

NOTICE OF MEETING

The next regular meeting of the CCOC/CCHC Board of Directors is:
7:00 pm Wednesday, February 26, 2020
at **415 Gilmour Street**

AGENDA FOR THE CCHC BOARD OF DIRECTORS MEETING

1. Call to order & Anti-Oppression Statement
2. Adoption of agenda
3. Declaration of conflict of interest
4. Adoption of the Board minutes of January 29, 2019
5. Business arising from the previous minutes
6. Rental Committee Report
7. Facilities Management Committee Report
8. Finance Committee Report
9. Other Business
10. 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 & Anti-Oppression Statement
- 2.** Adoption of agenda:
- 3.** Adoption of January 29, 2020 minutes
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
- 6.** Executive Committee Report
 - a)** Collaboration with other Non-Profits
 - b)** Legal update (*in camera*)
- 7.** Personnel Committee Report
- 8.** Finance Committee Report (Dec 19 + Jan 23)
 - a)** Bad debts
 - b)** Beaver Barracks financial projection
- 9.** Facilities Management (Joint meeting TCE)
- 10.** Development Committee Report
 - a)** Forward Avenue project update and purchase
- 11.** Tenant and Community Engagement Committee Report (joint meeting FMC)
- 12.** Rental Committee Report (no meeting)
- 13.** Policy Research and Advocacy Committee (PRAC!) (no meeting)
- 14.** Corporate Business
 - a)** Signing Officers RBC, Encasa
 - b)** Board self-evaluation
- 15.** Conference / Associations' Report
- 16.** Other Business
- 17.** Adjournment

Next Meeting: February 26, 2020

MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING

Wednesday, January 29, 2020

Present: Dallas Alderson (President/ Chair), Josh Bueckert (Treasurer) Jesse Steinberg, Kerry Beckett, Shelley Robinson, Chris Yordy, Abra Adamo, Andrew McNeil, James Clark, Sinda Garziz

Staff: Ray Sullivan, Nicole Picton (recorder).

Regrets: Penny McCann, Ana Lori Smith (Vice-President), Sarah Button, Bill Rooney

1. **Call to order & Anti-Oppression Statement**

The meeting was called to order at 7:06 p.m. and a board member read the anti-oppression statement.

2. **Adoption of agenda**

The agenda was adopted as presented. (M/S/C, Josh Bueckert / Chris Yordy)

3. **Declaration of conflict of interest**

No conflicts to report

4. **Adoption of the Board minutes of December 18 and November 27, 2019**

Motion: The minutes were adopted as presented

(M/S/C, Jesse Steinberg/ Andrew McNeil)

5. **Business arising from the previous minutes - none**

6. **Rental Committee Report - none**

a. 2019 Turnover stats & current vacancies

- i. Two units are available one will be available for rent in April, the other is currently sitting vacant. There was 16% turn over at the Co-op which is higher than the CCOC 12% turnover.

7. **Facilities Management Committee Report – none**

8. **Finance Committee Report -none**

9. **Other Business- none**

10. **Adjournment** 7:10pm (M/C, Josh Bueckert)

MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING
Wednesday, January 29, 2020

Present: Dallas Alderson (President/ Chair), Josh Bueckert (Treasurer) Jesse Steinberg, Kerry Beckett, Shelley Robinson, Chris Yordy, Abra Adamo, Andrew McNeil, James Clark, Sinda Garziz
Staff: Ray Sullivan, Nicole Picton (recorder).

Regrets: Penny McCann, AnaLori Smith (Vice-President), Sarah Button, Bill Rooney
Guest: Amanda Tompkins (up to item 6c)

1. Call to order & Anti-Oppression Statement

The meeting was called to order at 7:10 pm and a board member read the anti-oppression statement.

2. Adoption of agenda:

The Board amended the agenda to deal with Finance after business arising. The agenda was adopted as amended, with Personnel Committee report and other items not specifically noted in the agenda accepted on consent.

(M/S/C, Kerry Beckett/ James Clark)

3. Adoption of November 27, 2019 and December 19, 2019 minutes

The Board moved to adopt both the November and December 2019 minutes

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

4. Declaration of conflict of interest – James Clark declared a conflict of interest for item 6c (Cahdco MOU)

5. Business arising from the previous minutes

- a) Housing Emergency Declaration and Rally: The rally was well attended; tenants, staff and directors were present. It was fascinating to listen to the council debate. Council debated changing the language from “housing emergency” to “housing crisis”, and in the end we got both. The City also completed a draft of their ten-year housing and homelessness plan, which will be discussed at the March committee and council meetings.

6. Finance Committee Report (Dec 19 + Jan 23)

a) Bad debts

Motion: The Board moves to write off \$2363.89 in bad debt for December 2019
(M/S/C, Andrew McNeil / Josh Bueckert)

Motion: The Board moves to write off \$1515.00 in bad debt for January 2020
(M/S/C, Josh Bueckert/ Chris Yordy)

b) Beaver Barracks financial projection

- i. Amanda Tompkins presented a projection of the Beaver Barracks portfolio surpluses and deficits until 2050. The Infrastructure Ontario (IO) mortgage on 464 Metcalfe & 160 Argyle (Phase 1) is renewing in 2021 so there is an opportunity to benefit from interest rates lower than the current 5.51%; we have assumed an interest rate renewal at 3.5%. The mortgage for 111 Catherine and Victory Gardens (Phase 2) already has a lower interest rates (3.19%), the rates are up for renewal in 2023 and the projection assumes no significant change. The next big shift is in 2031-33 when Phase 1 and 2 exit their provincial operating agreements; this leads to a significant drop in revenue when the provincial mortgage subsidies end. The mortgages however continue until 2041-43. At that point the property generates positive surpluses, but until then it has consistent and significant deficits. The operating agreement with the City is 50 years and sets a maximum rent level at Average Market Rent. There are a few areas we need to continue examining:

1. Property taxes: property taxes are currently \$625,000 annually, which is double what was estimated when the project started. Reduction or elimination of property taxes can have a significant impact.
2. The capital cost to maintain the geothermal system may be high and likely isn't factored into our capital spending projections.
3. It is unclear whether we are obliged to continue providing Below Market Rents (BMR – currently 15% of tenants) after the provincial operating agreement ends.

One member pointed out that the property taxes and the geothermal rates are a different conversation than changing rents from BMR to AMR because that decision would be related to our mission. Others suggested that if there weren't so many financial burdens with BB, it would be possible for CCOC to focus on building more affordable housing.

Finance Committee will continue to examine some of these options at their February meeting.

- c) **Cahdco MOU** - Finance Committee reviewed the language of the MOU and recommends some changes. The final draft recommended by Finance

Committee includes: hourly charges to CCOC at break-even rates, a requirement for cost/time estimates from Cahdco in advance and the requirement that CCOC Finance committee review major changes in scope and cost. CCOC Finance Committee will review quarterly Cahdco financial statements, and end-of-year balances owing to CCOC will incur interest. The term of the agreement is one year. The CCOC board will do a deep dive on Cadhco at the April meeting. Some board members felt it may be wise to defer the MOU to April 2020. Another member mentioned that Cadhco is evolving and it should be taken into consideration on how the Cadhco and CCOC relationship will continue moving forward.

