

### NOTICE OF MEETING

The next regular meeting of the CCOC/CCHC Board of Directors is:  
**7:00 pm Wednesday, January 29, 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 December 18, 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:

[ccochohousing.org/book](http://ccochohousing.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 December 19, 2019 minutes
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
  - a)** Housing Emergency Declaration
- 6.** Executive Committee Report
- 7.** Personnel Committee Report
- 8.** Finance Committee Report (Dec 19 + Jan 23)
  - a)** Cahdco MOU
- 9.** Facilities Management (Dec 19 + Jan 16)
  - a)** COCHI Grants
- 10.** Development Committee Report
  - a)** Forward Avenue
- 11.** Tenant and Community Engagement Committee Report
- 12.** Rental Committee Report
- 13.** Policy Research and Advocacy Committee (PRAC!)
- 14.** Corporate Business
  - a)** Board self-evaluation
  - b)** Executive Director Annual Performance Evaluation
- 15.** Conference / Associations' Report
- 16.** Other Business
- 17.** Adjournment

**Next Meeting: February 26, 2020**

## MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING

Wednesday, December 18th, 2019

**Present:** Dallas Alderson (President/ Chair), Ana Lori Smith( Vice-President) Sinda Garziz (Secretary), Josh Bueckert (Treasurer) Jesse Steinberg, Kerry Beckett, Penny McCann, Shelley Robinson, Bill Rooney, Chris Yordy, Abra Adamo, Andrew McNeil, Sarah Button, James Clark

*Staff:* Ray Sullivan, Nicole Picton (recorder).

**Regrets:** Penny McCann

1. **Call to order & Anti-Oppression Statement**  
The meeting was called to order at 7:00pm
2. **Adoption of agenda**  
The agenda was accepted on consent (M/S/C, Josh Bueckert/ Bill Rooney)
3. **Declaration of conflict of interest- none**
4. **Adoption of the Board minutes of November 27, 2019**  
Motion to accept the November 27, 2019 minutes  
(M/S/C, Josh Bueckert / James Clark)
5. **Business arising from the previous minutes- none**
6. **Rental Committee Report- none**
7. **Facilities Management Committee Report- none**
8. **Finance Committee Report- none**
9. **Other Business- none**
10. **Adjournment-** the meeting adjourned at 7:13 (M/C, Josh Bueckert )

## MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING

Wednesday, December 18<sup>th</sup>, 2019

**Present:** Dallas Alderson (President/ Chair), Ana Lori Smith( Vice-President) Sinda Garziz (Secretary), Josh Bueckert (Treasurer) Jesse Steinberg, Kerry Beckett, Penny McCann, Shelley Robinson, Bill Rooney, Chris Yordy, Abra Adamo, Andrew McNeil, Sarah Button, James Clark

*Staff:* Ray Sullivan, Nicole Picton (recorder).

**Regrets:** Penny McCann

### 1. Call to order

The meeting was called to order at 7: 13pm

### 2. Adoption of agenda

The agenda was adopted as presented (M/S/C, Bill Rooney / Kerry Beckett)

### 3. Adoption of November 27, 2019 minutes

The Board deferred adoption of the November 27, 2019 minutes until the January meeting.

**4. Declaration of conflict of interest-** Sarah Button and James Clark declared a conflict of interest for agenda item 10 b. Cahdco MOU: they are both also Cahdco Board members.

### 5. Business arising from the previous minutes

- a) Anti-Oppression Statement – The Board read the statement and everyone is agrees with the recent adjustment to “Algonquin Peoples”. In the New Year the Board will seek feedback from an Elder on the most appropriate language.

### 6. Executive Committee Report

#### a) New appointments

Sinda Garziz announced her resignation as Board Secretary. Sinda will remain a Board member. Bill Rooney will be away for January, February and March, and the Board can appoint a new member-at large to fill in while Bill is absent.

- i. Motion: The Board moved to appoint Shelly Robinson as Secretary for the remainder to the term. (M/S/C, Josh Bueckert / Sinda Garziz)
- ii. Motion: The Board moved to appoint James Clark as member at-large from January 2020- March 2020 (M/S/C, Kerry Beckett / Abra Adamo)

**7. Personnel Committee Report-** All revised job descriptions have now been approved by the Personnel Committee. The Board commended Nicole for her hard work.

**8. Finance Committee Report** (not meeting until Dec 19)

**9. Facilities Management** (meeting Dec 19)

a) COCHI Grants

The City approved funding for 258 Lisgar Boiler and Related Equipment in the amount of \$100,000, as well as \$350,000 to replace elevators at 345 Waverly.

**Motion:** The Board moves to accept the COCHI funding

(M/S/C, Bill Rooney / Sarah Button)

**10. Development Committee Report**

a) Forward Avenue- The City has sent a draft agreement. The City has accepted most of wording changes CCOC staff have requested. There are two remaining issues that are a concern: 1) They have limited the total value of the mortgage, but we would like to maximize the mortgage if interest rates come in lower than what we assumed in the pro-forma budget, 2) They may claw back a portion of additional grants the project receives. Staff will continue to work with the City to improve these two clauses.

**Motion:** The Board moved to accept the Contribution Agreement and appoint Ray Sullivan and Amanda Tompkins as signing authorities

(M/S/C, James Clark / Jesse Steinberg)

The Board reviewed of the project charter, previously reviewed and recommended by each standing committee in the Fall. The charter delegates decision-making authority to various bodies for specific decision points during the development. One board member was reluctant to do this at such an early stage in the project.

**Motion:** The Board moved to accept the Project Charter

(M/S/C, Jesse Steinberg / Shelly Robinson)

b) Cahdco MOU- The previous Cahdco-CCOC Memorandum of Understanding was five years ago and ends in December 2019.

Development Committee reviewed the MOU and suggests that the last sentence in the "Project Development" paragraph should remove the word "exclusively" as to not restrict CCOC to solicit projects from other groups. Development Committee also recommended changing the signing authority from Ray Sullivan (Cahdco Board Chair) to Catherine Boucher (Cahdco Secretary).

The relationship between Cahdco and CCOC is evolving and maybe a shorter term MOU should be considered. The Board would prefer an annual review of the MOU.

There is money owed from Cahdco to CCOC of about \$900,000 from the Champlain property and debt from previous years. The draft MOU also deals with the rates Cahdco

would charge CCOC and the exchange of administrative costs between the two organizations.

The Board requested that Finance Committee review the MOU and look at a breakdown of the intercompany debt, the value of exchanged administrative services and the rate Cahdco would charge CCOC for development work.

### **11. Tenant and Community Engagement Committee Report\*\***

TCE committee moving to a rotating chair modelling in a way to engage more people within the Committee

TCE recommended that the anti-oppression statement be circulated with all committees.

### **12. Rental Committee Report**

#### **a) 415 Gilmour Parking**

**Motion:** The Board moved to increase the parking rates at 415 Gilmour effective Feb 1, 2020, as recommended by the Rental Committee (M/S/C, Josh Bueckert /Chris Yordy)

#### **b) No-smoking policy**

**Motion:** The Board moved to accept revisions to the no-smoking policy, as recommended by the Rental Committee (M/S/C, Chris Yordy/ James Clark)

### **13. Policy Research and Advocacy Committee (PRAC!) (no Dec meeting)**

### **14. Corporate Business**

- a) **Board self-evaluation:** The Board agreed that moving forward with self-evaluation in 2020 would be beneficial. One member would like to evaluate the lack of diversity on the Board and how recruitment can be improved moving forward. There was a conversation about what has been done since the survey was last completed. **Chris** and **Josh** will review the survey and bring recommendations to the Board in the 2020.

### **15. Conference / Associations' Report-none**

### **16. Other Business**

#### **a) Housing Emergency Declaration**

**Motion:** The Board moved to support Catherine McKenney's Housing and Homelessness Emergency Declaration and will promote the declaration through CCOC's networks

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

### **17. Adjournment:** 9:16 (M/C, Josh Bueckert )

**Next Meeting: January 29, 2020**

CCOC/CCHC EXECUTIVE COMMITTEE

**Minutes**

7:30 PM, Monday, January 13, 2020  
**at 415 Gilmour**

**Present:** Dallas Alderson (Chair), Josh Bueckert, James Clark, Shelley Robinson, AnaLori Smith, Ray Sullivan (staff)

**Regrets:** Kerry Beckett, Bill Rooney (until April)

1. **Call to order:** 7:32
2. **Approval of the agenda:** (moved/seconded/carried, James/Josh)
3. **Approval of regular minutes from December 9, 2019:** (m/s/c, AnaLori/Josh)
4. **Reviewing Department Directors' meeting:** January 9 department directors met as a part of a series of group orientation and team development meetings. We discussed CCOC's Mission and Values, how they have been interpreted in the past and how they can be interpreted in the present and future. We also took a deep dive into governance, how we manage and support committees, the strengths and challenges of our open democratic governance system.
5. **Business Arising:**
  - a) **Succession planning:**

**Background:** After some retirements and departures, CCOC's management team is turning over.

**Discussion:** Amanda Tomkins (Finance Director) and Nicole Picton (Director Corporate Services) have both been recruited to other jobs and are leaving CCOC. This follows the recent retirement and departure of two other directors and represents a significant transition. Exit interviews are scheduled over the next two weeks. The Committee is looking forward to a discussion next month on what we learn from exit interviews.

All department directors met in the morning to discuss the changes and whether it is an opportunity for any adjustments to either position. The Director of Corporate Services position is relatively new in its current configuration. Six months ago, it was made into a department director position. Previously it was a manager position reporting to the ED. The Org Chart now shows it at the head of a full independent department. The board

decided at that time that this was the appropriate evolution for CCOC's HR functions.

Communications and supervision of the Communications Officer was also added to the responsibilities. We hoped to see a good connection between the Tenant Services Representatives (TSRs) who know what questions tenants are asking and what information they need, and the Communications Officer who plans and produces major communications materials. We had also hoped bringing HR and communications together would create additional opportunities for improved internal communications. We haven't seen that having comms, TSRs and HR all together in the same department has created additional synergies.

Staff recommend moving communications responsibility back to Tenant & Community Engagement. The more focused responsibilities for the Director and Department also warrant a change in title to "Director of Human Resources and Corporate Services". Personnel Committee, earlier the same night, approved a provisional amended job description pending Board/Exec approval of that change.

**Decision:** Acting for the Board, Executive Committee supported moving responsibility for communications from Corporate Services (to be renamed Human Resources and Corporate Services) to Tenant and Community Engagement, pending agreement from the TCE Committee.

(m/s/c James/Analori)

**b) Board schedule**

**Background:** In December, the committee assigned a "deep dive" to each of the upcoming board meetings: January Board self evaluation, February CCHC 240 Presland, March Beaver Barracks.

**Discussion:** Josh and Chris Yordy are working on getting the board survey out on time for a discussion at the January meeting. Ray recommended going forward with the February and March agenda items, even without the benefit of a Finance Director. Later in the meeting, committee members requested a deep dive into the CCOC-Cahdco relationship, and into internal subsidies.

- c) Collaboration with other No-profits:** the committee moved *in camera* (m/s/c Josh/James) for an update from Ray. There were no decisions made. The committee moved *ex camera* to resume the agenda. (m/s/c, James/Josh)

**6. New Business:**

- a) Legal matters:** The committee moved *in camera* (m/s/c AnaLori/James) for an update from Ray on two legal matters. The committee moved *ex camera* to resume the agenda. (m/s/c, Josh/AnaLori)



**b) CCOC Anti-Oppression Statement**

**Background:** The Board adopted an anti-oppression statement to be read before meetings. The Board asks each committee to consider adopting a similar practice.

