

### NOTICE OF MEETING

The next regular meeting of the CCOC/CCHC Board of Directors is:  
**7:00 pm Wednesday, March 25, 2020**

<https://global.gotomeeting.com/join/728828181>

### **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 February 26, 2020
5. Business arising from the previous minutes
6. Rental Committee Report
7. Facilities Management Committee Report
8. Finance Committee Report
9. Other Business
  - a. Long term projections and plan (Guest: Fran Childs)
10. Adjournment

You can view all CCOC policies, job descriptions, bylaws, past minutes and a veritable treasure trove of information on this website:

[ccohousing.org/book](http://ccohousing.org/book)

**Password: board**  
(it's case-sensitive)

- \* The committee didn't meet before the Board packages were sent.
- \*\* The committee report wasn't ready when the Board packages were sent
- \*\*\* The committee did not meet this month.

## **AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING**

- 1.** Call to order & Anti-Oppression Statement
- 2.** Adoption of agenda:
- 3.** Adoption of February 26, 2020 minutes
- 4.** Declaration of conflict of interest
- 5.** Pandemic Reaction
- 6.** Business arising from the previous minutes
  - a)** Cahdco-CCOC MOU
  - b)** Nominations and Appointments Subcommittee
  - c)** Board self-evaluation
- 7.** Executive Committee Report
  - a)** Collaboration with other Non-Profits
- 8.** Personnel Committee Report
  - a)** Service Desk Hours and staffing
- 9.** Finance Committee Report (no meeting)
- 10.** Facilities Management (no meeting)
- 11.** Development Committee Report
  - a)** Forward Avenue
  - b)** LeBreton Community Benefits Agreement Coalition
- 12.** Tenant and Community Engagement Committee Report (no meeting)
- 13.** Rental Committee Report (no meeting)
- 14.** Policy Research and Advocacy Committee (PRAC!) (no meeting)
- 15.** Corporate Business
  - a)** AGM planning
- 16.** Conference / Associations' Report
- 17.** Other Business
  - a)** Internal Subsidies briefing (Guest: Fran Childs)
- 18.** Adjournment

**Next Meeting: April 29, 2020**

## MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING

Wednesday, February 26, 2020

**Present:** Dallas Alderson (President/ Chair), Josh Bueckert (Treasurer) Jesse Steinberg, Kerry Beckett, Shelley Robinson, Chris Yordy, James Clark, Penny McCann, Sarah Button

*Staff:* Ray Sullivan, Filsan Elmi (recorder).

**Regrets:** Ana Lori Smith (Vice-President), Bill Rooney, Abra Adamo, Andrew McNeil, Sinda Garziz

1. **Call to order & Anti-Oppression Statement**  
The meeting was called to order at 7:08 p.m. and a board member read the anti-oppression statement.
2. **Adoption of agenda**  
The agenda was adopted as presented. (M/S/C, Penny McCann / James Clark)
3. **Declaration of conflict of interest**  
No conflicts to report
4. **Adoption of the Board minutes of January 29, 2020**  
**Motion:** The minutes were adopted as presented  
(M/S/C, Jesse Steinberg / Chris Yordy)
5. **Business arising from the previous minutes - none**
6. **Rental Committee Report – none**
7. **Facilities Management Committee Report – none**
8. **Finance Committee Report –**
  - a. **Signing Officers RBC:** The Board approved Maryse Martin as an authorized signing officer for all accounts at RB (M/S/C, Josh Beuckert/ Sarah Button)
9. **Other Business- none**
10. **Adjournment 7:10pm (M/C, Josh Bueckert)**

**MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING  
Wednesday, February 26, 2020**

**Present:** Dallas Alderson (President/ Chair), Josh Bueckert (Treasurer) Jesse Steinberg, Kerry Beckett, Shelley Robinson, Chris Yordy, James Clark, Penny McCann, Sarah Button

*Staff:* Ray Sullivan, Filsan Elmi (recorder).

**Regrets:** Ana Lori Smith (Vice-President), Bill Rooney, Abra Adamo, Andrew McNeil, Sinda Garziz

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

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

**2. Adoption of agenda:**

The Board recommends accepting Personnel and TCE minutes on consent and will review Rentals and Facilities Management next meeting.

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

**3. Adoption of January 29, 2020 minutes**

The Board moved to adopt the regular and *in camera* January 2020 minutes.

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

**4. Declaration of conflict of interest** – James Clark declared a conflict of interest for item 5a (Cahdco MOU)

**5. Business arising from the previous minutes**

- a. **CCOC-Cahdco MOU** – Cahdco Executive Committee met to review language of MOU and recommends some changes. The word *significant* was added when changes are made to the scope or cost of Cahdco projects for CCOC. The Board agreed that Finance Committee should approve any significant changes to the bottom dollar amount of Cahdco projects, but that the phrasing as proposed is a bit confusing. The Board reviewed MOU and adopted it with amended wording to say “Should the project incur delays or major changes in scope, Cahdco will provide the estimated impact in terms of dollars and time to the CCOC Finance Committee for review and recommendation to the CCOC Board for approval.”

(M/S/C, Kerry Beckett/ Chris Yordy)

Abstained: James Clark/ Sarah Button

- b. **CHRA delegates:** three CCOC staff will attend the 2020 Emerging Professional Conference in Saskatoon.

**6. Executive committee:**

- a) Collaboration with other Non-Profits: Ray will meet for lunch with another non-profit regarding collaboration.
- b) Management Succession: We have hired the new HR & Corporate Services Director, her name is Andrée-Ann Cousineau, there is now a full team of department directors.

**7. Personnel Committee:** accepted on consent

**8. Finance Committee:**

a) **Bad debts**

**Motion:** The Board moves to write off \$6,845.75 in bad debt for January 2020.  
(M/S/C, Kerry Beckett / Chris Yorby)

- b) **Beaver Barracks financial projection:** Ray summarized financial history of Phase 1 (464 Metcalfe and 160 Argyle) and Phase 2 (111 Catherine and Victory Gardens). The board reviewed current interest rates and end of mortgage dates. Phase 1's current Infrastructure Ontario (IO) mortgage interest rate is 5.51% and will reset in September of 2021, this is because we opted for a 2-percentage penalty to control for volatile interest rates in 2008/2009. Phase 2 is locked into a 3.2% interest rate and it will reset in May 2023. The Grey Sisters have a \$1.5 million mortgage at 2% until 2040. CCOC also contributed \$4million over 40 years to the property with an interest rate of 2.26% until 2020 and at 1.68% for the next 5 years. The Board continued to review possible scenarios towards viability. The first scenario presented was to look at lower interest rates on IO mortgage renewals, we will find out the outcome in about 19 months. The next was to seek a new deal with the City of the high property taxes. This item is currently on CCOC's work plan. There was some discussion around hydro costs and internal subsidies and how they can play a role on reducing costs at the property. We will see a big negative impact when we will lose our provincial mortgage subsidy in 2031 and the mortgage continues for another 13 years. Lastly, the board reviewed the third scenario of balancing costs and revenue projections, if things are balanced at 2% this will slowly get us to neutral. This is something we will also have to do for all of our properties. This discussion will be ongoing since some of the items presented are already on CCOC workplan. If we can get all these things to line up, we can make Beaver Barracks financially sustainable. Further questions regarding geothermal costs and flagged items around Corix plant, will CCOC assume responsibility after 20 years or will the contracts be renewed.

