

NOTICE OF MEETING

The next regular meeting of the CCOC/CCHC Board of Directors is:
Wednesday, March 27, 2019

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 regular and *in camera* Board minutes of February 27, 2019
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:

ccochoosing.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 February 27, 2019 regular and *in camera* minutes
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
 - a)** Percy & Lisgar borrowing
 - b)** Alternatives to calling police
 - c)** Updating Committee Terms of Reference
- 6.** Executive Committee Report
 - a)** Policy on Standing Committees
- 7.** Personnel Committee Report**
 - a)** Compensation Fairness Review
- 8.** Finance Committee Report (joint meeting with Development)
 - a)** Beaver Barracks Settlement
- 9.** Development Committee Report (joint meeting with Finance)
 - a)** Arlington Redevelopment
 - b)** Development Strategy
- 10.** Tenant and Community Engagement Committee
 - a)** Shopping cart pilot
 - b)** Anti-racist organizational change
 - c)** Global name change in policies
- 11.** Facilities Management Committee Report
- 12.** Rental Committee Report *** (no meeting)
- 13.** Policy Research and Advocacy Committee (PRAC!)
 - a)** 2019 Federal Budget
 - b)** Glossary of “affordable housing”
- 14.** Corporate Business
 - a)** Nominations & appointments sub-committee
- 15.** Conference / Associations' Report
 - a)** HSC Regeneration Forum
- 16.** Other Business
- 17.** Adjournment

Centretown Citizens Housing Cooperative

Minutes of the CCHC Board of Directors Meeting of Wednesday, February 27, 2019

Present: Dallas Alderson (Vice President/Chair), Glenn Allen, Abra Adamo, Kerry Beckett, Sarah Button, James Clark, Penny McCann, Andrew McNeill, Lee Pepper, AnaLori Smith (Secretary), Chris Yordy,
Staff: Ray Sullivan, Hannah Vlaar (recorder)

Regrets: Jesse Steinberg, Josh Bueckert (Treasurer), Bill Rooney (President)

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/James Clark)

3. Declaration of conflict of interest – none.

4. Adoption of the Minutes

The board adopted the minutes of the January 30, 2019 meeting with a note to check the present and regrets list from said meeting. (M/S/C, James Clark/Penny McCann)

5. Business Arising – none.

6. Rental Committee Report – none.

7. Facilities Management Committee Report – none.

8. Finance Committee Report – none.

9. Other business

a) Member Notice to Appear (8pm)

The board moved in camera to consider a recommendation to begin eviction proceedings for a member. (M/S/C, Kerry Beckett/James Clark)

The board decided to end this member's membership and occupancy rights as of March 31, 2019 and gave staff permission to proceed with an N5C.

The board moved *ex camera* to adjourn. (M/S/C, James Clark/Kerry Beckett)

Centretown Citizens Housing Cooperative

10. Adjournment – The meeting was adjourned at 8:27pm p.m.

(M/C, James Clark)

Next meeting:

7:00 pm Wednesday, March 20, 2019

in the meeting room at 464 Metcalfe Street

Secretary of the Board

Date

Minutes of the CCOC Board of Directors Meeting of Wednesday, February 27, 2019

Present: Dallas Alderson (Vice President/Chair), Glenn Allen, Abra Adamo, Kerry Beckett, Sarah Button, James Clark, Penny McCann, Andrew McNeill, Lee Pepper, AnaLori Smith (Secretary), Chris Yordy,
Staff: Ray Sullivan, Hannah Vlaar (recorder)

Regrets: Jesse Steinberg, Josh Bueckert (Treasurer), Bill Rooney (President)

1. Call to Order: The chair called the meeting to order at 7:14pm.

2. Adoption of Agenda

James added a point to the FMC report. The board decided to look at all committee Terms of Reference at the end of the meeting, all at once. 9a will be deferred until March as Finance and Development will hold a joint meeting to discuss the development strategy in the interim. The committees will follow up to see if FMC can also be a part of this meeting.

(M/S/C, Lee Pepper/James Clark)

3. Adoption of the Board Minutes

The board approved the minutes of the January 30, 2019 meeting.

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

4. Declaration of conflict of interest – none.

5. Business arising from the previous minutes

a) Percy & Lisgar borrowing

CCOC is working with the Royal Bank to refinance the Percy School property to renovate the property as well as the CCOC office. There is an incoming cash flow crunch as one of two annual property tax bills are due on March 21. Amanda, our Finance Director, is working with the bank to see if the loan can be executed before this date. If there is a temporary issue with cash flow, CCOC can cash in some investments or look at a bridging loan.

Lisgar is being refinanced to put \$3-4 million back into the property. This work will include new windows, doors, fresh paint, duct work, etc. CCOC is applying to CMHC's co-investment fund for refinancing and the application is being processed. If we get less financing, we will narrow the scope of the project. Work will be conducted in one or two stacks at a time, and tenants will be temporarily moved from their homes to accommodate this work. Our Maintenance Department will coordinate this large project.

6. Executive Committee Report – terms of reference will be discussed under other business.

7. Personnel Committee Report

- a) The Personnel Committee has been in the process of completing a Compensation Fairness Review. The board reviewed the new staff salary ranges and discussed recommendations from the committee regarding individual equity processes.

The board moved *in camera* at 7:25pm. (M/S/C James Clark/Sarah Button)

The Board approved changes to compensation ranges and groupings as recommended by the Personnel Committee.

The board moved *ex-camera* at 9:03pm. (M/S/C Kerry Beckett/AnaLori Smith)

8. Finance Committee Report

- a) The Board moved that \$6442.12 in bad debts be written off for CCOC.

(M/S/C James Clark/Chris Yordy)

9. Development Committee Report

- a) **Development Strategy** – deferred to the March meeting.

- b) **Arlington Redevelopment**

Penny reported that the unit handover schedule has been delayed due to the passive house certification testing as well as finishing. Apartments will not be rented for April 1, but potentially April 15. Ray reported that the second blower door test didn't go nearly as well as the first. There are other issues that may make it hard to get the Passive House certification, in part due to the challenge of "Canadianizing" a German system. CCOC won't know until many months after occupancy whether or not the building will receive Passive House certification.

10. Tenant and Community Engagement Committee

- a) Lee reported that the AGM will be held in the new office. AnaLori said that it will be a great opportunity to have an AGM and an open house of CCOC's new office space. The TCE committee is asking folks who have any CCOC relics to bring them in. CCOC will put the items on display and create a museum event with a variety of artefacts.

11. Facilities Management Committee Report

James reported that at 210 Gloucester, trespassers have been coming into the building and sleeping in the stairwells. Maintenance staff have been telling tenants to call the police. The stairwells at this building are property of the City of Ottawa because of the parking garage. The stairwells are locked from the stairwell to inside the building, but CCOC can't control access to the stairwell itself. There have been a few miscommunications between tenants calling CCOC when they should be calling the police. Ray mentioned there was a tenant meeting at the end of November to talk about this.

Lee stated that if the practice is that staff tell tenants to call the police, CCOC should reconsider this

and instead try to connect the person with other city services. This policy should be revisited. Glenn suggested that tenants are told to call 311 as the City owns the stairwell and they have security at that particular building. Staff will investigate alternatives.

12. Rental Committee Report

- a) Kerry reported on the 2018 eviction statistics. There were 19 new N5s which make up 1.2% of tenant households. 17 of these N5s were served for behaviour, and 2 were served for smoking. 8 are no longer tenants.

13. Policy Research and Advocacy Committee (PRAC!)

- a) PRAC was pleased about the City's commitment to invest in affordable housing in the 2019 budget, but recognizes this is a one-year injection and not a commitment of long-term municipal funding. The committee is solidifying its work plan.

14. Corporate Business

a) Nominations & Appointments Subcommittee

Andrew reported that five of seven board members are running for re-election, and the board will need at least three more people to run for a healthy competition. Hannah is staffing the subcommittee and brought a list from staff of potential tenants to approach. Once those people have been contacted, the subcommittee will look at committee members as well as do a general call out in the April NewsNotes. Lee is not running for re-election but offered to support the work of the subcommittee. The board moved to add Lee to the Nominations & Appointments Subcommittee.

(M/S/C James Clark/Abra Adamo)

15. Conference / Associations' Report

a) CHRA April 2-4, Victoria

Ray reported that James will be attending the CHRA conference on behalf of the board. A couple of people were interested. The person who has been to a conference the least recently goes to the top of the list.

b) CHRA Board election

Ray has been elected to the CHRA board for a three-year term.

16. Other Business

a) Standing Committee Terms of Reference

All of the standing committees revised and updated their Terms of Reference.

Two points have been added to each committee's Terms of Reference. The executive committee will take a look at the general policy on standing committees to clarify board member representation on committees. Some executive roles are tied to committee positions but this has not always been followed in practice. The TCE staff will work on the committee welcome package this year to make sure new committee volunteers

understand how things are supposed to work. It is made available online but is not the most accessible format.

The Board looked at some of the revised Terms of Reference submitted, but concluded that they need a global review to ensure consistent wording and format.

Executive – These Terms had a change in the committee’s composition. The board can now choose to appoint an additional temporary member.

Personnel – There was a special provision around staff representation at the committee. Provision has been rewritten to state that staff make up one person for quorum, but still have unique votes. There were also changes to authorities on HR issues and some titles were updated.

FMC – The formatting will be changed to align with all of the other Terms. Ray recommended moving the two bullets that were added to all of the Terms from the end to the beginning of the document.

Rental – Large changes have been suggested around the history of two-tiered membership on this committee. A long time ago, the committee was the appeal body for some staff decisions. However, the Housing Services Act has removed CCOC’s ability to do this. Because the Rental committee doesn’t look at a lot of confidential info any longer, the two-tiered system, where some members would be approved by the board, is no longer necessary. The line about the Rental Committee reporting directly to the Board of Directors has been removed—this has long been the case.

Sarah mentioned that the language across Terms of Reference should be harmonized language. All of the Terms of Reference will come back to the Board at a later month after these changes are made. Exec will look at the general standing policy on committees and will cross check to ensure consistency.

17. Adjournment: The board moved to adjourn the meeting at 9:46pm.

(M/C James Clark)

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

Monday, March 18, 2019
at 415 Gilmour (second floor)

Present: Kerry Beckett (Chair), Josh Bueckert, James Clark, Penny McCann, Ray Sullivan (staff)

Regrets: Dallas Alderson, Bill Rooney, AnaLori Smith

1. **Call to order:** 7:38
2. **Approval of the agenda:** approved, after some complicated geometry involving staples.
(Moved/Seconded/Carried, Josh/Penny)
3. **Approval of minutes from February 11, 2019:** (M/S/C, Kerry/Penny)
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~~ April 2019.

Update: the third blower door test showed much, much better results. The building envelope exceeded Passive House performance requirements. We seem OK to meet or exceed performance criteria, but we still have to work out issues with applying the European points system to a Canadian context.
 - b) **Annual Service Manager letter**

Background: The City of Ottawa, as Service Manager, conducts an annual review of CCOC's audited statements and Annual Information Return (AIR) and send the board a letter flagging any issues.

Discussion: Ray highlighted CCOC's proposed reply on the issue of Incoming Income Limits. Executive committee reviewed and approved a final draft of the reply letter.
5. **Reviewing Directors' meeting:** Directors met on March 6 to continue some team development work, and again on March 7 to review draft 2018 financial statements.

6. New Business:

a) Policy on Standing and ad-hoc committees

Background: the Board had asked all standing committees to update their Terms of Reference in February. Rental committee asked Exec to look at the general policy and at the section on committee composition in particular.

Discussion: The committee reviewed the existing policy and suggested some changes:

- i. Removing the two levels of Rental Committee members
- ii. Strengthening the suggestion that each committee should have at least one board member by making it a board responsibility
- iii. Recognizing the role of a vice-chair and suggesting that one of the chair or vice-chair should be a board member
- iv. Removing redundancies with the Policies of Employment around reimbursement for expenses and around harassment

The committee also discussed whether to put a cap on the number of members on committees, but some committee members pointed out that the board had recently rejected that idea.

