	-	815,675	-	-	-	92,621	723,054
Parking	5,760	548,400	19,020	103,080	263,040	23,580	139,680
Laundry	6,382	289,705	26,063	45,456	149,531	9,032	59,622
Geothermal charge to tenants	-	212,315	-	-	-	-	212,315
Hydro charged to tenants	-	92,510	-	-	-	-	92,510
Meeting room rental	-	5,343	-	1,198	-	0	4,145
microFit & Roof revenue	-	48,384	13,455	-	34,929	-	-
Administration Fees	864	13,710	3,280	2,970	300	918	6,242
Commercial rent	-	56,636	-	49,150	7,486	-	-
Sundry Income	-	-	-	-	-	-	-
Interest	3,152	96,450	-	72,400	22,750	1,300	-
	<b>410,781</b>	<b>21,935,246</b>	<b>1,441,899</b>	<b>4,306,602</b>	<b>9,903,222</b>	<b>1,137,250</b>	<b>5,146,273</b>
Property Taxes	43,470	3,303,979	326,395	795,857	1,462,277	155,782	563,668
Mortgage Interest	20,411	2,519,545	42,578	87,563	784,597	80,065	1,524,742
Amortization on Rental property	144,654	4,209,729	383,198	59,991	2,814,794	177,637	774,109
Land Rent	-	33,588	4,262	8,118	21,208	1	-
Internal financing	6,822	184,628	-	-	-	46,589	138,039
Amort.Deferred Contributions	-	815,675	-	-	-	92,621	723,054
Custodians	-	71,044	7,740	11,776	30,384	11,424	9,720
Insurance	4,964	300,242	19,631	55,702	135,261	15,938	73,710
Administration	63,785	3,115,502	271,087	687,683	1,457,090	193,349	506,294
Alt HP Subsidy redistributed	-	99,775	-	-	99,775	-	-
Legal Fees	1,500	13,470	1,320	2,520	6,750	520	2,360
Bad Debts	3,000	56,160	2,201	6,466	32,983	10,737	3,773
Miscellaneous	5,000	1,563	136	345	731	97	254
Heat (natural gas)	2,382	499,507	24,002	206,214	218,066	24,210	27,014
Hydro	5,376	760,324	60,347	97,237	320,453	19,996	262,293
Water	11,990	700,322	46,572	139,472	330,542	41,860	141,877
Vacant Unit Utility	806	14,508	1,740	3,967	7,118	1,684	-
HWT Rental	2,026	32,695	7,887	8,261	12,034	4,512	-
Corix Geothermal Fees	-	251,625	-	-	-	-	251,625
Maintenance & Repair	77,630	3,267,181	282,506	708,324	1,489,205	236,314	550,832
RR Contribution(s) - Regular	12,367	1,192,678	128,373	293,172	559,977	49,835	161,321
Security of Tenure RR-CCHC	1,407	-	-	-	-	-	-
HST Expense	1,200	84,544	5,932	17,322	34,047	5,047	22,197
	<b>410,781</b>	<b>21,528,285</b>	<b>1,615,905</b>	<b>3,189,988</b>	<b>9,817,292</b>	<b>1,168,218</b>	<b>5,736,881</b>
<b>Operating Surplus(Deficit)</b>	<b>(\$0)</b>	<b>\$406,961</b>	<b>(\$174,007)</b>	<b>\$1,116,614</b>	<b>\$85,930</b>	<b>(\$30,968)</b>	<b>(\$590,608)</b>
<b>Commercial Surplus(Deficit)</b>		<b>73,507</b>	<b>-</b>	<b>12,147</b>	<b>5,661</b>	<b>-</b>	<b>55,699</b>
	<b>(\$0)</b>	<b>\$480,467</b>	<b>(\$174,007)</b>	<b>\$1,128,761</b>	<b>\$91,590</b>	<b>(\$30,968)</b>	<b>(\$534,909)</b>
Debt coverage ratio	1.00	1.07	0.60	8.25	1.03	0.90	0.78



## **Development Committee Meeting Minutes**

Tuesday, December 11<sup>th</sup>, 2018, 7:00 PM  
464 Metcalfe, Meeting Room

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**Present:** Alison Kar (Chair), Abra Adamo (CCOC Board Member), Richie Allen, Sarah Button (CCOC Board Member), Natalie Duchesne, John Kingsley, Rod Manchee, Penny McCann (CCOC Board Member), Jesse Steinberg (CCOC Board Member), Elliot Sherman, Stephanie Bohdanow, Mary Huang (Guest), David McCallum, Graeme Hussey (Staff), Jana Bawaba (Staff/Minute-taker)