**Decision:** The committee unanimously decided to adopt the same anti-oppression statement and read it with the call to order at each meeting.

**c) Annual City Settlement Letter**

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

**Discussion:** Each year there are fewer open issues to be resolved with the City. Beaver Barracks taxes and the expiry of mortgages (EOM) in the provincial reformed portfolio are the remaining issues. Ray will draft a reply and share with the board.

**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 don't really know much more than what's in the background above, so until the program is written and made public it's hard to assess the impact or effectiveness.

**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 7 tenants.

**(m/s/c, Josh/James)**

**Other reasons:** The committee reviewed the list of past actions. Staff had no new recommendations for RTA proceedings this month. It's good news

**9. Strategic Plan:** Staff will bring a 2019-2022 workplan update to the February meeting.**10. Cahdco Update:** James Clark declared a conflict of interest as Cahdco Treasurer. CCOC's Finance committee is reviewing the MOU based on feedback from the December Board meeting. Committee members pointed out that many CCOC board members aren't aware of the relationship between CCOC and Cahdco. There was a joint meeting of the CCOC and Cahdco Executive Committees in 2019, but it didn't go far enough. Committee members requested a deep dive into the history and context of the CCOC and Cahdco at the April Board meeting.

**11. Other business:** none.

**12. Adjournment:** 9:04 (m/c, Josh)

CCOC PERSONNEL COMMITTEE

**MINUTES**

**5:30pm, Monday, January 13, 2019**

**415 Gilmour Boardroom**

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**Present:** Jane Dickinson, Sue Lott, Zak Spelay, Pascal St-Amour (chair), Doris Zastre

**Staff:** Nicole Picton, Ray Sullivan, Tessa Trueman

**Regrets:** Kerry Beckett, Bill Rooney, AnaLori Smith

1. **Call to order:** 5:36pm

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

3. **Approval of the December 9, 2019 minutes:** (M/S/C, Z. Spelay/J. Dickinson)

4. **Staffing Updates:**

Nicole Picton has resigned as Director of Corporate Services. She is returning to the Canadian Federation of Students as their Executive Director. Her last day at CCOC is Feb 6<sup>th</sup>, 2020.

Amanda Tompkins resigned as Director of Finance. Her last day is Jan 28<sup>th</sup>, 2020. The job posting will close on Jan 21 and we hope to have someone in place by late Feb.

Anne Sanon was hired as Tenant Service Representative. She started on Jan 6<sup>th</sup>.

Chris Pearson was hired as Finance Admin support to help the Finance department while Arianne is on maternity leave.

5. **Training:**

We have a conflict resolution course booked for March 5<sup>th</sup>.

6. **New Business:**

- a) Training Request:** In 2018, the Personnel Committee approved an employee to be reimbursed for 50% of the cost of the courses required to receive the Building Environmental Systems Operator certification. We specified that they were approved for the 7 courses they would need. There are in fact 9 courses needed to complete the certification. They are requesting that the final 2 be reimbursed as well. The total cost of the remaining 2 courses is \$700 (the cost to CCOC would be approximately \$350).

The committee approved the reimbursement of the final two courses at 50%.

(M/S/C, J. Dickinson/P. St-Amour)

**b) Job Description: Director, Corporate Services**

The position is still relatively new and this is the first time Corporate Services had its own department. We might have been too optimistic adding the communications function to Corporate Services. The original thought was that connecting the service desk and communications would be a natural fit and help the flow of communication. However, it has split the Corporate Services department into too many mandates. This makes it hard for the department to feel like a cohesive unit.

The recommendation is to move the Communications Officer position back to the Tenant and Community Engagement department. The current TCE Director has the capacity and the experience to supervise this role. The existing Corporate Services department would be renamed the Human Resources and Corporate Services department to better reflect the mandate. There was some discussion about the service desk. It has so many functions and flows into every other department so there is no particular department where it fits perfectly. However, it has been working well within Corporate Services up to this point so there is no reason to move it. These recommendations are a corporate shift so the Executive Committee will need to approve all these changes on behalf of the Board.

Since we need to post the position soon, the Personnel Committee will need to approve the changes to the job description on a provisional basis. The main changes are removing the communications functions and supervision of the Communications Officer. There are still some communications functions when it comes to internal communication but not to the same extent as before.

Members felt it was important to note that the position's scoring should be re-evaluated if further changes are made in the future. However, the changes discussed at this meeting do not appear to be significant enough to change the score at this time.

The Personnel Committee approved the changes to the job description, pending the Executive Committee's decision about the overall corporate changes discussed above.

(M/S/C, S. Lott/Z. Spelay)

## **7. Business Arising:**

### **a) Compensation Review Implementation**

Now that the job descriptions are done, the appeal process could get started. With Nicole's departure, how will this affect the process? The committee discussed pausing vs moving forward without a new Corporate Services Director in place. The committee felt it was important that the new Director be a part of the process. However, there's no reason to fully pause the process. Staff could submit appeals in writing now with the understanding that they will not be reviewed until the new Director is in place. The effective date for any salary changes would be Jan 1, 2020 should a position be re-classified in this period, to ensure no one is penalized by the extra delay.

The other issue is that Graeme and Ray are the only Directors who were trained on the evaluation tool. One option is to have Tim McConnell Consulting return to teach all the new Directors how to use it. It would also be a good idea to train Personnel Committee members

since at least one must sit on the review panel. All members felt this was a great idea so Ray will look into the possibility for the March Personnel meeting (assuming both Director of Finance and Corporate Services are in place).

The committee members felt it was important that we come up with a step-by-step outline for how the appeal process will work. We have a framework in the policies of employment but it should be expanded so that staff know what to expect.

Finally, members felt it was important that the review panel only have access to the individual scores for the 13 criteria. They should not see the total score or how that impacts compensation. This will keep the panel focused on fairly re-evaluating the position, without thinking about whether it changes the final score.

An email will go out to staff explaining the process and setting expectations. That way people can submit their appeals with the understanding that the panel will not review them until training is complete.

The committee approved the above plan. (M/S/C, S. Lott/J. Dickinson)

8. **Report from the Board & Committees:** board had discussed the anti-oppression statement, TCE and development are also reading it. Board is going to decide if all committees should be reading it.

9. **Staff meetings:**

**All Staff:** December 11 (minutes attached). The team did a housing exercise and built gingerbread homes. Each team tried to build the most sustainable Santa's workshop. It was a lot of fun. We also had a presentation where we discussed the future cash flow challenges CCOC may experience. Some staff expressed anxiety about the "organizational development review" that the Board requested. This step will not be explored for several more months but the Directors will be sure to keep staff updated to reduce anxiety.

**Health & Safety:** January 21

**Directors meeting:** The Directors did an exercise to dive into the mission and values statement and how they have been interpreted in practice. Next week they will have a presentation and orientation on the budget. The whole Director team has also completed a DiSC profile. It is supposed to give you a synopsis of yourself and give detail on how you interact with others and managerial style. It also gives advice on how to work better as a team and improve your communication.

10. **Work plan review:** One of the next key things is the staff welcoming and orientation process. As Ray put it, we currently "push people into the pool to see if they can swim" when we should be teaching them how to swim. One positive is that we can remove item #2 (job descriptions and job evaluation framework).

11. **Other business:** None

12. **Adjournment:** 6:23pm

**Next meeting: 5:30pm, February 10, 2019**

At 415 Gilmour

Work plan (2019-2022)

| Goal<br>(from CCOC<br>strat plan)                     | Objectives  | Strategies  | Activities   | Timelines      |
|---|---|---|--|----------------|
| <b>Empower</b><br>staff,<br>volunteers<br>and tenants | Shared staff<br>understanding and<br>commitment to<br>mission and bigger<br>picture                           | Ensure new staff<br>welcoming process is<br>consistent and<br>complete                                    | <b>Staff welcoming:</b> develop a<br>comprehensive welcoming<br>and orientation process for<br>new staff   | 6 months       |
| <b>Empower</b><br>staff,<br>volunteers<br>and tenants | Fair and objective<br>pay practices   | Implement job<br>equity framework<br>into operations  | <b>Human Resources:</b> Revise all<br>job descriptions and integrate<br>with job equity evaluation<br>framework and updated<br>compensation policy | 12<br>months   |
| <b>Empower</b><br>staff,<br>volunteers<br>and tenants | Staff have trust<br>that they are well<br>informed across<br>departments and<br>about corporate<br>priorities | Take a more<br>deliberate and<br>consistent approach<br>to internal<br>communication and<br>team building | <b>Internal Communication:</b> Plan<br>staff meetings and engage<br>other tools to improve<br>internal communications                              | 6-8<br>months  |
| <b>Empower</b><br>staff,<br>volunteers<br>and tenants | Update procedures<br>to ensure decision-<br>making is<br>consistent   | Use an intersectional<br>approach when<br>developing policies   | <b>Human Resources:</b> Full review<br>of Employment Policies 2021.  | End of<br>2021 |

**Finance Management Committee  
Meeting Agenda  
January 23, 2020**

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**Finance committee:** Josh Bueckert (Treasurer/Chair), Rod Manchee, Michael Holmes, David Boushey, Mary Huang, Linda Camilleri, Nicole Rogers, Andrew McNeill

**Guests:** Vladimir Gorodkov (3<sup>rd</sup> meeting)

**Regrets:** Domir Berberi, Court Miller, Alannah Bird

**Staff:** Amanda Tompkins, Dawn Chambers

|                                   |
|-----------------------------------|
| <b>Motions for Board Approval</b> |
|-----------------------------------|

**MOTION (ITEM 7):** That **\$1,515.00** in Bad Debts be written off for **CCOC (January 2020)**  
**m/s/c Rod/David**

**MOTION (ITEM 10):** That the MOU with the discussed edits be forwarded to Board for approval.  
**m/s/c David/Mary**

**MOTION (ITEM 11):** That **\$89,624.18** in Replacement Reserves surpluses be reallocated to offset the Operating Deficit  
**m/s/c Rod/Mary**

**MOTION (ITEM 11):** That the internal lending rate be reset to **1.68%** as per the Bank of Canada Long-Term Benchmark Bond Yield Rate as of January 2, 2020.  
**m/s/c David/Mary**

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**1. Call to Order: 7:11 p.m.**

**2. Adoption of the Agenda**

**Rod m/ Andrew s/c**

**3. Declaration of Conflict of Interest NONE**

**4. Approval of meeting minutes**

- Joint FMC/Finance Meeting December 19, 2019

**Andrew m/ Nicole s/c**

**5. Business Arising**

- The committee is still interested in reviewing the completed statement of costs for Arlington development.

**6. Notices/Announcements**

- Amanda is leaving CCOC as of 28 January 2020. The Finance Committee thanked Amanda for being a great contribution to the company.
- The Finance Director position was posted and interviews start 30 January 2020.
- Audit starts 10 February 2020, beginning with CCC556 and Cahdco then CCHC and CCOC.

