

NOTICE OF MEETING

The next regular meeting of the CCOC/CCHC Board of Directors is:
Wednesday, September 25, 2019

**Board Meeting call to order: 7:00 pm
at 415 Gilmour Street**

AGENDA FOR THE CCHC BOARD OF DIRECTORS MEETING

1. Call to order
2. Adoption of agenda
3. Declaration of conflict of interest
4. Adoption of the Board minutes of August 28, 2019
5. Welcome new board members and orientation
6. Business arising from the previous minutes
7. Rental Committee Report
8. Facilities Management Committee Report
9. Finance Committee Report
10. Other Business
 - a) Co-op member guest
11. Adjournment

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

ccohousing.org/book

Password: board
(it's case-sensitive)

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

AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING

- 1.** Call to order
- 2.** Adoption of agenda:
- 3.** Adoption of August 28, 2019 minutes
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
 - a)** Anti-Oppression Statement
- 6.** Executive Committee Report
- 7.** Personnel Committee Report
- 8.** Finance Committee Report (joint meeting with Facilities)
 - a)** Bad debt August
- 9.** Facilities Management
 - a)** Charge Back Policy
- 10.** Development Committee Report
 - a)** Action Ottawa Application
- 11.** Tenant and Community Engagement Committee
 - a)** Pride Parade slide show
- 12.** Rental Committee Report
 - a)** 2020 Rents Bachelor Units
- 13.** Policy Research and Advocacy Committee (PRAC!)

- 14.** Corporate Business
 - a)** Upcoming events: Sept 28 Bike Tour
- 15.** Conference / Associations' Report
- 16.** Other Business
- 17.** Adjournment

Next Meeting: October 30, 2019

MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING

Wednesday, August 28, 2019

Present: Dallas Alderson (President / Chair), Kerry Beckett, Sinda Garziz (Secretary), Penny McCann, Andrew McNeill, , Shelley Robinson, Bill Rooney, AnaLori Smith (Vice President), Jesse Steinberg, Chris Yordy.

Staff: Ray Sullivan, Nicole Picton (recorder).

Regrets: James Clark, Josh Bueckert, Sarah Button, Abra Adamo.

1. Call to order

The meeting was called to order at 7:11 p.m.

2. Adoption of agenda

The agenda was adopted as presented, with items not specifically noted being adopted on consent. (M/S/C, Penny McCann / Chris Yordy)

3. Declaration of conflict of interest

No conflicts to report.

4. Adoption of the Board minutes of June 26, 2019

The minutes were adopted as presented. (M/S/C, Penny McCann / Chris Yordy)

5. Business arising from the previous minutes

None.

6. Rental Committee Report

a. **2020 Rents.**

Motions:

That the Board approve market member fee (rent) increases of 2.2% in 2020 for all current members (M/S/C, Penny McCann / Bill Rooney)

That the Board approve new turnover member fees (rents): \$810 for one-bedroom units and \$930 for two-bedroom units.

(M/S/C, Jesse Steinberg / Chris Yordy)

7. **Facilities Management Committee Report** (none)
8. **Finance Committee Report** (none)
9. **Other Business** (none)
10. **Adjournment** at 7:12 p.m. (M/C, Bill Rooney)

MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING

Wednesday, August 28, 2019

Present: Dallas Alderson (President/ Chair), Kerry Beckett, , Sinda Garziz (Secretary), Penny McCann, Andrew McNeill, , Shelley Robinson Bill Rooney, AnaLori Smith (Vice President), Jesse Steinberg, Chris Yordy.

Staff: Ray Sullivan, Nicole Picton (recorder).

Regrets: James Clark, Josh Bueckert, Sarah Button, Abra Adamo.

1. Call to order

The meeting was called to order at 7:20 p.m.

2. Adoption of agenda:

The agenda was adopted as presented, with items not specifically noted being adopted on consent.
(M/S/C, Bill Rooney / Kerry Beckett)

3. Adoption of June 26, 2019 minutes:

The minutes were adopted as presented. (M/S/C, Andrew McNeill / Chris Yordy)

4. Declaration of conflict of interest- none.

5. Business arising from the previous minutes

- a) **Lisgar borrowing-** Ray explained that CCOC is working with CMHC to secure financing. CCOC has to come up with fresh engineering reports. CMHC advised CCOC to apply for their SEED grant, which we did, and we have been approved for a \$60,000 grant and \$88,000 loan. These engineering reports will help us with the main application for \$3-4 million in loans.

Motion: That the Board appoint Ray Sullivan and Amanda Tompkins as signing officers to execute CMHC SEED funding and financing (M/S/C, Andrew McNeill / Bill Rooney)

- b) **Alternatives to calling police** – Sinda reported that TCE Committee is discussing alternatives to directing tenants to call police when they find trespassers in CCOC buildings. However, there aren't very many good alternatives in Ottawa. CCOC staff came up with a list of resources that could be an alternative to calling the police; most of the options are only available during the daytime. CCOC will continue thinking of resources to

provide tenants. For tenants who feel comfortable enough, they could talk to the trespasser. But in the end, tenants have the full right to call police, and CCOC's first obligation is to the safety of our tenants.

James asked if the committee talked about different scenarios which would require the police to be called. Sinda explained the committee discussed people being in the stairwells and homeless people staying in the lobby as well as drug users.

Andrew asked if there is a broader conversation around different services that can be called.

The resources our TCE Facilitator was able to find provide service in public spaces and we need resources to support people who are using private spaces in CCOC buildings, like stairwells and lobbies.

We have had success in changing door entry systems. All new enterphone panels are being relocated outside the airlock, allowing us to keep both sets of airlock doors locked. This greatly reduced incidences of trespassers at 145 Clarence and 511 Bronson.

Some board members expressed interest in adding resources into the budget to change all of the enterphone systems.

Kerry suggested that CCOC should tell all tenants to call the police so that there will be a record of incidents

Sinda replied that TCE wants tenants to know that they have options other than calling the police, but it does not mean there will be instances where the police will not be called.

TCE committee will continue this discussion.

c) Sources of maintenance requests

Nicole showed that for the month of June there was a 99% on-time completion rate for workorders. Approximately 1/3 of non-emergency workorders originate from Tenant Services Representatives at our Service Desk. Of the 542 service requests and enquiries fielded at our Service Desk in June, 56% were by phone, 36% by e-mail, and 8% in-person.

d) Anti-Oppression Statement

Dallas read the draft statement from the anti-oppression workshop in June. The intention is that this could be a statement read out loud before every board meeting. Preliminary thoughts on the statement include: That discussion is inclusive, respectful of different points of view, take place in a safe space...

Chris, AnaLori and volunteered to work on the anti-oppression statement to bring back to the board next month.

6. Executive Committee Report

a) *In Camera* minutes: The board read *in camera* minutes from the August Executive Committee meeting.

b) November 16 Board Retreat: Dallas confirmed the board retreat is scheduled for November 16. During this meeting decisions will be made on the Integrated Asset Plan and long term financial plan. Lunch will be provided and the meeting is expected to take place from 10am-4pm in the CCOC boardroom. Shelley will not be able to attend due to a

scheduling conflict.

7. Personnel Committee Report

a) Policies of employment updates

- i. **Probation:** the committee added a six month timeframe, and that it must be actual work (leave time doesn't count)
- ii. **Training and Professional Development:** people must still be a CCOC employee to claim reimbursement, even if training was done while an employee
- iii. **Leave without Pay:** the committee added some parameters that it is for "time-limited opportunities where the employee intends to return to work."

b) Job descriptions

- i. **Facilities Management Dept title changes:** the committee changed titles to match the new department name. Maintenance Officer becomes "Operations Coordinator", Maintenance Manager becomes "Operations Manager"
- ii. **Development Assistant:** the committee approved the job description for a new term (temporary) position to add admin support.
- iii. **Rental Department Director:** The committee updated the job description so we can post it and try to replace Debbie before she retires
- iv. **TCE Facilitator:** Personnel recommended budgeting for this as a full-time regular position in the 2020 budget. The Board will have to approve it along with Budget in the fall.

8. Finance Committee Report (joint meeting with Rental Committee)

- a) **Bad debt:** The Board moved that \$1692.57 in bad debts from June 2019 be written off and \$11,682.77 in bad debts be written off from July 2019.
(M/S/C, Bill Rooney / Kerry Beckett)
- b) **CCOC and CCHC indicators:** Staff applied the same 2018 indicators and performance measures in The Agency For Co-op Housing report on 240 Presland to all other CCOC-managed properties.

Vacancy loss: When the co-op has a bad year, it is usually due to vacancy loss (or bad debt). The co-op didn't do badly at all in 2018 but some CCOC properties did. 163 James did very poorly and that's because it's a rooming house and it takes a bit longer to fill a vacant room with a tenant who will be compatible with the other tenants.

Arrears and bad debts: they change year by year and there aren't necessarily trends.

Maintenance spending as % of operating cost: At Carruthers, Loretta and Putman the cost are high and that is partly why CCOC is weighing the option of redevelopment.

Maintenance spending per unit: Carruthers, Loretta and Putman again were the highest.

Replacement reserve balance per unit: 41 Florence, Percy School, Gladstone, Carruthers, Loretta and Putman are in the negatives and the reserves have been exhausted. Other properties with small or negative reserves are very small buildings, so the actual dollar amounts are small.

9. Facilities Management Committee Report

- a) **160 Argyle elevator**- Tenants with disabilities voiced their displeasure at recent elevator break-downs at this single elevator building and two gave a presentation to the committee. Anne Marie is setting a meeting with KONE (the elevator service contractor) to talk about their poor service.
- b) **Painting agreement**- Staff should let tenants know an approximate range of how much it's going to cost to paint the apartment before the agreement is signed.
- c) **Chargeback policy**- The Board moved that staff should update all department names and job titles in all CCOC policies. (M/S/C, Penny McCann/ Bill Rooney)
- d) **Service Delivery Report** – The Facilities Management Department has had near perfect scores for three consecutive months.

10. Development Committee Report

- a) **Changing chair**- Alison Kar stepped down from her position after decades of chairing. Penny is now the new chair and Elliot Sherman is the vice-chair.

Penny moved a motion to thank Alison for her work as chair for the many years of service: the Board passed it unanimously. (M/S/C, Penny McCann/Jesse Steinberg)
- b) **Lebreton Flats**- A couple of individuals were inspired to get the NCC to sign a community benefits agreement. The individuals are trying to attract representative groups to ask them to sign onto this idea. Community benefits are a new idea in Ottawa and usually this is an agreement between a government and private companies to get them to commit to community work.

The Ottawa Social Housing Network (OSHN) has signed on. The Board agreed that CCOC should stay engaged but not sign on at this time. CCOC might be able to help achieve the same of the same goals by engaging with NCC directly.
- c) **Forward Avenue Action Ottawa RFP**: Ray briefly explained that submissions are due in early October. The RFP specifies they want a blend of apartment sizes which means we can't do townhomes (like our new Arlington property), which also means higher cost because this means elevators and hallways. There are two financial scenarios: the first one would require 3 million of equity from CCOC. If we get CMHC funding along with a co-investment loan this will reduce CCOC's equity cost to 1.7 million dollars. A full proposal will come back to the board in September.

