

## **Minutes of the CCOC Board of Directors Meeting of Wednesday, February 28, 2018**

**Present:** Andrew McNeill (Chair, Secretary), Glenn Allen, J. Bueckert (Treasurer), Sarah Button, James Clark, Penny McCann, Lee Pepper, AnaLori Smith  
*Staff:* Ray Sullivan, Erica Webster (recorder)

**Regrets:** Abra Adamo, Dallas Alderson (Vice President), Kerry Beckett, Bill Rooney (President)

**1. Call to Order** - The meeting was called to order at 7:08pm.

**2. Adoption of the Agenda**

The Board adopted the agenda as presented, accepting all committee reports for information except items noted for Board business. (M/S/C S. Button / P. McCann)

**3. Adoption of the Board Minutes**

The Board adopted the regular and *in-camera* minutes of the December 20, 2017 meeting as presented. The Board also reviewed the *in-camera* notes from the January 31, 2018 meeting. (M/S/C A. Smith / J. Bueckert)

**4. Declaration of Conflict of Interest** – none.

**5. Business arising from previous minutes**

**a. Property Tax Appeal**

Ray sent information to the lawyer representing us, and he's trying to figure out whether we have a strong case. The appeal has been filed, however we are still evaluating the best course of action for our statement.

**6. Executive Committee Report**

**a. Indigenous Reconciliation**

The Executive Committee began discussing Indigenous Reconciliation following the Board conversation about Cahdco's affordable housing study for the Zibi development on contested unceded Algonquin territory. There is a desire to balance our commitment to social justice with our role as a housing developer.

One potential approach is to start by engaging with an Elder who can provide us with counsel on how to approach the issue. Ray flagged that the Nation the Elder is from could influence the advice we are given. It is also important to note that we are a tenant and member-led organization with many Indigenous tenants. We would like to ensure we consult with these individuals about how they would like us to proceed, and then bring this issue forward to the next All-Committee meeting.

The Board agreed they liked the idea of this multi-tiered approach, and appreciated the focus on tenant engagement. It was suggested that the Membership & Communications Committee might consider incorporating an Indigenous perspective in the September property tour.

**7. Personnel Committee Report** – none beyond minutes included in the Board Package.

**8. Finance Committee Report**

**a. Policy Review**

The Finance Committee went through each policy under their jurisdiction to add sunset dates and make amendments as needed.

The Board approved rescinding the Computer Depreciation, Late Charges, and Sale of Assets policies. (M/S/C J. Bueckert / J. Clark)

The Board approved the addition of sunset dates to the Internal Lending, Investment Policy, Purchase Orders, Replacement Reserves, Serving Notice at End of Tenancy, Serving Notice Before End of Tenancy, Workplace Safety Insurance policies along with the Finance Committee Terms of Reference. (M/S/C J. Bueckert / J. Clark)

The Board requests the Finance Committee take a look at whether the Demanding Certified Cheques policy and the Payroll Approvals policies are really policies, or are rather guidelines.

**Action: Finance Committee**

The Board refers the Deposits policy to the Rental Committee.

**Action: Rental Committee**

Some Finance policies will need to be brought into a larger Procurement Policy framework in the future.

The Board added sunset dates of June 2019 to the Provision of Adequate Information to the Board for Unplanned Expenditures and Awarding Contracts policies.

(M/S/C J. Bueckert / J. Clark)

The Board moved than \$3,327.33 in Bad Debts be written off for CCOC (December 2017).

(M/S/C J. Bueckert / P. McCann)

**9. Development Committee Report**

**a. Arlington Redevelopment**

Two pieces of good news this month! If you drive by Arlington, you will see the beginnings of a building. There is now a foundation in the ground. We also signed an interest rate commitment letter from CMHC this week. The interest rate is locked in when we do the first construction draw. The fixed interest rate for the 10-year term (on a 50-year amortization) will be 2.43%, a full point lower than we were expecting.

**b. Carling/Bell**

The Board moved *in-camera* at 7:34pm to discuss a potential new development.  
(M/S/C J. Bueckert / P. McCann)

The Board moved *ex-camera* at 7:51pm. (M/S/C P. McCann / J. Bueckert)

**10. Membership and Communications Report**

**a. Policy on Standing Committees**

The Membership and Communications Committee began discussing caps on committee membership, which led to a larger discussion around the Policy on Standing Committees. The M&C committee referred their draft Policy on Standing and Ad-Hoc Committees to all other committees for feedback, and everyone agreed to recommend it to the Board.

The Board discussed the language around leaves and withdrawals in Sections 9b and 9c. The Board approved an amendment to Section 9c to incorporate more committee chair discretion re: withdrawing membership. (M/S/C L. Pepper / S. Button)

The Board approved the Policy on Standing and Ad-Hoc Committees. (M/S/C L. Pepper / S. Button)

The Board voted to rescind the Committee Membership Policy. (M/S/C L. Pepper / S. Button)

**b. History book communications plan**

CCOC has been working on a history book project which will exist as both a physical book and a collection of digital assets. M&C has begun discussion of how to appropriately distribute both pieces. The committee talked about whether the book should be given out for free or at a price, and whether there was a desire to try and recoup costs. The committee also discussed how short digital segments should be to catch people's attention, how much content should exist as blog posts vs. as video, etc. This conversation is in the early stages of discussion, but the Board was invited to provide feedback.