**9. Facilities Management Committee:** deferred to next meeting.

**10. Development Committee:** Penny reported that we received new funding from the City for \$180,000 to study potential redevelopment at Armsyrong/Carruthers, 212-216 Carruthers and Putman. CCOC also finalized the purchase of 159 Forward Avenue. There floorplans and architectural drawings are still under development.

**Motion:** The board approved a motion to purchase 159 Forward Avenue:

**WHEREAS** the Corporation is or is about to purchase from the City of Ottawa (the “**City**”) that property municipally described as 159 Forward Avenue, Ottawa, Ontario (the “**Property**”) pursuant to an Agreement of Purchase & Sale dated February, 2020 entered into with the City (the “**APS**”) and to become liable to the City in respect of certain indebtedness and liability of the Corporation pursuant to and as set out in a Contribution Agreement dated December 31, 2019 entered into between the City and the Corporation (the “**Contribution Agreement**”).

**AND WHEREAS** such indebtedness and liability of the Corporation to the City pursuant to and as set out in the Contribution Agreement amounts to, or will amount to, the sum of Seven Million Two Hundred and Fifty-One Thousand Two Hundred and Eighty-Four (\$7,251,284.00 CDN) Dollars and interest (the “**Indebtedness**”).

**AND WHEREAS** the Corporation has agreed to grant and provide certain security to and in favour of the City for the Indebtedness and all other obligations of the Corporation to the City pursuant to and as set out in the Contribution Agreement and the APS.

**NOW THEREFORE BE IT RESOLVED THAT**

1. The Corporation is authorized to purchase the Property from the City in accordance with the terms and obligations of the APS and to fulfil and perform all of its agreements and obligations to the City pursuant to and as set out in the Contribution Agreement.
3. The Corporation is authorized to enter into and perform its agreements and obligations set out in the Contribution Agreement, and to encumber its property and assets in the manner contemplated by the following documents (the “**Security Documents**”):
  - (a) a currently first ranking Charge/Mortgage of Land in the principal amount of \$7,251,284.00 against the Corporation’s freehold interest in the Property, with an Assignment of Leases and Rents relating to the Property contained therein (the “**Charge**”);
  - (b) an assignment in favour of the Lender of all monies which may be payable under any insurance policy(ies) relating to the Property;
  - (c) any and all such other closing and security documentation as required by the City to secure the Indebtedness and consistent with and as contemplated by the Contribution Agreement and the APS.
4. Dallas Alderson, President and Raymond Sullivan, Executive Director, are hereby authorized for and on behalf of the Corporation to execute or cause to be executed under its corporate seal or otherwise, the Security Documents with such alterations, additions, amendments and deletions

as may be approved by such persons executing the same whose signatures shall be conclusive proof of such authorization.

5. Dallas Alderson, President and Raymond Sullivan, Executive Director, are hereby authorized for and in the name of the Corporation to execute and deliver under the corporate seal or otherwise all such other documents and to do all such other acts and things as may be necessary or desirable to give effect to this resolution and to perform the obligations of the Corporation under the Contribution Agreement, the APS and the Security Documents.
6. This resolution may be executed in any number of counterparts and all counterparts taken together shall constitute one document. The delivery of an executed copy of this resolution, including counterparts, by facsimile or other electronic means is legally binding on the undersigned and shall be deemed to be an original hereof. The parties further agree that a photocopy of any counterpart shall be deemed sufficient to bind the party appearing to have signed the original.

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

**11. Tenant and Community Engagement Committee:** Joint with Facilities Management Committee, deferred to next month.

**12. Rental Committee:** Deferred to next meeting.

**13. Policy research and Advocacy Committee (PRAC!):** Did not meet.

**14. Corporate Business:**

**a) Nominations and Appointments Subcommittee:** The Committee asked board members whether they intend to run for re-election. Chris would like to run because his term is coming up. James declared that he will not run next term because of his baby on the way this spring. Jesse expressed that he will also run again next term. Kerry, Sarah, Sinda, AnaLori, Bill, Abra and Penny and Josh will continue since they are halfway through their terms. Laine will support the subcommittee and will be in touch with members, ideally, the subcommittee will meet before next Board meeting. Committee members are Sinda, AnaLori, Shelley and Josh. The Board had a larger discussion around recruiting more diverse members to join the board. Some ideas were shared and some board members thought it might be a good idea to advertise the nominations committee is seeking diversity in the news notes, other members felt that this discussion is repetitive because nothing changes. This will be an on-going discussion which will also include all committee chairs and staff.

**b) Signing Officers RBC, Encasa:** The Board approved adding Ray Sullivan and Maryse Martin as authorized signing officers for WorldSource Financial Management Inc, and adding Maryse Martin as an authorized signing officer for all accounts at RBC

(M/S/C, Josh Beuckert/ Sarah Button)

c) **Board self-evaluation:** The board reviewed the survey responses, in this evaluation there were a lot more yes or no questions to have more valuable responses. There were some key highlights; most board members input is valued and board trusts the Executive Committee. There was mix of knowledge and this was a little concerning since there is a lot of talk about diversity. Recruitment may also look at other more general factors in the future. Board members were asked to review the survey and questions for further discussion next meeting. There was also discussion around striking a governance committee and about coming up with a skills matrix for members.

**15. Conference /Associations' Report:** none

**16. Other Business:** All members to sign Forward Ave motion.

**17. Adjournment:** 9:10pm (M/S/C, Josh Bueckert)



CCOC/CCHC EXECUTIVE COMMITTEE

**Minutes**

7:30 PM, Monday, March 9, 2020  
**at 415 Gilmour**

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

**Regrets:** Josh Bueckert, Bill Rooney (until April)

1. **Call to order & anti-oppression statement:** 7:40
2. **Approval of the agenda:** (Moved/Seconded/Carried, AnaLori/Kerry)
3. **Approval of minutes from February 10, 2020:** (M/S/C, Kerry/James)
4. **Reviewing Department Directors' meeting:** On February 27 Dept. Directors approved a pre-set schedule for their monthly meetings which ensures top-priority work-plan items have the right attention. On March 6 they discussed Forward Ave development and pandemic planning.