Decision: Executive Committee recommends that the Board adopt the revised policy on standing committees and board composition. (m/s/c, Penny/Kerry)

7. Programs/Policy:

- a) **ONPHA HSA EOM working group:** With all the acronyms spelled out, the Ontario Non Profit Housing Association has created a provincial working group to deal with Expiry of Mortgages for Housing Services Act (Provincial Reformed) housing providers. This is a top issue for CCOC. Ray was asked to chair the working group.

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 **4** tenants, and non-renewal of the lease for **1** tenant, unless satisfactory arrangements for payment can be reached". (m/s/c, Josh/Kerry)

b) Other reasons:

The committee reviewed the list and moved "That staff be authorized to proceed with eviction in the case of **2** tenants for substantial interference." (m/s/c, Josh/Penny)

The committee also reviewed the case of an N13 with one tenant and progress on restoring their apartment.

9. Strategic Plan: no news

10. Cahdco Update:

- a) **Joint meeting:** The Development Committee has requested a discussion on the relationship between Development Committee and Cahdco. Staff are arranging a joint meeting between Cahdco Exec, CCOC Exec and CCOC board members on the Development Committee.

11. Other business

- a) **2019-2020 Table Officers:** The committee discussed who might be interested in serving as table officers and executive committee members after the AGM. They resolved to bring the discussion forward to the next Board meeting. Josh committed to contacting Bill and Dallas.

12. Adjournment: 9:09 (m/c, Josh)

Next Meeting: 7:30 pm, April 15 (possibly in a new boardroom)



Standing Committees & Board Composition

Board of Directors

Following the original intent of the Board of Directors, CCOC is a broad-based community and tenant organization. In the operation of CCOC, tenants and community representatives have been members of the Board. Both have been instrumental in shaping corporate policy and decisions. CCOC recognizes and values the contribution of tenants and others for their varied experiences and perspectives in the management of the Corporation.

It is therefore the intent of the Board to continue this by stating that it has been, and will continue to be, the policy of CCOC that tenants as well as other community representatives will be Directors of the Corporation. In order to ensure representation by tenants and by the broader community, CCOC amended its Letters Patent in December 1995 to state that not less than one third of Board members will be residents of CCOC and not less than one third will be members who are not residents.

CCOC will actively inform tenants, committee members, and the general membership alike for nomination to the Board of Directors respecting the clauses noted above and the Bylaw which requires that any member standing for the Board of Directors must be a member 30 days prior to the AGM.

The Board recognizes the value of volunteer committees and adopts the following organizational guidelines to aid committees in their consideration of CCOC business and ensure the orderly flow of information to the Board and from the Board to the membership.

1. Standing Committees

The Standing Committees are the Executive Committee, the Personnel Committee, the Finance Committee, the Rental Committee, the Property Facilities Management Committee, the Membership and Communications Tenant and Community Engagement Committee and the Development Committee.



2. Membership and Quorum

- a) Executive Committee: the members are the President, Vice-President, Treasurer and Secretary and 2 other Board members appointed by the Board. A minimum of 4 of these members will constitute a quorum.
- ~~b) Rental Committee: Up to 8 members are appointed by the Board on an annual basis. These members have access to confidential information. A minimum of 3 appointed members shall constitute a quorum for confidential items. Other members can participate in agenda items which are not of a confidential nature and quorum for these items will be as per section d) below.~~
- e)b) Personnel Committee: Up to 8 members appointed by the Board of which 1 is a member of the Executive but is neither the Treasurer or Secretary, and 1 is another member of the Board. In addition, 2 staff representatives elected by staff for a 1 year term. A minimum of 3 will constitute a quorum.
- d)c) *All other Standing Committees:* The presence of 3 regular voting members shall be a basic quorum for committees. Staff cannot be voting members of a committee which provides advice to their department. ~~One of these shall be the chairperson or delegate. Whenever possible, at least 1 Board member shall attend each committee meeting.~~The Board shall ensure that each committee will have at least one Board member among its members.
- e)d) *Regular Members:* A regular member is defined as one who has attended at least 3 of the committee's meetings in the preceding 6 months and can therefore be assumed to have some understanding of its purpose and activities. All members of the committees of CCOC must be members of CCOC."
- f)e) *Ad Hoc Committees:* The Board may, at its discretion, set up ad hoc committees to perform specific time limited tasks. The Board will set the composition and terms of reference for these committees.

3. Chairpersons



The Chairperson of every committee shall be a member in good standing of the Corporation. A CCOC employee cannot be chairperson of a committee to which they are a resource person. ~~In general, chairpersons shall be drawn from the main volunteer component. In the case of a vacancy in the chair of a standing committee, the President or other designated member of Executive Committee shall be interim chairperson. Committees may also choose to appoint a Vice-Chair. In general, a Board member should occupy one of those two positions.~~

The Treasurer shall normally chair the Finance Committee and the Vice-President shall normally chair the Personnel Committee.

Every Committee shall have a Chairperson elected by its members. ~~In the case of committees where members are appointed by the Board, the Chairperson shall be one of the appointed members.~~ Normally, the Chairperson will be elected at the regular meeting following the Annual General Meeting. No individual shall serve as Chairperson for longer than fifteen months without being re-elected. At a minimum, the Chairperson will be elected at the beginning of each meeting and continue in this role until the next regular meeting of the Committee.

4. Terms of Reference

Each committee may review its terms of reference and suggest changes to the Board for ratification.

5. Notice of Meeting

If the Committee is not meeting on its regularly scheduled day, notice of meeting or confirmation of a regular date must be given orally or in writing to at least three regular members of the committee at least five days before the date of the meeting. Efforts shall be made to contact all regular members of the Committee, all others who attended the last two meetings as well as to other members or tenants who have expressed interest. Resource staff of the committee are responsible for ensuring that notice is given.

6. Frequency of Meetings

Board approved Apr/80

Board amended July/01

Board reaffirmed Sep/05

Board amended March 2019



Standing committees will normally meet once a month and no standing committee shall go more than two months without meeting.

7. Schedule of Meetings

All committees will meet in the evenings to allow for volunteer participation. Committees will schedule their meetings on fixed dates (i.e. every second Tuesday of each month) and in such manner as to ensure that minutes of the meeting are available to be ~~mailed sent~~ to the Board ~~one week before~~ at least five days before the board meetings.

Committees will endeavour to ensure that committee meetings be scheduled not to ~~coincide conflict~~ and scheduling will be forwarded to the office to ensure the availability of meeting rooms.

8. Minutes and Reporting

The Chairperson shall ensure that minutes are prepared and that copies are made available for distribution to the Board and Committee members. The minimum information in the minutes shall be the date of the meeting, the names of those in attendance and an accurate copy of each decision or recommendation passed by the meeting.

The Chairperson shall ensure that someone present at each meeting represents the committee at the subsequent Board meeting to ensure reporting from/to the Board. The Chairperson is also responsible for communication with other Committees as may be necessary.

9. Support to Volunteer Committee Members

To reduce the barriers to participation on the Board and Standing Committees, the following support will be provided:

- all committee meetings will be advertised two months in advance in the NEWSNOTES;
- committee members will be reimbursed for their taxi fare to and from meetings and ~~for~~ family care expenses ~~will be paid for at a rate recommended~~

Board approved Apr/80

Board amended July/01

Board reaffirmed Sep/05

Board amended March 2019



- ~~by the M&C Committee and approved by the Board (outlined in Appendix A–pg 7);~~
- the Board will ensure that budgets include reasonable provisions for refreshments at meetings. If the Committee must meet at suppertime, a modest meal will be provided.
 - Committee volunteers attending conferences on behalf of CCOC will be reimbursed for travel, accommodation, meals and other incidental expenses consistent with CCOC’s Policies of Employment.

10. Confidentiality Policy

The Board of Directors of CCOC is aware that members of staff and members of various committees as well as members of the Board of Directors may become aware of information of a personal nature about a tenant or staff member of CCOC.

This information may be in the nature of, but not limited to, the health, income, family status or legal status of a tenant or staff. This information may be provided by the person ~~him/herself~~themselves verbally or in writing, or may be divulged to CCOC by a third party.

The Board agrees that this information may be required for staff or committee/Board members to carry out the duties of their position or to meet health and safety requirements.

In order to provide tenants and staff with the confidentiality which would normally be expected in situations where such information is divulged, the Board sets as policy that:

“Employees and volunteers shall not, except in the carrying out of their duties, directly or indirectly disclose to any other person, firm or corporation, or use for ~~his/her~~their own purpose any information, knowledge or material pertaining to tenants and staff without prior approval of a direct supervisor or the Board of Directors, or the affected person or persons. Any breach of this policy may constitute just cause for disciplinary action, up to and including discharge from employment for CCOC employees, or, in the case of committee members and directors, removal from the membership of a committee of CCOC or the Board of Directors.”

Board approved Apr/80

Board amended July/01

Board reaffirmed Sep/05

Board amended March 2019



11. Safety and Harassment Policy

This policy applies to CCOC's volunteers as well as to the corporation's employees, as written in the CCOC Policies of Employment. ~~It can be found on page 24 in the *Policies of Employment Booklet* (page 183 of the *Board Briefing Book*),~~



12. Allowable Expenses re: Conference and Meetings Attended on Behalf of CCOC

- ~~1. **Accommodation:** It is expected that Claimants will exercise discretion in selecting suitable accommodation of a reasonable standard. Where possible, the accommodations will be arranged through the CCOC office.~~
- ~~2. **Meals and Incidentals:** For each day or part day spent travelling on CCOC business, Claimants are entitled to a meal allowance for each breakfast, lunch and dinner when applicable, provided the meal was not provided free of cost or as part of the transportation cost. When this allowance is paid, no additional amount may be claimed for meals or for gratuities associated with meals. The amount of the meal allowance shall be determined by the Board of Directors from time to time and will be outlined in Appendix A (pg 7). A portion of the daily meal allowance will include an amount for incidentals, also defined in Appendix A; it will be prorated for part travel days.~~
- ~~3. **Transportation:** In every case, the most economical and efficient method of transportation will be sought. CCOC will reimburse Claimants for reasonable and necessary travel expenses actually incurred in the performance of their duties, excepting travel between their normal place of work and home, as follows:
 - ~~a) where the Claimant uses his or her own vehicle, a rate per kilometre as established by the CCOC Board of Directors (see Appendix A pg 7);~~
 - ~~b) the cost of air, rail, or bus travel, as appropriate;~~
 - ~~c) taxi or parking costs; and~~
 - ~~d) vehicle rental costs.~~~~

~~Wherever possible, special reduced fares should be obtained. Economy class airfare will be paid when reduced rates are not available. Trains and/or buses are the preferred mode of transportation when time permits.~~

- ~~4. **Entertainment and Promotion:** Unless specifically authorized by the CCOC Board of Directors, funds for entertainment and promotion will not be paid to Claimants.~~
- ~~5. **Childcare:** Reasonable and necessary childcare expenses beyond the Claimants normal childcare expenses, and incurred while attending a meeting and/or conference on behalf of CCOC shall be reimbursed to a maximum amount as defined in Appendix A (pg 7) of this policy.~~

Board approved Apr/80

Board amended July/01

Board reaffirmed Sep/05

Board amended March 2019



- ~~6. **Loss of Income:** Where loss of income for the Claimant is incurred as a direct result of participation in the meeting and/or conference, a request for compensation, in all or in part, can be made to the CCOC Executive Committee for consideration. CCOC Executive Committee will exercise discretion with regards to compensation amounts on a claim-by-claim basis.~~
- ~~7. **Submitting Expense Claims:** Incidental costs and public transit fees do not require receipts. Accommodation, transportation, meals and childcare expenses must be accompanied by a receipt.~~

Appendix A: Approved Expense Rates

- ~~1. **Use of Vehicle** – Rate as of July 1/11: 0.57 cents/kilometer (subject to change based on Treasury Board rates)~~
- ~~2. **Meals and incidentals**
Daily Meal Allowance: Breakfast – \$10.00
Lunch – \$15.00
Supper – \$25.00
Total – \$50.00~~
- ~~3. **Incidentals** are calculated at 15% of the maximum meal allowance $\$50.00 \times 15\% = \7.50~~
- ~~4. **Family care expenses**
Hourly allowance \$ 6.00
Daily allowance * \$50.00

*This includes overnight care where necessary. Where overnight care is not applicable, the hourly allowance will be applied. Family care expenses must be accompanied by a receipt.~~
- ~~5. **In-town expenses**
For training or conference attendance within the City of Ottawa, CCOC will reimburse for the following expenses: meals which are not provided as part of the registration fee and parking costs. Incidentals and mileage costs for travel within the city limits will not be reimbursed. Taxi fares can be reimbursed, if preapproved by supervisor, as can mileage costs for travel outside city limits.~~

March 22, 2019

Lisa Goodfellow
Senior Program Administrator
Social Housing and Shelter Management Branch
City of Ottawa
100 Constellation Cres., 8th Floor East
Ottawa, Ontario K2G 6J8
[by email <Lisa.Goodfellow@ottawa.ca>]

RE: Financial Settlement for the Year Ended December 31, 2017

Dear Ms. Goodfellow,

Thank you for your letter dated January 16, 2019. I have reviewed your letter and its contents with CCOC's Board of Directors and wish to take this opportunity to acknowledge and respond to some of the matters you raised.