The Board felt that selling the book would be a more difficult prospect. There may be interest at the beginning, but it would likely wane over time. Copies would probably end up being given away anyway. Some felt that Pay-What-You-Can would be an appropriate model. It was pointed out that this would not come close to recouping costs, so it may be better to direct the funds elsewhere.

**c. Goals for the communications survey**

The Membership & Communications department is planning to carry out a communications survey of tenants and others who receive our communications. The intent is to find out how people would like us to communicate with them, e.g. what social networks they use, whether they have internet access, if they read the paper NewsNotes and calendar, etc.

**11. Facilities Management Committee Report**

**a. Service Standards Policy**

The Facilities Management Committee updated the Service Standards Policy to reflect plain language and increase our service standards in some instances by shortening response times.

The Board approved the revised Maintenance Service Standards Policy.

(M/S/C J. Clark / S. Button)

**b. Policy Sunset Dates**

The Board adopted the proposed sunset dates on the Landscaping, Collection of Unpaid Charges, and Notice of Entry policies as recommended.

(M/S/C J. Clark / S. Button)

**12. Rental Committee Report** – none beyond minutes included in the Board Package.

**13. Policy Research and Advisory Committee (PRAC!)** – did not meet in February

**14. Corporate Business**

**a. Nominations and Appointments Subcommittee**

We're getting ready for the Annual General Meeting. Currently there are only 12 members of the Board, and we would typically have 14. The subcommittee discussed seeking interim members, but decided it would not make sense given the short timespan between now and the AGM.

There will be two vacant positions and the subcommittee would like to find at least four potential candidates. There is a desire to involve more tenants on the Board as well as more members of Rental and Finance Committee, and to increase the diversity of the Board

overall.

Lee will share the results of the Board Self-Evaluation survey with the Nominations and Appointments Subcommittee to help inform their recruitment. If people have suggestions for potential Board candidates, please pass them along to the subcommittee: AnaLori, Andrew, Dallas, and Josh.

**Action: Lee**

## **15. Conference/association's report**

We are sponsoring the President's Reception at the CHRA Congress this year. We'll be using it as an opportunity to promote our history book project.

## **16. Other Business**

### **a. Social Housing Modernization Part 2**

The province is in the middle of a very short and focused consultation on what a reset or reimagining of the social housing policy framework could look like. There was an all-day Eastern regional session on February 28, which came out of a working group the Ministry convened a couple years ago that Ray sits on. The province is doing a really admirable job of what they're calling the "co-development" of policy. They are proactively sharing ideas and soliciting feedback from those on the ground.

The province has stressed this is not a new program, but rather a "policy environment" that social housing might work within. There are a couple of factors prompting this. The first is that under the provincial reform program, which is CCOC's largest block of rental units, mortgages start to expire in a few years. These are properties which used to have 35-year operating agreements that were replaced by legislation under the Harris government. CCOC has been trying to figure out what happens long-term when mortgages expire.

Secondly, governments are worried that expired operating agreements will mean the loss of social housing. This is unlikely, given the investment of many boards and organizations in their missions. And lastly, there is a general concern about the capacity of the social housing sector. Most housing providers have significantly smaller portfolios, which makes it hard to have more than one or two staff or to have any resiliency. There is worry about how these smaller organizations can adapt to pressures and change.

These concerns are somewhat mirrored when it comes to service managers. There are 47 service managers as a result of the province downloading housing to the municipal level. In some municipal service areas, the service manager is a single person who is also tasked with running other social services. Their ability to focus on housing is stretched.

All of this is happening within an environment where the province no longer pays for social housing. For instance, the City of Ottawa spends \$100 million per year on these legacy programs. The province is aware that this is a delicate situation to navigate.

What the province is proposing under this framework is a system of accreditation. Accreditation of providers would be based on a periodic assessment against province-wide standards. This would give some reassurance that public dollars are being well and responsibly managed because there is a third-party stamp of approval. The province would only flow their money through that system. Service managers would be able to continue funding providers both inside and outside the accreditation system.

Accredited providers would have access to benefits and funding such as potential access to special tax treatment and grant funding. Providers and service managers would enter into their own local contractual arrangements (access to housing units, rent supplements, etc.). Providers who did not meet standards would receive support, and could be subject to interventions and remedies.

There is a strong feeling from those in the sector that the accrediting body would need to be comprised primarily of housing providers.

Ray will keep the Board updated on any developments.

\* Special bonus update on the federal budget: \* There was good funding announced for some items not attached to the National Housing Strategy (e.g. Indigenous housing), however not any fleshing out of the NHS itself. The 2017 budget announced the rental construction financing initiative, the program we got our Arlington funding through. An expansion of that program was announced this year – we were surprised to learn that it was not being folded into the broader co-investment fund (grants and funding for renovation and rehabilitation of affordable housing). We will be watching this closely as it's a potential source of refinancing for some capital work that needs to be done at 258 Lisgar.

## **17. Adjournment**

The meeting adjourned at 8:41pm.

(M/C J. Bueckert)

**Next meeting:  
7:00 pm Wednesday, March 28, 2018  
in the meeting room at 415 Gilmour Street**



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Secretary of the Board

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Date