Ray and Kerry reported on an earlier discussion at Personnel Committee the same night, which was also part of the March 6 Directors' meeting. We are making an effort to better support Tenant Service Representatives (TSR). This includes a proposal to change opening hours so that the office would only open at 11:30 Wednesday mornings. This gives TSRs the chance to have a mid-week catch-up time, and to participate in staff and team meetings without having to call on other staff for back-up. Executive committee was generally supportive, but like Personnel Committee they asked staff to also consider if the office can extend opening hours to 6pm a few nights each week. Based on these discussions, staff will investigate:

1. Late openings Wednesday mornings
2. Late evenings several days each week
3. A part-time TSR to assist with extended hours and take pressure off back-up staff.

**5. Business Arising:**

**a) Collaboration with other Non-profits:**

The committee moved *in camera* (M/S/C, James/Kerry) for an update from Ray.

- b) Legal matters:** The committee remained *in camera* for updates from Ray on two legal matters.  
The committee moved *ex camera* (M/S/C, Shelley/Kerry) to resume the agenda.

## 6. New Business:

### a) Executive Director Performance review

Ray thanks the board for completing his performance review. He reflected that:

- He will already have to pay more attention to the “create” and “maintain” parts of the mission, and a bit less to “promote”, given the current workplan, but Ray interprets this as a general directive to pay additional attention to operational issues, especially through management transition this year.
- The transition in the management team and creating a “high-performance, respectful team” is a top priority
- We have made progress in increasing staff diversity, but we still have work to do. Ray pointed out that we have to also work on “inclusion” as our workforce gets more diverse.

### b) 2020-2021 Executive Officer Positions:

Ray left the room as committee members discussed recruiting for the 2020-2021 Executive Committee positions.

## 7. Programs/Policy:

### a) Expiry of Provincial Mortgages (EOM)

The provincial government has been moving slower than we would have liked on legislative changes to address EOM. This is a vital issue for our CMHC Co-Investment Fund application because we will need to show that we have new debt servicing capacity at EOM and under the current program that isn't clear. Meanwhile, the Province has imposed a moratorium on de-listing properties from the Housing Services Act, so it's like we're stuck in an untenable situation. [Updates after the meeting: **March 12:** Ray and Maryse Martin met with the City Housing Branch to discuss this issue, we agreed on some broad principles and that CCOC will submit a proposal with a couple options the City can consider. **March 13:** MMAH tabled legislative changes to create a new policy environment before 2021, to be followed by new regulations that spell out the details. This legislative process isn't quite quick enough for our co-investment fund, but we may be able, with the City, to give CMHC sufficient assurances.]

**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, James/Kerry)**

**b) Other reasons:** The committee reviewed the list and moved “That staff be authorized to proceed with eviction in the case of **1** tenants for substantial interference.”

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

**9. Strategic Plan:** nothing new

**10. Cahdco Update:**

**a) Cahdco Board** will meet next Tuesday to consider CCOC-Cahdco MOU

**b) Cahdco AGM** will be likely in May

**11. Other business:**

**a) April Meeting Date:** Shelley and Kerry are away April 6, but the regular date is Easter Monday, and the following week Ray and Dallas are in Saskatchewan for CHRA Congress.

**b) Upcoming Board schedule**

March: Board Survey, Co-op future plans, internal subsidies

April: Audit, Aging in Place

May: New board members orientation

June: Cahdco,

**12. Adjournment:** 9:14 (M/C, James)

CCOC PERSONNEL COMMITTEE

**MINUTES**

**5:30pm, Monday, March 9, 2020**

**415 Gilmour Boardroom**

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**Present:** Jane Dickinson, Kerry Beckett, AnaLori Smith, Zak Spelay, Sue Lott

**Staff:** Tessa Trueman (recorder), Ray Sullivan, Andrée-Ann Cousineau-Lalonde (observing)

1. **Call to order and anti-oppression statement:** 5:35pm

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

3. **Approval of the February 10, 2020 minutes:** (M/S/C, Z. Spelay/J. Dickinson)

4. **Staffing Updates:**

Andree-Ann is the new Director of Human Resources and Corporate Services and will officially start on Monday, March 16.

We had one successful candidate for the role of building cleaner! Ricky Keo started on March 4. He will be working at 258 and 264 Lisgar.

We held interviews for the position of Capital Projects Manager. No further information is available at this time.

Anne has resigned as TSR effective March 20. We have posted the position and it will close on March 17.

We have posted for the summer student positions and will hold interviews in early April. This includes at least one general maintenance, one office admin, and one development intern. Depending on funding, we may be able to hire 2 of the GMW and admin positions but we may not hear back for another month or two about the Canada Summer Jobs Program grant.

5. **Training:**

We had conflict resolution training on March 5<sup>th</sup>. We didn't have as many attendees as we would have liked. Partly because it was scheduled right in the middle of the audit, meaning none of Finance could attend. However, reviews of the training were very positive.

6. **New Business:**

a) **Service Desk Relief:**

We've been focusing on the Tenant Service Representatives because it's a stressful position, especially when there are absences. We've been exploring different options to try and relieve that pressure.

One suggestion is to adjust the opening hours of the office. This wouldn't change the working hours for staff but would change access for tenants and guests. The option we've been exploring is to open at 11:30am on Wednesdays. This day was chosen because it gives the TSRs a mid-week catch up time and allows them both the opportunity to attend the all staff meeting. It will also facilitate weekly team meetings without having to call on other staff for backup. This will reduce service hours for tenants but members felt the positive impact for staff would be worth it.

Members felt like this would be a good opportunity to adjust our overall business hours as well. We've previously discussed having late or early hours to allow tenants to come in before or after work. Members felt that late hours were more important than early hours since most people would want to come after work. These points came up in further discussion:

- 6pm is the preferred late time since it allows people enough time to travel to our office.
- We need to ensure the TSR working late is never left alone in the office. If we arrange for one late night a week, we could choose a day that has the most committee meetings in a month to reduce this burden.
- Ideally, we will be open later more than one night a week but members agreed there was no point in being open late on Friday. No one would come and no one wants to stay late on a Friday.
- Since we are holding TSR interviews soon, we should ensure there is a question about evening availability.
- We'd have to further stagger the TSR's start times. As it stands, there is a large period where there is only one person at the service desk (lunch and 2 breaks per day each and the staggered end time means almost 4 hours per day where there is only one TSR present). An even later closing time would exacerbate this issue.

Members questioned what other organizations in Ottawa do for this. Nepean Housing closes for lunch daily. That doesn't work for us since we are centrally located, allowing many people to come in on their lunch breaks. The Registry opens later on Tuesdays, which is in line with our plan. Ray said that staying open late one or more evenings each week would require a bit more planning and thought before being implemented.