**7. Bad Debt Write-off and Accounts Receivable Statistics**

**MOTION:** That **\$1,515.00** in Bad Debts be written off for **CCOC (January 2020)**  
**m/s/c Rod/David**

**8. Maintenance Variance Report**

- None presented to Finance Committee for November 2019

**9. Policy Expirations – Review and renew sunset dates**

- **Provision of info for unplanned expenditures – expired June 2019**
  - Deferring policy update to coordinate with FMC in the spring
- **Purchase orders – expired June 2019**
  - Deferring policy update to coordinate with FMC in the spring



- **Investment - general operating funds – expired Dec 2019**
  - Update terminology for Finance Director position in the policy
  - Deferring policy to the spring/summer to give time to evaluate the investments and reserve guidelines

**m/s/c Andrew/Mary**
  
- **Investment - reserve funds – expired Dec 2019**
  - We currently have 4 replacement reserve investment accounts. 2 are accessible and 2 are held by Infrastructure Ontario (BB)
  - The committee would like to have a report on investment returns and suggested we may need to revisit the mix of investments, and suggested the investment policy identify the investments that are defined by government program limitations and investments CCOC has complete control over
  - Deferring policy to the spring/summer to give time to evaluate the investments and reserve guidelines

**m/s/c Andrew/Mary**
  
- **Replacement Reserves – expired Dec 2019**
  - CCOC must have combined investments and cash to match the amount of reserves we are supposed to have
  - Deferring policy to the spring/summer to give time to evaluate the investments and reserve guidelines

**m/s/c Rod/David**

#### **10. MOU between CCOC and CAHDCO**

- The revised MOU was presented and discussion ensued. The highlights are as follows:
  - Strengthen the language around provision of estimates to require agreements for each development project with change orders and approvals via the CCOC Finance Committee – need to make sure in future that agreements are clean and clear and include clauses for non-compliance or delays – edits will be made to the MOU
  - Need to acknowledge that the relationship between CCOC and Cahdco has changed and is maturing as Cahdco is growing
  - There is a need for CCOC to understand the long term vision for Cahdco
  - There is a need for a legal review – given CCOC is the major shareholder what liability does it carry in terms of 3<sup>rd</sup> party work that Cahdco does

- CCOC Finance Committee should be seeing Cahdco financial results to better help support decision making – will add a need for quarterly reporting in the MOU
- The intercompany loan should be treated the same as all other intercompany/interproperty loans – clause added in the MOU

**MOTION:** That the MOU with the discussed edits be forwarded to Board for approval.

**m/s/c David/Mary**

**NEXT STEPS:**

- Legal Liability Review
- Long Term Plan for Cahdco
- Debriefing of Arlington needed:
  - Energy savings are not necessarily being realized
  - Arlington did not achieve passive house standards – what is the impact on CCOC and on the tenant?
  - Arlington construction delays – what was the impact financially?

**11. Arlington Redevelopment/Internal Loan**

- The old Arlington property carries a deficit balance of \$89,624.18 from operations and a surplus balance of \$95,260.25 from replacement reserves
- Recommendation put forward to net the operating deficit against the replacement reserve surplus; leaving the new property with a beginning replacement reserve balance of \$5,636.07

**MOTION:** That **\$89,624.18** in Replacement Reserves surpluses be reallocated to offset the Operating Deficit

**m/s/c Rod/Mary**

- Amanda discussed the need to review Internal Loan attributable to the new Arlington property. More information to come at the next committee meeting.
- As part of the discussion, the Internal Lending policy was reviewed. Given the current market conditions, it was decided we would reset the internal lending rates as of January 2, 2020 for all internal loans, including the interproperty and intercompany loans as well as for the new Arlington loan.

**MOTION:** That the internal lending rate be reset to **1.68%** as per the Bank of Canada Long-Term Benchmark Bond Yield Rate as of January 2, 2020.

**m/s/c David/Mary**

**12. BB Deep Dive**

- a discussion is being had at the Board Meeting this month, an update will be provided to the Committee next month

**13. IAP Update**

- **Forward Avenue** – received a small SEED funding/loan for preplanning, RFP for construction has gone out, agreement with City was signed however restricted Section 37 funding could only get half without impacting the money they were giving us. Other sources of funding being investigated. CMHC new rental rates increased our revenue projections.
- **Co-Investment Bundle** – continuing to work through application docs, CMHC wants to see more accessibility before giving funding.

**14. Motion to Adjourn:**

The meeting ended at 9:02 p.m.

**m/c Andrew**



cahdco



Centretown Citizens  
Ottawa Corporation  
housing the community since 1974

## Memorandum of Understanding

between Centretown Citizens Ottawa Corporation (CCOC)  
and Centretown Affordable Housing Development Corporation (Cahdco)  
regarding the provision of development services to CCOC

### 1. Introduction

CCOC is a non-profit housing corporation whose mission includes the creation of non-profit rental housing. CCOC's strategic plan includes the creation of new rental housing and the redevelopment of older CCOC properties. Cahdco is a non-profit corporation whose mandate includes providing development project management consulting services to the not-for-profit sector. Cahdco was created in 1996 by CCOC as a non-profit corporation independent from CCOC, but whose membership is appointed by the CCOC Board of Directors.

The Missions of each organization are aligned, and both CCOC and Cahdco seek to increase the supply of affordable housing.

In general, the exchange of services between CCOC and Cahdco will be neutral or break-even.

This Memorandum of Understanding sets out the terms and conditions under which CCOC will engage Cahdco services for the creation of CCOC housing and the administration of CCOC's Development Department and Committee.

### 2. Project Development

Cahdco will provide development services to CCOC as needed. CCOC will be responsible for capital funding and financing of its new rental housing projects or for the redevelopment of its existing projects. Cahdco will be responsible for the provision of any development project management services in support of CCOC's development objectives, including identifying, assessing, and recommending funding and financing options. CCOC will ~~exclusively~~ use Cahdco for development project management services. Cahdco will provide a project plan including timelines and estimated hours~~an estimate of hours~~, broken down by staff role, at the initiation of each CCOC Development Project. Should the project incur delays or major changes in scope, Cahdco will provide the estimated impact in terms of dollars and time. Any project plan and changes will be brought to the CCOC Finance Committee for review and recommendation to the CCOC Board for approval.

### 3. Financial

Cahdco and CCOC will strive to ensure any intercompany debt incurred as a result of operational activities is repaid annually. Should a balance remain at the end of the year, interest will be paid at the Bank of Canada Long-Term Benchmark Bond Yield Rate.



cahdco



Centretown Citizens  
Ottawa Corporation  
housing the community since 1974

CCOC may lend Cahdco money specifically related to its affordable home ownership projects. Those loans will be considered individually with their own terms and agreement.

For CCOC Development Projects, Cahdco will charge CCOC based on hourly internal break-even charge out rates ~~plus 10%~~. The rates will be set annually based on the approved budget, and may be adjusted during the year if needed.

Cahdco will provide the CCOC Finance Committee financial statements on a quarterly basis.

#### 4. Governance

Consistent with the Cahdco Bylaws, CCOC will appoint a majority of members of the Cahdco Board of Directors. The remainder of the Cahdco Board members will be appointed by those majority Directors. The CCOC Executive Director will serve on the board of Cahdco and on the Cahdco Executive Committee.

#### 5. Administration

The CCOC Director of Housing Development, senior project manager, project managers and project coordinators and any other staff shall continue to be employees of CCOC. The CCOC Director of Housing Development and other CCOC development department staff will continue to provide support to the CCOC Development Committee and the Director of Housing Development will continue to support the CCOC Directors team.

CCOC will support Cahdco by providing operational resources, including financial administration, and basic organizational administration and support. It is understood that the value of this support is equal to the value of Cahdco's support for CCOC's Development Department and Committee.

#### 6. Term

This agreement is in place until December 31, 2020 and will be reviewed annually. The agreement will renew for successive annual one-year terms unless either party withdraws with 30 days notice.

For CCOC

For Cahdco

\_\_\_\_\_  
Dallas Alderson

CCOC President

\_\_\_\_\_  
~~Ray Sullivan~~ Catherine Boucher

Cahdco ~~Board Chair~~ Secretary

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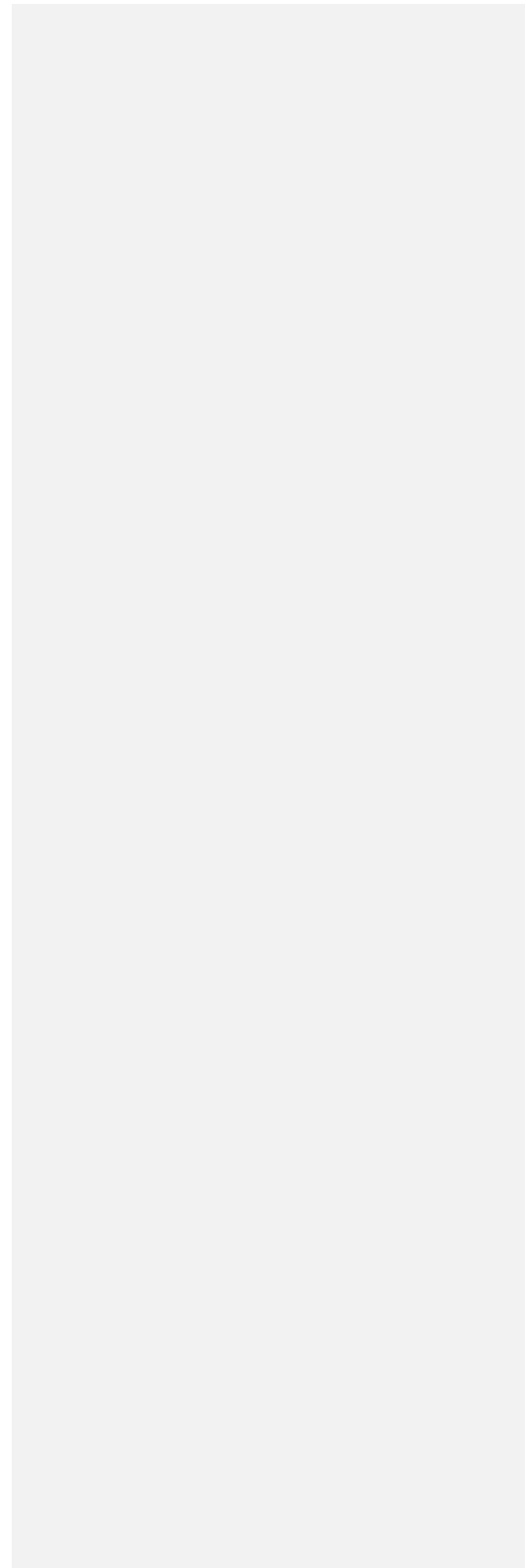
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*housing the community since 1974*