The Board moved that staff develop an Action Ottawa proposal for presentation to the board in September. (M/S/C, Penny McCann / Chris Yordy)
- d) **Arlington**: Construction is done! September 7 opening party.
- e) **Integrated Asset Plan**: More information coming at the Nov 16 Board Retreat

11. Tenant and Community Engagement Committee: adopted with consent agenda

12. Rental Committee Report

- a) **2020 Rents**- Ray gave a brief presentation summarizing the recommendations from the Rental Committee: increasing rents for existing tenants by 2.2%, and increasing rents on turnover to at least 93% of Average Market Rent (AMR), unless there are specific reasons (electric heat, small apartment) for lower rent, in which case the turnover rent will be 80-90% of AMR. This is consistent with direction from the board over the past 20 years, but it also a more aggressive move toward increasing rents for new incoming tenants.

Penny noted that the committee minutes cautioned against raising the bachelor market rents too high because as much as half of those market-rent tenants would qualify for a subsidy and raising the rents could cause barriers for future tenants. Penny noted that a CCOC employee at the lowest possible wage might not be able to afford a bachelor at the proposed turnover rents for some properties.

Other board members expressed concern that keeping bachelor rents too low also provides a subsidy to those who *don't* need it.

Ray reminded the Board that the true problem is the undersupply of affordable housing, and how this leads to long waiting lists. If rent-geared-to-income housing was available in 10-12 months, the Board likely wouldn't be discussing how to keep market rents low for market rent applicants who otherwise qualify for a subsidy.

If the turnover rents are being increased, and we wish to keep some bachelor rents accessible to low-income applicants, CCOC can consider an internally-funded Below-Market-Rent program for some bachelor apartments. This would ensure that reduced rents only to tenants who need the reduction.

Motions:

That the Board approve market rent increase of 2.2% in 2020 for all current tenants
(M/S/C, Penny McCann / Bill Rooney)

Jesse moved that the Board Approve new turnover rents as recommended by the Rental Committee.
(M/S, Jesse Steinberg / Chris Yordy)

Andrew moved an amendment, that bachelor turnover rents be excluded from the original motion and discussed at the next meeting.
(M/S/C, Andrew McNeill/ Bill Rooney)

The Board returned to the original motion, as amended:

The Board approved new turnover rents as recommended by the Rental Committee, excluding bachelor turnover rents, which will be discussed at the next meeting.
(M/SC, Jesse Steinberg / Chris Yordy)

13. Policy Research and Advocacy Committee (PRAC!)

- a) **City Official Plan:** The committee reviewed discussion papers issued by the City on their Official Plan Review and agreed on some principles that will form the basis of CCOC's advocacy.

14. Corporate Business

- a) **Upcoming events:** 12:00 September 7: Arlington Opening, September 28 Bike Tour

15. Conference / Associations' Report: none

16. Other Business: none

17. Adjournment: the meeting adjourned at 10:09 p.m. (M/C, Penny McCann)

Next Meeting: 7pm, September 25, 2019

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

7:30 PM, Monday, September 9, 2019
at 415 Gilmour

Present: Dallas Alderson (Chair), Kerry Beckett, Josh Bueckert, Sinda Garziz, Bill Rooney, AnaLori Smith, Ray Sullivan (staff)

Regrets: No regrets.

1. **Call to order:** 7:39
2. **Approval of the agenda:** (moved/seconded/carried, Bill/Sinda)
3. **Approval of regular minutes from August 12, 2019:** (m/s/c, Kerry/AnaLori)
Approval of *in camera* minutes from August 12, 2019: (m/s/c, Bill/Josh)
4. **Business Arising:**
The committee moved *in camera*. (m/s/c, Josh/Bill)
 - a) **Unity housing matter:** no news
 - b) **Succession planning:** the committee briefly discussed the coming integration of three new department directors.The committee moved *ex camera* to resume the agenda (m/s/c, Bill/Kerry). There are no further *in camera* notes.
5. **Reviewing Directors' meeting:** September 5 – Department Directors discussed planning the October staff meeting, the process for drafting new job descriptions and the 2020 budget. September 6 was an all-day retreat, where directors discussed succession and transition, and building trust in the workplace.
6. **New Business:**
 - a) **2020 Executive/Admin Budget:** The committee discussed the need to look for additional revenue. Staff is aiming for an Admin budget that is less than a 2% increase from 2019. The committee reviewed the draft admin budget, focusing on the items traditionally tagged for executive committee. The committee agreed with what staff presented and referred those parts of the budget to Finance Committee for inclusion in the first draft of the 2020 operating budget. (m/s/c, Bill/Kerry)

b) CCC556:

Background: Carleton Condominium Corporation 556 governs the property at 415 Gilmour and 320-332 Bank. There are three owners: CCOC, Domicile and District Realty.

Discussion: staff are working to strengthen some of the admin and financial aspects of the condo corporation and the shared cost agreements between owners. We will set a condo corp AGM at a future CCOC Executive Committee meeting. Traditionally the CCOC table officers are appointed to their equivalent roles on the condo board. It has been several years since we have held a proper AGM.

7. Programs/Policy:**a) Expiry of mortgages:**

Background: CCOC's 2019-2022 workplan identifies expiry of provincial mortgages (EOM) as a top priority. Conditions post-mortgage have to be non-punitive and allow CCOC to function sustainably.

Discussion: Ray gave a high-level overview of the Ministry of Municipal Affairs and Housing's recent efforts to renew the community housing system in Ontario. This work figures prominently in our planning around the end of provincial mortgages, and our Integrated Asset Plan.

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 **3** tenants.

(m/s/c, Josh/Bill)

b) Other reasons: There were no new evictions recommendations for non-financial reasons. The committee reviewed the LTB ruling (in CCOC's favour) in the case of a former tenant who brought motions against CCOC to the LTB.**c) Co-op RTA decision :** The committee read some background on a recent CCHC co-op eviction hearing at the LTB. The co-op member may wish to speak to the board at the next meeting.**9. Strategic Plan:** November 16 board retreat will focus on the Integrated Asset Plan and the long-term financial plan.**10. Cahdco Update:** none**11. Other business:****a) October meeting date:** The committee decided to move the next meeting to October 7.**12. Adjournment:** 9:10 (m/c, Josh)

CCOC PERSONNEL COMMITTEE

AGENDA

5:30pm, Monday, September 9, 2019

415 Gilmour Boardroom

Present: Kerry Beckett, Jane Dickinson, Josh Heymans, Bill Rooney, AnaLori Smith (Chair), Zak Spelay, Pascal St-Amour

Staff: Tessa Hill, Nicole Picton

Guests: Sam Gallivan (2nd meeting)

Regrets: Sue Lott, Doris Zastre

1. **Call to order:** 5:31pm

2. **Approval of the agenda:** (M/S/C, K. Beckett/Z. Spelay)

3. **Approval of the August 12, 2019 minutes:** (M/S/C, Z. Spelay/J. Dickinson)

4. **Staffing Updates:**

We have hired Oluwasegun Ademeso for the 1-year term General Maintenance Worker position.

All the summer students (Fiona, Kyla, Justin, Karim, and Tony) have all returned to school. Justin is going to return on a casual basis to complete some work for the Facilities Management Department.

Anne Marie, Director of the Facilities Management, announced her retirement. Her last day will be February 3, 2020. She will be missed.

The Development Assistant job posting has closed. We are interviewing three candidates on Friday, September 13th. We had over 100 applications!

5. **Training:**

We have arranged for a Conflict Resolution course to take place on March 5, 2020. We estimate 30 staff will attend.

The Plain Writing course is coming up on October 17th. Approximately 30 staff are attending that as well.

ONPHA conference is coming up at the end of October/early November. People are starting to get excited!

All new staff take De-escalating Potentially Violent Situations training. It is being offered in December and approximately 3-6 staff will be attending. Numbers depend on the amount of people we hire between now and cutoff date in October.

6. **New Business:**

a) **Personnel Budget 2020**

Review the 2020 personnel budget

Members reviewed the 2020 Personnel budget. The Personnel budget is incorporated into the overall Corporate Services budget. Members looked at the relevant line items which includes the cell phone allowance, ONPHA conference, training, and recruiting budgets. One item to note is that the recruiting budget was reduced by \$2,000. This is because the 2019 budget was a miscalculation. The 2020 budget of \$2,500 is much closer to our spending reality.

The committee approved the Personnel budget as presented (M/S/C, K. Beckett/J. Dickinson)

b) **Next meeting date**

The next meeting date falls on Thanksgiving.

We usually choose the Monday following the holiday but that is Election Day. Everyone agreed October 7th was the best alternative.

c) **Acting Pay**

Background: Currently, there is no policy on acting pay. On occasion staff are asked to complete duties in a more senior role when more senior staff are on leave for either personal/ medical reasons or vacations.

Proposed language: When an employee is requested by their supervisor or the Executive Director to perform duties of a higher job equity grouping for at least 10 working days, the employee shall be paid acting pay calculated from the date on which they commence to act in higher grouping. Employees in an acting capacity will be paid at the starting rate of the higher grouping. Employees who are currently paid more than the starting rating than the higher grouping will receive a 5% increase on their current wages.

There was some discussion on the difference between “temporary assignments” and “acting assignments”. The discussion was that “temporary” means the individual takes on the entire role of the position in the higher grouping (and often the title). This also means that the person leaves behind their own role in order to take on the “temporary” role. “Acting” refers to taking on certain duties from the higher grouping but not the entire role. One would warrant being moved into the higher pay scale while the other may only warrant a small percentage pay increase (but not necessarily enough to put them in the new pay scale). Since we currently use the word “acting” instead of “temporary” we will want to ensure the language stays consistent. The important part is that the two types of work be defined to ensure it is clear.

Another alternative is to make the increase a range instead of specifying the pay grouping (ie. a range from 5-10%). The more duties they take on, the higher percentage they would receive.

Members felt that the wording should be changed to “more than 10 consecutive working days” for clarity. Just 10 working days seemed too short since a 2-week vacation is extremely common.

Nicole will take this feedback and revise the draft. It will return to the committee in October.

d) Director of Facilities Management Job Description

Approval of the Director of Facilities Management Job Description

With Anne Marie retiring, we need to post the Director of Facilities Management position.

Members felt that some of the wording was harsh or needed to sound more human. Job descriptions are how we present our organization to prospective employees.

Under “Working Environment”, members felt that “very serious stress” sounded too harsh. Some alternatives were presented: “individuals may experience stressful situations”, “some activities may be stressful”, or “some people may experience elevated levels of stress due to conflicting priorities”.

It mentions “basic verbal communication in French” under Minimum Education and Experience. The question was whether it was really necessary. Many of the past people in the role have had no French and were able to do the job. Perhaps it should be changed to French being considered an asset but not required.

Under the heading of Decision Making, point #1 doesn’t sound very human. Nicole will re-word it to sound a little more natural. The line about procedures and precedents not being established will also be removed since the rest of the point already makes it clear. Members would also like to have some examples of decision-making and problem solving that occur. For example, it should be clarified that they are responsible for buying capital assets.

Nicole will be adding how many people indirectly report to this position.

The committee approved the job description with the changes discussed (M/S/C, Z. Spelay/J. Dickinson)

e) Building Cleaner Job Description

Approval of the Building Cleaner Job Description

We currently have two vacant cleaner positions and we hope to post them for the end of the month. This job description is much more explicit about seasonal tasks and duties.

Notes:

- We should avoid use of words like “extremely or very”. It’s from the job description tool but doesn’t add anything to the job description for applicants.
- The description says “access to confidential information” but that doesn’t really apply. Cleaners should not be entering inhabited apartments or accessing sensitive information.
- Members felt the weight limits listed were not accurate since they can often have to lift up to 50lbs (salt in winter)

The committee approved the job description with the changes discussed (M/S/C, P. St-Amour/J. Heymans)

7. Business Arising:

a) Compensation Review Implementation

Update on new job descriptions progress

Nicole has completed more of the job descriptions. We are on track for December completion. An email was sent to staff to update them on the progress. Nicole will bring the ones she has done to the October, November, and December meetings for review and approval.