Motion: The Board accepted the MOU as revised by the Cahdco board and the Finance committee.

(M/S/C, Kerry Beckett/ Shelley Robison, Abstention: James Clark and Chris Yordy)

Motion: The Board moved to thank Amanda Tompkins for her work as Finance Director.

(M/S/C, Josh Bueckert / Kerry Beckett)

- d) Internal lending interest rate** – CCOC’s policy on internal lending would normally have required a reset of interest rates in 2017. The committee is recommending doing so now.

Motion: The Board moved that the internal lending rate be reset to the Bank of Canada long term benchmark yield rate of 1.68% effective January 2, 2020

(M/S/C, Josh Bueckert/ James Clark)

- e) Arlington reserve balance-** The old Arlington property had an accumulated operating deficit of \$89,624.14, and a replacement reserve surplus of \$95,260.25 before redevelopment. Finance Committee recommends netting the two against each other and allowing the new Arlington property to begin with a \$5,636.07 capital replacement reserve balance.

Motion: The Board moved to reallocate the replacement reserve amount of 95,260.25 to offset the operating deficit of \$89,624.15

(M/S/C, Josh Bueckert/ Shelley Robinson)

- f) Sunsetting policies** – There are five policies that have sunsetted. Three are related to procurement and a new updated procurement policy should be the subject of a future joint Finance and FMC meeting. The other two policies relate to investments and reserves and should be combined into a single policy. Josh recommended extending new sunset dates to June to allow time to update the policies without losing them altogether.

Motion: The board moved that all five policies (**Provisions of info for unplanned expenditures, Purchase orders, Investment- general operating funds, Investment- reserve funds and Replacement Reserves**) be

amended to extend sunset dates to June 2020

(M/S/C, Josh Bueckert/ James Clark)

7. Executive Committee Report

Motion: The Board moved *in-camera* (M/S/C, Kerry Beckett/ Shelley Robison) for an update on collaboration with other non-profits and an update on legal matters.

Motion: The board moved *ex-camera* to resume the agenda (M/S/C, Kerry Beckett/ Shelley Robison)

8. Personnel Committee Report – accepted on consent

9. Facilities Management (Dec 19 + Jan 16)

- a) **COCHI Grants** – Canada-Ontario Community Housing Initiative capital repair funding is targeted towards properties whose operating agreements have expired or are soon to be expired. Year two of COCHI grants have now opened up and we have applied for \$800,000 in grant funding at 345 Waverley, 258 Lisgar and 170 Booth.

10. Development Committee Report

- a) **Forward Avenue** – Ray reported on some tentatively good news. Adding new Average Market Rents into the pro-forma budget allowed us to increase revenue and increase the value of the mortgage. That eliminates the need for CCOC equity. However, this will change over time as we are still in the beginning stages, we haven't completed design, we have only a rough construction cost estimate and we don't know what mortgage rate we will be offered.

11. Tenant and Community Engagement Committee Report

- a) **Healthy Transportation Coalition City Budget 2021 campaign:** TCE recommends CCOC endorse the Healthy Transportation Coalition campaign for reduced transit fares for low income people.

Motion: The Board moved to support the 2020 City budget campaign of the Healthy Transportation Coalition (M/S/C, Josh Bueckert / Abra Adamo)

12. Rental Committee Report

- a) **Housing Outreach Program (HOP)**
Local housing co-ops and several non-profits have teamed up to purchase tenant support services from Options Bytown under their Housing Outreach Program. The HOP will help tenants who are at risk who only require light support. Rental Committee recommends CCOC join the program (HOP to it!), at an average of 3 hours/week until the end of the year, at \$40/hour. The Rental Department would track the effectiveness

and the use of the program and determine if it helps to preserve the tenancies.

Motion: The Board moved that CCOC proceed with commitment to the HOP services and the Rental Department track the effectiveness of the program. (M/S/C, Kerry Beckett /Sinda Garziz)

13. Policy Research and Advocacy Committee (PRAC!)

- a) **2017-2020 Review** – In September 2017, the Board struck the committee to focus on major policy developments at the federal, provincial and municipal levels. The Committee was initially given a one-year mandate to October 2018, the mandate was extended to October 2020. PRAC, under many variations of the acronym has been used from time to time over at least 25 years of CCOC history. The initial major policy initiatives in PRAC’s mandate are now complete and remaining items on PRAC’s agenda could be assigned to standing committees. Some Board members wondered if the committee could continue in a different form or meet less frequently. Can the work PRAC focuses on be better integrated into the work that is already being completed by other committees? One member asked if it is possible to add PRAC-like policy items as standing items on each committee agenda. The Board agreed there will be one final PRAC committee meeting to make sure any remaining agenda items can be assigned to standing committees and then to wrap things up. The Board will check in again in September to make sure we aren’t missing our ability to digest bigger policy issues.

Motion: The Board moved to end the current iteration of PRAC. (M/S/C, Abra Adamo/ Andrew McNeil)

14. Corporate Business

- a) Board self-evaluation- Will have to defer discussion of the survey to the Feb Board meeting. The hope is that the elements from the previous survey will be carried forward into the new survey. Josh and Chris will bring this to the board. The survey will be sent out the week of Feb 10th
- b) Executive Director Annual Performance Evaluation:
The Board moved *in camera* (M/S/C, Josh Bueckert/Kerry Beckett). No minutes were recorded. The Board moved *ex camera* (M/S/C, Kerry Beckett/Josh Bueckert) to resume the agenda.

15. Conference / Associations' Report

- a) CHRA Congress Saskatoon April 20-23: Normally CCOC would send the President and Executive Director and one staff under 30 in the Early Career Professionals Program, but Dallas is already being sent by her work. Since no other Board members expressed an interest in attending, the Board agreeing the budget could be reallocated to an additional staff person to participate in the Early Career Professionals Program.

16. Other Business

Motion: The Board moved a motion of thanks to Nicole Picton for her hard work.
(M/S/C, Chris Yordy/James Clark)

17. Adjournment: 10:20 (M/C, Josh Bueckert)

Next Meeting: February 26, 2020

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

7:30 PM, Monday, February 10, 2020
at 415 Gilmour

Present: Dallas Alderson (Chair), Kerry Beckett, Josh Bueckert, James Clark, Shelley Robinson, Ray Sullivan (staff)

Regrets: AnaLori Smith, Bill Rooney (until April)

1. **Call to order & anti-oppression statement:** 7:35
2. **Approval of the agenda:** (moved/seconded/carried, Josh/Kerry)
3. **Approval of regular and *in camera* minutes from January 13, 2020:** (m/s/c, Josh/James)
4. **Reviewing Department Directors' meeting:** On January 23 Directors reviewed and updated the 2019-2022 Workplan, February 6 was a design charrette for the Forward project.
5. **Business Arising:**
 - a) **Annual City Settlement Letter**

Background: After reviewing each annual financial audit and Annual Information Return (AIR), the City sends its annual compliance/reconciliation letter.