Members broached the idea of hiring a part-time or casual TSR. They could cover all the lunches and breaks (e.g. work daily from 10-2) or work on specific days (e.g. Monday and Thursday). A university student with the right class schedule could fill this position.

**Motion:** The committee moved a recommendation that the Board to:

1. implement late opening on Wednesday mornings
2. investigate adjusting our business hours to accommodate a late closing on one or more evenings during the week
3. investigate hiring a part-time TSR position

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

**b) Pandemic Preparedness:**

It seems likely the coronavirus will come to Ottawa at some point. We want to ensure we keep our staff safe while continuing to provide service to tenants.

CCOC is taking cues from Ottawa Public Health. We will do whatever they deem necessary. We have been working on a pandemic preparedness plan to help define how each stage will look.

Preventative measures: we have started putting up hand washing signs around the office. We are also sending emails out with updated information and reminders to clean surfaces regularly. We're looking into the need for specific training for field staff (e.g. how to remove gloves safely, how to disinfect things properly etc).

There is a chance many of our staff could be off sick. We are looking at our tolerance for people with the sniffles (i.e. when do we send people home? – even if that means working from home). We are looking at video conferencing services and bumping up our remote access licenses. This will allow more staff to work from home as things progress. Some staff may not be able to work from home fully and may require access to the office. If the majority of people are working from home though, the risk is already much lower for those that do come to the office.

In the field, we are looking at the levels that would require reduced service to tenants. We already have a tiered approach to our service standards so it is easy enough to remove the lowest priority items as more people are out sick or as Ottawa Public Health recommends greater social distancing. We will be sure to communicate changes to tenants as things happen. At a minimum level, we will provide emergency services and minimal cleaning (e.g. disinfecting high traffic areas and keeping buildings clear of garbage to prevent pests).

For the service desk, we have a tiered approach as well. We will continue as normal until the risk increases. As it does, we may switch to appointments only or eventually close the office altogether to outside traffic.

A detailed plan will be brought to the health and safety committee meeting next week. We may also develop a task force that meets weekly to ensure proper plans are in place and we communicate with our tenants and staff.

Staff have the right to refuse unsafe work. That fear might come before the actual risk. We are exploring options for staff who cannot work from home. There is always cleaning to do outside the buildings, especially this time of year. Therefore, if they do not feel they can enter the buildings, there is still safe work they can be doing. We will manage the risks with appropriate equipment (e.g. gloves, disinfectants etc.).

Finally, we are exploring the option to allow people to use their sick bank if they use all their regular sick leave. Everyone who is able to work from home should. EI is also waiving the waiting period for coronavirus cases, which should help.

We will keep an eye out for communications from BC non-profits, since they are ahead of us in terms of spread.

**c) Health and Safety Committee summer student**

Members of the Health and Safety Committee think there are significant cleanliness challenges in the workshop. They would like one of the summer students to be dedicated to getting it up to par.

This is really a management decision, rather than Personnel Committee. However, management is on board with the idea so one of the students will be dedicated to this task.

Alternatively, if it gets to the point of refusing to work in apartments due to the pandemic, staff could get to work on cleaning early!

**d) LTD benefits policy**

Our current policy is not clear about what happens to an employee's benefits when they go on long-term disability. We have not followed a consistent practice so we have nothing to base the decision on. Some options: cut off their extended health benefits after 30/60/90 days of being on LTD or continue indefinitely but with the employee taking on 100% of the cost.

We should check with our insurance company to see if they offer an option to switch to a personal plan at a similar cost. If we allow them to stay on the CCOC plan, the employee would need to provide cheques to us for the premiums (possibly forever). CCOC would essentially act as an intermediary to pay the insurance company. If we have someone on LTD for 20 years, this can get complicated. It is better if they can form their own relationship with the insurance company after they go on LTD.

Before making a decision, we should see what other organizations do (e.g. CUPE4000, City of Ottawa).

**e) CSBT benefits**

The Community Services Benefits Trust approached us about our group insurance plan. They are a non-profit trust, which allows community and social service organizations, like CCOC, to pool their insurance and reduce risk. This will provide us with lowered costs, rate stability, and enhanced coverage. They have offered us a benefits plan, which will save a total of \$12,000-14,000 annually. CCOC and the staff who pay into the plan would share this cost savings.

We will be bringing this information, with a greater cost breakdown and enhanced coverage information, to the April all staff meeting. Since this affects staff, they will need to vote on whether we should switch.

**7. Business Arising:**

**a) Compensation Review Implementation**

The a representative of Tim McConnell Human Resources Consultants will come to the next committee meeting to train members on the job equity evaluation tool. They will train department directors on March 26<sup>th</sup>. Once all that training is done, we can review those appeals.

In that note, the next regular meeting is Easter so the date is being changed to April 6<sup>th</sup>.

**8. Report from the Board & Committees:** We now own Forward Ave! We will start the tear down in about 6 weeks. PRAC will have wrap up meeting next week because they have fulfilled their purpose.

**9. Staff meetings:**

**All Staff:** February 12 (minutes attached). The staff did a breakout activity to help inform the strategic plan.

**Health & Safety:** March 17 (upcoming)

**Directors meeting:** The Feb 27<sup>th</sup> meeting was focused on creating a preset agenda for the rest of the 2020 meetings. The March 6<sup>th</sup> meeting had discussions about Forward Avenue and pandemic planning.

**10. Work plan review:** No changes.

**11. Other business:**

**Tenant Survey:** The tenant survey went out. All the tenant members of the committee thought it was well done and very easy to follow.

**12. Adjournment:** 7:01pm

**Next meeting: 5:30pm, April 6, 2020  
At 415 Gilmour**



Work plan (2019-2022)

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



## **Development Committee Meeting Minutes**

Tuesday, March 10, 7:00 PM  
415 Gilmour, Meeting Room

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**Development Committee:** Penny McCann (Chair, CCOC Board Member), Sarah Button (CCOC Board Member), Jesse Steinberg (CCOC Board Member), Rod Manchee, Elliot Sherman, David McCallum, Court Miller, Bernarda Jurela (Guest), Graeme Hussey (Staff), Kiefer Maracle (Staff), Jana Bawaba (Staff/Minute-taker)

**Regrets:** Shelley Robinson (CCOC Board Member), Abra Adamo (CCOC Board Member), Brent Walden, John Kingsley, Natalie Duchesne, Stephanie Bohdanow, Mary Huang, Alannah Bird, Gisèle Doyle