8. Report from the Board & Committees: None

9. Staff meetings:

All Staff: August 14 (minutes attached) This meeting was more interactive. Staff answered some questions about CCOC’s values and brainstormed how we use the values every day. It was good and constructive.

Health & Safety: September 17 (August 20 meeting was cancelled) – no minutes to review

Directors meeting: September 5 and 6 – September 5th was mostly about the compensation review and updating Directors on the job description progress. There was also some discussion about the integrated asset plan. On September 6th, the Directors had a little retreat with discussion centered on the welcoming process and how to support new staff.

10. Work plan review: None

11. Other business:

a) Professional Development Request:

Staff representatives left the room. The committee moved *in camera* at 6:40pm (M/S/C, B. Rooney/J. Dickinson).

The committee moved *ex camera* at 6:48pm (M/S/C, Z. Spelay/K. Beckett).

12. Adjournment: The meeting adjourned at 6:48pm.

**Next meeting: 5:30pm, October 7, 2019
At 415 Gilmour**

Work plan (2019-2022)

Goal (from CCOC strat plan)	Objectives	Strategies	Activities	Timelines
Empower staff, volunteers and tenants	Shared staff understanding and commitment to mission and bigger picture	Ensure new staff welcoming process is consistent and complete	Staff welcoming: develop a comprehensive welcoming and orientation process for new staff	6 months
Empower staff, volunteers and tenants	Fair and objective pay practices	Implement job equity framework into operations	Human Resources: Revise all job descriptions and integrate with job equity evaluation framework and updated compensation policy	12 months
Empower staff, volunteers and tenants	Staff have trust that they are well informed across departments and about corporate priorities	Take a more deliberate and consistent approach to internal communication and team building	Internal Communication: Plan staff meetings and engage other tools to improve internal communications	6-8 months
Empower staff, volunteers and tenants	Update procedures to ensure decision-making is consistent	Use an intersectional approach when developing policies	Human Resources: Full review of Employment Policies 2021.	End of 2021

**Joint FMC & Finance Management Committees
Meeting Agenda
September 19, 2019**

FMC committee: Michael Lambert, David McCallum, Doug Campbell, Barbara Lagace, James Clark, Penny McCann (Board)

Finance committee: Josh Bueckert (Treasurer/Chair), Rod Manchee, David-Boushey, Nicole Rogers, Linda Camilleri, Alannah Bird, Andrew McNeill (Board)

Regrets: Hieu Nguyen, Domir Berberi, Mary Huang, Kris Gordon, Michael Holmes, Court Miller

Staff: Amanda Tompkins, Ying-Hua Sun, Anne Marie Mason, Cynthia Jacques, Graeme Hussey, Al Shadid

Motions for Board Approval

MOTION (ITEM 7): That **\$1,329.62** in Bad Debts be written off for **CCOC (August 2019)**

David/Rod **m/s/c**

- **Call to Order:** 7:03 p.m.
- **Adoption of the Agenda** Rod/James **m/s/c**
- **Declaration of Conflict of Interest** None
- **Approval of meeting minutes**
 - FMC Meeting Minutes July 18, 2019 Penny/Michael **m/s/c**
 - FC Meeting Minutes August 15, 2019 Rod/Nicole **m/s/c**
- **Business Arise (FMC)**
 - None

- **Notices/announcements**

- None

- **Bad Debt Write-off and Accounts Receivable Statistics**

MOTION: That **\$1,329.62** in Bad Debts be written off for **CCOC (Aug. 2019)**

David/Rod **m/s/c**

- **Facilities Management Director's Report**

- Anne Marie announced that she is retiring in early February 2020
- Correction to the report: the budget will be reviewed but not approved

- **Capital Report**

- The Beaver Barrack geothermal project will lead to a system shutdown for 10 days starting from September 26th.
- 415 Gilmour parking garage is going through repairs for the past few weeks, it has been tough for both the tenants and staff.
- 170 Booth is a failed bid, we will go back at it in February 2020 in hopes for a more reasonable quote.
- James asked about the Phase 3 landscaping at Percy school, the project will be postponed until next year.
- Michael asked about the impact of Beaver Barrack projects, Anne Marie said that notices have been sent out to inform tenants on how to deal with system shut down.
- Penny suggested improving the format of the report to highlight what is new vs. carry forward information. Anne Marie will follow up with Rida.

- **N5 Update**

- The committees went through the N5 update.

- **Committee Summary**

- The committee members reviewed the Committee Summary.

- **Chargeback Report**

- The committee members reviewed the Chargeback Reports.

- **Service Delivery Standards**

- The Committee members remarked on the continuing level of achievement on the standards and reflected on how this has been accomplished due to improved

reporting and measure with Yardi and the hard work of the maintenance workers.

- **Maintenance Variance Report**

- Amanda reviewed the Maintenance Variance report with Committee members.
- Anne Marie mentioned that Pest Control treatment is booking about 4 weeks out at this point due to high levels of demand. We are working with Orkin to improve wait times so that we can keep up with the increasing demand.

- **2020 Operating Budget**

Amanda reviewed and discussed 2020 Budget:

- The 2019 Long Term Financial Plan was reviewed to highlight that current operating and capital budgets for 2020 are not far off from what we expected. Decreased replacement reserve balances in the 2019 plan were highlighted to remind the committees that this reflects decreasing cash balances. Additionally the plan has also indicated that accumulations of surpluses were not expected until 2027-2028.
- 2020 Operating Budget included the following new items:
 - i. Portfolio views
 - ii. Better accounting for 3rd party revenues (i.e. Unity)
 - iii. Breakout of Subsidies between internal and external
- Explained controllable and uncontrollable expenditures – we really only influence a few line items
- Reminder to the committee that rent revenues are limited to 2.2% in 2020 vs. all other expenses which are expected to increase 3-4% (or more) – and this trend is expected to continue.
- Current budget estimates (capital and operating) result in a net cash deficit in the year of (\$1.4M). We can reduce this pressure by cashing in \$1.3M from our investments. This still leaves a short fall for the year and given our cash balances are expected to be around \$1.0M at the end of 2019, this does not give us a sufficient cash balance – which should be 1 month worth of expenses or \$1.9M.
- Discussed cash management scenarios and options with the committee members.
- CCOC will provide finalized budget and long-term plan for review next months before being submitted to the board.
- Nicole asked the possibility of fundraising, Amanda responded that CCOC is unable to provide donation receipts.
- Josh commented that there is no quick solution for budget 2020.
- James commented that Beaver Barrack seems to drain cash, Amanda responded that CCOC is managing ways to decrease cost such as the cooling tower installation but we are limited in what we can do because of property taxes.

- James asked about refinancing options to help the cash flow, Amanda said that it can be an option but interest and fees are expensive.
 - Linda mentioned that the vacant commercial space at Beaver Barrack will go on to the market soon.
 - Lots of great discussion around options were had and at each point we reminded ourselves of our mission of being the landlord of choice (so we can't just not fix our buildings), keeping affordable rents (so we can't just charge market levels), etc.
 - The 2020 Budget will come in October for final approval & recommendation to the board.
- **2020 Capital Budget**
 - Amanda presented 2020 Capital Budget.
 - Anne Marie explained that we are hoping to get approx. \$400K in COCHI in 2019 and maybe similar in 2020.
 - Josh reminded us that should we need to defer some spending from 2020, it is not ideal and will only get more expensive in the future.
 - The 2020 Budget will come in October for final approval & recommendation to the board.

Andrew also reminded the Committees that soon we will hit under 40% government funding and will lose our HST rebate. Amanda is looking into the "when" and it will be incorporated in to the long-term financial plans.

- **IAP Update**
 - Cynthia gave us an update on IAP.
 - Current work on the CMHC co-investment fund is being slowed down to ensure it aligns with what we will find through the IAP process.
- **Forward Avenue**
 - Cynthia presented the Action Ottawa: 159 Forward Ave. preliminary plan, design, pro-forma including project costs, sources and uses of grants, contributions and financing opportunities, as well as the ongoing operating budget.
 - We were able to secure 7 rent supplements from CHMA which allows up to charge ODSP rents to our tenants but still receive market rent.
 - Cynthia and Graeme presented and discussed potential options for equity sources and financial scenarios for this project. They reassured the committees that submitting does not mean accepting. Questions around reputation risk were raised and Graeme felt they were minimal.

- Heated discussions were had as the Finance Committee was understanding the pros and cons; recognizing that this project does support CCOC’s mission of growing affordable housing and that it is not that often projects come with this much funding, but also recognizing that CCOC is currently in a cash flow crunch and that the equity requirement is not currently available.
- Cynthia and Graeme highlighted merits of the project such as the high per-unit grant funding, opportunity to add housing inventory, and little to no requirement for increased administration staff.
- Amanda acknowledged the merits of the proposed project but highlighted CCOC’s current financial situation may mean that it isn’t the right time for it to be financially feasible for CCOC.
- Andrew asked two questions:
 - i. What is the cash flow impacts from the project?
 - ii. To Amanda: what is it you need to take on this project?
- Amanda said that in addition to the equity requirement, we will have to cash flow some of the project before we can get our grants and financing. The director team has brainstormed a number of ideas or options, such as additional grants or property tax reductions, but the timing to get confirmation of the options cannot happen before we need to submit early October.
- Josh reminded us that even though the Development Committee has approved he submission and forwarded their recommendation to the Board, it is not a problem for the Finance Committee to not approve or approve with conditions due to our financial situation.

MOTION The Finance Committee does not recommend to the CCOC Board that CCOC submit a proposal to respond to the City of Ottawa 2019 Action Ottawa RFP for Forward Ave. unless it is amended to have no equity requirement. Nicole/David **m/s/c**

Penny also noted that the COCHI money should not be used to help fund the equity for Forward, given it will be needed for the Capital projects.

- **Chargeback Appeals (2):**
 - Plumbing repair chargeback appeal for \$40.00 was reviewed Reject: 3 - Approve: 0
 - Lock out \$50 appeal was reviewed Reject: 3 - Approve: 0
- **Next Meeting:** likely moved to October 24, 2019 (to be confirmed)
- **Motion to Adjourn:** the meeting ended at 9:50 p.m.

