

**Minutes of the CCOC Board of Directors Meeting of
Wednesday, March 27, 2019**

Present: Dallas Alderson (Vice President/Chair), Glenn Allen, Abra Adamo, Josh Bueckert (Treasurer) , Sarah Button, James Clark, Penny McCann, Andrew McNeill, Lee Pepper, AnaLori Smith (Secretary), Jesse Steinberg, Chris Yordy,
Staff: Ray Sullivan, Adella Khan (recorder)

Regrets: Kerry Beckett, Bill Rooney (President)

Guest: Reaz Zaman

1. Call to order

The meeting was called to order at 7:13 p.m.

2. Adoption of Agenda

The Board adopted the agenda as presented, with all items not specifically noted on the agenda being accepted on consent, but moved all *in camera* items to the end of the meeting to accommodate a guest at the meeting. (M/S/C, Josh Bueckert/Lee Pepper)

3. Adoption of the Minutes

The board adopted the regular minutes of February 27, 2019 meeting.

(M/S/C, Sarah Button/Penny McCann)

4. Declaration of conflict of interest - none

5. Business arising from the previous minutes

a) Percy & Lisgar borrowing

CCOC is refinancing these two properties – Percy School to pay for work there, as well as the office reno, and 258 Lisgar to pay for all of the work planned there. We're almost done with the process of financing Percy School through the Royal Bank. We're trying to refinance 258 Lisgar through the CMHC co-investment fund and we are at the second stage of that long application process.

b) Alternatives to calling police

Staff are still researching alternate options.

c) Updating Committee Terms of Reference

We will come back to this in April or May. It's in progress!

6. Executive Committee Report

a) Policy on Standing Committees

There are a few proposed changes the board needs to approve. First, the rental committee had a different structure than others based on previous needs when there

was more confidential work that went to Rental Committee. The committee sent the policy to Executive Committee to determine if the policy was still needed and they decided it isn't needed.

The members had some discussion around formalizing a role for Past President in Executive committee. There was some debate and the board decided to table the topic for further discussion.

Otherwise, existing language was strengthened to be clearer; a policy around Chairs was changed to reflect the actual workings of committee chairs; gender specific and binary language has been removed.

The Board moved to adopt the revised Policy on Standing Committee Composition.

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

7. Personnel Committee Report

a) Compensation Fairness Review

The Board went over the Personnel minutes and the bigger changes already approved by Personnel Committee. We are introducing a job equity evaluation tool. Staff wanted to ensure they could appeal the decisions made within the Compensation Fairness Review. We are also introducing a new way of determining raises, with a different scale for poor, good, or exemplary performance. Staff originally requested this. The change in the policy for salary increases is 2% raise for good performance, 3% raise for exemplary work, but specifically not including volunteer-based work. Less than good performance will not merit a raise that year. Everyone always gets annual cost-of-living increases.

8. Finance Committee Report (joint meeting with Development)

a) Beaver Barracks Settlement

This is a bit of a formality on an issue we discussed previously regarding how to allocate the \$200,000 settlement we got from the lawsuit regarding plumbing related to the heat pumps.

Motion: to move the proceeds of \$209,408.08 from the settlement to the Beaver Barracks replacement reserve fund. (M/S/C, Josh Bueckert/Andrew McNeill)

9. Development Committee Report (joint meeting with Finance)

a) Arlington Redevelopment

Ray has good news! We did a pressurized air test and the lower quadrants weren't performing as well as the others but it turned out to be that we were blocking the ventilation ducts from the inside but leaving them open on the outside. Once we blocked them outside, it worked wonderfully and we did far better. Energy performance wise, we are exceeding passive house standards. We think the builder will be applying for an occupancy permit so we might be moving tenants in by early or mid May. When the snow clears, we'll have a party!

- b) Development Strategy:** For tonight, Ray is just touching on high level pieces but next month someone from Development will give the Board a full presentation. There was a time when government programs would fund or finance 100% of resources to develop a project. Those times are gone. There are good opportunities but you need to put equity into the project, and your ability to borrow is only based on expected surpluses from the project. Some lenders are also looking for a comfortable corporate level of surpluses. If we want to develop, this is the condition we need to be in. We have to look at our operating costs and our revenues. If we can increase surpluses, that gives us more money to build. If we follow the draft recommendations of the strategy, we will better integrate asset planning for existing buildings with our development planning. This could lead to more redevelopment decisions. The majority of our properties are in good condition. Some, we're not sure we can maintain or improve and may need to look into alternatives. We will also need to build equity for development alongside our capital repair reserves. As we do budget planning for 2020 we need to look at our Net Operating Income because the surpluses we generate will put us into a better position for development.

10. Tenant and Community Engagement Committee

a) Shopping cart pilot

It's on! It's going well and we've only once had any issue of it not going where it needs to be put back. This pilot was the result of a resolution at the AGM last year.

b) Anti-racist organizational change

TCE is preparing work on an anti-racist organizational change initiative. It will likely include some kind of diversity and inclusionary training for board and committee volunteers.

c) Global name change in policies

We need to do a broad name change in our documents.

The Board moved to update all of the existing documents or anything referencing "Membership and Communications" to instead say "Tenant and Community Engagement".

(M/S/C, AnaLori Smith, Lee Pepper)

11. Facilities Management Committee Report (accepted on consent)

12. Rental Committee Report * (no meeting)**

13. Policy Research and Advocacy Committee (PRAC!)

a) 2019 Federal Budget

There was a lot of stuff more broadly aimed at housing affordability, though not non-profits. The Board looked over ONPHA's summary.

b) Glossary of "affordable housing"

It's a really interesting piece that tries to inform our work collectively with other organizations in the sector so that we can use the same language and be on the same playing field. It also acts as a way of demonstrating the diversity of things that we're talking about when we talk about affordable housing.

14. Corporate Business

- a) **Nominations & appointments sub-committee:** the committee reported that we have two new nominees confirmed and a couple more who are thinking about it.

15. Conference / Associations' Report

- a) **HSC Regeneration Forum:**
Sarah and Ray attended and told the Board about it!

16. Other Business

- a) ***In camera* minutes for CCHC and CCOC.**

The Board approved the *in camera* minutes for the CCHC February 27, 2019 board meeting.
(M/S/C, Lee Pepper/Chris Yordy)

The Board approved the *in camera* minutes for the CCOC February 27, 2019 board meeting.
(M/S/C, Abra Adamo/Chris Yordy)

- 17. Adjournment:** The board moved to adjourn the meeting at 9:20 p.m. (M/C, James Clark)