Date: \_\_\_\_\_

Date: \_\_\_\_\_



**ACCOUNTS RECEIVABLE STATISTICS - CCOC & CCHC COMBINED**

|        | ARREARS        |               |               | EVICTIONS |            |           | BAD DEBTS WRITTEN OFF* |              |             |                 | New 09/18         | VACANCY COSTS   |              |           |       |
|--------|----------------|---------------|---------------|-----------|------------|-----------|------------------------|--------------|-------------|-----------------|-------------------|-----------------|--------------|-----------|-------|
|        | Active Tenants | Moved Tenants | Total Arrears | Form 4's  | L1/L2 Apps | Evictions | Sent to Collections    | RENT ARREARS | R&M CHARGES | TOTAL BAD DEBTS | Bad Debt Recovery | Rents Payable   | Vacancy Cost | Current % | YTD % |
| Jan-18 | \$52,578.17    | \$48,005.33   | \$100,583.50  | 16        |            |           |                        | \$3,807.14   | \$30,053.27 | \$33,860.41     | \$846.93          | \$978,043.50    | \$20,431.00  | 1.31%     | 1.31% |
| Feb-18 | \$45,400.16    | \$15,286.00   | \$60,686.16   | 17        |            | 2         |                        | \$1,442.00   | \$2,208.34  | \$3,650.34      | \$521.58          | \$982,414.14    | \$19,242.50  | 1.23%     | 1.27% |
| Mar-18 | \$43,217.73    | \$11,187.89   | \$54,405.62   | 19        |            |           | 6                      |              | \$586.14    | \$586.14        | \$511.43          | \$985,434.00    | \$18,837.00  | 1.20%     | 1.24% |
| Apr-18 | \$75,821.14    | \$35,698.27   | \$111,519.41  | 15        |            |           | 1                      | \$1,073.62   |             | \$1,073.62      | \$2,388.36        | \$989,984.00    | \$16,203.00  | 1.03%     | 1.19% |
| May-18 | \$26,303.36    | \$69,896.33   | \$96,199.69   | 26        |            | 2         | 5                      | \$7,165.90   | \$580.83    | \$7,746.73      | \$1,900.49        | \$989,211.00    | \$18,815.00  | 1.19%     | 1.19% |
| Jun-18 | \$38,695.80    | \$69,018.83   | \$107,714.63  | 19        |            |           |                        | \$553.41     | \$519.43    | \$1,072.84      | \$864.60          | \$992,088.00    | \$15,802.00  | 1.00%     | 1.16% |
| Jul-18 | \$61,144.70    | \$67,006.19   | \$128,150.89  | 17        |            |           | 17                     | \$1,317.00   | \$23,524.54 | \$24,841.54     | \$695.99          | \$993,329.00    | \$15,900.00  | 1.01%     | 1.14% |
| Aug-18 | \$45,673.69    | \$65,557.49   | \$111,231.18  | 23        |            | 2         | 4                      | \$5,900.64   | \$31,003.31 | \$36,903.95     | \$1,354.17        | \$996,572.00    | \$15,785.00  | 1.00%     | 1.12% |
| Sep-18 | \$45,651.95    | \$58,044.87   | \$103,696.82  | 22        |            |           | 4                      | \$539.02     | \$332.63    | \$871.65        | \$225.90          | \$1,002,434.00  | \$20,904.00  | 1.32%     | 1.14% |
| Oct-18 | \$55,334.66    | \$51,941.60   | \$107,276.26  | 7         |            |           | 5                      |              | \$4,047.54  | \$4,047.54      | \$440.00          | \$1,000,252.00  | \$17,168.00  | 1.08%     | 1.14% |
| Nov-18 | \$47,713.91    | \$57,100.32   | \$104,814.23  | 17        |            |           |                        | \$3,918.00   | \$50.86     | \$3,968.86      | \$668.58          | \$998,495.00    | \$18,380.17  | 1.16%     | 1.14% |
| Dec-18 | \$46,188.47    | \$50,223.04   | \$96,411.51   | 18        |            | 1         | 6                      | \$10,113.09  | \$751.05    | \$10,864.14     | \$370.00          | \$999,890.00    | \$19,145.00  | 1.20%     | 1.14% |
|        | \$48,643.65    | \$49,913.85   | \$98,557.49   | 216       |            | 7         | 48                     | \$35,829.82  | \$93,657.94 | \$129,487.76    | \$10,788.03       | \$11,908,146.64 | \$216,612.67 | 1.14%     | 1.14% |

Note: \* Rent arrears for tenants who have moved out are always sent to Collections. Once the amounts owing reach 90-days overdue, they are presented for write-off (recorded as Bad Debts Expense). Any eventual recoveries are "netted" against Bad Debts charged on the Property income statements.

|        | ARREARS        |               |               | EVICTIONS |            |           | BAD DEBTS WRITTEN OFF* |              |             |                 | New 09/18         | VACANCY COSTS   |              |           |       |
|--------|----------------|---------------|---------------|-----------|------------|-----------|------------------------|--------------|-------------|-----------------|-------------------|-----------------|--------------|-----------|-------|
|        | Active Tenants | Moved Tenants | Total Arrears | Form 4's  | L1/L2 Apps | Evictions | Sent to Collections    | RENT ARREARS | R&M CHARGES | TOTAL BAD DEBTS | Bad Debt Recovery | Rents Payable   | Vacancy Cost | Current % | YTD % |
| Jan-19 | \$45,512.09    | \$28,246.90   | \$73,758.99   | 17        | 1          |           | 2                      | \$190.01     | \$6,252.11  | \$6,442.12      | \$555.00          | \$1,002,255.00  | \$18,450.00  | 1.16%     | 1.16% |
| Feb-19 | \$45,533.20    | \$23,280.30   | \$68,813.50   | 11        | 3          |           | 1                      | \$24.00      | \$1,825.59  | \$1,849.59      | \$5,667.06        | \$1,004,505.00  | \$22,259.00  | 1.39%     | 1.28% |
| Mar-19 | \$31,558.33    | \$33,480.29   | \$65,038.62   | 16        | 2          |           | 4                      |              | \$2,843.92  | \$2,843.92      | \$370.00          | \$1,011,090.00  | \$21,362.00  | 1.33%     | 1.29% |
| Apr-19 | \$30,845.10    | \$27,590.79   | \$58,435.89   | 22        |            | 2         | 7                      | \$4,955.99   | \$800.00    | \$5,755.99      | \$4,089.00        | \$1,011,226.00  | \$25,732.00  | 1.60%     | 1.37% |
| May-19 | \$34,370.26    | \$29,551.41   | \$63,921.67   | 8         |            |           | 10                     |              |             |                 | \$1,058.25        | \$1,022,216.00  | \$19,201.00  | 1.19%     | 1.34% |
| Jun-19 | \$35,934.87    | \$10,196.75   | \$46,131.62   | 13        |            |           | 7                      | \$853.81     | \$838.76    | \$1,692.57      | \$640.00          | \$1,021,916.00  | \$19,621.00  | 1.21%     | 1.32% |
| Jul-19 | \$32,154.44    | \$27,869.72   | \$60,024.16   | 24        | 3          |           | 3                      | \$11,682.77  | \$834.68    | \$12,517.45     | \$1,893.00        | \$1,026,213.00  | \$19,089.00  | 1.18%     | 1.30% |
| Aug-19 | \$32,288.47    | \$15,761.94   | \$48,050.41   | 16        | 1          |           | 7                      |              | \$1,329.62  | \$1,329.62      | \$490.00          | \$1,031,076.00  | \$21,149.00  | 1.30%     | 1.30% |
| Sep-19 | \$31,829.12    | \$13,731.73   | \$45,560.85   | 20        |            |           | 6                      | \$964.00     | \$2,084.59  | \$3,048.59      | \$2,646.31        | \$1,042,750.00  | \$17,367.00  | 1.06%     | 1.27% |
| Oct-19 | \$41,772.53    | \$15,773.18   | \$57,545.71   | 17        | 2          |           | 5                      |              | \$2,130.63  | \$2,130.63      | \$1,280.00        | \$1,043,597.00  | \$25,774.00  | 1.57%     | 1.30% |
| Nov-19 | \$41,205.00    | \$13,075.00   | \$54,280.00   | 11        | 2          |           | 2                      | \$2,363.89   |             | \$2,363.89      | \$560.00          | \$1,044,928.00  | \$17,968.00  | 1.09%     | 1.28% |
| Dec-19 | \$44,952.89    | \$11,273.11   | \$56,226.00   | 19        | 4          |           | 2                      |              | \$1,515.00  | \$1,515.00      | \$801.47          | \$1,054,023.00  | \$11,615.00  | 0.70%     | 1.23% |
|        | \$37,329.69    | \$20,819.26   | \$58,148.95   | 194       | 18         | 2         | 56                     | \$21,034.47  | \$20,454.90 | \$41,489.37     | \$20,050.09       | \$12,315,795.00 | \$239,587.00 | 1.23%     | 1.23% |

Note: \* Rent arrears for tenants who have moved out are always sent to Collections. Once the amounts owing reach 90-days overdue, they are presented for write-off (recorded as Bad Debts Expense). Any eventual recoveries are "netted" against Bad Debts charged on the Property income statements.

L1/L2 Apps These are L1 (rent arrears) and L2 (Persistent Late payments) applications made to the Landlord and Tenant Board.

|                                 |       |
|---------------------------------|-------|
| Rent arrears % of rents payable | 5.33% |
| Bad debt % of rents payable     | 0.14% |

|                           |             |
|---------------------------|-------------|
| Annual bad debt budget    | \$59,160.00 |
| Rent bad debt % of budget | 35.56%      |

<-based on current month being reviewed  
<-based on current month being reviewed

**Facilities Management Committee  
Meeting Agenda  
January 16th, 2019**

**Guests:** Michael, Douglas, Tom, Barbara, Penny, Douglas, James

**Regrets:** None

**Staff:** Norm Turner, Nick Dodds, Rida

1. **Call to Order:** 7:04pm
2. **Adoption of the Agenda** m/ Penny s/ Michael c
3. **Declaration of Conflict of Interest**
4. **Approval of meeting minutes**
  - 4.1. Joint Meeting Minutes – December 19<sup>th</sup>, 2019 m/ Doug s/ Tom c
5. **Business Arising**
  - 5.1. **Board decision on Cahdco MoU – Board has not met yet – update at next meeting**

James provided a brief update from the executive committee: 10% might be removed. Penny shared that there is agreement on the development committee that the process could have been better.
  - 5.2. For information – the following two policies will be reviewed by the Director of Facilities then presented to the Committee for recommendations to be made to Finance committee.
    - 5.2.1. “Purchase Orders” policy (Sunset date June 2019)
    - 5.2.2. “Provision of Adequate Information to the Board for Unplanned Expenditures” policy (Sunset date June 2019)
6. **Notices/Announcements**
  - 6.1. Next Month we will be having a joint meeting with Tenant and community engagement prior to our regular meeting.
  - 6.2. We will also be discussing the anti-oppression statement, and how our committee will use it in the next meeting
7. **Director Report (Verbal)**
  - 7.1. **Safety**

We are currently conducting a review of fire precautions. We’re working on producing



a full set of fire and safety documents at each building. ~~for expedient accessibility in the case they are needed.~~

We're also looking into safety precautions for lone workers. There are apps that would allow field staff to notify the office of any safety issues they run into. There may be some possibility for this to also integrate with other Yardi functions.

**7.2. Staffing**

The new Director has been busy getting up to speed.

We will also be reposting for cleaner positions in the near future.

**7.3. Strategic Priorities**

These are currently being developed. Norm has been meeting with Ray and reviewing the department. We will have ~~something concrete~~ an update by next meeting.

Some items that will likely be included is a focus on customer service, key performance indicators, and tidying up some administrative processes.

**7.4. Operations Initiatives**

Norm and Rida with TCE to strategize communications with tenants for disruptive capital projects in the coming year.

We are currently working on the fire standards as discussed above.

We will be implementing a quarterly building audit to assess our performance in each of our properties.

We will be starting to include thermography of electrical components as a part of our annual inspections to assess risk of electrical fire.

**7.5. Discussion of preferred Directors Report format**

The committee is happy with a verbal report using the standard format presented in this agenda.

**8. Capital Report / Q4 Report**

We finished the year under budget. This is mostly due to deferring a large podium project at 258 Lisgar to 2020.

**9. Maintenance LTB Status Report**

No discussion.