Development Committee Meeting Minutes

Tuesday, September 10, 2019, 7:00 PM
415 Gilmour, Meeting Room

Development Committee: Penny McCann (Chair, CCOC Board Member), Shelley Robinson (CCOC Board Member), John Kingsley, Jesse Steinberg (CCOC Board Member), Rod Manchee, Brent Walden, Elliot Sherman, Court Miller, Mary Huang, Gisèle Doyle, Graeme Hussey (Staff), Cynthia Jacques (staff) Kiefer Maracle (Staff), Paige Waldock (Staff/Minute-taker)

Regrets: Abra Adamo (CCOC Board Member), Sarah Button (CCOC Board Member), David McCallum, Natalie Duchesne, Alannah Bird, Stephanie Bohdanow

1. **Call to Order:** 7:07 pm
2. **Approval of Agenda** (m/s/c Jesse/Court)
3. **Approval of Minutes** – **Attached August 2019** (m/s/c Gisèle/Rod)
4. **Announcements**
 - The development department is trying to cut back on paper and will be project the meeting resources. The committee suggested printing a few copies.
 - The new development assistant position closed with over a hundred applicants. The new role responsibility include all administrative duties that the project coordinators perform currently. Penny, Mark, and Graeme will be hosting interviews on Friday September 13th.
 - There will be a Bike tour of CCOC on Saturday, September 28th. The development department will forward the invite and details to the committee.
5. **Business Arising:**
 - A. **Arlington Report – Attached August 2019 Report**
 - The construction manager is on site wrapping up the deficiencies and finishing up the exterior work.
 - There was a party with the tenants on the weekend. It had a BBQ, tours, and a community building event with the new tenants.
 - There was a meeting with Taplen to discuss unresolved change orders. CCOC and Taplen came to an agreement that keeps the project on budget.
 - Passive House designation and application continues to progress.
 - There are four unoccupied units but they are leased and earmarked for transfer.
 - There will be no more project reports.
 - B. **Action Ottawa RFP & CCOC Application (Forward) –Attached Forward Charter**
 - There has been no RFP for the Bullman site. Bullman and Carruthers will be



removed from the committee agenda until there is new information.

- Figurr Architects were procured for both sites, but are focussing on Forward. They were known as Rubin and Rotman and are a Montreal based Architecture firm with an Ottawa office
- There is a new charter for the Forward Project for the committee to consider. It has been streamlined and simplified.
- Kiefer reviewed the charter with the committee.
- The charter includes a description of each stage of the development process. Action Ottawa often dictates that the early stages of the project are rushed, but the committee will still have a chance for review and comment on the early project stages later.
- The figures describing the development stages are taken from Arlington.
- The charter dictates who has Approval, who makes the Recommendation, who will provide feedback, and who will receive it as information.
- The charter outlines which documents are being committed to being shared with the committee throughout the entire project.
- The cost of responding the Action Ottawa RFP are the development department's time and the cost of the architect.
- If the committee is providing feedback or making a recommendation, it needs to be in the form of a vote.
- The RFP does not allow the construction manager to be part of the response team. CCOC usually uses the construction manager during the design and development phase. Their contract is, typically, turning into a lump sum contract for construction.
- Kiefer provided an update on the Forward Avenue Action Ottawa Submission.
- The Forward project aims to have 31 units with at least 19 family units, 100% universally accessible units, and 11% barrier-free units. 9% of the units will be adaptable to barrier free. The site will also sheltered bike parking and 6 sheltered parking spots (2 visitors and 4 residents).
- The building is designed to be a 3.5 story construction with one elevator and a LULA lift that goes to the first and second floors. This will allow all Barrier free units (located on the first two floors) to have an accessibility redundancy should the elevator ever shut down.
- The unit sizes are dictated by the Action Ottawa RFP.
- Should CCOC win the RFP, they will be able to pursue CMHC financing for the project outside of the portfolio application.
- The project will be design to passive house standards which exceed the RFP requirements.
- The current design has 2 studio units, 10 one bedrooms, 14 two bedrooms, and 5 three bedrooms.
- There are three rent levels of Ontario Disability Support Program (ODSP),



80% Below Market Rents (BMR), and Average Market Rents (AMR). These rent levels are below the actual market rent of the area.

- The lowest rent will be ODSP rents with a slight reduction to allow for hydro payments.
 - The weighted average of the rents cannot be greater than 80% AMR.
 - There was a pre-consultation with the City today that required the ramp to be moved into the building.
 - The design is considering a rooftop garden with planter boxes.
 - The RFP will be submitted on October 2nd with the City's response due December 14th. Tendering would begin in May 2020 with demolition occurring by May 29th 2020 as a requirement of the City. Construction would take 18 months.
 - CCOC will apply to Canadian Mortgage and Housing Corporation (CMHC) for financing. They accept a debt coverage ratio (DCR) of 1.0. Traditional banking needs a DCR of 1.1.
 - The Action Ottawa submission will need to assume the worst case scenario of events. This means that CCOC will be committing to more equity than they will likely pay.
 - The costing of the project might change once the Class D estimate and final design revisions are received.
 - The operational staff costs are not capitalized as a part of the construction costs. The development departments cost is included in the Capital budget.
 - The City will stress test the interest rates that are a part of the financial assumptions.
 - The project is estimated to cost \$10.8 Million. \$1.0 Million of land value, \$2.6 Million from Mortgage, \$2.5 Million from equity, and \$4.65 Million Grant.
 - The committee approved proceeding with the RFP at the last meeting.
 - **Motion: Recommend that the board approve the 159 Forward Avenue Project Charter. All in favour. Passed.**
- C. CCOC Integrated Asset Plan (IAP) & CMHC Portfolio Application
- A working group comprised of finance, development, facilities management, and rental directors are meeting weekly to discuss the project.
 - The CCOC portfolio side application to CMHC has been slowed down. CCOC wanted the other parts of the IAP to catch up and allow for a more complete picture before applying to co-investment.
 - The IAP exercise will help identify how much equity CCOC has and when it will be available. This strategy will cover nine years.
 - CCOC has reached out to other groups attempting a portfolio applications.
 - The CCOC board retreat will discuss the IAP.
 - The goal is to have more concrete information by November. The CMHC application won't go out until at least November, but likely later. This will allow for the Action Ottawa results to be considered.



- The CMHC application has no deadline.
 - The portfolio approach will likely be a subset of all of the buildings, it will consider different groupings to help create the strongest application.
 - Buildings that can't meet the program criteria will likely not be included in the CMHC application since they cannot be retrofitted.
 - IAP will continue with or without the CMHC application. It is a larger look at CCOC's future beyond just the CMHC application. CMHC is just one way of financing that future.
 - IAP is looking into the potential selling of a site to help raise equity for development while concurrently divesting itself of a property that is struggling to provide housing of choice.
- 6. Government Policy & Program – Verbal Report**
- PRAC reviewed the Official Plan (OPA) directions and drafted a CCOC response.
- 7. Report of Board, Committees, Community Associations**
- Committee Summaries – Attached
 - The committee summaries were reviewed. The board did meet in August.
 - The board discussed the results of the joint finance and rental meeting where they discussed setting turnover rents higher than the regular rental increases.
- 8. Report from Cahdco – Report distributed**
- Background: Update on active and new Cahdco client projects.
 - Cahdco has been very busy the past few months and are hiring a new staff.
 - Arlington has finished construction. YSB and KDS are expecting construction to end soon.
 - MHI Veterans House has begun construction.
 - Elizabeth Fry is a new client. Anna is taking the lead on the feasibility study.
 - Cahdco has joined Canadian Housing and Renewal Association (CHRA) and Greater Ottawa Home Builder's Association (GOHBA).
 - The last Cahdco board meeting was the AGM. One board member left. He was replaced by Josh Kardish who is the president of GOHBA.
 - Cahdco has two active affordable home ownership projects, Champlain and Julian.
 - The Champlain project has purchased a site and is pursuing marketing research.
 - The affordable home ownership model sells all units at market with approximately 50% of the units subsidised through a second mortgage. The second mortgage is paid back when the unit is re-sold.
- 9. Items to Highlight for the Board**
- Approval of the Charter for Forward.
 - Approval of the Action Ottawa RFP submission.
- 10. Agenda Items or Decisions for Next/Future Meetings**



**Centretown Citizens
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- None

Adjournment: 8:52 pm

(m Jesse)

Next Meeting: 7:00 p.m. Tuesday, October 8, 2019 (TBC)



Chargebacks

CCOC values working together as tenants, members and staff in ways which are responsible and supportive. This includes tenants and CCOC each accepting their responsibility for some costs.

CCOC must accept its responsibility for the cost of fixing anything damaged through normal wear and tear, or failure.

Tenants must accept their responsibility for;

1. the cost of damages they **or their** guests have caused,
2. extra service they have requested, ~~or~~
3. costs associated with not meeting their responsibilities under the terms of their lease, **or**
4. **cost incurred to return the apartment to rentable condition after tenant vacates.**

Chargebacks are not a punishment or fine to tenants. They are a way for tenants to pay for costs that are their responsibility, not the responsibility of CCOC.

Rates are generally set lower than the full market cost to encourage tenants to ask CCOC to do the repairs instead of hiring an outside contractor. This is an advantage because it makes sure that CCOC will be aware of problems in the building. In the case of lock changes it also allows CCOC/CCHC to put locks on the same master as all other locks in the building.

These charges should be reviewed by the maintenance department every five years and updated as necessary.

1. Damages

Tenants must accept their responsibility for any cost to repair damages that are beyond normal wear and tear. For example, a tenant may be charged to replace a broken window, or patch a wall with a large hole.

Approved by the Board Feb/82. Amended October 2002.

Amendments proposed July 2016



Staff must inform the tenant of potential charges before going to the call, or as soon as they become aware that there will be a charge.

In the case of an emergency, CCOC must resolve the problem immediately and tenants may not be notified in advance.

If CCOC sends a contractor to make repairs, the tenant will be charged based on the contractor invoice.

2. Extra Services

Charges and examples of extra services are listed in Appendix “A”.

Tenants have the option of hiring their own contractor to do this work, but CCOC encourages tenants to use CCOC staff by charging lower than market rates.

Staff must inform the tenant of potential charges before going to the call, or as soon as they become aware that there will be a charge.

In the case of an emergency, CCOC must resolve the problem immediately and tenants may not be notified in advance.

3. Charges based on Lease Responsibilities

Tenants’ leases clearly outline their responsibilities. For example, tenants must properly dispose of garbage, pick up after pets, prepare for pest control and not leave any belongings behind when they move out.

Tenants must accept their responsibility to pay for any costs that result from failing to accept their responsibilities.

If the situation is not an emergency, CCOC staff must give the tenant a warning that they are breaking the conditions of their lease. If the tenant continues not to follow the responsibilities described in their lease, they can be charged for any of CCOC’s costs to deal with the situation.

For emergencies, safety or legal matters, like a purposely disconnected smoke detector or door closer, CCOC must resolve the problem immediately and tenants will be charged for the cost without prior warning.

Payment



A copy of this policy will be sent to all tenants when CCOC sends notice of a potential or actual chargeback.

No charge will be made if it is established that CCOC equipment is defective.

If the tenant refuses to pay, ~~the finance department~~ **CCOC** will use whatever avenue necessary to collect the unpaid invoice, including forwarding the tenant to collection if appropriate **and notifying the Social Housing Registry.**

Appeals and Reconsiderations

Tenants have the right to appeal any charge.

1. **Notice of appeal:** Tenants must inform CCOC that they wish to appeal the charge within ~~60~~ **30** days after the original charge was sent.
2. **Review by manager:** The Maintenance Manager will review and reconsider the charge. The Maintenance Manager can waive or adjust any charge.

If the Maintenance Manager thinks the charge should stand, the appeal will be reviewed by the Property Management Committee.

3. **Appeal to Property Management Committee:** Tenants must provide a written appeal. They may also appear in person at a **PMC FMC** meeting if they have given notice at least two business days in advance.
4. **Notice of Decision:** CCOC staff will send the tenant a letter within one week after the meeting notifying them of the committee's decision.
5. **Reconsideration:** If a tenant has new information to add after their appeal, they can request that **PMC FMC** reconsider. To request a reconsideration, the tenant must clearly state, in writing, what new information they are providing that wasn't included in the appeal.

The decision of the Property Management Committee on reconsiderations is final.



Appendix “A”

Rates

Lockouts: \$50.00 for unit or mailbox after regular working hours or during the weekend.