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### **Summary of Motions:**

- **MOTION:** To recommend the feedback regarding the design of Forward Ave. summarized in the following list to directors for consideration. (m/s/c Sarah/Jesse – all in favour)
    - Make sure accessible units have the correct turning radii illustrated. In particular, turning circles in the bedrooms of units B03 and B04 should be located next to the bed.
    - E-Bikes should be considered. These would need a place to charge.
    - Bathrooms in 109, 208, and 309 should be relocated to make the units more easily adaptable and allow for the plumbing to be stacked.
    - Bedrooms could be more clustered in units. Unit 109 (with the bathroom relocated) is a good example, and 107 is a bad example.
    - Unit B03 should be reconfigured to improve access to the bathroom from the bedroom.
    - Suggestion to include solar shades on the south side.
  - **MOTION:** This committee undertakes to develop a list of ageing in place considerations to be incorporated into our projects. (m/s/c Court/David – all in favour)
  - **MOTION:** To recommend signing on and supporting the LeBreton Flats Community Benefits Coalition. (m/s/c Elliot/Rod – 4 in favour, 2 abstentions)
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1. **Call to Order:** 7:05pm
  - Anti-Oppression Statement – **Attached (back of agenda)**
2. **Approval of Agenda** (m/s/c Jesse/Court)
3. **Approval of Minutes** – **Attached January 2020** (m/s/c Rod/Sarah)
4. **Announcements**
  - City of Ottawa Pre-Development Funding Update
    - CCOC has received a commitment letter for \$180,000 for three sites (Putman, Armstrong/Carruthers, and 212-216 Carruthers).
    - CCOC has not yet signed an agreement – likely will by next month.
    - The intended purpose of the funding is to submit Site Plan Control application(s). CCOC is currently considering whether to go ahead with two site or all three sites.
    - Saide is moving from the Housing Branch to the Planning department, and Julie from the Housing Branch is retiring this week.
5. **Business Arising:**
  - CCOC Forward Avenue – **Report Attached & Floorplans distributed**
    - CCOC selected McDonald Brothers Construction (MBC) as the construction manager for Forward. The contract will be converted to a stipulated lump sum contract before construction to minimise risk to CCOC.
    - Kiefer presented the Authority Matrix from the Forward Ave. Project Charter presented at the start of the project. Development Committee will provide feedback on the design, Kiefer will make a recommendation to the Directors, and the Directors will have final approval.
    - Kiefer presented the current architectural drawings, revised based on feedback from the Charrette held last month. These are preliminary drawings that will be further revised as the project progresses.
    - Previous feedback included:
      - The building should not be reliant on one elevator. The current concept includes a LULA lift as an alternative. CCOC will discuss whether operationally the LULA lift will be locked/have limited access/etc.
      - Showers vs. tubs (with regard to accessibility, ageing in place, and convenience for families with children). The current concept shows tubs in larger units, and wet stalls (similar to roll-in shower) in accessible large units and all other units.
      - Extra bathrooms in some of the larger units were converted to closets/storage space.
      - The garbage enclosure was moved closer to the building.
      - There was not enough room for all bikes to be stored indoors. Some bike storage was provided indoors and some outdoors (secured, covered).



- The entry was reconfigured based on City comments that did not support an external ramp at the front of the building. CCOC will push back on this.
- **MOTION: To recommend the feedback regarding the design of Forward Ave. summarized in the following list to directors for consideration. (m/s/c Sarah/Jesse – all in favour)**
  - Make sure accessible units have the correct turning radii illustrated. In particular, turning circles in the bedrooms of units B03 and B04 should be located next to the bed.
  - E-Bikes should be considered. These would require charging stations.
  - Bathrooms in 109, 208, and 309 should be relocated to make the units more easily adaptable and allow for the plumbing to be stacked.
  - Bedrooms could be more clustered in units. Unit 109 (with the bathroom relocated) is a good example, and 107 is a bad example.
  - Unit B03 should be reconfigured to improve access to the bathroom from the bedroom.
  - Suggestion to include solar shades on the south side.
- Future considerations include: decentralised or centralised mechanical; provision of heating and air conditioning.
- **Staff will create a summary table comparing the sizes of Forward units to other familiar developments.**
- MBC will provide a preliminary Class C based on drawings in 2-3 weeks.
- The team is aiming to submit Site Plan Control application in April.
- 593 Laurier Rezoning Application – **Verbal Report**
  - There is a rezoning application for the heritage property right beside CCOC's 140 Bronson. The application is currently on pause.
  - CCOC will meet with the applicant on March 11 as a neighbour.
- Ageing in Place – **Verbal Report**
  - Following last month's discussion, the committee discussed ideas that development committee/department can commit to with regard to ageing in place, as it relates to CCOC's mission.
  - Suggestions include:
    - Reviewing CCOC design guidelines, and/or expanding design guidelines to include wider considerations (e.g. site location).
    - Incorporating universal design, adaptability, equitability in developments.
    - Considering construction type (allowing for adaptability), transit access/walkability (i.e. looking at site for mobile seniors).
    - Ensuring that CCOC developments continue to have mixed communities with varying unit types/sizes/affordability while permitting ageing in place.
    - Partnerships with community partners that provide seniors services.



- Build-in the idea of community/shared spaces to combat isolation.
  - Providing comfortable environments, particularly air conditioning.
  - **MOTION: This committee undertakes to develop a list of ageing in place considerations to be incorporated into our projects. (m/s/c Court/David – all in favour)**
  - LeBreton Flats Community Benefits Coalition
    - CCOC previously decided not to join the LeBreton Flats Community Benefits Coalition. CCOC/Cahdco were concerned that joining would impact their ability to advocate/consult. These are no longer concerns for CCOC/Cahdco.
    - CCOC may reconsider becoming a member of the coalition. There are currently 21 member organisations.
    - Top three “key elements” include: affordable housing, indigenous reconciliation, and innovative social enterprise. Currently, there are no tangible targets.
    - Development committee would like more information on the coalition.
    - **Staff will share resources on the LeBreton Flats Community Benefits Coalition.**
    - **MOTION: To recommend signing on and supporting the LeBreton Flats Community Benefits Coalition (m/s/c Elliot/Rod – 4 in favour, 2 abstentions)**
- 6. Government Policy & Program**
- City of Ottawa 10-Year Housing and Homelessness Plan – **Verbal Report**
    - The City created a draft plan that will go to the Community and Protective Services Committee in March. If passed, it will go to Council in April.
    - The draft plan will likely be publicly available next week.
- 7. Report of Board, Committees, Community Associations**
- Committee Summaries – **Attached**
    - Development committee reviewed committee summaries.
- 8. Report from Cahdco – Verbal Report**
- Background: Update on active and new Cahdco client projects.
    - Correction: Item #10 the heading should be changed to “Loretta”.
- 9. Items to Highlight for the Board**
- Forward Ave.; Ageing in Place; LeBreton Flats Community Benefits Coalition
- 10. Agenda Items or Decisions for Next/Future Meetings**
- Ageing in Place; FCM Sustainable Affordable Housing Fund – Spring 2020

**Adjournment:** 9:05 pm

(m Sarah)

**Next Development Committee Meeting: Tuesday, April 14, 2020 (TBC)**

2020/03/10

## 159 Forward – Interim PM Update

### Background:

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

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

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

### Project Scope:

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

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

### Recent Activity:

1. CCOC has selected McDonald Brothers Construction (MBC) as our Construction Manager (CM). CCOC has never worked with MBC before but MBC has been the CM for many projects that cahdco has worked on. MBC is currently drafting a Class C cost estimate for the project and will assist in rest of the design / development phase. MBC will work under a Letter of Intent until a CCDC 5B contract is drafted and signed by the end of March.