Decision: the committee endorsed the draft reply letter, which focused on Beaver Barracks property taxes and end-of-mortgages (EOM) in the provincial portfolio.
 - b) **Succession planning:**

The committee moved *in camera* (m/s/c, James/Kerry) to review notes from two recent exit interviews.
 - c) **Collaboration with other Non-profits:**

The committee remained *in camera* for an update from Ray.
 - d) **Legal matters:**

The *committee* remained *in camera* for an update from Ray. While *in camera*, the committee authorized Ray to negotiate a suitable settlement.

There are no further *in camera* notes.

The committee moved *ex camera* to resume the agenda. (m/s/c, James/Kerry)

6. New Business:

a) 2019-2022 CCOC Workplan

Background: The Board approved a 2019-2022 Workplan. Staff will report on progress and recommend updates to Executive committee quarterly.

Decision: the committee reviewed and approved the updated workplan as recommended by the management team. (m/s/c, Josh/Kerry)

b) Ottawa Community Land Trust

Background: A previous CCOC Executive Committee endorsed the concept of creating a community land trust and asking CMHC to transfer ownership of leased lands south of Lebreton Flats. This would provide more security to CCOC and other leaseholders.

Decision: the committee reviewed and approved the draft letter presented by Ray.

7. Programs/Policy:

a) Canada/Ontario Housing Benefit

Background: Fed/Prov Agreement Announced December 19 for portable housing benefit to roll out in 2020. \$1.4 bn over 8 years

Discussion: we know a bit more about Ottawa’s allocation and how the program will roll out. The Province has only offered a 2-year commitment that will provide enough funding for about 160 households. The allowance will pay the difference between 30% of household income and up to 80% of average market rent. Households will have to apply for social housing, then be offered an allowance instead.

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 **6** tenants.

(m/s/c, Josh/James)

Other reasons: The committee reviewed the list and moved “That staff be authorized to proceed with eviction in the case of **2** tenants for substantial interference.”

(m/s/c, Josh/Kerry)

9. Strategic Plan: nothing further

10. Cahdco Update: none

11. Other business:

a) Upcoming Board schedule

February:	Board Self-evaluation, Beaver Barracks analysis (continued)
March:	Co-op future plans, internal subsidies, (maybe aging-in-place)
April:	Cahdco
May:	New board members orientation

12. Adjournment: 9:32 (m/c, Josh)

February X, 2020

Canada Mortgage and Housing Corporation
700 Montreal Road
Ottawa, Ontario
K1A 0P7

Re: Ottawa Community land Trust

Dear colleagues,

Centretown Citizens Ottawa Corporation (CCOC) is a community-based private non-profit housing company that builds and manages mixed-income rental housing. Since the early 1980s, we have leased land from CMHC between Albert St., Primrose Ave., Rochester St. and Booth St. in Ottawa. These properties house about 172 low and moderate income people in 99 affordable homes. The lands surrounding these properties are also leased to co-ops and non-profits and some private leaseholders.

Within the next several years, our leases require both CMHC and CCOC to declare our intentions around the lease end dates from 2054 to 2056. We intend to continue providing affordable housing, but we believe a new land tenure model provides an even broader opportunity.

In discussion with our non-profit and co-op neighbours, we are excited about the opportunity to create the Ottawa Community Land Trust as a vehicle to preserve and increase the supply of affordable housing in Ottawa.

CMHC can show its support, by agreeing to transfer ownership of these leased lands to the Ottawa Community Land Trust. While CCOC operates a much larger portfolio of 53 properties, almost all on land that we own, we are enthusiastic partners in the land trust project and would welcome the opportunity to operate affordable housing on lands controlled by the Ottawa Community Land Trust.

We hope to continue exploring this proposal with CMHC and advancing the goals of the National Housing Strategy. My colleague Laine Johnson (Laine.Johnson@ccochohousing.org), Chair of the Ottawa Community Land Trust, and I would welcome an opportunity to discuss the project, and our commitment, further.

Sincerely,

Ray Sullivan
Executive Director



February 11, 2020

Lisa Goodfellow
Program Manager, Social Housing
Social Housing and Shelter Management Branch
City of Ottawa
100 Constellation Cres., 8th Floor East
Ottawa, Ontario K2G 6J8
[by email <Lisa.Goodfellow@ottawa.ca>]

RE: Financial Settlement for the Year Ended December 31, 2018

Dear Ms. Goodfellow,

Thank you for your letter dated November 7, 2019. I have reviewed your letter and its contents with CCOC's Board of Directors and wish to take this opportunity to acknowledge and respond to some of the matters you raised.

Our Board of Directors has also been paying close attention to the operating deficits in our Beaver Barracks portfolio. We are very concerned that this ongoing deficit is now putting the rest of our portfolio at risk.

Over the past year we have made significant investment to increase the operating efficiency of the central energy plant; we hope to see reduced utility and operating costs over time. Property taxes, however, remain our biggest concern. We have appealed our MPAC property value assessments in each year, with only very modest success. We pursued a property tax exemption through MPAC, but an insufficient proportion of Beaver Barracks tenants fell under the Low Income Cut Off and the site did not qualify for an exemption.

This exposes a significant weakness in the Affordable Housing Program (AHP) where our rental income is capped but property tax appraisals are based on full value market rent, which is considerably higher than the Average Market Rent limitation under AHP. We have no ability to increase income to match or even offset the significant increase in costs from a 40% increase in property taxes.

In addition, the property will face significant added pressure in its 20th year when the \$640k provincial mortgage subsidy ends, while the mortgage/debenture continues for another 15 years.



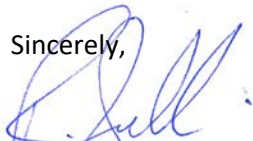
Staff have prepared analyses of these pressures and different scenario forecasts for the CCOC Board of Directors. I would welcome the opportunity to review them with you and explore options.

CCOC has been able to absorb deficits at Beaver Barracks and still retain a modest surplus. However, our ability to continue doing so is at the direct expense of our ability to invest in capital repairs at other properties.

Your letter also notes the upcoming discharge of mortgages in our Provincial Reformed Portfolio under section vii of the Housing Services Act (HSA). The first such date for CCOC is April 2022. You and I have both had the opportunity to participate in MMAH consultations for how HSA projects will adjust to these End-of-Mortgage (EOM) changes. While I understand that MMAH is developing alternative options, the Ministry's September 2019 Technical Backgrounder clarifies that under existing legislation and regulation, social housing properties would be subject to a negative operating agreement and would see no financial benefit from EOM. We have assessed this scenario in our long-term financial plan and determined that it blocks CCOC's ability to repair and renew these properties as they enter their second lifecycle. In addition, a negative operating subsidy scenario prevents CCOC from refinancing properties to raise funds for capital repair. I look forward to continuing this discussion and exploring financially sustainable alternatives when we meet on March 12th. As I said in our January 30th meeting, I strongly believe there is a win-win scenario that allows the City to support continued deep affordability in these CCOC properties, at reduced cost to the City, while also allowing CCOC the financial capacity to sustain this affordable housing in perpetuity.