Lock changes: \$50.00 for unit and mailbox during regular working hours.

Lock changes: \$85.00 for unit and mailbox after regular working hours or during the weekend.

Lock change due to break-in:

The tenant will not be charged to replace a lock if the lock is damaged. If the lock is still functional, the tenant can choose to keep their current lock or to pay for a lock change.

Blocked Toilets/Sinks: \$40.00 during regular working hours.
\$85.00 after regular working hours or during the weekend.

Other work:

\$50.00 per hour during regular working hours, plus cost of materials.

\$60 per hour after regular working hours or during the weekend, plus cost of materials.

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF TUESDAY, SEPTEMBER 3, 2019
415 Gilmour St. 7:00pm**

Present: Sinda Garziz, Sarah Eastwood, Lisa Hollingsworth, Ralph MacGrady, Linda Morrison, Peter Thorn,
Staff: Ray Sullivan, Natalia Snajdr

Guests: Jordan Edwards, Stephanie Magnanelli, Terry Schoembs, Laura Young

Regrets: Jocelyne Mainville, Marcel Roy, Doris Zastre

1. Call to order: 7:07pm

There were a couple of new guests at committee so we had quick introductions. Sinda was running late but Peter volunteered to act as Chair until she arrived. She joined us at 7:20pm and agreed with Peter continuing on for the remainder of the meeting.

2. Adoption of the agenda

The agenda was unanimously adopted as written.

3. Adoption of the minutes of the meeting of Tuesday, August 6, 2019.

Ralph asked to remove “to socialize” from item 5a. It will now read “Sinda suggested doing games and amazing race activities. This would require some socializing but also create an opportunity for people to socialize, get to know other volunteers, and make different connections.” The minutes were adopted as amended.
(M/S/C, Ralph MacGrady/Sarah Eastwood)

4. Business arising from the previous minutes

a) Sept 7 Arlington opening party: Lots of great ideas came up at the last committee meeting about how to wrap up the Arlington Party. Planting of a tree, came out as a front-runner. Unfortunately, the timing wouldn't work out. The City has already scheduled planting the trees along the front of the building for next spring. So we've settled on a quick ribbon cutting before giving tours of some units. We hope you come out and join us, Saturday, September 7 from noon – 1:30pm.

b) Sept 28 Bike Tour: We are continuing to work on the event, speakers are lined up and Hannah looked into bike rentals from Escape Bike Rentals on Sparks St. The max. rate/day would be \$35. Jordan expressed interest in renting a bike. Natalia will connect him with Hannah. Hannah will surely share details once finalized, but, if you are interested in renting a bike, please contact her. We already have RSVPs!

c) Alternatives to Calling the Police

Sinda shared a quick summary of what was discussed at the Board:

- Tenants' safety is our primary concern. If they feel unsafe, they can call the police.
- CCOC is working on pulling together and providing different resources to inform tenants of potential alternatives.

- Staff will continue to research and gather information for tenants so they can make informed decisions.
- Our goal is to find ways to help create a safer and better community.
- Sarah asked whether we had contacted other organizations. We have been in contact with the Centretown Community Health Center. However, most of the services they provide are between 9am-5pm and not in afterhours when we'd likely need them. We have also reached out the Homeless Response team. However, they usually deal with situations out in the public, and not in private places like our buildings. This raised the question of whether we want to give them keys to our buildings.
- The Centretown Citizens Community Association held a discussion on community policing on Sept 4 at 6:30pm at the Dominion-Chalmers Centre, 355 Cooper St. Hannah planned to attend. <https://www.centretowncitizens.ca/wednesday-september-4-2019-community-conversation-a-discussion-on-community-policing-2/>
 - This in turn led to a conversation about people "dumpster diving". When either tenants/ non-tenants rummage through bins to collect various items such as cans or liquor bottles for recycling, in search of food or as a political or societal statement against consumerism.
- CCOC has no policy against it. We'll ask Custodians at their next meeting whether they have had any issues surrounding dumpster diving. We'll also ask staff. Some committee members suggested having an article in the NewsNotes about it, but others felt if it's not an issue to not create one but to rather put a general note to contact CCOC if tenants see an issue at their property.

d) Pride Parade – Ray presented a slide show; they were some fantastic & spirited photos! We'll pull together a folder for committee to access them. Ralph said he was proud to be part of it. Sarah mentioned that it was a fantastic experience and that there were some good chants that picked-up momentum. In hopes of remembering them for next year, they were (along with a new one):

1. C-C-O-C: affordable housing for you and me!
2. What do we want...affordable housing! When do we want it...now!
3. Lesbian, straight, sis, trans, gay; we have a place for you to stay.

Some of the other comments about Pride were:

- Sinda heard it was the largest pride parade in Ottawa's history
- Sinda also suggested we start using 2s (two spirit) at the beginning of LGBTQ+ rather than at the end in a show of respect for the Algonquin nation. Sarah agreed. Sinda's suggestion was prompted by a conversation she had with a two spirited Algonquin elder at Pride Launch.
- Another member suggested that at the beginning of each committee meeting we should recognize we are on unceded Algonquin land.
- Next year, we should register for the parade early. Our current intention is to participate. Ray suggested we flag it in Feb to bring to committee.
- **Big Kudos to Hannah** for the decorations and for pulling everything together in only 10 days. Great job!

e) Volunteer Recognition

- Everything is queued up and ready to go. The survey will be sent out shortly.

5. New business

a) 2020 budget

- The committee unanimously adopted a motion for the TCE budget to be added to the budget package being brought to the Finance Committee.
- One member asked where the funding for TCE came from. Ray explained that it came from the overall administration budget. The total cost of the admin budget is divided evenly by the number of units we have and each unit is charged their share.

b) Winter Swap: deferred to next meeting.

c) Committee Chair: Earlier in the day, Sinda had resigned as the Chair of the committee due to her unavailability to meet. The committee discussed new days that worked for all and settled on the 3rd Monday of the month. Sinda rescinded her resignation. Yay!

The Committee moved to change the regular meeting date to the third Monday of each month.
(M/S/C Ralph MacGrady/Sinda Garziz)

The committee also agreed to skip the October meeting, since it would be election day on the third Monday and Thanksgiving on the second Monday.

This also led to some talk about terminology used at meetings. Turns out we have a book directly talking about that. Ray showed us the “All About Meeting” booklet. It is listed as one of the documents in the Board Briefing book but not linked. It needs to be updated, but it’ll be attached in the post committee package.

6. Standing items

a) Board & committees report: Attached.

PRAC: The City is reviewing its Official Plan. CCOC is working on a letter to push them for more connected planning on affordable housing and transportation as well as preserving social neighbourhoods.
Facilities Management: Ray gave kudos to them for coming close meeting to 100% service standards for work orders.

Rentals: Every fall, CMHC updates the average market rent across the city. CCOC uses those figures to update our market rent increases. We strive to be around 93% of CMHC’s calculations.

One member questioned about charging market rents but be registered as a non-profit. Ray explained that as a non-profit any surplus goes back into the corporation.

b) Department Report: As mentioned above, Hannah is working on the Arlington welcome party, and the property tour. For the IGMCF, Wayne Hussey, the fundraising consultant, secured another \$5000 for 2020 from Ottawa Sports and Entertainment Group. For Instagram: It’s up and running! Looking for “Humans” to continue the #HumansofCCOC series. And finally, for the Federal Election, Hannah attended

a “Vote PopUp” training that demystifies the voting process and encourages people to vote. Hannah is looking for volunteers to run these Vote PopUps in lobbies, and will be running some on her time as well.

Natalia has been working on preparing to launch the green bin program at 140 Bronson for the fall. There is always lots of work with the gardens; now we’re planning for repairs to existing plots and rebuilding the plots at 210 Gloucester. For gardening workshops, we have two more to go: Seed Saving and Preserving. Dates to be confirmed. She is also continuing to work with the consultants on the Green Commitments program. It’s coming close to pre-order time for plants for 2020 Plant Days. We’ve also experimented with new plants to potentially swap some for next year. And finally with federal election coming up, working with Hannah to organize something similar to Hannah’s election PopUps, but focused on climate change.

c) Items for board discussion

- Share pictures for pride

7. Announcements

a) TCE related community activities/events – Our Time is hosting a climate discussion at McNaab Park on Sunday the at 3pm – The New Green Deal in Canada

b) 2019 Meeting Schedule: October 1 (cancelled), November 18, December 16 (seasonal event)

8. Adjournment 9:06 pm

Rental Committee Meeting September 17th, 2019

Rental Committee: Kerry Beckett (Chair), Toby & David Brooks, Teresa Schoembs, Michelle Boyer, Alison Kar, Sulaina Bonabana, Helena Brown

Guests: Dahyla Smolash (2nd meeting)

Regrets: Vera Theokritoff, Daniel Boyer, Christopher Yordy, Adriane Dijis, Cynara Desbarats

Staff: Debbie Barton, Linda Camilleri (staff recorder), Fran Childs, Cynthia Jacques (Item 3.)

Motions for Board Approval

ITEM 4): The committee recommends that: CCOC approve the recommended new turnover bachelor rents with the proviso that an internal subsidy program be developed and funded to allow low income tenants to access up to 50% of the market rent bachelor apartments over time. Priority would be given to those applicants who have an income below an income ceiling for the subsidy. Eligible applicants/tenants would pay rent based on 70% below the market rent (BMR). m/s/c Kar/Boyer

ITEM 6): The committee recommends that: The two existing wheelchair accessible units at 145 Clarence be reallocated to the VHA Health and Home Support Program when in future these units turn over. m/s/c Bonabana/Beckett

1. **Call to Order:** 7:03 p.m.

2. **Adoption of the July 16th minutes**

m/s/c Brooks/Beckett

3. **Presentation by Cynthia Jacques:**

a) Integrated Asset Planner: highlights

- Integrate Strategic Planning/Utilize opportunities arising/Capital Investment
- Opportunities via: CMHC Co-investment Fund and Action Ottawa

Current potential opportunities – Forward Avenue in the immediate future (RFP) and redevelopment of a number of CCOC properties

Preliminary assessment assumptions and review:

- Increase number of units, no loss of one unit type, grow family housing stock
- CMHC funding uses median rents and Action Ottawa has affordability requirements at Average Market Rents (AMR) city wide

- Capital & Operating cost assumptions are consistent for both funding opportunities

The Committee reviewed the current “basket” of properties proposed for potential funding through the co-investment fund.

Forward Avenue

- CCOC is currently working on an RFP for Action Ottawa (dependent on Board approval).
- Preliminary unit mix is 2-bachelor units, 10-1Beds, 14-2Beds, 5-3Beds with a total of 31 apartments. This will be a mixed income development with market and various subsidy levels included.
- The building will have 100% Universal Accessibility design with 11% of the apartments being fully barrier free (lower counters, roll-in showers, etc)

b) Project Charter: Cynthia highlighted the priorities and values incorporated in the new Project Charter should CCOC be the successful proponent for developing the Forward site. The Charter outlines the project management functions in the Authority Matrix, including the milestones and level of input required (information, feedback, recommendation, approval) by respective Committees and staff.

Members asked questions regarding the overall big picture for CCOC, like what would be the ideal size of CCOC looking towards the future.

The Charter will be sent out to members along with the minutes.