**10. Committee Summary**

Clarification was given on what is meant by TCE's "Alternatives to calling the police" document. It is a document that presents alternatives to calling the police in cases where tenants feel comfortable doing so.

**11. Chargeback Report**

The circumstances under which we perform and apply a chargeback work that is usually a tenant responsibility was explained. For work, like changing a lightbulb that is the tenant responsibility, but where they are not able, we encourage them to ask neighbours or family

members to assist. If they prefer, however, they can ask us to do it and we will charge them back for the work.

**12. Chargeback Appeals (0):**

None

**13. Service Delivery Standards**

Committee was happy with our level of service.

**14. Maintenance Variance Report**

There was some questions about specific sub-categories of work that weren't included. It was explained that in the last year we moved to a simplified variance report that only displayed the variances for categories. When preparing the report the managers go through each category, pull out the causes of variance, and included the explanation in the comments.

**15. Work Plan/ Review Annual Cycle of Activities**

(for discussion – previous plans to be reviewed and updated plan to be developed)

The Director will be reviewing and presenting a new draft of the work plan and the annual cycle of activities to the committee in due course.

The committee liked the priority and resources “star system” in the work plan.

There was discussion about interest in joint committee meetings to work on areas where our departments overlap. There was also caution expressed about excessive numbers of joint meetings that prevent us from addressing Facilities specific issues. It was agreed that joint meetings are useful, but should be limited to 2-4 per year.

**16. A/C Policy (For Discussion)**

Norm explained the three possible routes for addressing A/C safety following an incident where a child was killed by a falling air conditioner in Toronto.

1) Allow tenants to install A/C units themselves and hope there's no incident.

2) Only allow tenants to install A/C units over balconies or on the first floor where there's no risk of causing injury.

3) Insist A/C units be installed by a professional to ensure that they are appropriately secured.

The committee expressed interest in a hybrid approach where tenants could install air conditioners themselves over a balcony or on the first floor, or they could have a professional install them in a different window if they wished. Norm explained that there is

some difficulty in enforcing a policy insisting on professional installation.  
Norm will prepare a draft policy and present it to the committee.

**17. Next Meeting: February 20, 2020**

**18. Motion to Adjourn**                      **m/ Michael c**

## Development Committee

### Meeting Minutes

Tuesday, January 14<sup>th</sup>, 7:00 PM  
415 Gilmour, Meeting Room

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**Attendees:** Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Natalie Duchesne, Rod Manchee, Brent Walden, Elliot Sherman, Mary Huang, Alannah Bird, Court Miller, Graeme Hussey (Staff), Billy Cohen (Staff/Minute-taker)

**Regrets:** Abra Adamo (CCOC Board Member), Sarah Button (CCOC Board Member), Shelley Robinson (CCOC Board Member), Stephanie Bohdanow, Gisèle Doyle, John Kingsley, David McCallum

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1. **Call to Order** **7:02pm**
2. **Approval of Agenda** **(Jesse, Elliot m/s/c)**
3. **Approval of Minutes – Attached December 2019** **(Jesse, Rod m/s/c)**
4. **Announcements**
  - Two CCOC Directors are leaving, Amanda (Finance) and Nicole (Corporate Services)
5. **Business Arising:**
  - Arlington Update – **Verbal Report**
    - Last month, there was a discussion regarding tenant engagement in order to prepare for Forward.
    - There will be ample tenant engagement prior to Forward. No specific date set as of yet, as tenants have just moved in.
    - Will speak with staff involved, Committee, Board, and tenants.
    - **ACTION ITEM:** Remove Arlington as a standing item.
  - CCOC Forward Avenue – **Verbal Report**
    - Hired Figurr Architects Collective to help with concept in order to submit proposal. Waiting to sign contract.
    - Aiming to submit Site Plan Application in early March.
    - Signed contribution agreement with City, must buy property from City for \$1. We are hoping to delay purchase for as long as possible to reduce property taxes.
    - **ACTION ITEM:** inquire if minor variance will be needed.
    - Got Designated Substances Survey (DSS) and Environmental Site Assessment (ESA) for site.



- CCOC will be responsible for demolition.
- Site was used to sort coal in the past; this could pose minor environmental issues to deal with prior to development.
- Received CMHC SEED Grant for \$52,500.
- If we receive Section 37 funding, we have an agreement with housing branch to reduce their funding by 50% of the value of Section 37 funding.
- All development charges will be deferred.
- Centretown Ghost Hotels
  - Penny: Centretown has become a site for property investment. One of such investment properties was the Airbnb site of the Gilmour Street shooting. The City is seeking to address “ghost hotels”. R4 zoning can be problematic if developers and homeowners are not held accountable for their properties.
  - A Community Land Trust that target sites for community acquisition that property owners might be looking to sell would address some issues.
  - Natalie proposed hosting a community town hall meeting in wake of shooting in order to discuss these community ownership issues.
  - Such a meeting could also be private, including community organizations and relevant stakeholders.
  - There are no dedicated non-profit groups in Ottawa working towards establishing a community land trust.
  - Ottawa does not have enough willing organizations to assume responsibility or build their own rooming houses.
  - Could partner with Centretown Citizens Community Association.

## 6. Government Policy & Program

- City of Ottawa R4 Zoning Review – **Verbal Report**
  - City is likely to be prescriptive around design—could limit Passive House construction.
  - Policy is likely to be advantageous for CCOC and the entire housing development sector.
  - Deferred comments deadline until 3<sup>rd</sup> week of February.
  - Invited Tim Moreman, planner responsible for R4 Review, to office to engage with CCOC and Cahdco. Development committee will be invited.
  - CCOC and Cahdco will formally submit comments to City after next committee meeting.
  - **ACTION ITEM:** Send out meeting notification for meeting with Tim.
- PRAC Update – **Verbal Report - Jesse**
  - Working on CCOC Aging in Place strategy.
  - **ACTION ITEM:** Keep PRAC Update as standing item on future agendas.



- Laine Johnston will assume responsibility for PRAC Committee

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

- Committee Summaries – **Attached**
  - Facilities committee is meeting this Thursday with new Facilities director (Norm).

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

- Background: Update on active and new Cahdco client projects.
  - Sisters of Providence accepted Cahdco's proposal.
    - St. Patrick's Home referred Cahdco to the Sisters of Providence through Catholic Health Sponsors of Ontario (CHSO), the caretaker organization for Ontario's sisterhoods.
    - Hired Cahdco to repurpose old long-term care home into some form of affordable housing
    - This will be the first major Cahdco project outside of Ottawa.
    - This will be Cahdco's largest feasibility contract in terms of scope.
    - Hired SVN Architects from Toronto.
    - Elements of the site are designated as Heritage buildings.
  - City of Ottawa verbally accepted Cahdco's proposal for two Pro-Forma workshops as part of the City's 10-year review pending ethics approval.
  - Housing Services Corporation accepted Cahdco's proposal to be a sub-consultant for Northumberland County asset management planning.
  - Veterans House is under construction, moving along well. Move-in expected in 12 months.
  - **ACTION ITEM:** Present Dashboard at next meeting.
  - Have not heard from City regarding REOI submissions, CCOC is expected to get some funding. Will need to discuss which sites are priorities.
- Status of Cahdco MOU
  - Was not passed by CCOC Board due to discussions regarding implications of the terms, risk allocations. Still likely to pass in a later meeting.

**9. Items to Highlight for the Board**

- No discussion

**10. Agenda Items or Decisions for Next/Future Meetings**

- Print and read anti-oppression statements for next meeting.
- Community Land Trust – invite Laine to next meeting.

**Adjournment**

**(Rod m/c) 8:35pm**

**Next Development Committee Meeting: Tuesday, February 11, 2020 (TBC)**

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

**Present:** Sarah Eastwood, Jordan Edwards, Sinda Garziz, Lisa Hollingshead, Ralf MacGrady, Stephanie Magnanelli, Terry Schoembs, Laura Young, Laine Johnson (staff), Natalia Snajdr (recorder), Shelley Robinson

**Regrets:** Doris Zastre, Ashlin Kelly

Shelley accepted the role of Chair for this meeting.

**1. Call to order 7:04 pm**

**2. Adoption of the agenda (5 min)**

One item was added to the agenda under New Business: Committee's approval to support the Healthy Transportation Collation. The committee unanimously adopted the agenda as amended. (M/S/C, Jordan Edwards/Ralf MacGrady)

We had a round of introductions.

**3. Adoption of the minutes of the meeting of Monday, December 16, 2019 (5 min)**

- The minutes were adopted. (M/S/C, Sinda Garziz/ Sarah Eastwood)

**4. Business arising minutes (35 min)**

a) **Winter swap sub-committee report (10)**

Shelley and Lisa presented committee with a proposal based on a NY swap guide that provided suggestions of how to run a swap. The proposal will be in the post-committee package. A tentative date is set for the weekend of May 23/24 (as well as a potential drop-off on the Friday evening before). The 464 Metcalfe meeting room is reserved for the event. One member asked about the rationale behind the event. Shelley and Lisa stated it was multi-purposed: there was a need in the community; it also was an opportunity for community & tenant engagement (and increased community feel) as well as waste diversion. Furthermore, swaps are already quite common and informal.

Another question was about the intended audience of the swap, which would dictate the appropriate way to market the event. The committee decided it would be best to focus on tenants /members but not excluding the public. Therefore, the best way to promote the event would be through the NewsNotes and posters not through social media.

The committee still has to decide on the following:

- The formality of the event
- The exact day or both days of the weekend

- How to recruit and track volunteers who have helped and to be able to tap into the volunteers to join our volunteer strategy. One suggestion was to maybe have posters up in buildings to engage volunteers for the event, have a sign-in sheet and ask if they'd be interested in reengaging for other events in the future.

This will become a standing item on the agenda to provide the committee with update and decisions needing feedback. Shelley and Lisa asked others to join the subcommittee. Stephanie and Laura joined the team.

DYI NY Swap Guide:

[https://issuu.com/grownyc/docs/full\\_diy\\_swap\\_draft\\_091318?e=15344747/65375912&te=1&nl=climate\\_fwd:&emc=edit\\_clim\\_20190807?campaign\\_id=54&instance\\_id=11474&segment\\_id=15954&user\\_id=75d83431af2efd3dff24b29134c98054&regi\\_id=9762780](https://issuu.com/grownyc/docs/full_diy_swap_draft_091318?e=15344747/65375912&te=1&nl=climate_fwd:&emc=edit_clim_20190807?campaign_id=54&instance_id=11474&segment_id=15954&user_id=75d83431af2efd3dff24b29134c98054&regi_id=9762780)

b) **Ottawa Senior Pride Network update (5)** – deferred to next meeting

c) **Using the website for TCE (20)**

- The committee supported Laine's request for staff to review/ flag items and places where we can post resources on the website. This would help support TCE's work to connect tenants with community resources such as the Alternatives to Calling the police documents and, waste diversion resources like the City's "Waste Collection Calendar" and "Waste Explorer" sites.
- The committee started discussing where the Alternative to Calling the Police document could be hosted (such as a sub-header or main header on the website) but no final decision was reached.
- Laine asked if anyone was interested in joining in a sub-committee. Sinda and Sarah expressed interest.

d) **Anti-oppressive statement (5)**

- The Board passed a directive for Hannah to look into a 90 min anti-oppression training to be delivered to all committee members. The aim would be to host it in the spring.
- This led to two larger conversations: anti-oppression context and the volunteer orientation.
- *Anti-oppression context:* Shelley clarified the nature of the anti-o context being that of a large societal context, acknowledging systematic oppression and CCOC placing itself against it. The anti-oppression training stemmed from the Board trying to work towards more diversity and inclusiveness within the organization.
- *Volunteers/Committee/Board orientation:* In the future, the anti-o training could be part of a larger volunteer orientation to help better support committee members. Other areas of training could be role coaching - how to engage or participate in meetings, expectations of the roles and behaviours, confidentiality and conflict resolutions.
- Shelley suggested the anti-o statement be read at the next committee meeting.