As always, we appreciate the Service Manager's commitment to the long-term sustainability of non-profit housing in Ottawa. We share a common goal of ensuring that all Ottawa residents have safe, secure and affordable housing, and we appreciate our partnership to achieve it together.

Sincerely,



Ray Sullivan
Executive Director

cc. CCOC Board of Directors
Baker Tilly Ottawa LLP

CCOC PERSONNEL COMMITTEE

MINUTES

5:30pm, Monday, February 10, 2020

415 Gilmour Boardroom

Present: Kerry Beckett, Jane Dickinson, Sue Lott, Zak Spelay, Pascal St-Amour, Doris Zastre

Staff: Ray Sullivan, Tessa Trueman (recorder)

Regrets: AnaLori Smith

1. **Call to order:** 5:33pm

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

3. **Approval of the January 13, 2020 minutes:** (M/S/C, J. Dickinson/D. Zastre)

4. **Staffing Updates:**

Maryse Martin was hired as the new Director of Finance. Her first day was today (February 10).

Rida resigned as Capital Projects Manager. His last day will be Friday, February 14th.

We are holding Building Cleaner interviews on February 10th and 11th.

Posting for Director of Human Resources and Corporate Services closes on February 11th.

Posting for Capital Projects Manager will close on February 17th.

Marie was the successful candidate for the role of Operations Coordinator. Marie has been working as a casual in the Facilities Management Department for several months. She is now a full-time regular employee.

5. **Training:**

We are holding conflict resolution training on March 5th.

There were two people interested in the Housing Policy program through Carleton. Registration for that is still several months away.

6. **New Business:**

a) Job Description: Director of Tenant and Community Engagement

Last month the committee approved the changes to the job description of the Director of Human Resources and Corporate Services. This was to move the communication function to the Tenant and Community Engagement department. So now, we need to update the job description for the Director of Tenant and Community Engagement to include

communications oversight. A new section is added to include the communications function within the TCE context.

The committee confirmed that Laine, the individual currently in this role, was aware and part of the discussion when creating the updates.

The committee approved the changes to the Director of Tenant and Community Engagement job description. (M/S/C, J. Dickinson/K. Beckett)

b) Job Description: Operations Coordinator

This position was recently posted. In the process, we realized there was a mistake in the posted version of the job description. In the December minutes (when this description was originally approved), the committee had requested that the language requirements be changed to require intermediate written and verbal communication in French. The posted job description only had the written requirement. We assessed all candidates based on the job description that was posted but wanted to confirm with the committee that verbal French communication should be re-added for any future postings.

The committee reviewed the December Personnel minutes and confirmed that verbal communication should be added for the future. No motion required since this was originally approved in December.

c) Health and Safety Committee Item (defer to March meeting due to time constraints)

7. Business Arising:

a) Compensation Review Implementation:

We have had two appeals of the job equity scoring come in. It's for 2 different positions in different departments. They are aware that appeals will only be reviewed when a new Director of HR and Corporate Services is in place.

Ray will be getting in contact with the consultant to come to a Personnel Committee in the next few months in order to train members and Director-level staff on how the scoring works.

8. Report from the Board & Committees: Moving forward with Forward Ave.! There will be 31 apartments and we have a preliminary design. The timeline on this is about 2 years.

9. Staff meetings:

All Staff: February 12

Health & Safety: January 21 (minutes attached) – The focus has been on the workshop and making it safer and cleaner.

Directors meeting: January 23, February 6 – The January meeting focused on updating the 2019-2022 work plan. The February meeting was all about Forward Ave. and they went over plans with the architect.

10. Work plan review: No changes. All items are still underway.

11. Other business:

The committee moved *in camera*. Everyone remained for item #1 and #2. (M/S/C, K. Beckett/S. Lott)

- a) ***In camera* item #1 (5 minutes):** Recorded separately.
- b) ***In camera* item #2 (15 minutes):** Recorded separately.

T. Trueman left the room for item #3.

- c) ***In camera* item #3 (45 minutes/end of meeting):** Recorded separately.

12. Adjournment: 7:00 (M/C, K. Beckett)

**Next meeting: 5:30pm, March 9, 2020
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	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

**Finance Committee
Minutes
February 20, 2020**

Finance committee: Court Miller(chair), Rod Manchee, Mary Huang, Linda Camilleri, Vladimir Gorodkov, Nicole Rogers

Regrets: Domir Berberi, Alannah Bird, Josh Bueckert (Treasurer/Chair), Michael Holmes, David Boushey, Andrew McNeill

Staff: Ray Sullivan, Maryse Martin, Dawn Chambers

Motions for Board Approval

MOTION (ITEM 9): That **\$6,842.75** in Bad Debts be written off for **CCOC (Period - January 2020)**
Rod m/ Mary s/c

1. **Call to Order: 7:05pm**
2. **Introductions:** Everyone introduced themselves, Vladimir expressed interest in staying on the Finance committee.
3. **Anti-Oppression Statement** – Reviewed and acknowledged
4. **Adoption of the Agenda** **Linda m/ Rod s/c**
5. **Business Arising**
 - CCOC Board has approved CAHD/CO/CCOC MOU – Ray indicated that the Cahdco Board is expected to put forward a motion to the CCOC Board for approval whereby only “significant” changes to projects will be brought to the CCOC Finance Committee for review and recommendation to the Board.
 - Audit Update – CAHD/CO is ready for audit, we are working on preparation for CCOC, CCHC and CCC 556
6. **Declaration of Conflict of Interest NONE**
7. **Approval of meeting minutes**

- Finance Meeting 23 January 2020

Vladimir m/ Nicole s/c

8. Notices/Announcements

- Welcomed Maryse Martin as our new Finance Director

9. Bad Debt Write Off and Accounts Receivable Statistics

MOTION: That **\$6842.75** in Bad Debts be written off for **CCOC (Period - January 2020)**
Rod m/ Mary s/c

10. Maintenance Variance Report

- December 2019 Report
- Over budget for 2019. Some increases are related to the move from in house fire safety to an external company (Secur Fire) with a Fire Safety Contract as well as a portfolio wide smoke detector program.
- HVAC costs will need to be reviewed to determine why the costs are higher than expected and/or whether our budget should be adjusted, Ray explained issues at Beaver Barracks re: geothermal system origination to provide background to increased costs of replacing heat pumps
- Pest Control costs were increased due to increased demand for service, 2020 budget includes the increased projected costs as we will be adding service over the summer months to keep up with high demand

11. Beaver Barracks Financial Projections

- Ray outlined a need to look at solutions to ensuring Beaver Barracks can be financially sustainable in the future. He identified potential solutions which include a combination of lower interest rates when the debenture renew in 2021 and 2023, the hope of a 60% reduction in property tax and a balanced cost and revenue projection.
- We have a rent charge restriction because we need to adhere to the agreement we have with the city, we cannot charge more than the average market rent as opposed to charging the max rent the market will pay. Also CCOC's mission is to provide affordable housing therefore charging the max rent the market will pay does not align with our mission.
- Suggestions from the committee include, revisiting the internal loan amortization to see if we can lower the amortization period to save money on the interest, obtaining a lower debenture renewal interest rate
- Starting a property tax conversation with the city and province we currently assessed at over 600K in property tax, which is double to original assumption, due to a large market valuation increase since opening the building.