4. Business Arising:

a) Review of 2020 Rents: Board has requested that we review an internally funded BMR type program for some bachelor apartments. At the August Board meeting, the Board approved the 2020 Rents however excluded approval of the bachelor turnover rents. Requesting at their next meeting there be more discussion regarding this. Debbie led the members through the Memo and Data Report. (Refer to attachments)

The committee recommended that:

“CCOC approve the recommended new turnover bachelor rents with the proviso that an internal subsidy program be developed and funded to allow low-income tenants to access up to 50% of the market rent bachelor apartments over time. Priority would be given to those applicants who have an income below an income ceiling for the subsidy. Eligible applicants/tenants would pay rent based on 70% below the market rent (BMR).”

m/s/c Kar/Boyer

- 5. Report on CCOC accessible units: Refer to attached Memo Regarding Accessible Units.**
The Memo was reviewed by the Committee. The Committee agreed with the Rental Department staff recommendation that in future only one bedroom accessible apartments form part of new development projects. This information has been passed along to Development in recent discussions on recommended unit types.
- 6. VHA/145 Clarence Request:** Debbie tabled the letter submitted by VHA Health & Housing, requesting consideration for potential expansion of their supportive Housing Program (attendant care) at 145 Clarence. They originally had 13 designated accessible units and an additional unit was given to them a few years ago, which they fill from their extensive wait list. Currently, there are 2 accessible units at the building that do not fall under their program.
The committee recommends that the two existing wheelchair accessible units at 145 Clarence be reallocated to VHA Health and Housing support Program when in future these units turn over.
m/s/c Bonabana/Beckett
- 7. Rental Department Reports:** Refer to notes provided in the reports a) & b)
 - a) Vacancy & Turnover Reports**
 - b) Legal Tracking Reports**
 - c) Accounts Receivable Stats:** The data was reviewed with the members
 - d) Bad Debt Write-offs:** Arrears and Bad Debts for the previous month were reviewed
- 8. Board and Committee Reports:** A condensed snapshot from all of the committees' work will be sent out along with the minutes for review.
- 9. Any other Business:** Terry is attending the ONPHA Conference in November.
- 10. Board Focus on Rental Business:** Two policy matters in Items 4 & 6 plus the recommendation in Item 5.

Adjournment: 8.45pm

Memo

To: Rental Committee
From: Debbie
Date: September 17, 2019
Re: Discussion of Bachelor Units & Affordability

Recommendation:

That CCOC approve the recommended new turnover bachelor rents with the proviso that an internal subsidy program be developed and funded to allow low income tenants to access up to 50% of the market rent bachelor apartments over time. Priority would be given to those applicants who have an income below an income ceiling for the subsidy. Eligible applicants/tenants would pay rent based on 70% below the market rent (BMR).

Rationale:

Moving forward on a BMR program would enable 42 additional low income single households to access affordable housing and receive a BMR subsidy over time. The average number of market rent bachelors that have turned over in the past 5 years is 29 units.

Given the following factors, it is anticipated that implementation could take up to 10 years:

- a) not every market bachelor turnover would be allocated a BMR subsidy;
- b) we need to secure additional revenue from new turnover over bachelor rents;
- c) additional BMR's to properties 64 to 67 **would not be allocated** since we already have a robust BMR program at 54 Primrose and BB; (we would, however provide an in-situ tenant paying market rent but eligible for a subsidy, with the next available BMR subsidy); and
- d) our mandate to ensure there remains a balance of market and subsidy bachelor units on a property by property basis.

Background:

At the August 28th CCOC Board Meeting, there was discussion concerning the bachelor rents on turnover that were being proposed for 2020. The Rental Report accompanying the recommended rents and the Rental Committee minutes cautioned against raising bachelor market rents too high and outlined some of the potential outcomes.

This is the text from the Rental Report:

Market rent bachelors have played a significant role in providing affordable housing

The Rental Committee has deliberately kept market rents on bachelor units well below AMR (as much as 20%) to allow greater access to our housing for low and moderate-income singles. This provides CCOC a very effective tool to give access to singles with limited income. Our data shows that almost 50% of current tenants occupying bachelor units would be eligible for a subsidy, thus demonstrating that we are achieving our desired outcome. The most efficient use of rent subsidies is for CCOC to allocate these to families occupying larger units so very few deep RGI subsidies are allocated to bachelor units (except for the BMR units). By increasing bachelor rents to a higher level of AMR, as is being proposed in the 2020 TO rents, we will be taking away this tool and reducing the access for low and modest income singles. Should this be the decision of the joint Rental/Finance to increase the bachelor rents above 90% then it would be appropriate for us to have further discussion on the allocation of additional revenue generated from such increases towards internal subsidies for our bachelor units. (2020 Annual Rent Increase Report)

The Board discussed the benefits and drawbacks of approving the increases of bachelor units at a higher level of AMR. The Board Minutes read: "If the turnover rents are being increased, and we wish to keep some bachelor rents accessible to low-income applicants, CCOC can consider an internally-funded Below-Market-Rent program for some bachelor apartments. This would ensure that reduced rents only to tenants who need the reduction." **(CCOC Board Minutes, August 28/2019)**

The outcome of the meeting was that the Board approved the 2020 Rents at the August 28th meeting, however excluded approval of the bachelor turnover rents. They requested that at their next meeting there be more discussion on this matter.

Report on CCOC Bachelor Apartments

Address	Total # of Bach	Lowest Market Rent	Highest Market Rent	Average Market Rent	Utilities Included	Total # Subsidy Tenants	# of RGI	# of BMR @70%	# of Int Sub	Port-able Rent Sub	Total MR Tenants	Lowest Market Tenant Income	Highest Market Tenant Income	# MR Tenants Eligible for Subsidy	2020		Zone BMR Rent	Zone CMHC* (70% AMR)	Zone CMHC (70% AMR)	CMA BMR (70% AMR)	CMHC Available market rent (2018)	
															TO Rents	% AMR						
11 258 Lisgar	20	721	820	740	H/HW	7	4		3		13	\$9,411	\$55,968	5	875	94%	931	652	1	881	617	1200
12 388 1/2 Kent	1	611	611	611	H	1			1		1			1	800	86%	931	652	1	881	617	1200
16 33 Rochester	4	710	750	723	H	2			2		2	\$14,000	\$42,000	1	800	92%	867	607	6	881	617	1362
21 345 Waverley	13	716	760	739	H/HW	6			5	1	7	\$15,290	\$45,000	6	875	94%	931	652	1	881	617	1200
24 171 Armstrong	6	723	758	736		6	6				6				760	88%	867	607	6	881	617	1362
24 277 Carruthers	6	767	785	780	H/H/H	6	6				6				800	92%	867	607	6	881	617	1362
28 341 Lyon N.	20	734	768	743		20	20				20				840	90%	931	652	1	881	617	1200
31 3-287 Loretta	1	726	726	726	HW	1	1				1				760	88%	867	607	6	881	617	
37 145 Clarence	8	716	751	738		4	3			1	4	\$10,000	\$53,000	1	840	95%	880	616	2	881	617	1383
40 151 Parkdale	1	775	775	775		1					1	\$25,000		1	820	95%	867	607	6	881	617	1362
60 140 Bronson	8	725	750	736	H	5			2	3	3	\$15,000	\$50,000	3	760	88%	867	607	6	881	617	1362
61 123 Stirling	7	740	760	749	H/HW	2			2		5	\$15,000	\$57,000	2	800	92%	867	607	6	881	617	1362
64 54 Primrose	29	637	756	739		16		13	2	1	13	\$12,000	\$60,000	12	790	91%	867	607	6	881	617	1362
65 464 Metcalfe	36	790	828	811		29	14	15			7	\$31,000	\$97,900	2	875	94%	931	652	1	881	617	1200
66 160 Argyle	24	794	828	812		11	4	7			13	\$13,800	\$85,000	4	875	94%	931	652	1	881	617	1200
67 111 Catherine	25	797	827	815		9		9			16	\$12,000	\$60,000	9	875	94%	931	652	1	881	617	1200
Totals:	209					125	58	44	17	6	84			46								
						60%					40%			55%								

db/September 17/2019

Memo

To: Rental Committee
From: Debbie
Date: September 17, 2019
Re: Report on Accessible Units

- CCOC has a total of **92 fully W/C accessible units**
- **1 Bed: 39 (42%) 2 Bed: 51 (55%) 3 Bed: 1**
- Almost half of our units (**48%**) are block leased to 2 Community Partners that provide attendant care services to our tenants:
 - **VHA Health & Home Support:** 14 apartments at both 145 Clarence & 464 Metcalfe (+ 2 additional units to be allocated in future on turnovers)
 - **Personal Choice for Independent Housing (PCIL):** 10 apartments at 520 Bronson
- For the past number of years we noticed that there were very few applicants on The Registry wait list requiring a two bedroom unit and we started housing a lot more single persons in two bedroom accessible apartments.
- During September 2019, we did some research on the extent of over housing in our 2 bedroom accessible units. We found that **76% of our two bedroom fully accessible units were occupied by single persons**. It is obvious that we currently have an oversupply of 2 Bed W/C units.

Recommendation:

In future, the Rental Department would recommend that **only one bedroom accessible apartments** form part of new development projects. This information has been passed along to Development in recent discussions on recommended unit types.



September 15, 2019

Wellness for everyday living
Pour un mieux-être

Ms. Debbie Barton
Centretown Citizens Ottawa Corporation
415 Gilmour Street
PO Box 2787, Station D
Ottawa, Ontario
K1P 5W8

Dear Ms. Barton,

First, just let me say again, what a pleasure it has been working with you and with CCOC. We at VHA treasure this partnership and would very much like to expand on it. I appreciate your support of our recent request to work together to address social isolation of the clients of VHA and others, residing at the Beaver Barracks site.

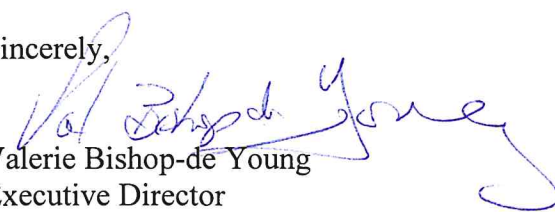
In conjunction with our pre-existing Memorandum of Understanding between VHA Health & Home Support (VHA) and Centretown Citizen's Ottawa Corporation (CCOC) we are requesting consideration for potential expansion of our Supportive Housing Program at 145 Clarence Street.

As part of our present agreement, we presently have 13 designated accessible apartments at 145 Clarence Street which VHA fills from our Supportive Housing wait list when a vacancy occurs. Traditionally, affordable and accessible housing opportunities for supportive housing programs have been exceedingly limited and any opportunity to give a new client the opportunity to remain in the community would be beneficial. VHA has, on average, over 100 individuals who can wait years for a potential vacancy to become available within our Supportive Housing Program.

VHA is formally requesting that should any additional accessible apartment units become vacant within 145 Clarence Street, that VHA be considered to add these accessible units to our present compliment and amend our Memorandum of Understanding between VHA and CCOC.

We thank you for your consideration.

Sincerely,


Valerie Bishop-de Young
Executive Director

RENTAL DEPARTMENT REPORT

August 2019

1. CCOC Units Rented by Source and Unit Turnovers:

Source	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Totals	19	22	9	22	17	11	13	22					
Transfers	8	2	1	5	4	1	3	3					
Registry W/L	4	5	2	4	4	6	2	5					
Referrals	4	9	5	7	5	3	7	10					
Signage/Ads													
Insitu MR to RGI	1												
Websites/Twitter	2	4	1	4	3	1	1	4					
Former Tenant		2		2	1								
Unit T.O by month	13	18	13	19	13	14	12	11	12				
Monthly V.C. rate	1.5%	1.2%		1.1%	0.8%	0.9%	1.1%	1.1%					

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

August 2019: # of units rented = 22

of turnovers = 11

* **Benchmark 2: CCOC vacancy rate (1.1%) should be < than Ottawa's vacancy rate (1.6%)**

2. Vacancies & Turnovers:

Please note that there are three empty units at 143-153 Arlington (16 units) included in this report.