2. Figurr has updated the design of the building based off of the feedback presented in the charrette. The design will be shared with the different CCOC committees for feedback this month. A summary of the changes and the most recent drawings have been appended to this interim update.
3. CCOC is working to facilitate procuring consultants and site studies for the site plan application. This work includes hiring a planner, a commissioning agent, and a geotech study.
4. CCOC is moving forward with abatement work and demolition of the existing building. The ward's Councillor has offered to move an item at the next council meeting that would allow CCOC to forego the demolition control process and lodge a demolition permit application directly with the City. This would enable CCOC to fulfill the Province's requirement of securing a demolition agreement by April 29<sup>th</sup> and provides an opportunity to expedite our development process.

**Project Timeline:**

- The next milestone of the project is looking to achieve a site plan submission by April. The work leading to this submission includes:
  - a. Completing a geotechnical assessment;
  - b. Hiring a planner to join the team and support the planning rationale;
  - c. Completing a class C cost estimate;
  - d. Progressing the design to an appropriate level of detail for submission;
- Updated drawings will be shared with the Development committee. Committees will have an opportunity to provide feedback on the design as part of the design and development phase.

**Project Financials:**

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

CCOC is pursuing financing through two of CMHC's programs; Co-investment and Rental Construction Funds. Application to both have been submitted and CCOC has received responses about both. CCOC is currently working with CMHC to answer any questions they have as they continue to appraise the applications.

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

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

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

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

### **Charrette Feedback (Feb. 6<sup>th</sup> 2020)**

1. **To find a better arrangement for the elevators.** – Figurr has responded to this by moving the LULA lift down the hall which allowed it to take the place of a former second bathroom. It also made space for a 60ft custodial room on the first floor.
2. **Showers vs tubs.** – Figurr has started to shift the barrier free and smaller unit bathrooms to showers. They will finish adding bathtubs to the family sized units by the end of the week.
3. **Second bathrooms.** – Second bathrooms have been converted into more storage.
4. **Garbage enclosure.** – Figurr has moved the garbage enclosure closer to the building and shown a vestibule protecting the path to it so it may be used in any weather condition.
5. **Bike storage.** – Figurr has moved most of the bike storage to the rear yard. This appears to impede our plan to push snow directly into the back yard. They will keep reviewing this item.
6. **Vestibule.** – Figurr has focused most of their efforts on reworking the entry to the building. We had asked them to make this area accessible, to provide sheltered space for waiting for transport, and to create a gathering space. Figurr was unable to include the ramp as we had asked. The space required to make the ramp functional was too great. Instead they have opted to make the elevator open on both sides allowing tenants with mobility needs to use the elevator to move down to the first floor. Figurr is going to review how to make the rear exit accessible all year round to provide a second secure means of egress for tenants with accessibility needs.

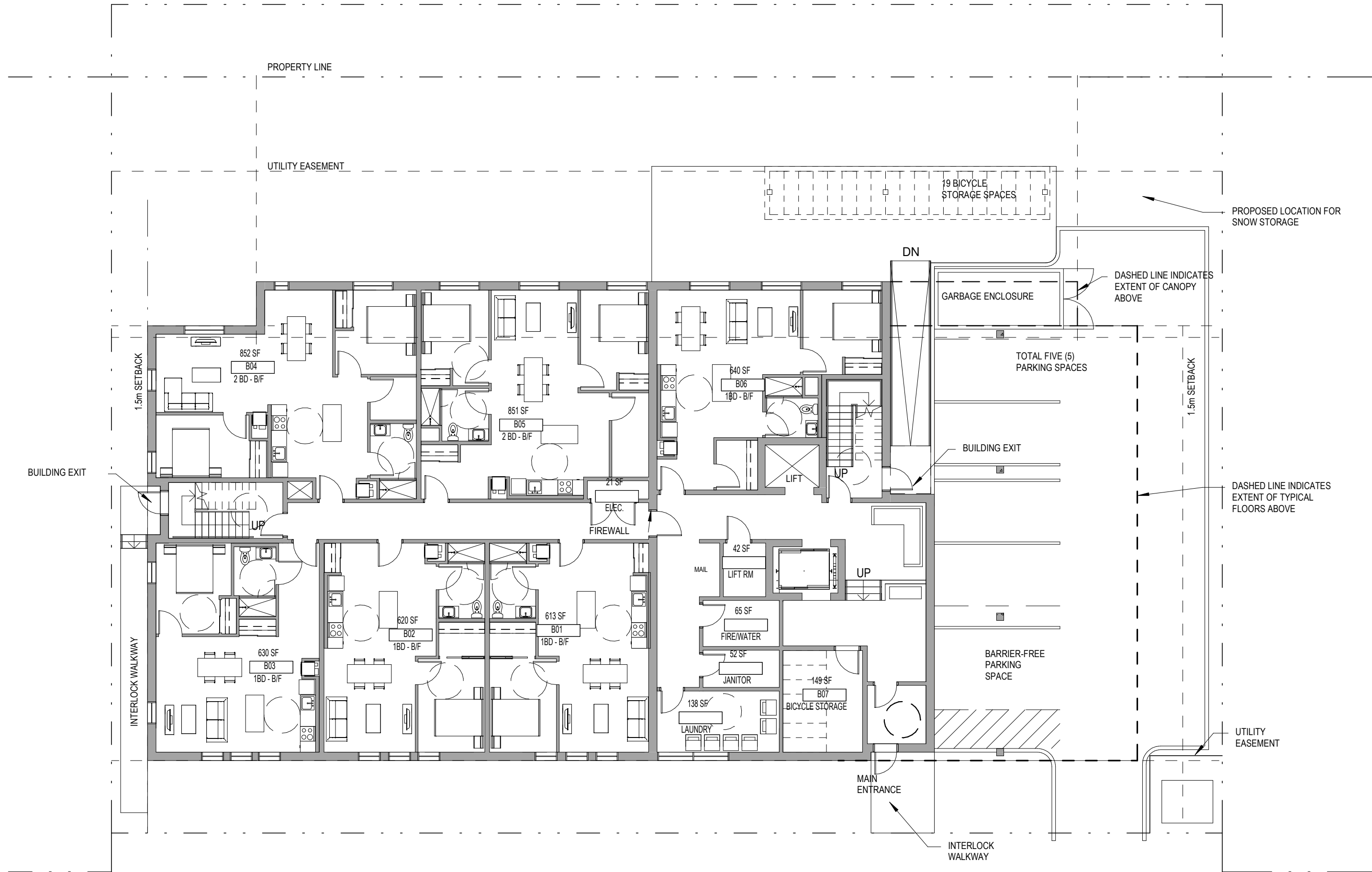
### **Director's Feedback (March 6<sup>th</sup> 2020)**