We look forward to continued discussions with the City on property taxes at our Beaver Barracks properties. As we have noted, based on the recent MPAC re-assessment, property taxes at this site will increase by approximately \$126k between 2017 and 2020. We were unable to obtain any exemption or recognition of the non-profit and affordable status of this property from MPAC. As of this date, we have not been successful in appeals of the assessed value. The challenge stems from MPAC's inability to recognize the revenue limitations placed on the property by the Affordable Housing Program. We believe this is a significant flaw in the program and it creates significant risk for housing providers that are not charities or municipal entities. We appreciate the City's willingness to explore solutions that could relieve this cost pressure.

As your letter notes, CCOC has been able to absorb deficits at Beaver Barracks. However, our ability to continue doing so is at the direct expense of our ability to invest in capital repairs at existing properties. Fair treatment on property taxes at Beaver Barracks will improve our ability to be financially sustainable and to manage our assets for the long term without dependence on government grants.

The Service Manager has initiated workshops and discussions over the past few years on expiry of operating agreements and the end of mortgages (EOM) under the HSA. CCOC agrees that EOM is a pressing issue and the lack of policy and funding clarity impedes our ability to do financial planning beyond 2022. We hope to work closely with the Service Manager to resolve this challenge.



Provincial Reformed Programs

Additional Subsidy: Your letter notes that CCOC received \$73,896 in additional subsidy for Options Bytown. These funds are flowed through CCOC for the supportive housing program operated by Options Bytown at 369 Stewart. Your letter notes that these revenues are “available to reduce the deficit in maintenance”. The 2017 audited statements clearly show \$96,776 in “Alternative HP subsidy distribution”. Far from being “available to reduce the deficit in maintenance”, 130% of the funds are distributed to supportive housing partners at 369 Stewart and 515 MacLaren. We feel this description is misleading and would appreciate alternative language in future years.

Operating Surplus Discrepancies: as you note, there was a difference of \$1,959 in accumulated operating surplus in the audited statements and your reconciliation, related to an error in segregating commercial and residential costs at 520 Bronson. We will ask our auditor to review the discrepancy and make adjustments as required.

Breakdown of Capital Expenses: as requested, a breakdown of capital expenses for SHIP/HHIP was provided on February 13, 2019.

NHA Section 95 Capital Expenses: as requested, a breakdown of capital expenses for capital expenses in this portfolio was provided on February 14, 2019.

NHA Section 27 Ingoing Income Limit: All incoming market-rent tenants to these two properties had incomes below the Ingoing Income Limit (ILL) on the first day of their tenancy in 2017. However, CCOC can not commit that 100% of market rent tenants will have incomes below the ILL in all years, particularly in years with high local vacancy rates. Given that ILLs do not apply the day after the tenant moves in, we feel it is an unnecessary restriction on our ability to rent vacant apartments.

Missing Documentation:

Your letter lists three items missing from our 2017 Annual Information Return. As of today’s date, all have been submitted.

As always, we appreciate the Service Manager’s commitment to the long-term sustainability of non-profit housing in Ottawa. We share a common goal of ensuring that all Ottawa residents have safe, secure and affordable housing, and we appreciate our partnership to achieve it together.

Sincerely,



Ray Sullivan
Executive Director

cc. CCOC Board of Directors
Baker Tilly Ottawa LLP (formerly Collins Barrow)

CCOC PERSONNEL COMMITTEE

MINUTES

5:30pm, Monday, March 18, 2019

415 Gilmour (apartment 304)

Present: Kerry Beckett (chair), Jane Dickinson, Sue Lott, Zak Spelay, Pascal St-Amour, Hannah Vlaar, Doris Zastre

Staff: Ray Sullivan (staff resource), Tessa Hill (recorder)

Regrets: Dallas Alderson

1. **Call to order:** The meeting called to order at 5:35pm.

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

3. **Approval of the February 11, 2019 minutes:** (M/S/C, Z. Spelay/S. Lott)

4. **Staffing Updates:**

The competition for the Building Cleaner position was unsuccessful. We will be re-posting the job near the end of March.

5. **Training:**

Eight staff will be attending De-Escalating Potentially Violent Situations training on April 9, 2019.

6. **New Business:**

a) Ride-share reimbursements

Background: At their December 2018 meeting, the board asked “that the Personnel Committee review the policy for reimbursement of taxi fares as there is a concern that ride-sharing services, which aren’t bound to the same regulations as taxis, may engage in unethical practices.”

One member strongly supported Uber stating that they have received better service from them than taxis.

Members were not familiar with the unethical practices and there was some discussion regarding possible unethical labour practices.

The committee felt that if they were to impose restrictions on the companies eligible for expense reimbursement, it would need to apply across the organization and in all cases. If we start specifying the eligible companies for transportation, we could also start specifying companies for food or hotel reimbursement based on the practices of the company providing the service. Members felt that each individual should be able to make those decisions for

themselves. CCOC should not be the one to determine which companies the staff and volunteers are able to use.

The committee members determined that CCOC should not impose restrictions on reimbursements for Uber or any other ride-sharing program at this time. [Vote: unanimous, all in favour]

b) Sick leave policy

Background: There has been some confusion around CCOC's definition of "immediate family", as defined in the sick leave policy. There is ambiguity about whether the individuals listed need to live with the employee or if that applies only to "other dependents".

The definition of "immediate family" applies to both the sick leave policy and the supplementary medical expense plan. Any changes would apply to both sections. Clarification is needed in order to ensure the policy is being applied consistently across the organization.

The main area of confusion was whether everyone already listed in the policy needs to live with the employee. Some people were interpreting it that way while others believed only the "other dependent" needed to live with the employee.

One member brought forward that the existing policy language could be too restrictive and does not take into account different cultural backgrounds. CCOC's definition is essentially the definition of a nuclear family and interpretation of "family" can be very different depending on one's culture. Members felt that this was a fair point but that there are also two discretionary days that can be used if a person does not fall within the outlined definition. Leaving the policy too broad will make it difficult to interpret and we need to ensure consistent application of the policy.

The policy change proposed is to change the wording from "or other dependent" to "or any dependent". This should imply that only the dependent person needs to live with the employee while all other individuals listed do not need to reside with the employee to be eligible.

The committee approved the proposed change to the policy. (M/S/C, H. Vlaar/D. Zastre)

7. Business Arising:

a) 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.

As we know, the Board approved the changes discussed at the last meeting. Staff got personalized letters letting them know how the change affects them. The changes come into effect on April 1.

The change requires some updates to the policies of employment (section 9 and Annex 2).

Staff were given the opportunity to review the proposed changes to the policies and some issues were mentioned. The Personnel Committee members went through each of the items brought up in the staff meeting (the bulleted points in the staff meeting minutes).

Re-Evaluations:

- For re-evaluations, staff would be able to present their case to the evaluation panel either in writing or in person. They can choose to bring a support person if they want to present in person (this is not limited to the Personnel representative and could be anyone they feel comfortable inviting).
- The actual re-evaluation process will be done without the individual being present. This is because all jobs are evaluated in relation to other positions.

Some staff brought issues to their Personnel representatives regarding the evaluations. The reps outlined the concerns and committee members discussed.

1. Job descriptions: some staff felt that it is unfair that job descriptions were not updated prior to completing the job evaluations. They felt that none of the participants of the evaluation (ie. Directors) know what tasks are a part of their job so there was no way to accurately score the position.
 - The evaluation is not based on the tasks/duties of the position. It is based on higher-level criteria such as “effect of error”, “education required”, “level of supervision given or received”. Even if it were the case that the Directors did not know what tasks the individual completes daily, it does not affect the higher-level criteria the evaluation is based on. This was discussed further under “re-evaluations”.
 - Personnel members were quite concerned that some staff feel their Director seems to have no idea what their job entails. Directors should absolutely know what the job entails and what they expect from their staff – even if they don’t know all of the daily tasks. In many cases, the Director created the position, in many other cases they directly supervise the position, so they should know what goals their staff should be reaching. If a staff member has taken on additional responsibilities that go beyond their job description, that doesn’t necessarily mean it should be part of the position and should be re-evaluated by the Director. Ultimately, the Director has final say in what tasks should be part of a position since they are in charge of and determine the needs of the department.
2. Performance evaluation: if a person is at the top of the range, what is the point of an annual performance evaluation?
 - Performance evaluations are not just for determining salary. We do them now even though it is unrelated to salary. People need to know how they are doing. If they are doing poorly, they need to be told how to improve. If they are doing well, they deserve to be told they are doing a good job!

3. Re-evaluations: some people feel that this first year should not require a 12 months wait for re-evaluation. Some people felt that it was done incorrectly and needs to be fixed ASAP. There were also concerns about the members on the panel.
 - Members discussed the 12 month re-evaluation period. They are open to earlier re-evaluations but feel that the job descriptions should be completed first. If some staff don't think the first evaluation was done properly without the job descriptions, it shouldn't be done again until job descriptions have been updated. That way everyone can feel confident the most up-to-date information is being used. Ray estimates the job description updates will take 2 months but we've never done one on such a large scale before so it could be less or more. We won't know until we start and that requires the return of our Corporate Service Supervisor.
 - For the re-evaluations, staff feel that they will have to justify their position to the person who made the initial decision (ie. getting a "second" opinion from the person who gave the first opinion). Members felt that staff had a good point. It is important that the panel members know how to apply the evaluation tool and that currently includes the people who made the initial decision. Members discussed having staff representation on the re-evaluation panel. The staff member would obviously need to keep things confidential but it may help legitimize the process and ensure staff feel more comfortable. Personnel Committee determined that the personnel representatives would be the best option. They could be trained on the tool prior to the first re-evaluation.

Performance: Staff feel that only their work be evaluated when it comes to performance-based increases. It should not include any additional volunteering they choose to do on their own time (ie. plant days, AGM etc).

- Personnel members agree. The addition of "in their work duties" was added to the performance section of the policies of employment.
- Members wanted to change the order to "good, exemplary, less than good" to reflect most likely to least likely outcomes.

New Hires: If a person is hired in the second half of the year, it could mean they have to wait almost 18 months before receiving their first raise. If they are hired in the first half, they would only need to wait 7 months. However, it doesn't make sense to give someone a raise while they are in their initial probation. For now, we will leave it as is.