September Turnovers: **12 units**

October Turnovers: **8 units**

The current vacancy rate for September is 1.1% with 18 empty units in our 1585 "rentable units". Our vacancy rate continues to be well **below the City average VC rate of 1.6%** (CMHC, Rental Market Report, Oct. 2018).

3. N5's & Evictions: August/Sept:

N5's & Evictions: There are 8 active N5's. Three tenants had expired N5's where 6 months have passed with no further complaints to warrant serving a 2nd N5. There was one new N5 served in August. A second N5 was served on a tenant smoking on the premises and we have applied for a Tribunal hearing. All 4 applications served by a long-term tenant were ultimately dismissed on all counts.

CCOC RGI UNITS RENTED BY CATEGORY 2019																		
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Totals	% Housed	Prop.	Prop.	HSA	Other
															1-11,62	12 to 23	24-41	
MR & RGI Totals	19	22	9	22	17	11	13	22	0	0	0	0	135					
RGI Units	8	6	2	6	6	6	5	8	0	0	0	0	47	35%				
Special Priority	2	1	1		1	2							7	15%		1	3	3
Overhoused	1	1			1		1	1					5	11%	2	2		1
Insitu MR to RGI	1												1	2%		1		
Homeless		2			1	2	2	2					9	19%	1			8
Urgent Safety				2	1			1					4	9%		1	1	2
Urgent Medical						1							1	2%				1
Graduates of SH		1		1									2	4%				2
Chronological	2	1	1		1	1		1					7	15%	1	1	2	3
Modified (W/C)				1				1					2	4%				2
Transfers	2			2	1		2	2					9	19%	5			4
Totals:	8	6	2	6	6	6	5	8	0	0	0	0	47		9	6	21	11

Notes:

Transfers exclude overhoused tenants

Other includes properties 52, 58, 60, 61, 63 to 68 and 71

CCOC MR UNITS RENTED BY CATEGORY 2019																		
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Totals	% Housed	Prop.	Prop.	HSA	Other
															1-11, 62	12 to 23	24-41	
MR & RGI Totals	19	22	9	22	17	11	13	22	0	0	0	0	135					
MR units	11	16	7	16	11	5	8	14	0	0	0	0	88	65%				
CCOC website	2	4	1	3	3	1	1	3					18	20%	2	9	4	3
Other Websites/Twitter				1				1					2	2%		2		
Signage													0	0%				
Ads													0	0%				
Walk-ins													0	0%				
Tenant Transfers	5	1	1	3	2	1							13	15%	1	4	2	6
Former Tenants		2		2	1								5	6%		3		2
Referrals	4	9	5	7	5	3	7	10					50	57%	14	14	13	9
Totals:	11	16	7	16	11	5	8	14	0	0	0	0	88		17	32	19	20

Notes:

Market Rent Tenant Transfers include overhoused, underhoused, accessible unit/building and preference.

PRAC!

Policy, Research and Advocacy Committee

NOTES

7:00 pm September 18, 2019

415 Gilmour – main office, second floor

Present: Abra Adamo (Chair), Andrew McNeill, Jesse Steinberg, Gisele Doyle, Natalie Duchesne, Mike Lambert, Peter Thorn, Rod Manchee, Yvette Guo.

Regrets: Judy Forrest, Penny McCann

1. **Call to Order:** after some excited chat about the new light rail line, the meeting called to order at 7:10.
2. **Adopt Agenda:** Adopted unanimously
3. **Adopt Notes from August 2019 meeting:** Adopted unanimously
4. **Business Arising from past meetings:**

- a. **City of Ottawa Official Plan Review (OPR)**

Jesse will amend the draft letter with some additional points raised by the committee. Ray will format and send to Steve Willis (cc. Charmaine Forgie, Alain Miguelez, Councillors) and further distribution to our MPP (possibly also our MP after the election) and our allies and partners. Ray and Abra will co-sign.

- b. **Systems thinking:**

Ray continues to work on restoring trust and communication between the City housing branch and the sector. It will be slow work.

- c. **Lebreton Flats Community Benefits Agreement (CBA):**

The group is meeting next Monday. Graeme Hussey will attend as an observer from CCOC.

5. **New Business:** none
6. **Recent News**
 - a. **Municipal/local:**

Ray shared an advocacy letter he wrote with co-signers from key coalitions and city-wide groups.

Consultations on the refresh of the 10-year housing and homelessness plan continue, but broader stakeholder engagement has been more haphazard. A public survey will be released soon, but City staff are still working on getting the right questions. There is a risk of not getting sector buy-in and ownership if stakeholder engagement is insufficiently broad.

Then at some point we talked about pre-fab flat-pack housing.

b. Provincial:

The Ministry is working on legislative changes in the Fall to make the Housing Services Act less prescriptive. Which means the real reform only comes later when regulations are drafted.

c. Federal:

There's a election. And as we discussed it, news came out of some disturbing pictures of Justin Trudeau. At some point during the meeting someone used the acronym TARFU.

Housing affordability is charting as an election issue. Gisele has spoken to all candidates in Orleans. Ray has spoken to three of the leading candidates in Ottawa Centre.

Staff will look in to an election-related e-mail blast to tenants: where/how to vote, what ID to bring, access to building for canvassers and housing as an election issue.

NCC is hosting an Urbanism Lab on transportation Sept 26: <http://ncc-ccn.gc.ca/the-urbanism-lab>

7. Other business:

a. Development committee update: The committee is working on a proposal for new housing on Forward Avenue.

b. Workplan review: next meeting will dive into Aging in Place. The Council on Aging has released a housing guide. We believe the Ottawa Seniors Pride Network is also engaged in housing issues.

The City has a deferred property tax program for seniors. We wondered if this could be adapted as a tool for affordable non-profit housing too. We also need to get market-value assessment processes reformed for non-profit housing.

c. Next meeting: October 16. Will feature a discussion on aging in place, led by **Rod, Andrew** and maybe **Elliot**.

8. Adjourn: 9:00

Jim Watson
Mayor, City of Ottawa
110 Laurier Avenue West
Ottawa, ON
K1P 1J1

September 19, 2019

Dear Mayor Watson,

Nearly one year ago, you showed particular leadership and foresight when you pieced together an additional \$15 million in the City's 2019 budget to combat the affordable housing crisis.

Amid change and uncertainty from the provincial government, and facing many other budget pressures, this initiative demonstrated a strong commitment to addressing one of our city's most pressing economic and social challenges.

We urge you to not let this progress slip backwards; keep that additional \$15 million in the 2020 budget.

In the same month that you and your Council approved the 2019 Budget, the City received its Rental Market Analysis Report from Prism Economics, commissioned as part of the City's Rental Accommodations Study. It paints an alarming picture of a growing housing affordability gap.

The crisis is clear:

- The population of renters is growing three times faster than growth in the rental supply
- Short-term rentals are significantly eroding the city's strained rental supply
- Market listings for currently available rentals are 1/3 higher than average rents
- An additional 25,000 households will be plunged into Core Housing Need before 2031; unable to afford housing in Ottawa
- The 42% of renters living below the affordability threshold are widely distributed across the city in urban, suburban and exurban areas, affecting every Ward.

This housing affordability crisis is deepening at the same time that we are reshaping our city with new rapid transit and intensification. This presents an opportunity.

Over the next many years, our new light rail will reshape development across Ottawa as the City appropriately encourages transit-oriented densification: new transit-oriented neighbourhoods will grow around transit stations. The City has a responsibility to ensure that these new transit-oriented neighbourhoods meet the goals of the current Official Plan: 25% of the new homes must be affordable to modest income households.

We have the opportunity to accomplish this by enacting an Inclusionary Zoning By-Law. Although that process will take time and effort, we must act now on this once-in-a-generation opportunity. It will be too late after the new buildings are built and after those new homes come to market. The City should consider a freeze on up-zoning until Inclusionary Zoning is in place, or interim measures to ensure density bonuses are strictly tied to affordability.

Inclusionary zoning is an important tool for housing that is affordable to modest and middle income households. But we know that Inclusionary Zoning by itself will not address the housing needs of low income households. This can only be accomplished through investments in non-profit and co-op housing.

Here again you have shown important leadership by having staff assess all government-owned land near transit stations for new non-profit housing development. Gladstone Village, in partnership with Ottawa Community Housing, is a fantastic example. As is the site the City has made available beside the new main branch of the Ottawa Public Library. But there are more, and we look forward to continuing to work with the City on this opportunity.

As we had expected, Federal and Provincial investments for building new affordable housing are declining. That is why the City's 2019 commitment of an additional \$15 million was so important.

Ottawa can't allow recent progress to slip backwards.

We are sincerely grateful for the leadership and commitment you have shown in the past to address housing affordability.

To keep moving forward:

- Invest at least \$15 million, over and above federal and provincial grants, in the 2020 City Budget. This could double the number of new affordable homes supported by the City and leverage at least \$15 million more from other sources.
- Pass a strong citywide inclusionary zoning by-law that ensures 25% of new development is dedicated to affordable housing and places a special emphasis on deeply affordable housing within 1km of rapid transit stations.
- Ensure that all available government-owned land within 1km of current & future rapid transit stations is used for non-profit and co-op housing.
- Create a 2019-2022 Term of Council Priority that integrates transit and planning, with clear, affordable housing targets.

We also request a meeting with you to discuss how we can work with you and your staff to achieve these goals. To follow-up on scheduling a meeting, please ask your staff to contact Ray Sullivan on behalf of the group at ray.sullivan@ccochoosing.org.

Sincerely,



Ray Sullivan
Executive Director
Centretown Citizens Ottawa Corporation

Deirdre Freiheit
Chair, Board of Directors
Alliance to End Homelessness Ottawa

Valerie Stam
Executive Director
City for All Women Initiative

Naini Cloutier
Co-chair
Coalition of Community Health & Resource Centres

Michelle Tribe
President
Co-op Housing Association of Eastern
Ontario

Trevor Haché
Member-at-large
Healthy Transportation Coalition

Tom Belanger
Co-Chair
Ottawa Social Housing Network

Draft Response to City of Ottawa 5 Big Moves and Official Plan Review

The 5 Big Moves to guide the next Official Plan offer a positive vision for Ottawa's growth in the coming years. There is much to commend, including the emphasis on transit-oriented development and context-sensitive planning, as well as the incorporation of climate and public health perspectives that embrace a role for planning in fostering healthy and inclusive communities.

It is noteworthy, however, that the problem of affordable housing does not receive the attention that it should. The report does commit to encouraging housing co-location at City facilities, which is welcome. It is important that the City leverage its assets to promote affordable rental housing and secure equitable access to services and facilities. The crisis of affordable housing, however, requires that we go further in developing a vision that recognizes affordability and inclusion as basic principles of growth planning and community design.

We would like to suggest a number of ways in which the new Official Plan could help to move the City towards such a vision.