- Make a proposal to the city for reduction in property taxes to help reduce costs related to the amount of subsidized units
- Ray identified that there only a handful of corporations in Ontario that have the same issue as CCOC regarding property tax, because most providers are large municipal corporations that are exempt from property tax, and most of the remaining small providers are under HSA where property taxes are covered by a grant. Beaver Barracks does not fall under either category which leaves the property striving to pay the large property tax bill. Therefore the city and the province are not currently treating the issue as a high priority, which means we need to ensure requests to assess the matter by the city and province are met.

12. New Business – Long Term Internal Tenant Transfer Rent Structures Review

- Rod explained, Long Term Internal Tenants transferring are getting sticker shock when they transfer to a new unit with the increased turnover rent, which was designed to increase revenues on turnover over time.
- This issue is going to the rental committee in Mar or April of 2020 and they will work on how this policy should be structured and it will be returned to Finance for financial analysis.

13. IAP Update

- **CMHC Co-Investment** - Meeting with CMHC Jean Daniel, Giovanni Tino and Nadia Venafro, as well as Lisa Goodfellow from the City of Ottawa. Reviewed what the requirements would be for CCOC re: obtaining the loan, max prep for application so process will flow well
 - Energy – We are required to provide a baseline energy audit and the city has expressed willingness to fund the baseline energy audits
 - Accessibility - Discussions were had relating to accessibility requirements and meeting targets
 - CMHC could not provide loan details yet, but we hope to expect an interest rate of 2% or less.
- **Forward Ave** - is proceeding, City wants to sell it to CCOC by 1 March 2020 which is sooner than expected. The property is undergoing phase 2 environment soil assessment, to determine level of contamination which is extremely common in downtown repurposed properties
 - However obtaining the property sooner than expected will increase costs, by way of insurance, tax, monitoring before demolition. Demolition is slated for May/June 2020.

14. Next meeting/Deferrals (March 19)

- Policy Expiration Updates – sunset date extended by board
- Arlington Development Statements and Debriefing
- CAHDCO/CCOC Legal Liability Review
- Long Term Plan for CAHDCO

15. Motion to Adjourn: 9:03pm

Mary m/c

February XX, 2020

City of Ottawa
c/o Tim J. Moerman
110 Laurier Avenue West, 4th floor
Ottawa, Ontario
K1P 1J1

RE: Residential Fourth Density (R4) Zoning Review

Dear Tim:

Centretown Citizens Ottawa Corporation (CCOC) and Cahdco are pleased that the City is undertaking a Phase 2 R4 Zoning Review, with the intent of enabling a wider range of low-rise, multi-unit infill housing in R4-zoned neighbourhoods. CCOC and Cahdco support the overall goals of the Review, to address the challenge of the “missing middle” and to promote the development of additional affordable units.

CCOC is one of the largest private non-profit affordable housing landlords in Canada, with 45 years' experience in innovative housing development and management in Ottawa's downtown neighbourhoods. Founded in 1974, CCOC owns and operates more than 50 properties providing nearly 1,600 affordable homes. CCOC's development corporation, Cahdco, is Ottawa's leading non-profit affordable housing developer. Cahdco creates affordable rental housing and home ownership through its housing development and construction management consultancy services to the non-profit sector.

Our organizations consider the proposed zoning changes to be a helpful step forward. We do note, however, that some of the more prescriptive design provisions proposed in Discussion Paper #3 (November 2019) will have unintended consequences. For instance, the requirements for balconies, fenestration ratio, and step backs in the facade all affect affordability (i.e., increased construction costs and ongoing maintenance costs) and energy efficiency (i.e., creating thermal bridging and heat loss), which may make it difficult for groups like CCOC to meet the requirements of affordable housing funding programs. Please consider this in the development of the by-law provisions.



CCOC and Cahdco agree that sensitive design and connection to the public realm are essential for ensuring successful urban infill development, and we emphasize this in the design of our projects. We have experience delivering projects that meet this intent, without incorporating the specific design provisions proposed in the R4 zoning changes (for example, CCOC's recent redevelopment at 143-153 Arlington Avenue). We question whether the zoning by-law is the right mechanism to ensure good design. Site plan approval is currently required for all apartment and stacked dwellings, and design considerations are addressed through this process. We acknowledge that site plan approval adds time and cost to the development process, and understand that the proposed R4 changes attempt to simplify that process. As the site plan approval process evolves in the future, the City may consider developing a new alternative mechanism or process to address design, while allowing for greater flexibility in the zoning by-law.

Despite some potential design challenges in bridging the design requirements of the proposed zoning with the requirements of affordable housing funding programs, CCOC and Cahdco offer our strong support for the proposed R4 zoning changes. The planned changes have the potential to positively benefit the city and its residents, by enabling more housing choice and affordability in central neighbourhoods.

We thank you and your team for your efforts in this important Review, and commend the City for taking steps toward increasing diversity, inclusivity and affordability in Ottawa's urban neighbourhoods.

Kind regards,

Graeme Hussey

CCOC Development Director and Cahdco President



Development Committee Meeting Minutes

Tuesday, February 11th, 7:00 PM
415 Gilmour, Meeting Room

Development Committee: Penny McCann (Chair, CCOC Board Member), Abra Adamo (CCOC Board Member), Sarah Button (CCOC Board Member), Jesse Steinberg (CCOC Board Member), John Kingsley, Rod Manchee, Stephanie Bohdanow, David McCallum, Court Miller, Graeme Hussey (Staff), Jana Bawaba (Staff/Minute-taker)

Regrets: Brent Walden, Elliot Sherman, Shelley Robinson (CCOC Board Member), Mary Huang, Natalie Duchesne, Alannah Bird, Gisèle Doyle

1. **Call to Order:** 7:03 pm
 - Anti-Oppression Statement – **Attached (back of agenda)**
 - The committee read the CCOC anti-oppression statement.
2. **Approval of Agenda** (m/s/c Sarah, Court)
3. **Approval of Minutes** – **Attached January 2020** (m/s/c Jesse, Rod)
4. **Announcements**
 - City of Ottawa Pre-Development Funding
 - CCOC has been awarded funding through the City of Ottawa through a new program to fund early-stage feasibility activities.
 - \$180,000 in total was awarded to three sites: Putman, Armstrong/Carruthers, and 212-216 Carruthers. CCOC did not receive funding for Loretta.
 - There will be a meeting with the City to discuss the funding agreements.
5. **Business Arising:**
 - CCOC Forward Avenue – **Interim Report distributed**
 - Graeme presented the Forward Ave. interim report outlining current financial viability information.
 - CMHC recently published updated rental rates, which have increased over 9% since last year. This improves the project operating budget, allowing the project to carry a larger mortgage, and reducing the CCOC equity requirement. Currently, no equity is shown to be required, but this could change over time.
 - The Construction Manager (CM) RFP closed today (February 11). We received three responses and will hold interviews next week.
 - Cost assumptions will likely change once the CM completes a Class D estimate, which will be based on a more detailed architectural concept.