The Committee reviewed Annex 2. They requested the tool grading be removed and only the salary range and letter grouping remain.

The Personnel Committee approved the proposed policy with the above changes.

(M/S/C. S. Lott/D. Zastre)

b) Office Reno

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

Discussion: Not reviewed – ran out of time

8. **Report from the Board & Committees:** Not reviewed – ran out of time

9. **Staff meetings:** Not reviewed – ran out of time

All Staff: March 6

Health & Safety: April 10

Directors meeting: March 7, 8

10. **Work plan review:** Not reviewed – ran out of time

11. **Other business:**

a) In camera item: The staff reps left the room.

The committee moved *in camera* at 7:12pm.

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

The committee moved *ex camera* at 7:25pm.

(M/S/C, D. Zastre/S. Lott)

12. **Adjournment:** The meeting adjourned at 7:25pm.

**Next meeting: 5:30pm, April 8, 2019
At 415 Gilmour**

Personnel Committee Work plan (2016-2018)

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

9 Salaries & Overtime Compensation

9.1 Salary Ranges

Salaries and salary ranges are subject to approval by the Board. Current ranges are provided in Annex 2.1

9.1.1 Job equity evaluation

Personnel Committee will review evaluations of each position at least every five years based on a job equity evaluation system. Job equity evaluation scores will determine which salary range is used for each position.

9.1.2 Re-evaluation

Employees can request re-evaluation of their position. The re-evaluation review panel will include the Executive Director, the Director of the relevant department, the Corporate Services Supervisor, one non-staff member of the Personnel Committee and one staff member of the Personnel Committee. The panel may invite Directors of other departments as needed to make comparisons between positions in different departments. Re-evaluations will always be more than 12 months after the most recent evaluation or re-evaluation.

If a staff member has requested a re-evaluation of their position, all staff under the same position will be notified. Any staff whose positions are being re-evaluated may make a written or verbal presentation to the re-evaluation panel. They may bring a support person if they choose, they may also choose to make their presentation in private.

9.1.3 Starting Salary

Generally, new staff will start at the minimum level of their salary scale. The Executive Director may approve a starting salary at a higher level, based on experience and qualifications. Starting salaries will never be higher than the midpoint of a salary range.

9.2 Cost of Living Adjustments

The Board intends to annually adjust salary ranges and salaries for all regular and term employees by an amount which reflects increases in the cost of living. Such adjustments are subject to CCOC's ability to afford them. If, in any year, the Board perceives that cost of living increases cannot be provided, consultation with employees will take place before the Board makes a final decision.

Generally, the Board will not reduce salaries in years of negative inflation.

9.3 Other Salary Increases

9.3.1 Regular Employees

9.3.1.1 Good Performance

~~On an annual basis, r~~Regular employees will receive a 2% increase in compensation automatically move through the salary scales shown in Annex 2.1 provided thif good performance in work duties has been documented in their annual performance review (section 16.4)at a satisfactory evaluation has been completed, and provided that their compensation remains within the salary scales shown in Annex 2.1. If a performance review has not been completed in the previous 12 months, and in the absence of disciplinary letters or probation (section 16.5), CCOC will assume that performance is good. In the absence of a completed evaluation, the employee will be deemed to have performed satisfactorily.

9.3.1.3 Exemplary Performance

Regular employees will receive a 3% increase in compensation if exemplary performance in work duties has been documented in their annual performance review (section 16.4) and confirmed by the Executive Director, and provided that their compensation remains within the salary scales shown in Annex 2.1. Exemplary performers are exceptional employees who set an example not just within their workgroups and peers, but also across all of CCOC. Volunteer work outside of regular work duties will not be considered.

9.3.1.2 Less Than Good Performance

Employees with less than good or unsatisfactory performance in work duties, as documented in their annual performance review (section 16.4), or any disciplinary letter or probation (section 16.5) in the previous 12 months, will not receive a salary increase.

9.3.2 Timing of Payments

~~Regular employees will receive the salary increases described in section 9.3.1 on January 1 following their first six months of continuous active service. Salaried employees will move through the salary scales on their anniversary date of employment in the year for which increases are approved. Hourly wage employees who have been employed for at least six months will move through the scales on January 1 of the year for which increases are approved.~~

9.3.3 Consideration of Affordability

Salary increases noted in 9.3.1. and 9.3.2. are subject to CCOC's ability to afford them. If, in any year, the Board perceives that salary increases cannot be provided, consultation with employees will take place before the Board makes a final decision.

In the years where the Board perceives that budgets will allow increases for cost of living adjustments or salary increases, but not both, staff will receive cost of living adjustments.

Annex 2 : Salaries

2.1 Salary Ranges for Regular Employees - Section 9.1 and 9.3.1

2019 SALARY RANGES (REGULAR EMPLOYEES)

<u>Group</u>	<u>Salary range</u>
A	33,974 – 37,749 – 41,524
B	39,217 – 43,857 – 48,496
C	44,011 – 51,649 – 59,287
D	50,802 – 58,059 – 65,317
E	56,966 – 67,018 – 77,071
F	65,756 – 77,360 – 88,964
G	75,902 – 89,297 – 102,691

2.2 Salaries or hourly rates for other employees (term, casual) – Section 5.2, 5.3 and 5.4

Salary and hourly rate will be established at the time of hiring in consultation with the Executive Director. The salary ranges for regular employees performing similar work should be used as a reference when setting wages for term and casual employees.

2.3 Cost of Living Adjustments (COLA) - Section 9.2

When the Board determines that it can adjust salary ranges, COLA will be based on the June Consumer Price Index for Ottawa. Increases would be effective as of the next January 1st.

2.4 Job Equity Groupings

2019 Job equity groupings

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



Joint Development/Finance Committee Meeting Minutes

Thursday, March 21st, 2019, 7:00 PM
464 Metcalfe, Meeting Room

Present:

Development Committee: Alison Kar (Chair), Penny McCann (CCOC Board Member), Abra Adamo (CCOC Board Member), Sarah Button (CCOC & Cahdco Board Member), Natalie Duchesne, Rod Manchee, Jesse Steinberg (CCOC Board Member), Brent Walden, Elliot Sherman, Stephanie Bohdanow, Mary Huang, Court Miller (Guest), Alannah Bird (Guest), Isaac Prazmowski (Guest)

Finance Committee: Josh Bueckert (Treasurer/Chair), Rod Manchee, Mary Huang, Court Miller, Linda Camilleri, Nicole Rogers (Guest), Domir Berberi (Guest)

Staff: Graeme Hussey (Director of Development), Amanda Tompkins (Director of Finance), Kiefer Maracle (Project Manager), Jana Bawaba (Minute-taker)

Regrets: Richie Allen, John Kingsley, David McCallum, Jeff Nadeau, Helena Brown, David Boushey, James Clark, Michael Holmes, Kris Gordon

1. **Call to Order:** (7:03 pm)
2. **Approval of Agenda** (m/s/c Penny/Sarah)
3. **Business Arising:**
 - Update on Percy School Mortgage
 - Staff have been working on refinancing Percy School.
 - The paperwork is being processed at CMHC.
 - In the meantime, CCOC asked for an extension on a line of credit. The extension was approved for \$1,000,000 for two months.
 - Motion RE: Net proceeds from the Beaver Barracks settlement
 - CCOC had received a settlement in early 2018 as a result of a case against ZW and others for HVAC deficiencies at Beaver Barracks.
 - This is the last open lawsuit relating to Beaver Barracks (out of two).
 - The settlement resulting in a net gain of approximately \$200,000. The motion is regarding reallocating these funds to the Beaver Barracks replacement reserve.
 - Finance Committee suggested the following amendments to the motion:
 - The motion should specify that these funds should not be subject to IO requirements;



- The motion should not only single out ZW, as there are others involved in the case; and
- The motion should specify that the amount would be reallocated to the Beaver Barracks replacement reserve.
- **Motion: The net proceeds of \$209,408.08 from the settlement of CCOC vs. ZW Project Management et al. relating to Beaver Barracks HVAC deficiencies be transferred from Unrestricted Net Assets to the Beaver Barracks replacement reserve fund. These funds, while being placed in the replacement reserve, are not subject to IO replacement reserve restrictions. (m/s/c Rod/Court)**
- Development Strategy Report – **Attached**
 - Graeme introduced the Development Strategy. It was meant to animate the discussion around Development for the next CCOC Work Plan update.
 - It is not meant to be a definitive report. Deeper discussions resulting from the Development Strategy will continue over the next few months.
 - Kiefer presented the Development Strategy, which studies five potential redevelopment sites to begin the discussion and draw conclusions from.
 - Kiefer presented a graph depicting the number of CCOC units through its history.
 - Over time, it became increasingly difficult to buy and/or develop land, as grant and loan programs changed.
 - Rod suggested that the graph note that up until 1985, most programs came through the Federal government.
 - Sources of capital include grants, equity, and financing.
 - With many projects, reaching Expiry of Operating Agreements (EOA) and paying off first mortgages mean an increase in Net Operating Income (NOI).
 - Rod suggested that such increases in NOI be treated differently than operational surpluses.
 - Discussion regarding the treatment of surpluses will be important.
 - The committees suggested that all CCOC committees be consulted on the Development Strategy.
 - CCOC has a long-term capital plan (20-30 years) based on Building Conditions Assessments (BCA) completed for its buildings.
 - The BCAs will be updated for 2020.
 - BCAs and capital plans are updated regularly.
 - In the Development Strategy report, a Multifamily Housing Initiative (MHI) development was used as a comparative to spark discussion.
 - The report compares theoretical operating budgets to CCOC's provincial portfolio.
 - Kiefer presented the Development Strategy's pro forma conclusions, SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) of CCOC, next steps to advance discussion, and long-term recommendations.



**Centretown Citizens
Ottawa Corporation**

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- Stephanie mentioned that there may be opportunities to come through the Green Municipal Fund for sustainable affordable housing. Information should be available soon.

4. Items to Highlight for the Board

- Development Strategy

Adjournment: 8:52 pm

(m/s/c Abra/Jesse)

Next Development Committee Meeting: 7:00 p.m. Tuesday, April 9th, 2019

Next Finance Committee Meeting: 7:00 p.m. Thursday, April 18th, 2019



Development Strategy

March 21, 2019



CCOC MISSION

Centretown Citizens Ottawa Corporation is a community based, tenant and member directed, non-profit housing organization whose mission is to create, maintain and promote housing for low and moderate income people.



CCOC has a history of innovative affordable housing development. The development strategy was created to identify CCOC's next development project, to establish a pipeline of future projects, and to fulfill CCOC's mission statement to create affordable housing. Through this analysis three key priorities were identified for CCOC to achieve its mission by bringing together the land, capacity, and capital needed to create projects.

Development Goals

This strategy was developed to position CCOC to achieve the following development goals:

1. Build on the lessons from CCOC's past development ventures to inform future success;
2. Develop buildings that provide tenants a good quality of life;
3. Increase CCOC's stock without increasing the number of staff required to service that stock, through increased efficiency;
4. Increase CCOC's capacity for future development by building further equity and debt carrying capacity;
5. Increase the number of smoke free buildings within CCOC's stock;
6. Develop a net zero building by 2022.

Key Priorities

1. Create equity for future development;
2. Increase CCOC's net operating income;
3. Develop an organizational culture that prepares CCOC to always be ready for development.

Capital



+

Land



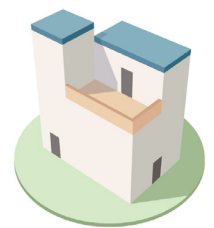
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Capacity



=

Projects



Land Opportunities

CCOC has identified four properties for potential redevelopment. As depicted in the map below the sites that are being considered are 82 Putman, 140 Bronson, 212 Carruthers, and Loretta. There is also a potential opportunity for CCOC to redevelop the Family Shelter on Forward Avenue. The shelter was closed in December 2018. CCOC has the support of the local councillor and community to redevelop the site for affordable family rentals.