First, the Plan should include a more sophisticated definition of housing affordability that recognizes the complexity of the problem and the range of measures required to address it. The current definition identifies a minimum threshold of affordability for owners and renters. A new definition should recognize a *spectrum* of affordable housing needs. The affordable housing system addresses needs across a range of incomes and circumstance. It includes supportive housing, social and rent-g geared-to-income housing, moderate income rental and affordable home ownership. By defining affordable housing across a spectrum, the City will be in a position to develop strategies that are specifically oriented to the distinct needs of low, modest, and middle income groups. For example, CCOC strongly supports the use of inclusionary zoning as a tool to generate below-market-rate rental housing, but it is important to understand where this policy tool fits within the broader affordable housing system. It would likely generate housing affordable to households at the 40th income percentile. To address the needs of households with low and very low incomes, inclusionary zoning needs to be complemented by other measures, including public investment in rent and capital subsidies.

Second, the Official Plan should include clear affordable housing targets tied to specific strategies. Well-defined targets are essential to determining where progress is being made and where effort needs to be enhanced. Specific targets and reliable measurements ensure that we use resources effectively and with a clear understanding of our objective. To this end, the Official Plan should require regular reporting on the City's 10 Year Housing and Homelessness Plan. As the Plan undergoes its mid-point refresh, it will develop new targets and accountability measures.

The Official Plan should be directly aligned with the strategy and speak to how it will contribute to its objectives.

Third, the Official Plan must be explicit in recognizing affordable housing as integral to the design of complete communities. Big Move 3 recognizes that intensification creates externalities that affect the quality of neighbourhood life. It highlights the need for better infill design, community-friendly streets, park space and recreation facilities. Alongside these policy directions, the Official Plan also needs to recognize the challenge that intensification poses for the affordable housing system. Rising land and property values threaten the existing supply of affordable housing and deter new development. CCOC, for example, is particularly sensitive to the problem of rising property tax assessments. These costs make operations more difficult, complicate long-term planning, and limit capacity for new construction.

A complete community is one that includes a mix of land uses and mobility options, accessible public spaces, age-friendly design, and a range of housing forms that encourage diversity and a healthy mix of household income. To ensure that intensification is equitable and inclusive, the design principles contained in the Official Plan should identify affordable housing and income diversity as integral to healthy communities and neighbourhoods of all types.

To highlight one particularly important example, the City's Transit-Oriented Development Guidelines currently do not address the need for affordable housing in station areas. Recently, the City has taken some important steps towards rectifying this oversight, most notably by creating an Interdepartmental Task Force on Affordable Housing Near Transit Stations. This work acknowledges the particular pressures of intensification near rapid transit and the need to prioritize affordable housing development in station areas.

The Task Force report suggests that the new Official Plan take a more systematic approach to problems of affordable housing and transit planning. We wholeheartedly agree. The City's whitepaper on housing, for example, highlights the value of metrics that combine household spending on housing and transport. We support the use of such metrics, but it is important that they not be used to minimize the problem of affordable housing in areas where transportation costs may be relatively low. Instead, we suggest that a more systematic approach focus on the synergies that come from *combining* affordable housing and transit development. When we bring these issues together, we help to maximize the equity dividends of our investment in both LRT and affordable housing. To this end, the Official Plan should commit to equitable transit-oriented development and insist on the need for affordable housing in station areas. This commitment should be linked to specific strategies designed to support a range of affordable housing that is accessible to households across the income spectrum.

Development Committee Meeting Minutes

Tuesday, September 10, 2019, 7:00 PM
415 Gilmour, Meeting Room

Development Committee: Penny McCann (Chair, CCOC Board Member), Shelley Robinson (CCOC Board Member), John Kingsley, Jesse Steinberg (CCOC Board Member), Rod Manchee, Brent Walden, Elliot Sherman, Court Miller, Mary Huang, Gisèle Doyle, Graeme Hussey (Staff), Cynthia Jacques (staff) Kiefer Maracle (Staff), Paige Waldock (Staff/Minute-taker)

Regrets: Abra Adamo (CCOC Board Member), Sarah Button (CCOC Board Member), David McCallum, Natalie Duchesne, Alannah Bird, Stephanie Bohdanow

1. **Call to Order:** 7:07 pm
2. **Approval of Agenda** (m/s/c Jesse/Court)
3. **Approval of Minutes** – **Attached August 2019** (m/s/c Gisèle/Rod)
4. **Announcements**
 - The development department is trying to cut back on paper and will be project the meeting resources. The committee suggested printing a few copies.
 - The new development assistant position closed with over a hundred applicants. The new role responsibility include all administrative duties that the project coordinators perform currently. Penny, Mark, and Graeme will be hosting interviews on Friday September 13th.
 - There will be a Bike tour of CCOC on Saturday, September 28th. The development department will forward the invite and details to the committee.
5. **Business Arising:**
 - A. **Arlington Report – Attached August 2019 Report**
 - The construction manager is on site wrapping up the deficiencies and finishing up the exterior work.
 - There was a party with the tenants on the weekend. It had a BBQ, tours, and a community building event with the new tenants.
 - There was a meeting with Taplen to discuss unresolved change orders. CCOC and Taplen came to an agreement that keeps the project on budget.
 - Passive House designation and application continues to progress.
 - There are four unoccupied units but they are leased and earmarked for transfer.
 - There will be no more project reports.
 - B. **Action Ottawa RFP & CCOC Application (Forward) –Attached Forward Charter**
 - There has been no RFP for the Bullman site. Bullman and Carruthers will be



removed from the committee agenda until there is new information.

- Figurr Architects were procured for both sites, but are focussing on Forward. They were known as Rubin and Rotman and are a Montreal based Architecture firm with an Ottawa office
- There is a new charter for the Forward Project for the committee to consider. It has been streamlined and simplified.
- Kiefer reviewed the charter with the committee.
- The charter includes a description of each stage of the development process. Action Ottawa often dictates that the early stages of the project are rushed, but the committee will still have a chance for review and comment on the early project stages later.
- The figures describing the development stages are taken from Arlington.
- The charter dictates who has Approval, who makes the Recommendation, who will provide feedback, and who will receive it as information.
- The charter outlines which documents are being committed to being shared with the committee throughout the entire project.
- The cost of responding the Action Ottawa RFP are the development department's time and the cost of the architect.
- If the committee is providing feedback or making a recommendation, it needs to be in the form of a vote.
- The RFP does not allow the construction manager to be part of the response team. CCOC usually uses the construction manager during the design and development phase. Their contract is, typically, turning into a lump sum contract for construction.
- Kiefer provided an update on the Forward Avenue Action Ottawa Submission.
- The Forward project aims to have 31 units with at least 19 family units, 100% universally accessible units, and 11% barrier-free units. 9% of the units will be adaptable to barrier free. The site will also sheltered bike parking and 6 sheltered parking spots (2 visitors and 4 residents).
- The building is designed to be a 3.5 story construction with one elevator and a LULA lift that goes to the first and second floors. This will allow all Barrier free units (located on the first two floors) to have an accessibility redundancy should the elevator ever shut down.
- The unit sizes are dictated by the Action Ottawa RFP.
- Should CCOC win the RFP, they will be able to pursue CMHC financing for the project outside of the portfolio application.
- The project will be design to passive house standards which exceed the RFP requirements.
- The current design has 2 studio units, 10 one bedrooms, 14 two bedrooms, and 5 three bedrooms.
- There are three rent levels of Ontario Disability Support Program (ODSP),



80% Below Market Rents (BMR), and Average Market Rents (AMR). These rent levels are below the actual market rent of the area.

- The lowest rent will be ODSP rents with a slight reduction to allow for hydro payments.
 - The weighted average of the rents cannot be greater than 80% AMR.
 - There was a pre-consultation with the City today that required the ramp to be moved into the building.
 - The design is considering a rooftop garden with planter boxes.
 - The RFP will be submitted on October 2nd with the City's response due December 14th. Tendering would begin in May 2020 with demolition occurring by May 29th 2020 as a requirement of the City. Construction would take 18 months.
 - CCOC will apply to Canadian Mortgage and Housing Corporation (CMHC) for financing. They accept a debt coverage ratio (DCR) of 1.0. Traditional banking needs a DCR of 1.1.
 - The Action Ottawa submission will need to assume the worst case scenario of events. This means that CCOC will be committing to more equity than they will likely pay.
 - The costing of the project might change once the Class D estimate and final design revisions are received.
 - The operational staff costs are not capitalized as a part of the construction costs. The development departments cost is included in the Capital budget.
 - The City will stress test the interest rates that are a part of the financial assumptions.
 - The project is estimated to cost \$10.8 Million. \$1.0 Million of land value, \$2.6 Million from Mortgage, \$2.5 Million from equity, and \$4.65 Million Grant.
 - The committee approved proceeding with the RFP at the last meeting.
 - **Motion: Recommend that the board approve the 159 Forward Avenue Project Charter. All in favour. Passed.**
- C. CCOC Integrated Asset Plan (IAP) & CMHC Portfolio Application
- A working group comprised of finance, development, facilities management, and rental directors are meeting weekly to discuss the project.
 - The CCOC portfolio side application to CMHC has been slowed down. CCOC wanted the other parts of the IAP to catch up and allow for a more complete picture before applying to co-investment.
 - The IAP exercise will help identify how much equity CCOC has and when it will be available. This strategy will cover nine years.
 - CCOC has reached out to other groups attempting a portfolio applications.
 - The CCOC board retreat will discuss the IAP.
 - The goal is to have more concrete information by November. The CMHC application won't go out until at least November, but likely later. This will allow for the Action Ottawa results to be considered.



- The CMHC application has no deadline.
 - The portfolio approach will likely be a subset of all of the buildings, it will consider different groupings to help create the strongest application.
 - Buildings that can't meet the program criteria will likely not be included in the CMHC application since they cannot be retrofitted.
 - IAP will continue with or without the CMHC application. It is a larger look at CCOC's future beyond just the CMHC application. CMHC is just one way of financing that future.
 - IAP is looking into the potential selling of a site to help raise equity for development while concurrently divesting itself of a property that is struggling to provide housing of choice.
- 6. Government Policy & Program – Verbal Report**
- PRAC reviewed the Official Plan (OPA) directions and drafted a CCOC response.
- 7. Report of Board, Committees, Community Associations**
- Committee Summaries – Attached
 - The committee summaries were reviewed. The board did meet in August.
 - The board discussed the results of the joint finance and rental meeting where they discussed setting turnover rents higher than the regular rental increases.
- 8. Report from Cahdco – Report distributed**
- Background: Update on active and new Cahdco client projects.
 - Cahdco has been very busy the past few months and are hiring a new staff.
 - Arlington has finished construction. YSB and KDS are expecting construction to end soon.
 - MHI Veterans House has begun construction.
 - Elizabeth Fry is a new client. Anna is taking the lead on the feasibility study.
 - Cahdco has joined Canadian Housing and Renewal Association (CHRA) and Greater Ottawa Home Builder's Association (GOHBA).
 - The last Cahdco board meeting was the AGM. One board member left. He was replaced by Josh Kardish who is the president of GOHBA.
 - Cahdco has two active affordable home ownership projects, Champlain and Julian.
 - The Champlain project has purchased a site and is pursuing marketing research.
 - The affordable home ownership model sells all units at market with approximately 50% of the units subsidised through a second mortgage. The second mortgage is paid back when the unit is re-sold.
- 9. Items to Highlight for the Board**
- Approval of the Charter for Forward.
 - Approval of the Action Ottawa RFP submission.
- 10. Agenda Items or Decisions for Next/Future Meetings**



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- None

Adjournment: 8:52 pm

(m Jesse)

Next Meeting: 7:00 p.m. Tuesday, October 8, 2019 (TBC)