**Regrets:** Brent Walden, Reid Shepherd, Jeff Nadeau, Emily Newcombe, Helena Brown

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1. **Call to Order:** (7:04 pm)
2. **Approval of Agenda** (m/s/c Penny/Abra)
3. **Approval of Minutes** – Attached (m/s/c Natalie/Elliot)
4. **Business Arising:**
  - a) Arlington Update by Graeme Hussey – Attached
    - Graeme distributed CCOC volunteer recognition gifts, which were crafted from the Arlington tree by Dennis Carr.
    - The move-in date is anticipated in February 2019.
    - After construction, the architect and builder perform deficiency walk-throughs before tenants move in.
    - Buildings usually have a one-year general warranty, with some items (e.g. windows) have enhanced warranty.
    - City-waived fees are substantial, as they include development charges. Rod suggested it would be good to know the total cost of the building, including waived fees.
  - b) Development Strategy
    - Cahdco is writing a report on the Development Strategy, which will be given to the Board & Development Committee likely in January.
    - A lot of the discussion is around equity and financing, and how we can do more.
    - Amanda, Finance Director, is working on updating the CCOC long-term financial plan.
    - Staff have suggested a joint Development and Finance Committee meeting where there may be a workshop on equity and financing, potentially in February.
  - c) CCOC All-Committee Meeting Debrief
    - The Development Committee shared their takeaways from the CCOC All-Committee meeting.



- Alison noted there were lots of ideas, but we have to be realistic and take advantage of the options that are available. She suggested trying to get relief from high tax rates via the councillor or groups such as ONPHA.
  - Microphones would be helpful for future meetings.
  - Penny mentioned the difficulties faced when trying to prioritise development in relation to capital assets.
    - Jesse suggested it may be helpful to have guidelines to determine which capital projects may be delayed.
    - Abra suggested there may be non-urgent projects, and noted that there are government grants for capital repairs.
  - Capital repairs and new development have similar financial sources: government grants, (limited) debt financing, and equity.
  - Increasing the rental rates of market units could increase financial sources, but could go against CCOC's corporate mission, and may be an issue in the market context.
  - 3-5 years ago, CCOC assessed its properties to identify any properties to consider redeveloping.
  - Banks can perceive some types of secondary financing (e.g. Grey Nuns financing) as equity. It was suggested to identify other organisations similar to the Grey Nuns. This is still debt, but can be helpful.
- 5. Report of Board, Committees, Community Associations**
- a) Committee Summaries – **Attached**
    - Office update: Phase 1 will be complete next week.
- 6. Report from Cahdco - Move In Camera**
- a) Background: Cahdco is providing development consulting for Anglican Diocese (Julian of Norwich & Christ Church Bells Corners), Convivium CoHousing, Cornerstone, Ellwood House (St. Thomas & Anglican Diocese), King's Daughters and Sons, Multifaith Housing Initiative (Veteran's House), Ottawa Salus, PAL Ottawa, Somerset West Community Health Centre, St. Patrick's Home, Tamir, World University Service of Canada, and Youth Services Bureau.  
– **Report to be distributed**
- 7. Items to Highlight for the Board - Move Out of Camera**
- Arlington
- 8. Agenda Items or Decisions for Next/Future Meetings**
- Background: these are items suggested by committee members. Please suggest!
- Development Strategy draft report

**Adjournment:** (8:48 pm)

(Stephanie)

**Next Meeting: 7:00 p.m. Tuesday, January 8<sup>th</sup>, 2019 (TBC)**



## CITIZEN ADVOCACY OF OTTAWA

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Ray Sullivan  
Centretown Citizens Ottawa Corporation  
415 Gilmour Street  
Ottawa ON K2P 2M8

Dear Ray,

On behalf of the Celebration of People Steering Committee, I would like to congratulate you on being one of our 2018 finalists. December 3<sup>rd</sup> is United Nations International Day of Persons with Disabilities: throughout the world, events such as ours were held to commemorate this day to enhance public awareness.

Each year, we are reminded of the fact that we are surrounded by amazing role models with disabilities, organizations and businesses that recognize the value of inclusion. Inclusion does not only provide employment and opportunities to make a difference for people with disabilities, but it also makes dreams of living an independent life a reality. Truly, we were honoured by your presence.

The Celebration of People Awards shows us that, by encouraging and applauding diversity and the will to make positive changes, we are in fact creating a society that reflects what is best in humankind: compassion and the capacity to act on values of fairness and equality.

Thank you for being part of our celebrations.

Warm regards,

Martha Marr  
Steering Committee Chair  
Celebration of People



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COLLEGE