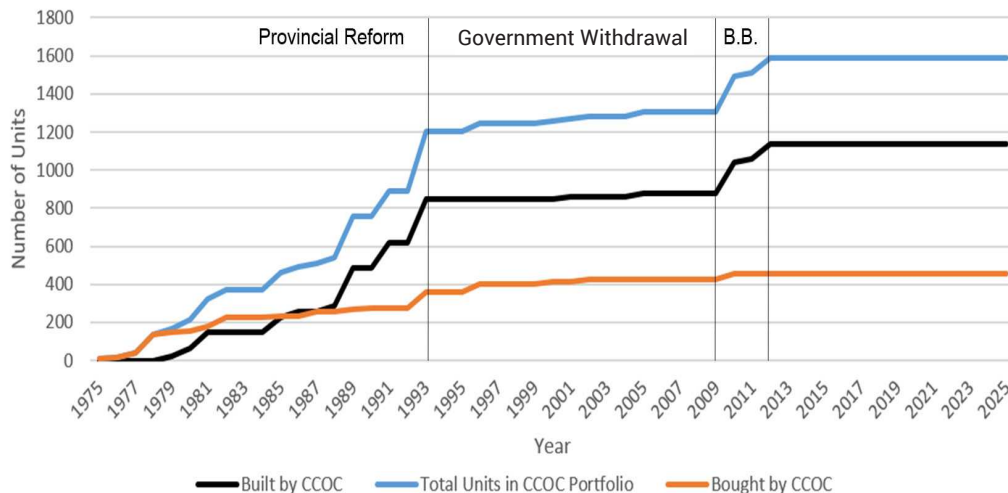
Through the continued creation and execution of this development strategy, CCOC has the opportunity to create affordable housing. As opportunities present themselves, either as potential projects or as possible funding, CCOC will have a clear understanding of how they would like to proceed. A development schedule and pipeline of future projects will mean that CCOC will be prepared to quickly determine their next development steps.



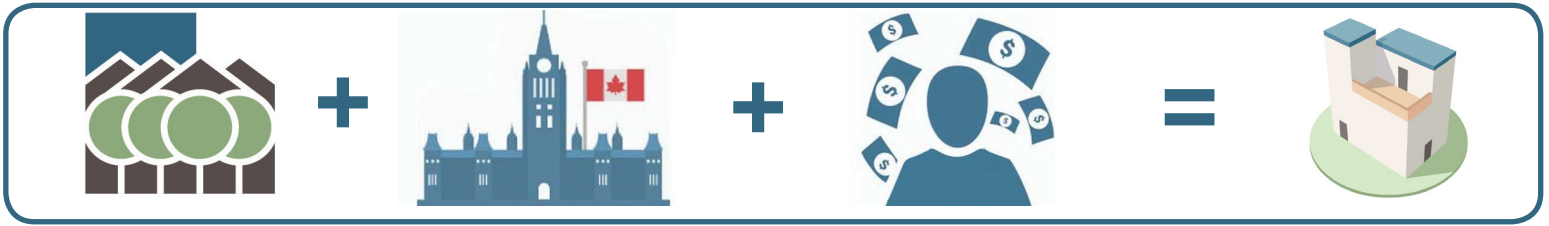
Organizational Capacity

CCOC's mission is to create, maintain, and promote affordable housing. As shown in the graph below, over the past 45 years CCOC assembled a portfolio of almost 1,600 units through acquisition and development. As a part of its mandate to create affordable housing in 1994 CCOC created Cahdco to act as a non-profit development corporation. Despite the lack of funding between the early 1990s and 2000s CCOC strove to continue to build affordable housing. Since the creation of the Beaver Barracks, development of affordable housing has become increasingly difficult. It is more expensive and non-profits are required to take more of a financial risk in order to create new developments. To prepare for this, CCOC needs equity and financing. Both can be achieved by increasing operating surpluses: this will very directly build equity and also improve CCOC's corporate net operating income which makes CCOC more attractive to lenders.

Growth in CCOC's Affordable Housing Stock
1975 - 2025



A graph comparing units CCOC has developed versus units purchased



Equity

Grants

Mortgage

New Developments

Capital

A successful development strategy for CCOC requires a focused look at the financial viability of each project. Each project requires a combination of capital funding in the form of government grants, mortgage, and CCOC equity, as listed in the examples below. After reviewing various (re)development sites it was concluded that, even with a government grant and mortgage, none of these four properties can be redeveloped without an injection of equity.

CCOC's equity primarily comes from the saving of annual operational surpluses. This cost to savings ratio is also known as CCOC's corporate net operating income (NOI). The project's NOI controls how much first mortgage financing CCOC can receive on a particular project. The higher the corporate NOI, the more equity CCOC can save and the higher the project NOI the greater the mortgage CCOC can receive. Together these two factors contribute to the financial viability of any new development

project. There are many grants and financing opportunities available to CCOC. The government grants are predictable and formulaic, what CCOC can control is its NOI and its equity. On the next page are the three development scenarios alongside the 2019 CCOC budget to further demonstrate the importance of the NOI. Currently, CCOC has prioritized all of its NOI surpluses for capital repairs and have not prioritized saving funds for new development.

Sources of CCOC Equity:

- Operational Surpluses
- The Sale of Real Property
- Refinancing of EOA Properties
- CCOC Land

Sources of Grants

- IAH Funding (Action Ottawa)
- Section 37 Funds
- CMHC Co-Investment Fund
- CMHC SEED Funding

Sources of Financing

- CMHC Co-Investment Fund
- Rental Construction
- Private Financing
- HI-C Sector Bank Financing
- New Market Funds

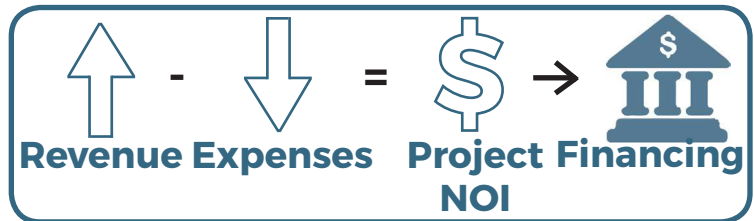
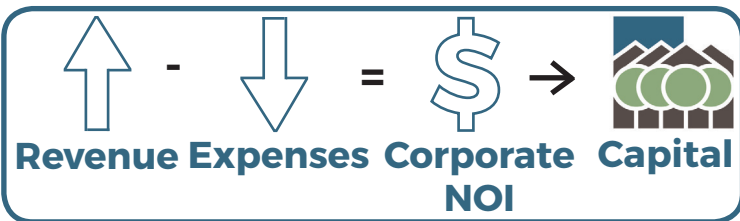


Pro Forma Analysis of Hypothetical Projects

Proposed Operational Per Unit Per Year	CCOC Loretta as if it was 43 Units, Concrete	CCOC 140 Bronson as if it was 55 Units, Concrete	Cahdco Charity Client (98 Units Mixed Dev.)	CCOC 2019 Budget - Provincial Portfolio
Revenue	\$10,704	\$11,216	\$11,070	\$13,529
Property Tax	\$698	\$909	\$408	\$1,998
Admin	\$1,399	\$1,399	\$600	\$1,990
Maintenance	\$3,100	\$3,100	\$1,400	\$2,034
Utilities	\$820	\$871	\$976	\$1,213
Replacement Reserves	\$749	\$749	\$652	\$765
Others and HST	\$432	\$439	\$579	\$328
Total Expenses	\$7,198	\$7,467	\$4,614	\$8,328
NOI	\$3,506	\$3,749	\$6,456	\$5,201
Mortgage	\$3,187	\$3,408	\$5,114	\$4,946

Proposed Project Capital	CCOC Loretta	CCOC 140 Bronson	MHI Havens
Mortgage Available	\$2,514,000	\$2,909,000	\$7,813,409
Action Ottawa	\$5,160,000	\$6,600,000	\$9,921,000
Equity Requirement	\$3,480,000	\$8,323,000	\$1,500,000
Total Project Cost	\$11,158,000	\$17,832,000	\$19,119,675

*These values are from pro formas that were created to represent the greatest and best use for each site and not the current actuals for the properties



Strengths

CCOC owns a number of properties and can use their larger portfolio to mitigate risks of new developments.

CCOC has a large capacity for development through their large development department and in the abilities of their other departments to add to their portfolio.

CCOC has members of its staff and committees that are champions of development.

Opportunities

CCOC has struggling sites that have already been targeted for possible redevelopment.

CCOC has a reputation of being a good, respectable landlord of affordable housing. This is creating opportunities to work in partnership with other charities, non-profits, and government groups for housing creation.

The National Housing Strategy will create opportunities to for funding and financing.

The OCH development is a chance for CCOC to become a partner and develop a section of the site.

Weaknesses

CCOC does not have a large amount of equity currently available for development or acquisition.

CCOC incurs greater than average operating costs, decreasing the opportunities for equity savings and new mortgage financing.

Some of the sites being considered for redevelopment have an inherent weakness in their location. They are not near to other properties or resources.

CCOC has some committees and staff that are nervous when considering the larger risks of a new development.

Threats

CCOC continues to prioritize funding its capital reserves before saving funds for new development equity.

OCH redevelopment could monopolize government funding.

Next Steps

CCOC should continue to pursue a more detailed feasibility study of the four individual properties that are being considered for redevelopment and for any future opportunities as they arise as such as the Forward Family Shelter. This would include a more detailed look at each of the properties, their zoning and potential floorplates. It will also help establish a schedule for the redevelopment projects and identify the required grants and equity needed to pursue each.

To make any of these projects feasible, CCOC needs to dedicate funds to saving for an equity contribution. None of these projects would be viable without CCOC contributing equity to the development, even with city grants awarded to the project. This could be accomplished in a number of ways. Ideas include allocating a modest annual saving requirement for equity contributions and developing a strategy for taking advantage of savings on capital works from government grants. Having an equity contribution on hand will increase CCOC's ability to respond confidently to development and funding grant opportunities.

CCOC should study its budget to identify cost savings. Reducing operational costs will decrease the needed equity contribution required on any future development.

The final recommendation is that CCOC host a regular joint finance and development committee meeting with the intent to facilitate new development and allow new projects to be present in discussions that determine the priority for CCOC funds. This would allow the committees to make recommendation to the board drawing on the experience and knowledge of both groups.

- Identify opportunities for development earlier in the Long Term Financial Plan.
- Study operations for cost savings that do not impact our high quality of service;
- Create regular joint Finance and Development committee meetings;
- Create a more detailed site by site business case;
- Confirm potential CCOC redevelopment sites;
- Explore and study the possibility of using charitable tax status to reduce property taxes and provide charitable receipts.

Recommendations

At the 2018 All-Committee Meeting, CCOC members determined some key recommendations on how they wished to proceed with new development. They determined that new development was important but shouldn't be pursued at the expense of the existing stock. They suggested determining the conditions for when maintenance can be deferred in favour of saving for development and investigating alternative sources of financing.

Without the support of the staff, volunteers, and the board, future development will struggle to proceed. If CCOC wants to develop more affordable housing it needs to make it a higher priority.

CCOC should foster collaboration between development and other departments, specifically finance, to create a more integrated development strategy. By generating potential redevelopment schedules based on existing financial agreements, future feasibility studies would aim to base their assumptions on strong, grounded data.

Creating an incentivized savings model would increase CCOC's ability to respond quickly and confidently to land opportunities as they arise. Incentivization could take the form of monetary savings or increased departmental efficiency.

- Intergrate development into strategic and lon-term planning;
- Increase CCOC's corporate and project NOIs';
- Increase equity for new development;
- Investigate other sources of financing;
- Include all departments in strategic development planning;
- Establish criteria to determine when a deteriorating property should be considered for redevelopment;
- Encourage an interdepartmental saving model;
- Establish a redevelopment schedule that includes every property identified as a site that will be maintained, redeveloped, or sold.