## 5. New business (45 min)

a) **Agenda-setting for Joint meeting with Facilities Management (to discuss waste management, tenant communication, and capital project celebrations, role coaching) (30)**



- The joint meeting will be on Thursday Feb 20 at 7pm at 415 Gilmour in the boardroom. We will start the meeting together and break into two separate meetings.
- Laine suggested the discussion revolve around the following question: “Where can TCE as a department, support activities in Facilities Department?”

|   |  |  |                                   |  |
|---|--|--|-----------------------------------|--|
| <b>Potential areas where TCE can support Facilities</b> | Long-term building projects (large scale Capital Projects – roof replacement)  | Common area projects (smaller scale project not Capital Project level - lobby refresh)   | 3 <sup>rd</sup> Party contractors |  |
| <b>Committees suggestion</b>                            | Could have forums for listening or kick-off parties to get feedback from tenants before project starts<br>* tenant perspective of what would make it challenging<br>* brief tenants on timeline and methods of communications when problems or delays occur<br>*contingency plans, if, then. | Could have forums for listening or kick-off parties to get feedback from tenants before project starts<br>* tenant perspective of what would make it challenging<br>* brief tenants on timeline and methods of communications when problems or delays occur<br>*contingency plans, if, then. | Create a comms. contingency plan  |  |

- Members mostly expressed the need for more consistent, upfront communication about projects when they affect the quality of their lives. Tenants expressed some frustration with some past projects and that sometimes they can turn into negative rumors that can negatively affect CCOC’s reputation.
- Some members also expressed the need for improved clarity and consistent messaging regarding how to deal with situations. Some tenants were told different ways to handle non-urgent matters.
- The committee decided they would like to move forward with the joint meeting to get an understanding of Facilities process/perspectives.

**What we are looking for from the Joint FM meeting**

|  |
|--|
| *To hear from Facilities about their perspectives  |
| *To understand Facilities capacities, constraints, how they communicate with tenants and what is their plan, as well as contingency plans in place for delays                    |
| * Gathering this information will help TCE members understand Facilities process and gaps where TCE might be able to support them and help mitigate negative impacts on tenants. |
| *To share a tenant perspective with FM   |
| *A conversation about Waste Management   |

- Staff will draft a working proposal for the joint meeting. It will be shared with committee beforehand.

Ralf MacGrady left at 8:01.

**b) Moving Communications Officer position to TCE (15)**

- A proposal was brought forth from Personnel and the Board to move the Communication Officer position to TCE.
- There is no need to re-brand the TCE department
- Communications will still be organization-wide
- Some members were excited to see comms. related stats again
- Corporate Services will turn into Corporate Services and Human Resources

The Committee unanimously passed a motion to move the Communications officer to TCE

(M/S/C/ Lisa Hollingshead, Laura Young)

**c) Healthy Transportations Coalition (HTC)**

Laine presented a motion for CCOC to become an ally of HTC in the support of its latest campaign. This includes the following items:

- A freeze on transit fares for people who use the Access, Community, and EquiPasses;
- An increase in the standard transfer time from 1.5 hours to 2.5 hours.
- An increase in the eligibility of the EquiPass by 15% above the Low-Income Cut-Off, as defined by Statistics Canada;
- The addition of 1 weekday of free transit use for people living on low-income;
- The automatic upgrade to a monthly transit pass, if someone living on a low-income takes enough single rides in a month to justify an upgrade\*; and
- The implementation of a sliding scale for transit fares, with different price bands based on people's income (for example, in Calgary, if an individual earns less than \$12,000 a year, their monthly public transit pass costs them less than \$6/month).

There was one question about the logistics of "automatic upgrade to a monthly pass, if someone living on a low-income takes enough single ride in a month to justify an upgrade."

The motion was passed unanimously, (M/S/C/ Stephanie Magnanelli, Terry Schoemb)

**6. Standing items (15 min)**

**a) Board & committees report (5 min)**

**b) Department report (5 min)**

- Laine working with other Directors to enhance Inter-departmental processes
- Housing emergency rally on Jan 29 at 9am at Marion Dewar Plaza
- Laine working on the Volunteer Program
- Our goal is to roll-out the tenant survey in the spring

**c) Items for board discussion (5 min)**

- None

**7. Announcements (5 min)**

**a) TCE related community activities/events (consider starting meeting at 6:30pm?)**

- Bring it up at top of the March meeting. Some members that need to leave early have already left and it would be good to get their input.
- Operation Come Home's 24hr of homelessness event is happening on Jan 23-24 at the corner of Gloucester/Bank by the Royal Oak.

**b) 2020 Meeting Schedule: February 20, March 16, April 20**

**c) Set Outlook Meeting for Committee**

- a. One committee suggested setting-up an Outlook meeting request to members and members would only notify us if they couldn't attend.

**8. Adjournment 8:49pm**

(M/C, Jordan Edwards)

## **Books and things Spring cleaning Swap!**

**What:** Books and things

What we want: books, tchotchkes, small appliances, dishes and other kitchenware, decor,

What we don't want: no TVs, no furniture, no clothes, no microwaves, no computers, anything too big to fit on a table

**When:** May 16/17, weekend 1-4pm (drop-off: 1-3pm)

**Who:** all CCOC tenants? Just building? Counter for capacity? Other community members?

Minimum 4 volunteers + at least one staff?

First come, first serve. You have to take it with you, holding.

**Where:** Beaver Barracks Metcalfe Room

We suggest snacks and drinks

### **Other considerations:**

~signage: Spirit of the Swap, recycling, other CCOC things,

~encourage people to bring their own bags!

~music?

~opening/locking up space

~set-up

~takedown

~distributing the leftover stuff (donations + recycling + waste)

~10 tables?

~ photo consent sign

~CCOC promotions (before, during and after)

~designated testing plug

## **Rental Committee Meeting January 21st, 2020**

---

**Rental Committee:** Christopher Yordy (Chair), David Brooks, Teresa Schoembs, Michelle Boyer, Sulaina Bonabana, Helena Brown, Kerry Beckett, Dahyla Smolash

**Regrets:** Cynara Desbarats, Vera Theokritoff, Alison Kar, Daniel Boyer, Toby Brooks

**Staff:** Fran Childs, Linda Camilleri (staff recorder)

|                                   |
|-----------------------------------|
| <b>Motions for Board Approval</b> |
|-----------------------------------|

**ITEM 5): The committee recommends that, CCOC proceed forward and commit to HOP (Housing Outreach Program) services with Options Bytown for 3 hours over a 12-month period.**  
**m/s/c Boyer/Brooks/unanimous**

**1. Adoption of the Agenda**

**2. Adoption of the December 19<sup>th</sup> minutes**

**m/s/c Brooks/Boyer**

- 3. 2019 Vacancy and Turnover Reports:** Fran reviewed the reports and data with the committee members, high level highlights/summaries were presented via a new format in PowerPoint. Feedback was welcomed; all members felt the new presentation format worked well.

**4. Rental Department Workplan 2020:** 2 main items were identified for the committee to review:

- Policy - Mixed Income Housing, Special Needs Housing Leasing, regulatory changes and associated policies affected by updated Service Manager Directives
- Parking Increase - Linda will study city rates for averages, the committee will review proposed rates, communicate increase out to tenants later in the year

Other items highlighted included department cross training, offering Rent Smart workshops, document and tools update leading from regulatory changes.

- 5. Housing Outreach Program:** HOP started out as a shared service between smaller housing providers and CHASEO and Options Bytown, to provide 49 co-ops and 3 non-profits supports to their tenants to help address issues that may have put their tenancies at risk. Charge is \$40 per hour and options are from 3-13 hours per week, preferably for a 12-month commitment. Fran discussed the reasons for CCOC to opt in as a supplement to the Supports to Social Housing program. Having support for tenants who need to connect to community

resources would allow Rental Officers and our Inspections Technician to use their time for other tasks. Members fed into a lively discussion.

**The committee recommends that, CCOC proceed forward and commit to HOP (Housing Outreach Program) services with Options Bytown for 3 hours over a 12-month period.**

**m/s/c Brook/Boyer/unanimous**

**6. Announcements**

**a) 2020 Geothermal Fee Increase:** New rates are \$1 - \$3 higher each month, dependent on square footage size of each apartment. The effective date of the increases is still to be determined; CCOC is speaking with Enercare next week.

**b) CCOC Staff Update:** Anne is the new Tenant Service Representative. Both the Director of Finance (Amanada) and Corporate Services (Nicole) are leaving for exciting new roles.

**c) Arlington Feedback:** Cahdco is working on a process to gather early stage feedback. The feedback will help inform the process with the Forward Avenue development. Currently one three-bedroom apartment with some accessibility modifications is still vacant. Allison has encountered challenges in renting out the unit due to it having a roll in shower but an standard, but adaptable kitchen.

**d) Forward Project:** Fran passed on project updates – they are currently working on hiring a construction manager. Committee feedback on early design and development phases will be scheduled in February/March. Feedback will be recorded as motions.

**7. Rental Department Reports: Refer to notes provided in the reports a) & b)**

**a) Vacancy & Turnover Reports**

**b) Legal Tracking Reports**

**c) Accounts Receivable Stats:** The data was reviewed with the members.

**d) Bad Debt Write-offs:** Arrears and Bad Debts for December were reviewed.

**8. Board and Committee Reports:** A snapshot from all of the committees' work will be sent out along with the minutes for review.

**9. Any Other Business:**

**10. Board Focus on Rental Business:** Motion for review.

**11. Adjournment:** 8.15pm

## CCOC TURNOVERS & VACANCIES FOR 2019

- In 2019, the turnover rate held at our lowest ever rate of **12%**. A total of **198 households** moved out in 2019.
- We averaged **15 move outs per month**. Our greatest number of turnovers happened in April with 20 households moving out and our fewest turnovers occurred in the month of October with 9 turnovers. October also had the fewest turnovers in 2018.
- The buildings with the **greatest number of turnovers** were our larger building
  - 210 Gloucester – 17 turnovers (21% of building)
  - 464 Metcalfe - 15 (14% of building)
  - 415 Gilmour – 13 (15% of building)
  - 258 Lisgar – 10 (11% of building)
- **The Market vs Subsidized split on unit turnovers was 54% vs 46%**. There was a significant increase in the number of turnovers in subsidized apartments from 2018 where the ratio was 63% / 37%.
- One bedrooms and two bedrooms were almost the same in number of turnovers (63 and 62).
- There were a total of **259 vacant unit months**. The amount of time to get units ready for occupancy accounted for 163 vacant months and 96 rental vacant months. This is higher than last year both for Facilities and for Rentals. Both Armstrong/Carruthers and 163 James had extended vacancies due to challenging tenancies, pest control, and/or renovations and repairs.
- Apartments remained empty an average of 1.31 months. The HSA Portfolio (properties 24-41) experienced higher than average vacancy months, at 1.67 vacancy months/turnover. Two buildings had average vacancy times that were much higher (Armstrong/Carruthers and 283 Arlington). This is due to each building having at least 1 home undergo a major renovation upon turnover.
- 183 units were rented in 2019. CCOC's overall vacancy rate decreased from 2.25% in 2016 **to 1.1%** in 2018 and 1.0% in 2019.
- This year, the west portfolio had 108 turnovers and the east had 91.