- There was good discussion at the Forward Ave. charrette last week about the design of the building. Some discussions/changes include:
 - Removed the roof deck. The backyard can accommodate the required amenity space, and the roof can be used for photovoltaics to increase energy efficiency.
 - The team will look into solar walls, lifecycle accounting, ways to integrate Natalia's work as Sustainability Facilitator early in the development, and whether some metrics can be integrated in Yardi or other program.
 - The entranceway, lobby, garbage, bike storage, etc. will be reworked with regard to accessibility and integration.
 - There may be fewer bathrooms in some units, but unit sizes will not decrease.
- Figurr is working to integrate comments from the charrette into the design. The committee will discuss the design once the rework is available.
- We have received our finalized contribution agreement and the draft Agreement of Purchase and Sale for Forward Ave. The City is targeting a closing date of February 27 with mortgage registration on March 1. This item will need to go to the CCOC Board for approval on February 26.
- Forward will apply to both CMHC financing programs (Co-Investment Fund and Rental Construction Financing). CMHC interest rates and mortgage terms are generally more favourable than is currently assumed. With a low interest rate, the project is able to carry a larger mortgage, and CCOC could choose to lower some rents.
- Stephanie noted that the Green Municipal Fund comes out in May.
- Community Land Trust – **Verbal Report**
 - Some CCOC sites are located on land leased from CMHC. There have been discussions about creating a land trust for these sites, and potential create groundwork for an Ottawa community land trust.
 - The Co-op Housing Federation of Canada approached the group to fund the creation of a business plan regarding the viability of a land trust.
 - CCOC/Cahdco are taking on a leadership role, and working to figure out if land trusts could benefit CCOC/Cahdco/Ottawa, and whether CCOC/Cahdco can play a pivotal role.
 - CCOC/Cahdco will submit a grant application to the Canadian Housing Transformation Centre to help with next steps.
- Ageing in Place – **Verbal Report**
 - PRAC initiated a discussion around ageing in place, and wanted input from CCOC's committees.
 - PRAC identified some key areas of concern for each committee/department



with respect to ageing in place. Development committee reviewed the summary chart by committee.

- Discussions about ageing in place will continue as the design for Forward Ave. progresses.
- There may be potential for discussions and/or partnerships with other organisations about ageing in place.
- Further suggestions for rentals and finance included:
 - Incentivising CCOC tenants to downsize/move to appropriately-sized units by reducing/eliminating turnover rental rates for existing tenants.
 - Providing the option to collect rent at tenants' doors.

6. **Government Policy & Program**

- City of Ottawa R4 Zoning Review Letter – **Letter to be distributed**
 - The City is reviewing R4 zones. The review directly impacts some of CCOC's smaller sites. CCOC/Cahdco invited City staff to discuss the R4 review in late January.
 - Development committee reviewed the letter drafted by CCOC/Cahdco in response to the R4 zoning review.
 - CCOC/Cahdco are supportive of the intent of increasing density on smaller sites without having to go through Site Plan, however the proposed design criteria may mean that projects would still have to apply for variances. Overall, it is likely a benefit to CCOC.
 - The review could provide more choices and more supply, but does not directly lead to increased affordability.
 - **MOTION: To direct staff to submit the R4 zoning review response letter to the City of Ottawa. (m/s/c Rod/David)**
- PRAC Update – **Verbal Report**
 - PRAC will have one more meeting in March to identify active work that can be led by other committees.
 - After March, development committee can have a standing item relating to policy/advocacy in place of "PRAC Update".

7. **Report of Board, Committees, Community Associations**

- Committee Summaries – **Attached**
 - Development committee reviewed committee summaries. The New Director of Finance started this week.

8. **Report from Cahdco – Verbal Report**

- Background: Update on active and new Cahdco client projects. Highlights include:
 - Received City Pre-Development Funding for three CCOC sites and three Cahdco clients.
 - Sisters of Providence is a new client in Kingston.



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Ottawa Corporation**

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- Carebridge Community Support is a new client in Smiths Falls, hired Cahdco for the preparation of a Seed Funding application.
- Status of Cahdco MOU
 - The MOU was slightly revised and approved by the CCOC Board. Cahdco Executive will meet next week to review and approve the MOU with changes.

9. Items to Highlight for the Board

- Forward Ave.
- R4 Zoning Review response letter

10. Agenda Items or Decisions for Next/Future Meetings

- 593 Laurier: There is a rezoning application for a property by CCOC's 140 Bronson. This will severely impact CCOC's ability to develop 140 Bronson.
- The City has updated its 10-year plan. Information should be public by next development committee meeting.
- Stephanie will give a short presentation about the Green Municipal Fund in the spring.

Adjournment: 8:56 pm

(m Sarah)

Next Development Committee Meeting: Tuesday, March 10, 2020 (TBC)

2/11/2020

159 Forward – Interim PM Update

Background:

CCOC's 159 Forward Avenue project has set out to develop a 31 unit mixed-income rental development that performs to the Passive House standard. The project has been envisioned as a 3.5 storey (Part 9) wood-framed building that will be developed following the demolition of the existing Forward Family Shelter. CCOC earned this opportunity following their selection as the preferred proponent in the City's 2019 Action Ottawa request for proposals.

The current unit mix, accessibility mix, and affordability mix of the proposed development is as follows:

Unit Type	# of Units	Types of Accessibility	# of Units	Type of Affordability	# of Units
Studio	2	Designed to CMHC's Universally Accessible Standard (Visitable)	31 (100%)	CMHC City-Wide Average Market Rent (AMR)	10
1 – Bedroom	10	Designed to the Barrier-Free Standard	6 (19.4%)	Below Market Rent (BMR) (78.7% of AMR)	14
2 – Bedroom	12	Designed to be adapted easily to the Barrier-Free standard	4 (13.0%)	ODSP (Max shelter allowance)	7
3 – Bedroom	7				
Total	31				

Project Scope:

To date much of the scope of this project has been informed by the requirements of the City of Ottawa's Action Ottawa request for proposals as well as CMHC's Co-Investment financing program. The primary targets of these programs include:

1. Demolishing the existing structure;
2. Providing a mix of units with an emphasis on family housing;
3. Achieving a weighted average rent that does not exceed 80% of CMHC's City-Wide AMR which must include a portion of rents at BMR and the ODSP max shelter allowance;
4. Achieving a minimum of 100% universal accessibility or 20% Barrier-Free design;
5. Building to an energy efficiency standard that exceeds the 2015 National Building Code by 25% or more.

Recent Activity:

1. CCOC has released an RFP for Construction Managers (CM) which will close on Tuesday February 11th at 2:00 PM. Once proposals have been received staff will score and rank the submissions. The highest scoring proponents' will be invited to an interview. Following interviews, the preferred proponent will be invited to join the project team. The selected CM will provide a cost estimate for the project and will assist in the design / development phase.

