

Minutes of the CCOC Board of Directors Meeting of Wednesday, October 31, 2018

Present: Bill Rooney (President, Chair), Dallas Alderson (Vice-President), Kerry Beckett, Josh Bueckert (Treasurer), Lee Pepper, AnaLori Smith (Secretary), Jesse Steinberg, Chris Yordy
Staff: Ray Sullivan, Tessa Hill (recorder)

Regrets: Abra Adamo, Glen Allen, Sarah Button, James Clark, Penny McCann, Andrew McNeill

1. Call to order:

The meeting called to order at 7:06pm.

2. Adoption of agenda:

The Board adopted the agenda with the addition of an *in camera* item under FMC.

(M/S/C L. Pepper, D. Alderson)

3. Adoption of the Minutes:

The Board approved the regular and *in camera* minutes of September 26, 2018 as presented.

(M/S/C J. Bueckert, L. Pepper)

4. Declaration of conflict of interest: None

5. Business arising from the previous minutes:

a) Percy borrowing:

CMHC first stated they cannot insure a new mortgage because we were using some of the funds off-site (for the office). They were originally trying to insure us under the non-profit housing rates which have specific requirements. However, they have agreed to do it based on regular commercial rates which do not have the same stringent requirements. Although now they are stating that the land lease from 1980 does not conform to some of their new requirements. CMHC held the original mortgage though so we are trying to get them to compromise so we can avoid opening up the lease with the City.

We've also been looking to refinance 258 Lisgar. Our initial attempt was through the new CMHC co-investment fund but there was some inflexibility in their requirements are accessibility. We can't practically make 20% of apartments in this 1960'2 era building accessible without massive increase to costs, and if we can't afford a larger loan. They are open to making changes since they have heard this from other organizations but they aren't quite there yet. We have been looking elsewhere to

refinance.

Staff are still working on refinancing for both properties.

6. Executive Committee Report:

a) Leadership Coaching Consultants:

The consultants asked for feedback about any upcoming hurdles the committee foresaw. Members spent 45 min talking with them. The consultants have also spoken with a focus group of staff in order to help inform the final plan. The next step is speaking with each Director individually. At end of this year, they will provide the Directors with a plan and the Directors will begin to work on it in early 2019.

7. Personnel Committee Report

a) Compensation fairness evaluation:

CCOC engaged an external consultant to look at our pay structure and salaries. There are three parts to this evaluation: internal equity, external equity, and individual equity. First, under “internal equity”, we need to see how positions compare within CCOC, then under “external equity” we look outward to see how they compare to the market, and finally, for “individual equity” look at how individual compensation is determined within the set salary range for a position.

The process is taking longer than anticipated and we are currently on step 1 (internal equity). We don't yet know if there will be any financial impact. The Board will need to approve the 2019 budget knowing that there may be some changes early in the new year. It may require some adjustments or it could be staggered over several years if the impact will be large. The Board will need to make that decision when there is more concrete information. Personnel Committee will make a recommendation when the time comes.

b) Extended Health Coverage:

There are some issues with our internal administration of the dental/eyewear plan. As such, we are moving to an external administrator. During this process, it was discovered that the administrator can't cap individual spending at \$1200 per person within a family as per the existing policy. Staff have requested that coverage be made the same for both Family and Single coverage. Family coverage will remain \$1800 while Single coverage will be increased from \$1200 to \$1800. If everyone used the maximum allowable amount, it would cost CCOC \$10,000. The Personnel Committee recommends the Board approve the increase for Single dental/eyewear coverage from \$1200 to \$1800.

The Board approves the increase from \$1200 to \$1800 for Single dental/eyewear coverage.
(M/S/C D. Alderson, K. Beckett)

c) New member:

Zak Spelay is an HR professional who has attended the required 3 meetings. Members have recommended he be appointed to the committee.

The Board approves Zak's appointment to the Personnel Committee.

(M/S/C D. Alderson, K. Beckett)

8. Finance Committee Report:

The Board would like it noted that the Finance Committee minutes were very well done. Members especially loved the highlights section.

a) Bad Debt:

The Finance Committee recommends writing off \$871.65 in Bad Debt.

The Board approves the recommendation from Finance Committee to write off \$871.65 in Bad Debt for CCOC.

(M/S/C J. Bueckert, L. Pepper)

b) 2019 CCOC operating budget:

There were some changes to the operating budget after Finance Committee reviewed it so it will go back in November before going to the Board for final approval. We haven't accounted for the extra mortgage costs for refinancing 258 Lisgar and Percy School. It's unclear if it will be in the budget or put into forecasting. Finance Committee decided that this is up to staff preference.