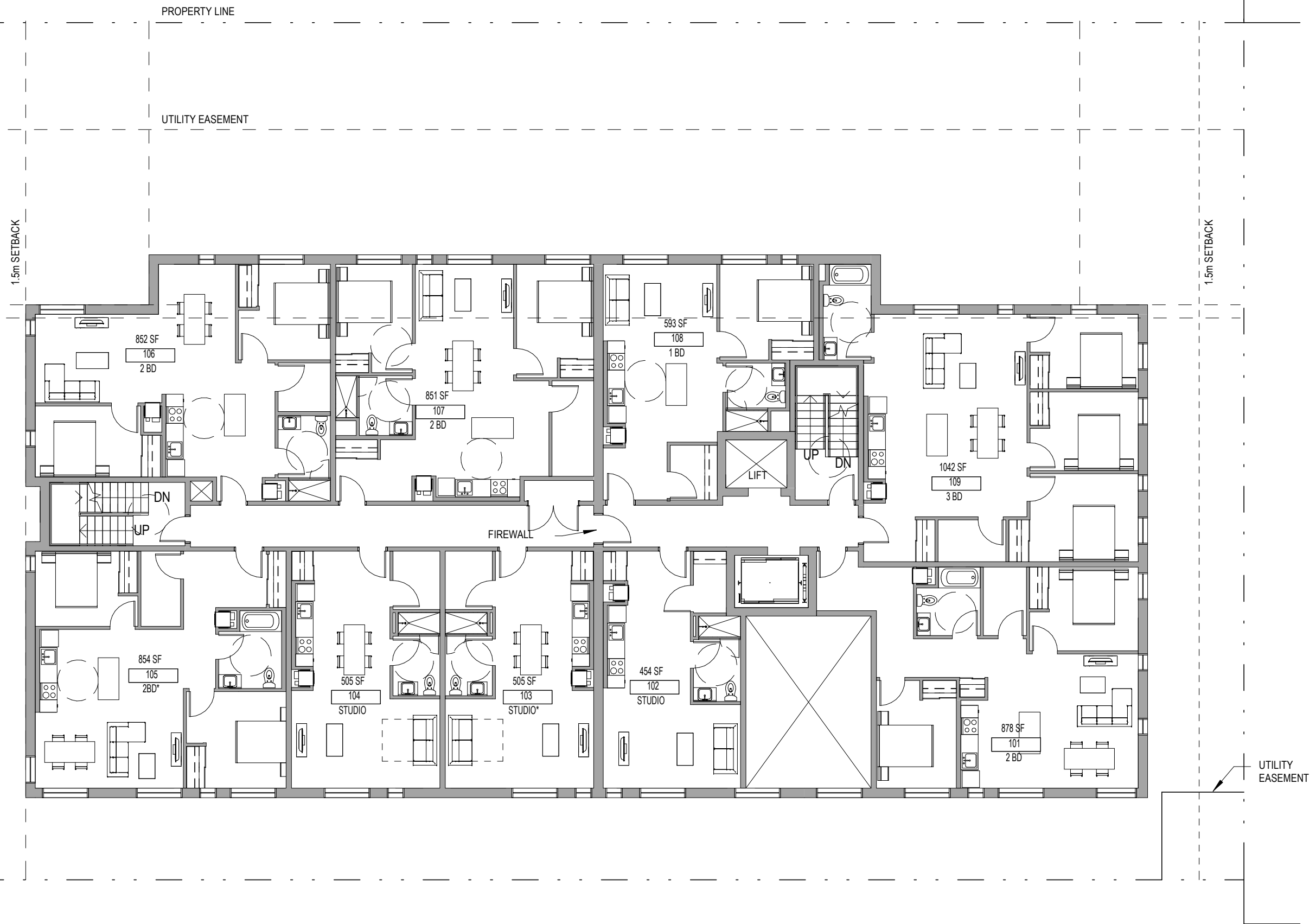
1. Add windowed exits to the interior bike storage room;
2. Decrease the size of the laundry room and expand the interior bike storage;
  - a. Leave at least one set unstacked for accessibility;
  - b. At minimum one set should be able to wash bedding;
  - c. Provide a folding or change table at an accessible height;
  - d. Provide a mop basin;
3. Increase the glazing into the lobby;
4. Rear amenity space should be located near the outdoor bike storage;
5. Push back on the City's direction to remove the ramp at the entrance. This solution is the most equitable and accessible.