2. On February 7th CCOC's architecture team Figurr hosted a design charrette with CCOC's staff and members of the development committee. This charrette was intended to review the current design to ensure that it achieves CCOC's vision and values before they proceed to the more detailed phase of design and development. Highlights of the direction provided to Figurr include:
- Redesigning the entrance to ensure it is accessible, welcoming, and serves as a place for tenant engagement. As a result, the proposed bike storage will be moved to the exterior as secured external storage.
 - Ensuring that all major exterior routes of travel are well planned for accessibility;
 - Removing the rooftop garden from the design and providing a well designed backyard amenity space including gardens and kid-friendly features. The rooftop may now be used for mechanical systems and/or a photovoltaics array to provide on-site solar power;
 - Replacing the second bathroom in larger units with an in-suite storage area;
 - Moving the proposed garbage enclosure closer to the building and designing it to be user-friendly for our tenants as well as the contractors hired to remove the bins.

Figurr left CCOC's Departmental Directors with a series of items to review that will impact the next phase of design. These items include:

- The number and type of elevators;
- Where showers or tubs should be used throughout the building;
- Where snow storage should be placed;
- Whether CCOC will pursue the use of photovoltaics for on-site solar power generation.

Project Timeline:

- The next milestone of the project is looking to achieve a site plan submission by April. The work leading to this submission includes:
 - a. Completing a topographical survey and geotechnical assessment;
 - b. Purchasing the site from the City;
 - c. Hiring a planner to join the team and support the planning rationale;
 - d. Completing a class D cost estimate;
 - e. Progressing the design to an appropriate level of detail for submission;
- Drawings will be shared with the Development committee for information once Figurr has incorporated the feedback from their charrette into the design. Committees will have an opportunity to provide feedback on the design as part of the design and development phase.

Project Financials:

As this project progresses we will continue to share our cost outlook. To share this information, I will include the sources and uses figures of our project's pro forma model. The first set of figures can be seen below. This model indicates a zero equity requirement following the increase of rents to reflect the latest City-Wide AMR figures provided by CMHC. As the project design is refined I expect equity requirements to increase until a Class A budget has been achieved. During this time, we will work to mitigate any cost increases that are not a result of scope changes.

PROJECT COSTS	Total
Land Costs	\$ 1,845,475
Hard Costs	\$ 7,999,998
Soft Costs	\$ 1,272,186
Contingencies	\$ 940,118
Tax	\$ 304,977
Total Project Cost	\$ 12,362,754
Cost per Unit	\$ 398,799
Cost per SF	\$ 389.32

OPERATING BUDGET	Annual
Rent Revenue	\$ 408,841
Vacancy Loss	\$ (8,177)
Amenity Space Revenue	\$ 0
Partner Rent Supplement	\$ 57,204
Other Revenue	\$ 9,720
Total Revenue	\$ 467,588
Total Expenses	\$ 249,492
Net Operating Income	\$ 218,096
Debt Payments	\$ 198,269
Surplus / Shortfall	\$ 19,827
Debt Coverage Ratio	1.10

SOURCES AND USES	Total
Action Ottawa Grant	\$ 5,000,000
Seed Grant	\$ 52,500
Equity Contribution	\$ 0
City Land Contribution	\$ 1,700,000
Mortgage Financing	\$ 5,610,801
Total Sources	\$ 12,363,301
Surplus / Shortfall	\$ 707

MORTGAGE FINANCING	Terms
Principal	\$ 5,610,801
Interest Rate	2.54%
Amortization Period	50
Term	5
Number of Payments Per Year	12
Total Number of Payments	600
Payment Per Period	\$ 16,522
Total Cost of Loan	\$ 9,913,473
Annual Mortgage Payments	\$ 198,269

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF THURSDAY, FEBRUARY 20, 2020
415 Gilmour St. 7:00pm**

Present: Sarah Eastwood, Lisa Hollingshead, Ralf MacGrady, Linda Morrison, Shelley Robinson, Peter Thorn, Laura Young, Doris Zastre

Guests: Lisa Kaitell, Stephanie Magnanelli, Lauren Saikaly

Facilities Management: Michael Lambert, James Clark, David McCallum

Guests: Bobby Assoun

TCE staff: Laine Johnson, Hannah Vlaar (recorder)

Facilities Management staff: Nick Dodds, Marie Rose Kassim, Norm Turner

Regrets: Jordan Edwards, Sinda Garziz, Zach Hayes, Ashlin Kelly, Terry Schoembs

1. Call to order: 7:03pm

2. Adoption of the agenda

The agenda was adopted.

(M/S/C Michael Lambert, David McCallum)

3. Joint items with Facilities Management (FM)

a) Building Project Communication Procedure

Laine and Norm have been looking at the connection between TCE and FM to see how the two departments can best work together and support better communication to tenants. Large capital projects with significant disruption are the largest area of crossover, as well as smaller projects that have an impact on common areas. The following work has already started at the office to address these concerns:

1. The procurement policy for contractors is being revised to include methods of communication and code of conduct. This will positively impact the behaviour of contractors on our sites.

2. Staff are revising the building information sheets (called “green sheets”) that tenants receive when they first move in to include some DIY home repair information, emergency expectations re: lighting, elevators, etc.

3. FM and the Rental Department are reviewing the front desk capabilities and supports to improve response time from the service desk, and streamline flow of work orders.

4. FM and the Rental Department are reviewing the role of custodians and how the role could evolve.
5. FM is looking at alternative ways of receiving maintenance requests: text, QR codes, a dedicated maintenance line, etc.

Laine proposed four areas for committee discussion about building projects communications. The four discussion areas are listed below, along with the committee discussion.

1. A kick-off party to get information out to tenants before a project starts. This would be a joint effort by TCE and FM and could be an opportunity for tenants to participate in decision-making. *What would you want to know at this kick-off event?*

- Details on the project, as well as what tenants can expect based on the project plan.
- General scope of project, timeline, areas of the building that will be affected, background information. For some tenants it may be important to understand why the project is necessary so the disruptions are contextualized.
- Details about how tenants will be contacted for further updates and who/where they can contact if they have questions or concerns. They should have this information from the start so they know where to go when hiccups happen.
- Keep project points broad, not too detailed, and break information down by topic. Use a mix of text and images so that people can visualize what is happening. Keep information as visual as possible.
- *Don't* give a date you can't certainly meet. The more detail you put, the more you're potentially digging a hole.
- It's not necessary to have a kick off party at every capital project. Important to consider the number of tenants affected. There should also be a lead contact person, similar to the development boards around Ottawa.
- Provide an opportunity halfway through the process for tenants to air their grievances about the project.
- Calling it a party might not be a good fit—"Info session" might land better with tenants, as building construction might not feel very festive for tenants.
- After the event, create and share a FAQ sheet based on the questions received at the event and share it publically.
- Sometimes it feels like no one is the right person to call to receive information about a project. Ensure there is someone in place who always has up-to-date information.

2. Project details to be slipped under everyone's door as work progresses. This would be a joint effort with the Communications Officer and FM. *When else would a door-to-door communication be required?*

- Consider communication updates with a TV in the lobby or an updates page on the website. (Norm mentioned that elevator TVs may be possible in the future)
- The website could have a capital projects update page. Information under the door is helpful, but that page should have a “go here for more information” line for folks who want to know more.
- Cannot have information online only, there needs to be a blend of paper and digital.
- Consistency in messaging is important. Tenants get used to one voice and style of writing. A communications professional, not the capital projects manager, should handle communications. There is a branding element and tone that matters because people come to expect a certain voice in the communications, and that should be maintained throughout a project.
- Formatting should also look the same with messaging.
- Good quality communications in advance is the best way to keep people informed.