9. Development Committee Report

a) Arlington redevelopment:

The construction management company is now saying the project will be complete in mid-December. That still seems like an optimistic timeframe so we are watching closely to ensure they complete everything properly. We are not ready to commit any apartments to tenants until February at the earliest to allow for a buffer.

After speaking with the architect, it is looking like we may not achieve the passive house designation - not because of how it is performing but rather based on the passive house scoring system.

We surpass the energy performance requirements; however, the German scoring model penalizes for electric heating. In Germany, natural gas is much cleaner than electric heat. This is not the case in Ontario where electric is much cleaner than natural gas. On top of that, we also have more extreme temperatures in Canada and cooling is a big issue. Previous passive house standards stated we should take advantage of sun heating but that would cause overheating during Canadian summers.

The scoring grid loves heat pumps and our 16 dryers will all have heat pumps. We are hoping this works in our favour. We are also considering putting solar panels on the roof. This was considered in the initial design but the trees at the front of the building were blocking the light. With those trees now gone, solar panels could be an option. It may not be economically advantageous but we could put it in front of the meter which means tenants would use the free solar energy before drawing from the grid. This could bring us very close to net zero which is part of our long-term plan. We don't know the cost just yet but are looking into it.

We want Arlington to be stamped and certified passive house. We won't lose grants if we don't meet it but this was our goal from the beginning so we want to follow through.

10. Membership and Communications Committee:

This is the last time we can call them the Membership and Communications Committee. As of November 1, they will become the Tenant and Community Engagement Committee.

11. Facilities Management Committee Report

- a) The Board moved *in camera* at 7:08pm to discuss a tenant's apartment repairs. The Board moved *ex camera* at 7:31pm.
- b) Tenant guest (8:00pm): Tenant did not attend.

12. Rental Committee Report: None (no meeting in October)

13. Policy Research and Advocacy Committee (PRAC!)

a) Mandate extension:

The PRAC members would like the mandate extended to October 2020. The committee is just gaining momentum and members would like to keep that going. Three Board members must sit on this committee. One Board member will be leaving PRAC but the requirement is still fulfilled by three other Board members.

The Board would like more regular reports from this committee. When it meets, it should be treated as a standing committee with reports for the Board.

The Board approves the PRAC mandate extension to October 2020.

(M/S/C J. Steinberg, K. Beckett)

14. Corporate Business: None

15. Conference / Associations' Report

a) CHRA Housing on the Hill:

The members reviewed the "key messages" from Housing on the Hill day 2018. There are 4 messages which we really need to carry forward: 1) preserving existing stock of social and non-profit housing, 2) increasing supply of social, non-profit, affordable, and supportive housing, 3) developing and implementing an urban, rural, and northern indigenous housing strategy, and 4) legislating a right to housing (and how people will be able to access this right).

b) ONPHA 2018:

Several Board members and committee volunteers attended ONPHA. ONPHA created "An Affordable Housing Plan for Ontario". It was great to quantify the need for social housing. Bill also highlighted the Rental Housing Index (rentalhousingindex.ca) which includes online maps and affordable housing data for every city and federal riding. There was lots of good information but this is one great things that came from ONPHA.

There has also been a change to their membership fees in order to make it more

equitable and transparent. Our fee will actually go down by about \$3000.

16. Other Business

a) Tenant & Community Engagement department staffing:

Laine Johnson was the successful candidate for the Tenant and Community Engagement Director position. She is currently the Executive Director of Synapcity. She is also 8 months pregnant so she will join us in November 2019 after her parental leave. This means we need to figure out how to move forward over the next year without her.

The proposal is to hire a Tenant and Community Engagement Facilitator on a 1 year term. The role will be broadly focused on tenant engagement (speaking directly with our tenants and their neighbours) and engaging our community partners. This position has already been discussed at the Membership and Communication Committee with the understanding that it would depend on the available budget. As we know there will be room in the 2019 budget without a Director until November, it would be the perfect opportunity to hire someone on a 1 year term. We should know early in the first quarter if we can extend the term or if the term will end when Laine begins.

This could be a challenging role since the person would need to build it from the ground up without a Director. However, a 1 year term is long enough to attract the right people into the position. Ray would supervise this position.

The Board approves the creation of the Tenant and Community Engagement Facilitator position on a 1 year term. (M/S/C L. Pepper, J. Bueckert)

17. Adjournment:

The meeting adjourned at 8:40pm.

(M/C J. Bueckert)

Next meeting:

**7:00 pm Wednesday, November 28, 2018
in the meeting room at 464 Metcalfe Street**

Secretary of the Board

Date