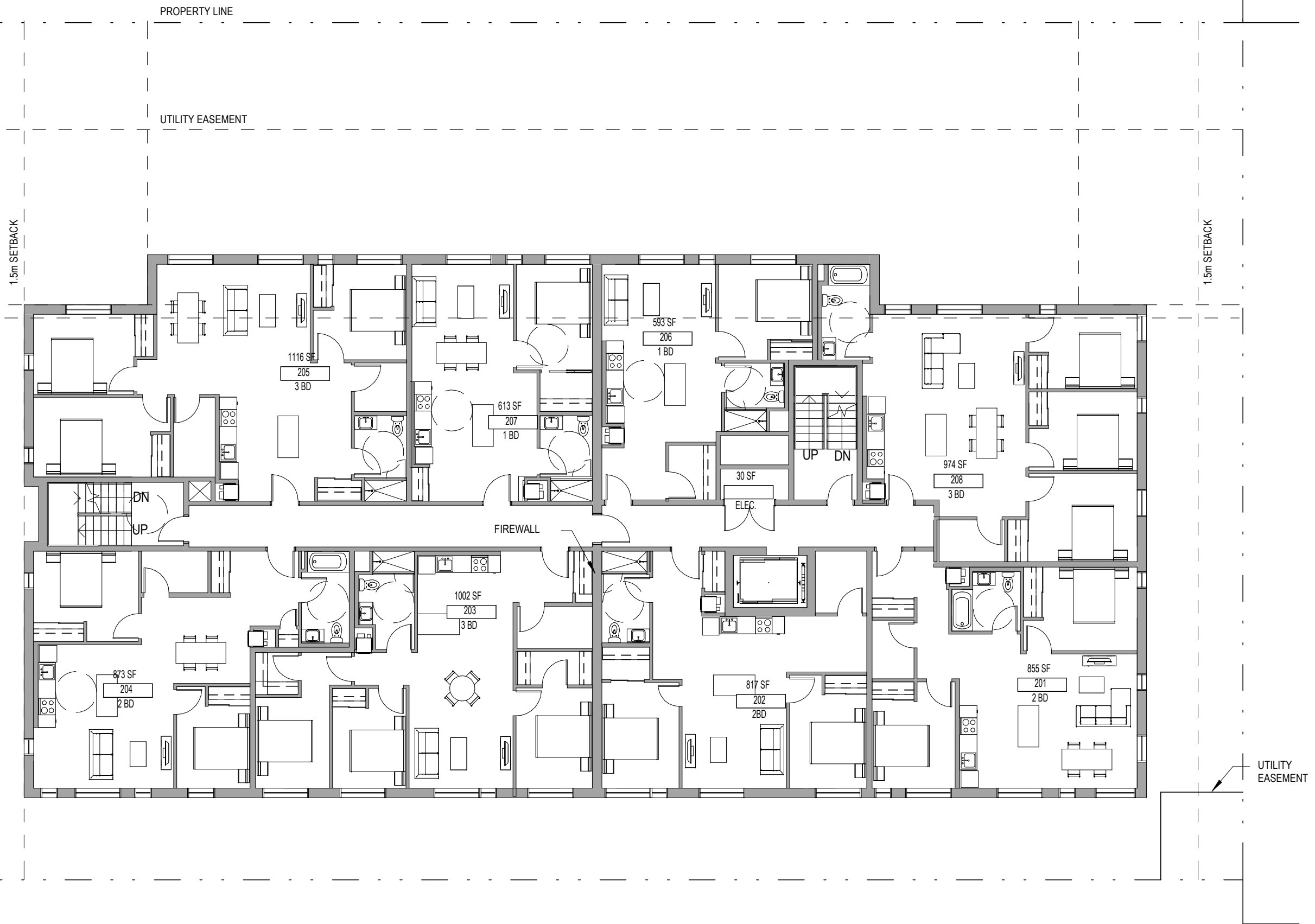
### **Development Committee Feedback (March 10<sup>th</sup> 2020)**

1. The committee noted that the turning circles shown in units B03 and B04 are incorrectly placed. These units may need to be revised to ensure they are accessible;
2. We should consider creating a place for E-bikes and mobility devices to charge;
3. Figurr should consider clustering the bedrooms within units to provide a more functional sleeping / recreational layout. For instance, the bedroom clustering presented in unit 109 is ideal whereas the spread in unit 107 is not.
4. The bathroom in unit B03 and those above should be switched with the closet next to the living room. This would create a wet wall between the two adjacent units in the stack and creates a better layout for the closet.
5. Figurr should consider adding solar shades to the windows on the southern exposure.









Tenant and Community Engagement Department report, March 16, 2020

**CCOC's governance and volunteer program is well supported and adaptable to tenant needs.**

*Gardening Coordinator program launch*

Spring meetings are beginning through the month of April and Garden Coordinators are signing on. This year all coordinators will be signing a letter of agreement between themselves and the organization, and will receive a position description that clearly outlines the expectations of the role.

*AGM*

The CCOC AGM is on May 21, 2020 at 464 Metcalfe St. Our team is supporting the Board Nomination process and will be introducing a new letter of agreement and orientation package to the 2020-2021 Board. This process will be informed next year by the results of the Tenant survey.

**All CCOC tenants recognize their personal responsibility to space and community and feel aligned with CCOC values.**

*Tenant Survey*

The tenant survey launched at the beginning of March. Thank you to Peter, Sarah and Stephanie for your comments and support getting that out as quickly as we did. We are currently at 293 responses. Hannah conducted 3 lobby intercepts and we have some reminder emails scheduled throughout the rest of the month. The results of this survey will inform the listening party topics throughout the rest of the year.

*Alternatives to Calling the Police*

The Alternatives to Calling the Police has been added temporarily to the website in its current design. We will be more strategic about where it will live permanently when we go through the website this summer and complete an overall audit. We are taking this phased approach to manage the workload of the communications officer over the spring-summer.

*Green Commitments*

The Green Commitments program is complete. We are currently interviewing a small sample of individuals with varying experience with the green program to test our assumptions about the effectiveness of the program. The results of these interviews will inform our evaluation of the program going forward. Our current indicators are as follows:

- People understand their everyday actions have a significant impact
- Feel successful in their contributions

We will be doing a similar process for other programs as we go through the year to ensure we are creating the impact we intend to through tenant and community engagement.

**CCOC advocates for affordable housing as well as affordable housing as delivered by a social purpose landlord.**

*Grants subcommittee: current granting and financial activities*

TCE has been actively pursuing grants and exploring CCOC options for fundraising. We have applied for the following grants in the past 4 months:

1. Ottawa Community Foundation Community Grant: mentorship program between Multi-Faith Housing and CCOC in support of a Volunteer Network. Multi-Faith has a strong networked volunteer program and CCOC less so. The fund would cover off some staff time and some social events for tenants.
2. Community Housing Transformation Centre, Sector Transformation Fund: Ottawa Community Land Trust
3. Community Housing Transformation Centre, Community Tenant Initiative Fund: Equity and Inclusion Lens and further development of the Volunteer Program, networks and governance (all Hannah's work for 2020-2021 anyhow rolled into an application)
4. Ontario Trillium Foundation Seed Grant: Affordable Housing along transit-oriented development, an application with the Healthy Transportation Coalition that includes the property tour and a Forward Ave. public meeting/ community forum on affordable housing

We have negotiated at 25\$/ child admin fee for CCOC's administration of the Irving Greenberg Memorial Camp Fund in 2020-2021 and this will be revisited at next year's AGM.

We are investigating the possibilities of fundraising through the pro-bono support of Wayne Hussey, a fantastic fundraising consultant who is giving us his time in 2020 to get this figured out. Specifically, we are targeting the current \$800000 in revenue that we forgo as internal subsidies to those

We are investigating an additional opportunity through the Ottawa Community Foundation for an Investment Readiness grant.

#### *CCOC History Book*

We are working to get the History Book completed and published by June 2020 so that we may celebrate its release as a special Volunteer Appreciation Event. The thinking right now is that we can partner with Centretown Movies and show the History video as part of the celebration.

#### *Forward Ave. development engagement strategy*

CCOC is demolishing the existing building at Forward Ave. this April/ May. We are distributing postcards in 200 neighbouring mailboxes to let them know we are moving in. We are presenting at an upcoming Mechanicsville Board meeting and have offered also to the Hintonburg Community Association. We will be holding some sort of ground-breaking event in the summer months but are currently conferring with Councillor Leiper as to the best time for the season. Since the design doesn't require any major variances, the presentations will not be the public meeting required with planners; alternatively, they are an opportunity to showcase the design and discuss/educate the realities of building affordable housing.