3. A “permanent” communications board for the capital project in a common area that held ongoing updates. This would be a Communications task and would be where last-minute changes are updated.

What information would you want on this board?

- A FAQ sheet on it would reduce the need for door-to-door communications.
- The board could be an easel or some other temporary structure in the lobby.
- Vandalism and risk of this public board does need to be considered. It is demoralizing for other tenants, and creates work for staff to remove and replaced any vandalized content.
- There could also be a permanent “communications board” on the website.

4. Key messages made available to the Tenant Service Representatives at the service desk. They would receive ongoing updates and be able to relay information to tenants. *What information would you want from the service desk?*

- People don’t care too much who they talk to, but that they get the information they need.
- Important to consider environmental impact of printing all of these notices. Consider using an automated phone tree to have the basic updates of a project. There could be a different number to press for each capital project, because there are often multiple projects happening at a time.
- Use the same format for presenting the phone update to tenants, and keep it short.
- The Rental department is exploring using a phone tree function for available apartment information right now, so this may be feasible.
- It is still important for tenants to have someone or some way to contact a person if they have a concern that is more than “what’s happening?”
- This comes back to the idea of having a point person on a project.
- Multiple tools should be used in tandem to meet tenant needs and legal obligations.

b) LTB Status Report

The FM committee wanted to share this with TCE so the committee can better understand their work and processes. The FM committee reviews any cases where the tenant is causing substantial interference with other tenants' enjoyment of the property. This monthly report is the FM staff reporting to the committee on particular cases. Many cases relate to pest control, hoarding, substantial clutter, or failing to comply with pest control treatment.

TCE members were concerned with the building addresses being shared for these cases and flagged that it may cross a confidentiality boundary. FM will look in to removing this information from these regular reports.

The committee was also concerned about an editorial comment at the end of the report, and noted that these should not be included in any CCOC documents, especially those shared with volunteers and guests.

c) Chargeback Report / Q4 Chargeback Report

The FM committee also reviews the chargeback report. This details incidents when tenants are charged back on their account for maintenance that is not covered by CCOC.

Sometimes tenants choose to appeal their charge in writing or in person to the committee.

TCE members noted that many of the chargebacks were related to blocked toilets and drains. Could this be because tenants need more support? FM clarified that these cases happen when tenants put things down their drains that they shouldn't.

It was confirmed that the snake does work on the new CCOC toilets, and that there is a standard charge for unclogging toilets (it is not by the hour). Some members asked if chargeback information could be better communicated to tenants, and asked if information is in the calendar (staff update: There is currently nothing in the calendar about chargebacks).

The committees discussed having a handbook for tenants when they first move in with this type of information.

Joint committee meeting ends.

Peter Thorn chaired the TCE meeting as Jordan was unable to attend.

1. Call to order: 8:06pm

2. Adoption of the agenda

(M/S/C Sarah Eastwood/Ralf MacGrady)

3. Joint items with Facilities Management (complete)

4. Adoption of the minutes of the meeting of Monday, January 20, 2020

The minutes were adopted.

(M/S/C unanimous)

5. Business arising from the previous minutes

a) Spring Swap update

The spring swap will be an opportunity for people to bring in small items they no longer use and take home small items. “Small items” are defined as any item that can fit on a table. This includes items such as home décor, books, small appliances, kitchen items, etc. The swap will not include clothing or soft items that could transfer pests.

A subcommittee is planning the event and they met before the TCE meeting on Feb 20.

Update: The event will be held on Friday May 23 at the 464 Metcalfe meeting room. Drop off will be on Friday May 22. Promotion will be focused on CCOC tenants but the public is welcome to attend as well. Stephanie has offered to make a poster for the event.

The subcommittee had the following questions for staff:

- Can the event be published in the NewsNotes? Staff will look into publishing the event in the April and/or May NewsNotes. The subcommittee also suggested having an insert in the NewsNotes if there is not space in the publication itself.
- Can the event be posted on the CCOC website event calendar.
- Can the poster be distributed by CCOC staff? Another suggestion was to ask all committee volunteers who are tenants to put posters up at their buildings.

The committee is deciding on how attendees contact the organizers for more information about the event. They are considering using a CCOC email address or a generic one.

Shelley will clean up their planning document and share it with the whole committee. The subcommittee will follow up with staff and report back to the committee at a later meeting.

6. New business

a) Doug DesBrisay Good Neighbour Award: Include nominee stories in NN

Last fall, Hannah met with a tenant to discuss their ideas on community development. In the conversation, the idea came up to include one or two lines about each Good Neighbour Award nominee in the NewsNotes. Sharing the information would be contingent on receiving permission from the nominee.

TCE committee moved to approve this decision.

(M/S/C Laura Young/Ralf MacGrady)

b) Risk Assessment framework

TCE has borrowed a risk assessment tool from Cahdco to guide their engagement with outside organizations and partners. TCE committee was asked to review the framework and ensure it is complete. The committee asked that the terminology of “project, partnership, or event” be consistent throughout the document. There was a suggestion to add “grants” to this list as well. The committee discussed where else this might be used (ex. sponsorships) and that using the tool will create opportunities to test it and edit it as necessary.

Staff plan to use the tool for external groups, but it was flagged that internal events could also potentially face some of these risks. Staff will use their discretion and use it either externally or internally as they see fit.

c) Aging-in Place from PRAC

The CCOC Policy, Research and Action Committee (PRAC) is an ad-hoc committee whose mandate is expiring. TCE has been tasked with the following two items:

- Neighbourliness – social support around basic tasks
- Demographics of our tenants – data collection and analysis

The Board is asking that TCE committee agree to look at these items going forward so that PRAC can disband with confidence. The committee felt that the points were vague and wondered if there were actionable items that PRAC is looking for. Laine explained that these items are less actionable than other committee tasks. However, TCE will be looking at demographics with our tenant survey and neighbourliness is something the department already focuses on and will continue this.

The committee moved that, in principle, TCE adopt neighbourliness as part of their work moving forward, to be discussed more at a future meeting. (M/S/C Shelley Robinson/Ralf MacGrady)

The committee also moved to adopt a demographics focus as part of their work moving forward, to be discussed more in a future meeting. (M/S/C Shelley Robinson/Ralf MacGrady)

d) Tenant Survey

TCE department is rolling out a tenant satisfaction survey in March 2020. The department would like any interested committee members to support the work by reviewing the draft survey, either in person or via email.

Peter, Stephanie, Laura, and Sarah are interested. Hannah will follow up with them.

7. Standing items

- a) Board & committees report – no discussion
- b) Department report – no discussion
- c) Items for board discussion – none



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8. Announcements

- a) TCE related community activities/events – no discussion
- b) 2020 Meeting Schedule: March 16, April 20, May 11 (rescheduled as May 18 is a holiday)

8. Adjournment – 8:59pm.

(M/C Sarah Eastwood)