## 2019 Turnovers By Bedroom Size & Subsidized Units

Total Units: 1585  
 # of Total Turnovers: 198  
 # of Subsidized unit turnovers: 91

| <b>Bedroom Categories:</b>       | <b>#of Turnovers</b> | <b>#of Subsidized Turnovers:</b> |
|----------------------------------|----------------------|----------------------------------|
| Rooms:                           | 3 (2%)               | 3                                |
| Bachelors:                       | 39 (20%)             | 15                               |
| 1 Bedroom:                       | 63 (32%)             | 29                               |
| 2 Bedroom:                       | 62 (31%)             | 24 (0 stacked townhouses)        |
| 3 Bedroom:                       | 24 (12%)             | 18 (4 stacked townhouses)        |
| 4 Bedroom:                       | 1                    | 1                                |
| 5 Bedroom:                       | 0                    | 0                                |
| 1 Bedroom Wheelchair Accessible: | 2                    | 1                                |
| 2 Bedroom Wheelchair Accessible: | 4                    | 4                                |
|                                  | 198                  | 91 (46%)                         |

### 2019 Turnovers by Portfolio

| Portfolio      | # of Units  | # of Turnovers   |
|----------------|-------------|------------------|
| 1-23           | 481         | 72 (15%)         |
| 24 – 41 HSA    | 721         | 71 (11%)         |
| 52,60-68 Other | 351         | 50 (14%)         |
| 71 Co-op       | 32          | 5 (16%)          |
| <b>Totals:</b> | <b>1573</b> | <b>198 (12%)</b> |

Source: CCOC files, fc 01/20



## Yearly CCOC Turnovers by Vacancy Rates and Vacancy Months

| Year | Total Units | # of TO | Turnover Rate % | Rental Vacancy Months | Total Vacancy Months | Average VC Mo. Per TO |
|------|-------------|---------|-----------------|-----------------------|----------------------|-----------------------|
| 2019 | 1585        | 198     | 12%             | 96                    | 259                  | 1.31                  |
| 2018 | 1573        | 194     | 12%             | 74                    | 214                  | 1.10                  |
| 2017 | 1590        | 215     | 13%             | 65                    | 251                  | 1.16                  |
| 2016 | 1596        | 239     | 15%             | 118                   | 313                  | 1.24                  |
| 2015 | 1595        | 246     | 15%             | 67                    | 302                  | 1.23                  |
| 2014 | 1595        | 252     | 16%             | 33                    | 223                  | 0.89                  |
| 2013 | 1595        | 224     | 14%             | 37                    | 238                  | 1.06                  |
| 2012 | 1501        | 254     | 17%             | 47                    | 235                  | 1.11                  |
| 2011 | 1503        | 225     | 15%             | 51                    | 251                  | 1.12                  |
| 2010 | 1343        | 218     | 16%             | 45                    | 246                  | 1.13                  |
| 2009 | 1314        | 208     | 15%             | 34                    | 212                  | 1.02                  |
| 2008 | 1314        | 232     | 18%             | 30                    | 300                  | 1.29                  |
| 2007 | 1314        | 249     | 19%             | 8                     | 228                  | 0.92                  |
| 2006 | 1314        | 264     | 20%             | 64                    | 265                  | 1.00                  |
| 2005 | 1314        | 253     | 20%             | 37                    | 227                  | 0.90                  |
| 2004 | 1291        | 252     | 19%             | 36                    | 212                  | 0.84                  |
| 2003 | 1291        | 232     | 18%             |                       |                      |                       |
| 2002 | 1291        | 232     | 18%             | 19                    |                      |                       |
| 2001 | 1278        | 165     | 13%             | 10                    | 79                   | 0.48                  |
| 2000 | 1268        | 242     | 19%             | 45                    | 163                  | 0.67                  |

**SOURCE:** CCOC Files, 2000-2019/fc

**Note:** In 2017, the 12 units at Arlington were included in the unit count.

01-16-2020

# RENTAL DEPARTMENT REPORT

## January 2020

### 1. CCOC Units Rented by Source and Unit Turnovers:

| Source                   | Jan       | Feb       | Mar       | Apr       | May       | June      | July      | Aug       | Sept      | Oct       | Nov       | Dec       | Total           |
|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------|
| <b>Totals</b>            | <b>19</b> | <b>22</b> | <b>9</b>  | <b>22</b> | <b>16</b> | <b>11</b> | <b>13</b> | <b>22</b> | <b>13</b> | <b>12</b> | <b>16</b> | <b>8</b>  | <b>183</b>      |
| Transfers                | 8         | 2         | 1         | 5         | 3         | 1         | 3         | 3         | 4         | 2         | 0         | 3         | 35              |
| Registry W/L             | 4         | 5         | 2         | 4         | 4         | 6         | 2         | 5         | 3         | 5         | 6         | 0         | 46              |
| Referrals                | 4         | 9         | 5         | 7         | 5         | 3         | 7         | 10        | 5         | 4         | 8         | 4         | 71              |
| Insitu MR to RGI         | 1         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 1         | 0         | 2               |
| Websites/Twitter         | 2         | 4         | 1         | 4         | 3         | 1         | 1         | 4         | 1         | 1         | 1         | 1         | 24              |
| Former Tenant            | 0         | 2         | 0         | 2         | 1         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 5               |
| <b>Unit T.O by month</b> | <b>13</b> | <b>18</b> | <b>13</b> | <b>19</b> | <b>13</b> | <b>14</b> | <b>12</b> | <b>11</b> | <b>12</b> | <b>7</b>  | <b>6</b>  | <b>11</b> | <b>149</b>      |
| <b>Monthly V.C. rate</b> | 1.5%      | 1.2%      |           | 1.1%      | 0.8%      | 0.9%      | 1.1%      | 1.1%      | 1.5%      | 0.9%      | 0.5%      | 0.8%      | <b>1.0% avg</b> |

\* **Benchmark 1: monthly units rented should equal number of turnovers**

**December 2019:** # of units rented = 8  
# of turnovers = 11

\* **Benchmark 2: CCOC vacancy rate (0.8%) should be < than Ottawa's vacancy rate (1.6%)**

### 2. Vacancies & Turnovers:

Please note that there are one empty unit at 143-153 Arlington (16 units) included in this report.

**October Turnovers:** 7 units  
**November Turnovers:** 6 units  
**December Turnovers:** 11 units

The current vacancy rate for December is 0.8% with 12 empty units in our 1585 "rentable units". Our vacancy rate continues to be **below the City average vacancy rate of 1.6%** (CMHC, Rental Market Report, Oct. 2018).

### 3. N5's & Evictions: December/January:

- There are 7 active N5's.
- No new N5s served in December
- One hearing in January – waiting to receive order – mediated an agreement, tenancy continues as long as behaviour continues to be corrected.

**RENTAL REPORT: VACANCIES AND TURNS  
JANUARY 2020 MEETING**

| Property | Unit | Property Name     | Beds | Market Rent | Move Out Date | Date Available | Days Vacant | Occupancy | Notes           |
|----------|------|-------------------|------|-------------|---------------|----------------|-------------|-----------|-----------------|
| 0064     | 301  | 54 Primrose       | 0    | 754.00      | 2019-12-31    | 2020-01-15     | 0           | Current   |                 |
| 0065     | 201  | 464 Metcalfe      | 2    | 1,460.00    | 2019-12-31    | 2020-01-15     | 0           | Current   |                 |
| 0067a    | 504  | 111 Catherine     | 1    | 1,109.00    | 2019-12-31    | 2020-01-17     | 0           | Current   |                 |
| 0022     | 705  | 210 Gloucester    | 1    | 915.00      | 2019-12-15    | 2020-01-15     | 1           | Current   |                 |
| 0065     | 711  | 464 Metcalfe      | 1    | 1,078.00    | 2020-01-15    | 2020-01-31     | 0           | Future    |                 |
| 6        | 149  | 143-153 Arlington | 2    | 1,580.00    |               | 2019-08-01     | 184         | Future    | multiple offers |
| 0035     | 312  | 10 Stevens        | 2    | 1,030.00    | 2019-12-31    | 2020-01-30     | 0           | Future    |                 |
| 0067a    | 403  | 111 Catherine     | 0    | 811.00      | 2020-01-31    | 2020-02-14     | 0           | Future    |                 |
| 40       | 409  | 151 Parkdale      | 1    | 954.00      | 2020-02-29    | 2020-03-13     | 0           | Future    |                 |

**Units re-rented: 9**

|       |      |                 |   |          |            |            |   |        |  |
|-------|------|-----------------|---|----------|------------|------------|---|--------|--|
| 0032  | 2-82 | 82-84 Putman    | 2 | 1,120.00 | 2020-01-31 | 2020-02-28 | 0 | Notice |  |
| 0065  | 504  | 464 Metcalfe    | 0 | 825.00   | 2020-01-31 | 2020-02-14 | 0 | Notice |  |
| 0065  | 608  | 464 Metcalfe    | 2 | 1,482.00 | 2020-01-31 | 2020-02-14 | 0 | Notice |  |
| 0067a | 207  | 111 Catherine   | 1 | 1,074.00 | 2020-01-31 | 2020-02-14 | 0 | Notice |  |
| 9     | 301  | 50 James        | 1 | 903.00   | 2020-01-31 | 2020-02-14 | 0 | Notice |  |
| 0067a | 603  | 111 Catherine   | 0 | 836.00   | 2020-01-31 | 2020-02-14 | 0 | Notice |  |
| 65    | 709  | 464 Metcalfe    | 2 | 1,472.00 | 2020-01-31 | 2020-02-14 | 0 | Notice |  |
| 0071  | 101  | 240 Presland Rd | 2 | 906.00   | 2020-02-14 | 2020-04-30 | 0 | Notice |  |
| 0067a | 602  | 111 Catherine   | 0 | 827.00   | 2020-02-15 | 2020-03-15 | 0 | Notice |  |
| 0037a | 312  | 145 Clarence    | 1 | 926.00   | 2020-02-29 | 2020-03-13 | 0 | Notice |  |
| 34    | 601  | 264 Lisgar      | 3 | 1,257.00 | 2020-02-29 | 2020-03-13 | 0 | Notice |  |
| 39    | 407  | 415 Gilmour     | 1 | 1,000.00 | 2020-02-29 | 2020-03-13 | 0 | Notice |  |
| 61    | 1    | 123 Stirling    | 2 | 1,160.00 | 2020-02-29 | 2020-03-13 | 0 | Notice |  |
| 0041b | 459  | 457-459 Lisgar  | 3 | 1,398.00 | 2020-03-13 | 2020-04-15 | 0 | Notice |  |
| 61    | 10   | 123 Stirling    | 1 | 992.00   | 2020-03-31 | 2020-04-15 | 0 | Notice |  |
| 26    | 205  | 110 Nelson      | 2 | 1,145.00 | 2020-03-31 | TBD        | 0 | Notice |  |