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF TUESDAY, MARCH 5, 2019
464 Metcalfe St.**

Present: Peter Thorn, Lee Pepper, Lisa Hollingshead, AnaLori Smith, Andrew McNeill
Staff: Natalia Snajdr, Hannah Vlaar (recorder)

Regrets: Sarah Eastwood, Elizabeth Kim, Doris Zastre, Linda Morrison, Ashlin Kelly

Guests: Ralf MacGrady

1. The meeting was called to order at 7:14pm

2. Adoption of the agenda

The agenda was adopted as written.

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

3. Adoption of the minutes

The minutes of the meeting of Tuesday February 5, 2019 were adopted as presented.

(M/S/C Lisa Hollingshead/Lee Pepper)

4. Business arising from the previous minutes

a) February 6 Rally

The money the City of Ottawa promised in the City budget proposal is not as exciting as initially thought. Some of the money will not be readily accessible in 2019, and some payments are one-time injections, not long-term funding. CCOC will continue to work with the community partners who came together around this rally to press the City on investing in affordable housing.

b) AGM event planning

The Board really liked the idea of showcasing CCOC artefacts at the 2019 AGM! Staff will begin planning the AGM details over the next month.

c) Federal election

Hannah will work with the local Community Health Centres as well as Making Voices Count to encourage as many tenants as possible to get out and vote in the 2019 federal election. Andrew suggested that housing information be included with election information. He proposed creating or finding a document around how much money goes in to affordable housing and what the different candidates have included in their platform around housing. The committee liked this idea and staff will look into this as the federal election gets closer.

d) Terms of Reference – Ray will discuss this at the April meeting.

5. New business

a) Community gardens

Even though the snow is falling, the community gardens are getting started! Natalia has been connecting with the garden coordinators to confirm their participation this year. She is also working with maintenance

on the bee project, trying to find exact locations for the beehives. They need to be close to a community garden to be able to collect pollen from the flowers. The logistics at each building are unique and tricky, but Natalia is working through the challenges to see what sort of solutions CCOC can find.

b) Plant Days

CCOC gives out free plants to tenants every year to beautify their properties as well as encourage people to grow their own food and increase food sovereignty. It's a multi-departmental program with TCE, Facilities Management and Adella for the communications component. We might change the plants we order for next year for something that yields a greater output, like lettuce. Peas and beans were suggested as two alternative options. There will be a survey that goes out to tenants when they pick up their plants to see what types of plants people want to have.

c) Shopping Cart Pilot Project

The shopping cart pilot program will be shortly underway. Letters will be going out to all tenants who park at the two trial buildings, 464 Metcalfe and 415 Gilmour. Locations have been identified for the carts at both of the pilot buildings. The committee suggested painting the cart as a clear way to mark it for the pilot program. However, it was decided not to expend too much time and resources on a project that is only temporary for now.

d) Recommendation to change all policies to reference TCE (not M&C)

In November 2018 the committee changed names from Membership and Communications to Tenant and Community Engagement. The name change needs to be reflected in all policies.

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

e) Arlington Welcome Party

The Arlington development is nearing completion and the tentative move-in date for the first group is April 15. The TCE department will work with Rentals and Development to organize a welcome party when the landscaping is complete in the spring. Last Friday Ray, Kiefer, Paige and Natalia went to the property and gave Catherine McKenna, the Minister of the Environment, a tour and explained the Passive House model.

f) Anti-Racist Organizational Change (AROC)

CCOC is committing to increase diversity and representation at all levels of the organization. This has been included in the new TCE Facilitator job description and Hannah has begun working on it. It is an organizational priority for CCOC to better represent the people we serve. From the beginning CCOC has always included tenants in its decision-making process; this is enshrined in the structure of our committees and board. People with lived experience of poverty and homelessness, and racialized people also need to be intentionally included at the decision-making table. Hannah discussed the CommunityWise AROC report and how this document can guide the design of CCOC's AROC process. She proposed that the discussion around anti-racist inclusion start with three open meetings to tenants, staff and volunteers. The committee discussed increasing the accessibility of these meetings by allowing participants to skype in, providing childcare, and allowing attendees to access the Family Care fund.

This will be brought to the board for discussion before moving forward.

g) Doug DesBrisay subcommittee

Committee members will be asked in late March if they are interested in joining the Doug DesBrisay Good Neighbour Award subcommittee to choose this year's Good Neighbour winner. The committee will meet on April 9, over dinner, to review the nominees. There are four nominees so far.

6. Standing items

a) Board & committees report – Attached is the Committee & Board summary document.

b) Department report

Natalia, the Sustainability Facilitator, has been working with the consultants who developed the Green Commitments to share their database of information with Yardi, CCOC's new software program. She's working on preparing for Plant Days and the gardening season. She has been following up with Cornerstone after the launch of the green bin program. There have been some issues with collecting e-waste so she is working on that. She attended a meeting at 170 Queen street which has recently been redeveloped as a waste-free building. All organic waste is getting composted on site and CCOC will hopefully get to use it for free.

Hannah, the Tenant and Community Engagement Facilitator, has been working with other departments to create a member tracking system in Yardi. She recently met with community developers from the Somerset West and Centretown Community Health Centres who are connecting her with various local organizing groups. She will reach out to them for federal election collaboration. She reported that the Irving Greenberg Memorial Camp Fund AGM was a success—all 17 applicants will be going to camp! She will be following up with all of the applicants to ensure they have the support they need to register for camp. The committee, along with other departments, will be working on planning and preparing for the AGM.

c) Items for board discussion – Anti-Racist Organizational Change

7. Announcements

a) TCE related community activities/events

On March 20 there will be an information session on snow clearance for urban wards. The event will be held at City Hall from 6:30 – 8:30pm.

Peter reported that he attended the initial information session for the main library design and described the different models.

Lisa proposed an idea to enhance accountability and transparency among CCOC and tenants. She called it a Listening Party. The idea would be to pick a building where there have been multiple challenges, ex. 258 Lisgar, and host an event where tenants can give their feedback about what has been going on and share their ideas for improving the building. Music, federal election information, a showcase of information around building projects and food could all be ways to get people's ideas while keeping the event productive.

Natalia brought up that 151 Parkdale has experienced a variety of issues and could use an event like this. Maintenance has been discussing a version of this idea already with the Rental department. Natalia explained that she and Lee have done outreach on e-waste and green bins and that talking to people really does work. It's more effective to listen to people about how they want to use their space instead of imposing something on tenants.



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info@ccohousing.org

The 151 Parkdale meeting will be put on the TCE agenda to remind the committee to help out Facilities Management and Rentals when this meeting happens.

Natalia and Lisa discussed compliance with green bins and the challenges 258 Lisgar has experienced this year. Lisa will be a green bin champion at 258 Lisgar!

Peter suggested that the TCE meeting could move to other buildings to potentially increase engagement.

b) 2019 Meeting Schedule: April 9, May 7, June 4

8. Adjournment

The meeting was adjourned at 8:28pm.

FACILITIES MANAGEMENT COMMITTEE

Minutes

Thursday, March 21st 2019

415 Gilmour St

Facilities Management Committee

Present: James Clark (Co-Chair)*, David McCallum, Michael Lambert, Hieu Nguyen, Doug Campbell

Visitor: Matthew O'Neil (1st meeting)

Regrets: Tom Vandermeulen, Michel Collette, Adeliene Crawford, Barbara Lagace

Staff: Anne Marie Mason, Ying-Hua Sun (Recorder)

1. Call to Order – FMC Committee 7:05 pm

- Welcome to our guest Matthew O'Neil. Matthew is the Director, Facilities Management at YMCA.
- Tom Vanderdeulen has stepped down from FMC. Tom is a much-valued Tenant Member that contributed a very thoughtful tone that was very important in decision making for this Committee. We thank Tom for the time he committed to CCOC.
- Addie Crawford has also stepped down from FMC. Addie has made a great contribution to CCOC through FMC participation as well as her role as Custodian at 210 Gloucester. Addie's "no nonsense" approach to issues was very important in our discussions. Addie is so reliable in so many ways, not to mention the contribution each month of home made cookies. Wisdom and cookies will be missed.

2. Adoption of the Agenda : m/s/c Doug Campbell / Michael Lambert

3. Declaration of Conflict of Interest: None

4. Review of the Minutes

- Adoption: February 21, 2019 Minutes m/s/c Hieu Nguyen/ Michael Lambert
- Business arising:
- James said during the last meeting, Addie raised concerns getting into the stairwell at 210 Gloucester. CCOC has given the Ottawa Police Department Agent Status so they will step up their presence in the building. This status allows us to provide keys so they can access any area in the building at any time. Rentals held a Tenant Meeting in the fall which was attended by the Police to impress upon all Tenants that they can help by being vigilant and reporting and suspicious activity. We expect that with the increased Police presence, any criminal activity be greatly deterred.

5. Staff Report

- **Director's Report:**

Committee Discussion

Staffing:

- Hieu asked about the staff recruitment for the Cleaner Position. Anne-Marie said there were 35 applicants, and only six were selected for the interview. However, we did not find anyone suitable at the end. We will repost this position in the in the next month.

IT Change :

- Yardi is evolving with lots of background work taking place in Finance, Rentals and Maintenance. Pulling out the proper reports from the data base remains a challenge for us. CCOC is sending three staff to a Yardi Conference in May. This Conference will all us to network and learn from Yardi users and Yardi.

FMC Term of Reference:

- The Terms of Reference for all Committees will be reviewed by the Directors and E.D. to ensure consistency in language and formatting. Once this review is complete, we will review as a Committee (April).

- **Capital Projects Report:**

Committee Discussion

- James asked about the 520 Bronson meeting conversion. This unit is almost complete.
- The City of Ottawa has committed to fund the Project at 151 Parkdale that was to be financed by the Green On Program in 2018. This program was cancelled by the Provincial Government last year. The scope of this project is to install new boilers.
- Doug raised an issue at 110 Nelson: The partitions on podium deck are not fastened properly. Anne-Marie replied that we will look into it.

- **Inspections Tech. update on N5's:**

Committee Discussion: Committee had questions on Landlord Tenant Board process.

6. Report from the Board & Committees:

- **Committee Summaries:**

- **Development:** Anne-Marie explained that we are expecting to get Occupancy Approval by mid April for our new building at 143-153 Arlington. Possible move-in can start May 1 if all goes according to plan. After we get Occupancy, we can schedule a tour through the building.

7. March Activities:

- **January Variance Analysis Report:** We are off to a good start for January.
- **Service Delivery Standards for February:**
 - Anne-Marie explained that both of our officers are trying to post work orders to the closest time possible in order to timely reflect both our service standards and costs.
 - James suggested a line chart for six month period.
 - Anne-Marie explained that depending on the seasonal demands, the results in service standards may vary. This time of year tremendous effort is going into ensuring all roof, deck and parking lot drains are cleared for the spring melt.
- **Compensation Fairness Review:**
 - Hieu commented that this change must be hard for people who have been here for a long time.
 - Anne-Marie explained that no one is going to have lower salary with this new system
 - Anne-Marie further explained that we have gone through several changes in the past year such as Yardi implementation, office renovation, and the compensation fairness review. Although these are all priorities identified by staff in the few years leading up to this work, it is nonetheless very hard on some of the staff.

8. For Board attention: no motions

9. Other Business:

- **Appeals (1):** Appeal request from the tenant for a charge back for unblocking the toilet. The tenant has paid for the \$79.10 for the work of the contractor, but would like to appeal for the amount of \$40.00 that is charged by CCOC.

- Vote to approve the appeal: no
 - Anonymous vote for rejection: Four (4)
 - motion: Denied (m/s/c Doug Campbell, Micheal Lambert)
-
- Anne-Marie reminded that our scheduled May meeting is the same night as the CCOC Annual General Meeting. For that month only, we will schedule our meeting for either the week before or after the AGM. Final decision will be made at our April meeting.
 - David suggested putting the date and the location of next meeting in the agenda.

