

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)

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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

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
Ottawa Corporation**

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

- None

Adjournment: 8:52 pm

(m Jesse)

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

**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

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

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.