**UNITS ON NOTICE BUT NOT YET RENTED: 16**

| January Move Outs (So far): 12 |      |                   |   |          |            |            |     |        |                 |
|--------------------------------|------|-------------------|---|----------|------------|------------|-----|--------|-----------------|
| February Move Outs (So far): 7 |      |                   |   |          |            |            |     |        |                 |
| 0006                           | 143  | 143-153 Arlington | 3 | 1,585.00 | n/a        | 2019-08-09 | 251 | Vacant |                 |
| 0011                           | 805  | 258 Lisgar        | 1 | 976.00   | 2019-10-31 | 2019-11-30 | 80  | Past   | no show         |
| 0063c                          | 2349 | Midway            | 3 | 1,321.00 | 2019-09-30 | 2019-11-30 | 80  | Past   | no show         |
| 0031b                          | 289  | 289-293 Loretta   | 3 | 1,278.00 | 2019-11-15 | 2019-12-14 | 66  | Past   |                 |
| 0031a                          | 3    | 287 Loretta       | 0 | 742.00   | 2019-11-30 | 2019-12-30 | 50  | Past   | no show         |
| 0009                           | 204  | 50 James          | 3 | 1,273.00 | 2019-11-10 | 2019-12-13 | 36  | Past   |                 |
| 71                             | 103  | 240 Presland      | 1 | 777.00   | 2019-12-31 | 2020-01-31 | 19  | Past   |                 |
| 0066                           | 314  | 160 Argyle        | 0 | 824.00   | 2019-12-31 | 2020-01-15 | 19  | Past   |                 |
| 0002                           | 706  | 706-712 Gilmour   | 3 | 1,394.00 | 2019-12-31 | 2020-01-31 | 19  | Past   | multiple offers |
| 0040                           | 306  | 151 Parkdale      | 2 | 1,155.00 | 2019-12-31 | 2020-01-31 | 19  | Past   |                 |
| 0035                           | 305  | 10 Stevens        | 1 | 832.00   | 2019-11-30 | 2019-12-30 | 16  | Past   |                 |
| 0034                           | 804  | 264 Lisgar        | 1 | 913.00   | 2020-01-06 | 2020-02-28 | 13  | Past   |                 |
| 0036                           | 501  | 258 Argyle        | 2 | 1,208.00 | 2020-01-15 | 2020-02-14 | 4   | Past   |                 |
| 0066                           | 110  | 160 Argyle        | 3 | 1,617.00 | 2020-01-17 | 2020-02-14 | 2   | Past   |                 |

**Empty Units: 14**

**PRAC!**

Policy, Research and Advocacy Committee

**AGENDA**

**7:00 pm January 15, 2020**

**415 Gilmour – main office, second floor**

Present: Yvette, Mike, Abra, Nathalie, Rod, Andrew, Elliott, Mary, Laine

Regrets: Gisele, Jesse, Peter

1. **Call to Order:** 7:07 pm
2. **Adopt Agenda:** Rod Manchee would like to add a discussion around opportunities for general financing through some of the larger banks and other sources of funding for new business. This item will be added to New Business.

**Agenda adopted unanimously with amendments.**

3. **Adopt Notes from November 2019 meeting:** adopted unanimously
4. **Business Arising from past meetings:**

**a. Aging in Place:**

**Background:** the November 2018 All-Committee meeting asked all standing committees to consider an aging in place strategy. PRAC stepped up to start the ball rolling.

**Discussion:** There are many areas to be expanded, specifically of immediate concern is how we use some of our stock, but balance that to keep a mixed stock. How can we use the CCOC capacity and resources but not overextending in any particular direction.

The group felt there was still a lack of consensus on what age groups should be targeted. 'Aging': what is the age, 70, 80? Can we reach back to 50, 60? If we are doing forecasting and planning is it reasonable to include or refer to people even younger than this, because their decisions will affect our population moving forward.

It was felt there was a lot of data analysis that could be done here, both with the CCOC tenant population but also larger rental/ home owner populations. Those mechanics could be worked through to understand where CCOC groups align. However, it was noted that we shouldn't let our eyes get bigger than our stomach in terms of legwork. At what point do we go back to the Ottawa Community Housing, for example, with a package and say geographically there are X number of people that are going to be empty nesting can we match existing units to people between our two organizations.

It was noted a lot of people who live outside the greenbelt may not want to move downtown, and will always need access to services and transit, grocery stores.

One of the people was from Ottawa West Community Support that does Aging in Place with OCH, they have got funding from the LHIN, social worker part time in some buildings that can serve the people in the building. Could Beaver Barracks support something like that?

CCOC would want to ensure that the tenant autonomy always comes first. The person/caseworker determines the level of care they would like to receive, and so it would have to be only at the person’s request that would drive the modifications within the units.

Table 1. PRAC questions on potential applications for Aging in Place, directed for each committee.

| Facilities Management                             | Development                          | TCE  | Rentals  | PRAC   |
|---|--------------------------------------|--|--|--|
| Design features: user-centric design              | Adaptability                         | Neighbourliness – social support around basic tasks        | Downsizing of existing tenants to smaller units -- in situ rents?        | Existing city data and strategies around aging, Statscan |
| Moving assistance for tenants looking to downsize | Design features: user-centric design | Demographics of our tenants – data collection and analysis | Distribution of tenants in accessible units that don’t need the features | Advocacy: transportation, paratranspo                    |
| Adaptability                                      |                                      |  | IS there a policy around how to match accessible units to people?        | Complete Communities                                     |

There currently exists from the Council on Aging a Housing Guide that looks at the four As: Accessibility, Affordability, Appropriateness and Availability

Who would track the progress on these items over time and coordinate between. Could there be a smaller internal event, or a topic on the AGM?

Would OWCS be a resource we could offer? They mentioned there are people who stay in units longer than they should because there are no long term care space. The possibility of having an additional community partner that focuses on aging was something that came up at the All Committees meeting in 2018.

**ACTION: Committees will be directed through the PRAC minutes to bring these questions forward at their next meeting.**

### **b. Property taxes for non-profit housing:**

**Background:** the 2019-2022 workplan identifies two property-tax related items: i) development a property tax action plan for CCOC's full portfolio (Finance Committee), ii) negotiate a reduction in property taxes for Beaver Barracks (Exec. Committee, with Finance).

**Discussion:** There are no new developments from Ray. Based on the work that Jesse has done, we are focused on amending the Municipal Facilities Bylaw for BB specifically, and it is also on the CCOC work plan to look at a strategy across the whole portfolio. The first ask to the City is what deal we get for the Provincial portfolio when mortgages are all paid out, but then property taxes. Both are coming to pass within the next several months.

There was a question about our current water rates as another means of fee reduction to the City. City going to a tiered system where rates change depending on the size of your buildings. Has this affected CCOC? Ray is not aware of any change in the structure of how we are charged, but that doesn't mean that it isn't happening. Could this be a target for conversation?

**ACTION:** Ray to ask Finance if they've noticed any changes.

### **c. Affordable Housing Hackathon:**

**Background:** OSHN/CCOC is partnering with the City of Ottawa and Greater Ottawa Homebuilders' Association to co-host an Affordable Housing Hackathon event.

**Discussion:** Private developers, FCA and students will comprise the teams playing in the Hackathon, which means marketing for the event will not be tied to participant recruitment. Some targets include David Renfro class at Carleton, ALIGN classes at Algonquin. We are hoping it won't be closed participation, but it will be targeted recruitment. People will ideally have a variety of skills with which to wrestle through some of the elements/ factors/ etc.

There may be a mentor or ongoing feedback that can provide some of their limitations, present to each other, to allow for second and third iterations where some of the really good ideas start to come through.

It is anticipated we will host a type of kick off event that would be a bit of a teach-in with the aim of levelling the playing field. There is still a caution around the management of team dynamics. For those people who already know the topics, they may not want to hear it again, they want a novel experience.

Some questions for consideration:

Design of the event: have you given any thought to how you're going to bring in different knowledge bases, how you will account for translation time, a methodology for bringing people together. The charette could be a useful tool: conditions for consideration and that constrain and channel thinking.

Will there be different groups working on different problems? (We are hoping that people will do different things with the same problem).

How many days will there be together?

Solving a concrete problem is the most useful way to learn.

How we do construct the teams?

Don't forget development matures over time, so the financial reality of a proposed development can change over time. Will there be any questions around the implications for a proposal over time? You might be able to start with chicken coops and take a staged development approach to something better.

Can the teams be connected ahead of time using technology, running a couple of sessions to orient people up the curve? Prime the pump? Sparkboard was used at a Hacking Health event.

What is the role for lived experience in a housing hackathon? Is it the expertise lived experience or people who experience homelessness or persons with disabilities, or is it subject matter expertise?

Is there an implementation testing? Could that be a lived experience place for reflection farther down the line?

Be sure to use the evaluation opportunity to share more broadly lessons learned because so many community groups are interested in hackathons etc.

## **5. New Business:**

### **a. Financing options**

What can we leverage in existing financial instruments from banking: Alterna, Meridian and PSC. Lots of money sitting in 3- 5 year GICS. It flows directly back to loans for people. Could this be flowed to social housing loans, is there political sympathy for this?

Community bonds or mutual funds, pension plans are all potential levers. Is there a way to aggregate personal, individual investments? RRSP eligible? There is a Hi-C bank that are going after the big money over a long term, so what would be the required enabling environment for community level funding.

There is a housing finance research stream at CMHC that would gladly collect our questions and look at them from a research perspective.

- If you suggest that financial incentives are needed to convince people to invest, what would the cost of those tax breaks be?
- How and where can you design a system that is comprised of 5 and 10K investments?

## 6. Recent News

### a. Municipal/local:

1. 10 year refresh plan with targets is imminent, there were some meetings cancelled but it's coming. A lot of discussion about the meaningfulness and ambition in the targets.

Current ambitious target is elimination of chronic homelessness. There is a discussion between practical people who say it's not a SMART goal it won't work, but others will think a 20% reduction is a joke. How do you decide?

Ray has been suggesting to take a bold audacious goal like CHMC but have a realistic timeline so it has to be within arm's reach. The City is receiving funding on these topics from Province, so why not adopt and if it can't be 5 years what can it be?

Calgary Homeless Foundation set a 10 year goal to end homelessness which meant to them you stayed >7 days before permanent home. This goal although not reached, brought in a lot of \$ for the Foundation.

2. Councillor McKenney moving Housing and Homelessness Emergency on Jan 29. Includes ending the homelessness and some of the other language from the refresh. Currently 5000 signatures, and now she's after 10000. Has she made the connection to The Shift, Leilani Farha?

**ACTION: Ray will introduce The Shift connection to Councillor McKenney.**

CMHC released their 2019 market rental trends, year over year increases are in the double digits, while Centretown vacancy rates climbed a bit. New stuff is still really expensive, so averages don't look at the missing middle. Will some of the AirBnB short term rentals change to long term?

3. Can we buy the building where the shooting happened? It's not being sold.
4. Could there be a pre-approval process for Action Ottawa that would draw down the asking price to something that could mobilize when properties come available?

**b. Provincial:** no updates

**c. Federal:** Evan Siddall is not seeking new term with CMHC.

Canada and Ontario announced their Housing Benefit Agreement, but details surrounding this commitment are still to be rolled out. Moving away from RGI parked in NPO vs. portable housing benefits. Implications for future mix of tenancy could look quite different in 15 years from now.

## 7. Other business:

**a. Development committee update:** none



- b. Workplan review:** deferred
  - c. Next meeting:** TBD.
- 8. Adjourn:** 8:57 pm

**The adorable Violet, daughter of TCE Director Laine Johnson**

(photo by request of some board members).