10. Adjournment:

8:30 pm

m/ Micheal Lambert

Facilities Management Committee

DIRECTORS REPORT:

- Safety
 - Staff Safety –One staff (Building Cleaner) hurt his back. WSIB forms were submitted. He is back at work after a few days off.

- Staffing
 - Interviews for Building Cleaner position was a failed competition. We will regroup in a few weeks and repost.
 - Kat LeBlanc has started her Parental Leave (no baby yet) and Nick Dodds has filled this position for the next 12 months.

- IT Change
 - Yardi Software implementation is still evolving. This will be an ongoing item for the next several months.

- Office Renovations
 - Phase 2 is still on schedule to complete by the end of March. Upon completion of the renovations, we will bring in the furniture and there will still be some finishes to complete (glass doors).

- Lebreton Flats Heating Plant
 - Now included in the Capital Projects Report.

- CCOC Compensation Fairness Review
 - Category bands and applicable salary ranges were approved by Personnel Committee and shared with all staff at the March 6 All Staff Meeting. There are some major shifts for the Maintenance Staff and we are dealing with a way forward.

- 258 Lisgar – Application to CMHC Co-Investment Fund
 - We have completed an application for a Loan from the above fund to replace HVAC System and windows, doors and other repairs to the building. The total ask is 4M. This would be a tremendous help for CCOC and the Tenants at this building. No response as of this date.

Capital Projects Progress Report – Rida Oulhaj– March. 14, 2019

Unscheduled Capital Projects:

515 MacLaren –Make up air unit

Specifications have been approved and the job tender has been issued. Century Mechanical is having the equipment is in place, and it is built on site, some electrical work needs to be done, and the MUA should be working before the end of march.

54 Primrose –Mechanical issues

This building has no Make-Up Air Unit (MUA) and we are getting the design to incorporate a new system. The tender documents are complete, we received the bids offer, we are processing the contract.

The work is to start when the contract is signed.

10 Stevens –Parking Garage Repairs

CCOC has received funding under the Housing and Homelessness Investment Plan. The work is for structural repairs to the parking garage at 10 Stevens. Morrison Hershfield has created the specifications Duron is the Contractor for this work and they are complete. All paperwork has been submitted to City of Ottawa reimbursement.

Lebreton Flats –Disconnecting from Heating Plant

We have received the report and costs estimates from Geo-Energie. To set up both buildings with their own heat will cost around \$350,000. That estimate includes all engineering and related work. Invitation for tender went to 9 GC, and a job showing was held on 14 Feb, TPH was awarded the bid and we are in going with a contract with them.

Social Housing Improvement Program (SHIP):

520 Bronson –Meeting Room Conversion

Meeting room is being converted into a 1-bedroom apartment. This work is complete.

Planned Capital Projects:

Lighting Upgrades –Multiple Properties

We have begun work with companies Lumen Lighting and Standard Lighting and few others Lighting company to get proposals for the portfolio wide common area lighting upgrades to LED. We should get an estimate by the end of February; the work is to start Mid-March.

Capital Projects Progress Report – Rida Oulhaj– March. 14, 2019

258 Lisgar – Elevator Modernization

- Project started Sept 24. Car No. 1 is completed, the inspection with TSSA was held on 15/ 01/ 18, the car was used by tenant and Capital Elevator started working on the second cab on 19 Jan, they completed all the work in the elevator room, and received the new cab Feb 2th, the project is going to be completed before the end of March 2019.

151 Parkdale – Sealant Replacement

Project is complete.

341 Lyon/ 515 MacLaren – Roof Replacement

Work is complete.

110 Nelson – Roof Replacement

This project is complete. The rebuilding of the planters will take place in the spring.

Percy School – Property Renewal – Phase 3

Project is complete, some minor work to be done after all the snow has melted.

Beaver Barracks – Geothermal

We have hired GeoEnergie to investigate options for removing excess heat from the geothermal field at the property. Given site restraints, we are most likely looking at a cooling tower on the roof of 111 Catherine, the documents and drawings have been submitted by GeoEnergie and the tender for the contractor should be issued soon.

- Corix has completed two site visits for potential contractors to bid on work which will take place within the district energy plant, CCOC and CORIX agreed on a time and material contract with TPH.
- Some work will take place on CCOC pumps adjacent to the Corix Plant. This work will reconfigure some aspects of the original design to save on energy consumption.
- The work is to start Mid March and **12 Weeks** to be completed. This project is being managed by Corix.

170 Booth – Landscape Redesign

Consultant is currently working on design concepts for the ‘backyard’ as well as exploring grading solutions/ concepts for the front entrance.

41 Florence – Property Standards Order

Demolition work complete, we received the permit for the renovation on Feb 13, and an inspection is planned on Thursday 14 Feb.

An inspector visited the site on Feb 14, and gave his approval on the work.

Capital Projects Progress Report – Rida Oulhaj– March. 14, 2019

The reno is performed by Jeff Switzer and It would be completed by the end of March.

23 Properties – Building Condition Assessments

Reports have been submitted to Kris Gordon. He will find the time to digest and enter information into a document, which will inform our long term planning.

345 Waverley – Asbestos Abatement

Reinsulating of pipe has yet to be awarded.

415 Gilmour – Garage Repairs

Fee Proposal has been accepted for preliminary investigation for repair work on the garage slab. Investigation complete. We now have a scope and budget figure. The only outstanding item is communications with Domicile to share issues that are on their side of the parking garage.

Unity Non-Profit Housing:

55 Hilda – SHIP – Energy Efficiency Work:

Lighting Replacement is complete with a few deficiencies to be addressed.
Toilet replacement is complete.

New boilers are installed.

Tim Dowell Projects:

BB – Flooring in elevators replacement. 160 Argyle is complete, 464 is complete.

345 Waverley – Front Entrance Door and Entry Phones

Installation of the doors at 345 Waverly complete

511 Bronson – Front Entrance Door and Entry Phones

Installation of the doors at 511 Bronson complete

- FMC Terms of Reference
 - Although we passed a Motion to approve the Terms of Reference, CCOC is trying to ensure that all Committees are using the same language and context. To this end, the Directors of the Departments are going to meet and make sure we achieve this consistency and bring it back to our Committees in April. Thanks for your patience on that one.

Chargeback Report for January

2019

	Year to Date		This Quarter		Monthly	
	No.	Value of Charges	No.	Value of Charges	No.	Value of Charges
Regular Chargebacks						
Lock Out	5	240	5	240	5	240.00
Lock Changes	3	150	3	150	3	150.00
Blocked drains	8	590.55	8	590.55	8	590.55
Garbage	1	298.76	1	298.76	1	298.76
Pest Control	0	0	0	0	0	0
Smoke Detector	0	0	0	0	0	0
Total Regular Chargebacks	17	1279.31	17	1279.31	17	1279.31
Damages and Other Service Calls						
Turnover	0	0	0	0	0	0.00
Other	4	400.63	4	400.63	4	400.63
Total Other Chargebacks	4	400.63	4	400.63	4	400.63
Total Charges to Tenants	21	1679.94	21	1679.94	21	1679.94

Report Period: Jan 2019

Expense Item	MTD Actual	MTD Budget	MTD Variance (\$)	MTD Last Year
Common Area R&M	79,108	89,433	10,325	74,286
Insuite R&M	30,177	27,492	(2,685)	22,413
Turnover R&M	12,165	24,731	12,566	15,428
Redecorating	-	1,105	1,105	-
Other*	591	1,389	668	-
Total Maintenance Expenses	122,042	144,150	21,979	112,128

*Other includes the admin charge-out, capital admin consultant, chargebacks, tenants refunds, and other misc. expenses

Comments:

Cleaning (CCOC) and cleaning (contractor) were accidentally combined in the approved 2019 budget, but are coded differently. Totals for CCOC and contractor cleaning actuals should be combined when compared to budget.

Report Period: Jan 2019

Expense Item	MTD Actual	MTD Budget	MTD Variance (\$)	MTD Last Year
Common Area R&M	81,188	95,197	14,009	96,820
Insuite R&M	32,029	25,044	(6,985)	10,329
Turnover R&M	19,401	20,583	1,182	14,620
Redecorating	-	668	668	-
Other*	948	6,006	(5,058)	700
Total Maintenance Expenses	133,566	147,498	(13,932)	122,469

*Other includes capital admin consultant, chargebacks, tenants refunds, and othe

Comments:

Cleaning (CCOC) and cleaning (contractor) were accidentally combined in the approved 2019 budget, but are coded differently. Totals for CCOC and contractor cleaning actuals should be combined when compared to budget.

**Work Order Service Standards
February 2019**

Priority	# Completed	# Completed on Time	% Completed on Time
Emergency/Urgent (24 hrs)	441	416	94%
Priority (7 days)	417	362	87%
Low (14 days)	52	47	90%
Other (21 days)	62	51	82%
Turnover (45 days)	36	35	97%
Pending (1 year)	14	14	100%
Grand Total	1022	925	91%

PRAC!

(Policy, Research and Action Committee, not the Pascagoula River Audubon Center)

NOTES

7:00 pm March 20, 2019

415 Gilmour – main office, second floor

Present: Abra Adamo (Chair), Catherine Boucher, Natalie Duchesne, Rod Manchee, Jesse Steinberg, Ray Sullivan (Staff)

Regrets: Judy Forrest, Mike Lambert, Hannah Vlaar, Andrew McNeill (Andrew's main regret is that he was locked out of the office and couldn't get in to the meeting)

1. **Call to Order:** 7:08
2. **Adopt Agenda:** adopted unanimously
3. **Adopt Notes from February 2019 meeting:** adopted unanimously
4. **Recent News**

a. Municipal/local:

- i. CCOC is hosting an "Affordable Housing Networking Forum" on behalf of the Ottawa Social Housing Network early Thursday morning. We will debut our glossary of affordable housing definitions.

The Community Foundation of Ottawa has also been holding a series of forums on affordable market housing. They are exploring three ideas: inclusionary zoning, a housing investment fund (revolving loans), and community land trusts.

- ii. City Development Charges background study came out last week. Ray doesn't fully understand how they calculate the housing parts. Steve Willis (head of City Planning Dept) has been heard saying that the City has very little scope on these things because the province has the rules tightly locked down. [Ray has since learned that the forecast of "housing need" is based on the current baseline spending and DC charges are meant to keep current spending in pace with population growth, plus allowances for any specific housing developments the City has planned. Although the City is working on a housing capital development plan, it isn't finished so it doesn't influence how much they can collect in DCs for affordable housing. To make matters worse, when the City removed their own \$4 million/year for new housing, that reduced baseline spending and puts downward pressure on how much money the City can collect in DCs.]

iii. Official Plan Review launch: it was launched last week. Where's all the excitement?

b. **Provincial:** the Ontario Non Profit Housing Association has created a provincial working group to deal with Expiry of Mortgages for Housing Services Act (Provincial Reformed) housing providers. This is a top issue for CCOC, and on the PRAC workplan. Ray is chairing the working group.

There may be housing news following the Provincial Budget after April 11.

c. **Federal:** Budget came out yesterday. There was some housing stuff, but not directed to non-profit housing. ONPHA published a good analysis and summary. We don't yet know if this spending (more than \$10bn) is over-and-above the \$40bn National Housing Strategy, or within that spending forecast.

5. Business Arising from past meetings:

a. **Measures of Affordability:** we are working on a backgrounder pamphlet. The committee looked at a very nice-looking final first version. The committee suggested putting it on the CCOC website.

b. **Reconciliation with Indigenous Peoples:** trying to connect with a new elder. Hannah is picking this up to help it move forward.

c. **PRAC 2019-2020 workplan:** The committee dove back in to their workplan. Natalie presented her thoughts on the "policy integration" piece and it led to a great discussion on moving to a more systems-level approach to housing and homelessness in Ottawa. The deliverable on this item would be increasing research and planning capacity at the City of Ottawa so they can take a more proactive and strategic approach. Here are some highlights:

- i. Housing is a complex problem with many variables, some of which are outside of any direct control
- ii. Is the system working? (no.) What is the system actually supposed to do? (not completely clear.)
- iii. We need better (shared) data, such as person-specific tracking, to understand what works and what doesn't.
- iv. Need to educate ourselves and the sector about the potential benefit of systems-level thinking. This is change management. Maybe start with a two-pager (sort of like the glossary of affordable housing terms).

Action: Natalie, supported by Abra and Jesse, agreed to draft something to get it started.

- v. Can we get money to hire a researcher to advance this thinking? Could it be funded by MITACS? CMHC Research and Planning Fund? Ray confessed he isn't particularly good at writing grant applications, but if there was a really smart person who had those skills and wanted to take it on, CCOC would happily host a grant and a researcher to work on this.
- vi. The committee also touched-base on the Affordable Housing Hackathon idea. There may be funding available from CMHC Solution Labs or the "affordable housing challenge" announced in the federal budget yesterday.

6. **New Business:** none

7. **Other business:** Next meeting will be Wednesday April 17, possibly in a new CCOC boardroom

8. **Adjourn:** 9:16



ONTARIO NON-PROFIT
HOUSING ASSOCIATION

March 20, 2019

ONPHA's Response to the 2019 Federal Budget

On March 19, 2019, the Trudeau Liberal government tabled [Investing in the Middle Class](#), the fourth and final budget of their current mandate. The deficit-funded 2019 Budget includes new spending of \$22.8 billion over five years and focuses on promoting affordability through a number of widespread initiatives.

The Missing Piess

While housing measures are a key component of the budget, ONPHA is disappointed that the flagship initiatives focus primarily on home ownership and private market rental, with very little new investment that will benefit the community housing sector directly. We know that community housing is our country's best investment, with a proven track record of keeping rents affordable in perpetuity and fostering vibrant, healthy communities. Our sector is ready and able to be a strong partner for government in solving our housing challenges.

We also want to highlight that the federal government has yet to take action on the calls from housing advocates across the country for the creation of a distinct Urban/Rural Indigenous Housing Strategy to meet the unique needs of this population. While we were pleased to see the \$60 million federal commitment to support capital infrastructure investments in urban Indigenous service provider facilities, we hoped to also see targeted investment for housing. ONPHA will continue to work with national partners and our own Urban Aboriginal Housing Advisory Committee to advocate for strong investment.

Additionally, like our national partners at the Canadian Housing and Renewal Association (CHRA), we are [concerned with language](#) used in Budget 2019 that seems to imply a watering down of the federal government's National Housing Strategy commitment to recognize housing rights as human rights. We join CHRA in their call for the federal government to uphold their commitment to introduce right to housing legislation, as previously announced. With these concerns in mind, ONPHA is nevertheless pleased that the Budget does contain several initiatives that will serve to increase housing affordability overall and benefit low- and moderate-income Canadian households. We've broken down the top five need-to-know pieces of the Budget for community housing providers.



Top Five Things Community Housing Providers Should Know

1) Extension of the Rental Construction Financing Initiative

ONPHA was pleased to see an extension of the pre-existing Rental Construction Financing Initiative to 2027-2028 (it was originally set to end in 2021) with an additional investment of \$10 billion over this time period. The federal government predicts that this new investment will help build up to 42,500 units across Canada

While not targeted to low-income households specifically, the extension of this initiative will result in much-needed affordable units for modest- and middle-income households throughout the country. We are particularly happy to see a commitment to target investment in areas with low rental supply. These units can also potentially serve as viable rental options for recipients of the forthcoming Canada Housing Benefit that will roll out as part of the National Housing Strategy beginning in 2020.

2) Sustainable Affordable Housing Innovation

A notable aspect of the 2019 Budget is the amount of funding proposed to flow from the federal government directly to municipalities. One of the major initiatives is an investment of \$1.01 billion to promote energy efficiency and help lower Canadians' electricity bills. As a component of this, \$300 million would be allocated towards financing and supporting energy efficiency initiatives in new and existing affordable housing developments through the Sustainable Affordable Housing Innovation. Funding will flow through the Green Municipal Fund, administered by the Federation of Canadian Municipalities.

This funding is welcome news for Ontario, which lost significant energy efficiency funding with the recent cancellation of the provincial Cap and Trade initiative. ONPHA will be seeking more information about eligibility and how community housing providers can access funding opportunities.

3) New Housing Supply Challenge

Budget 2019 also proposes the launch of a new Housing Supply Challenge. Through this application-based initiative the federal government will provide \$300 million to municipalities and other stakeholders so they can propose new ways of breaking down barriers associated with housing creation.



The Housing Supply Challenge will be collaboratively designed by the Canada Mortgage and Housing Corporation (CMHC) and Infrastructure Canada, with further details to be released in summer 2019. ONPHA will seek out further details around the roll-out of this initiative and keep our members updated.

4) New Expert Panel on Future of Housing Supply and Affordability

As announced in the days leading up to the Budget, the federal government is investing \$9 million over two years in a new Expert Panel on the Future of Housing Supply and Affordability – a joint venture of the governments of Canada and British Columbia. The purpose of this Expert Panel is to identify and evaluate measures that could increase the supply of housing in British Columbia and it will be comprised of leaders and specialists from a wide range of fields. While specific to British Columbia, the findings from the Expert Panel will likely be transferable and can contribute to a better understanding of potential housing supply and affordability initiatives across the country.

5) Measures to Assist First-Time Homebuyers

The 2019 Budget includes several measures aimed at assisting first-time homebuyers. The two main measures are increasing RRSP withdrawal limits for first-time home purchases (from \$25,000 to \$35,000) and introducing a new First-Time Home Buyer Incentive for eligible households. Through the new Incentive, households with annual incomes under \$120,000 will be able to apply for a 10% (for newly constructed homes) or a 5% (for existing homes) shared equity mortgage with CMHC. Full terms and conditions of this initiative will be released by CMHC at a later date.

We know homeownership has become increasingly out of reach for young Canadians. This is having a widespread impact on the overall housing market as these individuals and families rent for longer, reducing turnover of rental homes for new households.

The Budget measures to increase ownership for first-time buyers could potentially serve to ease some of the overall stress on the housing system. However, this needs to be accompanied by adequate supply side measures to increase affordable options in the near-term. Without increased supply, some critics say that these measures could lead to a spike in housing prices which could actually worsen overall affordability.



Other notable developments and investments that could help support low- and moderate -income households

There are several positive non-housing related initiatives and investments that could be especially impactful for low- and moderate-income households served by non-profit housing communities. A few examples include:

- Initiatives targeted towards seniors, including enhancements to the Guaranteed Income Supplement (GIS) beginning in 2020-21, a move to proactive enrollment in the Canada Pension Plan, and an investment of \$100 million over five years for programs to improve quality of life.
- A commitment to move forward with National Pharmacare through the creation of a new Canadian Drug Agency and initiatives to improve access to prescription drugs.
- New skills training initiatives which include a non-taxable Canada Training Credit to help with the cost of training, Employment Insurance Training Support Benefits to help cover expenses while on training leave, and work leave provisions to protect an employee's ability to access training opportunities.

Looking Ahead

The majority of spending in Budget 2019 is set to roll out after the next federal election and will be largely dependent on whether the Liberals are re-elected in October. With the 2019 federal election on the horizon, this Budget has set the stage and gives a good indication of where the current government intends to focus their campaign efforts. Over the coming weeks and months we can expect to see strong reactions and campaign promises emerging from the other political parties. ONPHA will be collaborating with our national partners on federal election advocacy and will provide more information and resources for members in the coming months.

At a provincial level, we'll next turn our attention to the 2019 Ontario Budget, set to be delivered on April 11. We'll be watching closely for more details on the bilateral agreement signed between CMHC and Ontario under the 2017 National Housing Strategy, and on the provincial government's commitment to a create a Housing Supply Action Plan. You can review ONPHA's recommendations for the 2019 provincial budget [here](#).



SUMMARY OF HOUSING RELATED MEASURES CONTAINED IN BUDGET 2019

MARCH 2019

Federal Finance Minister Bill Morneau unveiled the 2019 federal Budget on March 19, 2019. Among the housing related measures contained in the Budget include the following:

- **Introduction of a new “First Time Home Buyer Incentive”:** To assist first time home buyers with the cost of a mortgage, Budget 2019 is introducing a new \$1.25 billion “First Time Home Buyer Incentive”. Through this program, CMHC would offer a qualified first time home buyer a 10% shared equity mortgage for a newly constructed home, or 5% shared equity for an existing home. No ongoing monthly payments would be required, and the buyer would repay the Incentive at the time of the resale of the home. The program would include eligibility criteria, including making the program available to home buyers with household income of under \$120,000. More details about this program will be made available this year, with the intent that the program would be operational by September 2019.
- **Increasing the maximum withdrawal under the Home Buyers Plan:** The current maximum withdrawal under the Home Buyers’ Plan, which helps first time home buyers with costs associated with the purchase of a first home, is \$25,000. Budget 2019 increases the limit to \$35,000, effective for withdrawals made after March 19, 2019.
- **Expanding the Rental Construction Financing Initiative:** The existing Rental Construction Financing Initiative will be expanded to provide an additional \$10 billion over 9 years to finance the construction of new rental housing for modest and middle income Canadians.
- **Sustainable Affordable Housing Innovation:** Under the Green Municipal Fund administered by the Federation of Canadian Municipalities, \$300 million will be provided to finance and support affordable housing developments to improve energy efficiency in new and existing housing and support onsite energy generation.
- **A new “Housing Supply Challenge”:** The Budget is providing \$300 million to launch a new Housing Supply Challenge. This Challenge will invite municipalities and other stakeholders to propose new ways to break down barriers that limit the creation of new housing. This will be a merit-based competition, with more information to be made available in summer 2019.
- **Enhancing Tax Compliance in Real Estate Transactions:** The Canada Revenue Agency (CRA) will be provided with \$50 million over 5 years to create new real estate audit teams to ensure that tax provisions regarding real estate are being followed. These new teams will operate in high-risk regions, notably in BC.

- **Funding for “safe and accessible spaces for urban Indigenous Peoples”:** The Budget will provide \$60 million over 5 years to support capital infrastructure investments in Friendship Centres and other urban Indigenous service provider facilities.
- **Commitment to housing legislation:** The Budget states “the Government also proposes to introduce new legislation which will require the federal government to maintain a National Housing Strategy that prioritizes the housing needs of the most vulnerable, and will require regular reporting to Parliament on progress toward the Strategy’s goals and outcomes.” The term “right to housing” was not explicitly included in the Budget.
- **Public Safety Housing Project in Prince Edward Island:** The Budget proposes \$50.8 million over 5 years for the PEI Public Safety Housing Project, which will support structured social housing, life skills training, and enhanced access to integrated and assisted technologies.
- **Launch of the Expert Panel on the Future of Housing Supply and Affordability:** The Governments of Canada and British Columbia will launch a new Expert Panel that will consult with stakeholders to identify and evaluate measures to increase the supply of housing in BC to meet demand. CMHC will be provided \$4 million to support this panel. CMHC will also be provided \$5 million over 2 years for better state of the art housing supply modelling and related data collection.

What We Talk About When We Talk About Affordable Housing:

A glossary for Ottawa housing stakeholders

The evolution of affordable housing policy has given rise to a complex landscape. This glossary maps this landscape through key measures of affordability and definitions from 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.**

Average Market Rent (AMR)

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.

Below Market Rent (BMR)

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

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

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.

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.

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.

Ottawa Housing Allowances

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.

The City also provides a subsidy of \$500 per month through the Home for Good program, which supports stable housing transitions in four priority areas (youth, indigenous people, people experiencing chronic homelessness, and people transitioning from provincial institutions).

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.

Provincial Policy Statement

The Ontario 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.

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.

Measures of Affordable Housing

