

NOTICE OF MEETING

The next regular meeting of the CCOC/CCHC Board of Directors is:
Wednesday, October 30, 2019

**Board Meeting call to order: 7:00 pm
at 415 Gilmour Street**

AGENDA FOR THE CCHC BOARD OF DIRECTORS MEETING

1. Call to order
2. Adoption of agenda
3. Declaration of conflict of interest
4. Adoption of the Board minutes of September 25, 2019
5. Business arising from the previous minutes
 - a. Member eviction
6. Rental Committee Report
7. Facilities Management Committee Report
8. Finance Committee Report
 - a. 2020 Budget
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

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
- 2.** Adoption of agenda:
- 3.** Adoption of September 25, 2019 minutes
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
 - a)** Anti-Oppression Statement
- 6.** Executive Committee Report
- 7.** Personnel Committee Report
- 8.** Finance Committee Report (joint meeting with Facilities)
 - a)** Bad debt September
 - b)** 2020 Budgets
- 9.** Facilities Management
- 10.** Development Committee Report
 - a)** Action Ottawa Application
 - b)** Arlington Passive House
- 11.** Tenant and Community Engagement Committee Report (no meeting)
- 12.** Rental Committee Report
 - a)** Collections Policy
 - b)** Parking Rates
- 13.** Policy Research and Advocacy Committee (PRAC!)
- 14.** Corporate Business
 - a)** Nov 16 Board Retreat
- 15.** Conference / Associations' Report
- 16.** Other Business
- 17.** Adjournment

Next Meeting: November 27, 2019

MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING

Wednesday, September 25, 2019

Present: Dallas Alderson (President / Chair), Kerry Beckett, Sinda Garziz (Secretary), Penny McCann, Andrew McNeill, Shelley Robinson, Bill Rooney, Jesse Steinberg, Chris Yordy, James Clark, Josh Bueckert (Treasurer)
Staff: Ray Sullivan, Nicole Picton (recorder).

Regrets: AnaLori Smith (Vice President), Sarah Button

1. Call to order

The meeting was called to order at 7:05 p.m.

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 June 26, 2019

The minutes were adopted as presented. (M/S/C, Andrew McNeil / Jesse Steinberg)

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

Co-op member (presented from 7:30 p.m.- 8:00 p.m.)

CCHC coop member Oanh Le meet with the Board to privately make her case as to why she should not be evicted from her apartment. Liz Hall, per personal care worker was also present. The Landlord Tenant Board has already issued an eviction order after her hearing. The eviction was based on excessive and dangerous levels of clutter in her apartment.

Oanh explains she first met with the Board in 2017 and was waiting for a decision on whether she would be evicted and claimed she never heard back from CCHC. Oanh spoke with Fran Childs, CCOC rental officer to ask if she was still a member of CCHC. From the time of 2017 to present day, the Inspections Maintenance Technician (IMT) would visit the unit regularly and take photos. Oanh claimed she would clean her apartment before the IMT arrived at her unit. The IMT would follow up each month. On one occasion, Oanh called the fire department to her unit. Oanh says the fire department recommended she listen to the IMT recommendations.

Oanh later explained in recent weeks, the neighbours in the building have been throwing garbage onto her balcony and her support worker has to help her clean the balcony. The support worker was present and confirms the claim is true. Oanh also went on to explain CCHC staff have entered her apartment in May 2019 and October 2018 to turn the water and off for the garden and notice was not provided.

One Board member requested if Oanh had any thoughts on how she can reduce the clutter in the unit because her unit is a fire hazard due to the clutter and the clutter surrounding the baseboard heaters.

Oanh explained she has purchased a three-foot cabinet to replace the tall cabinet that was previously identified at a risk of falling over by the IMT. She claims she also moved several of her items into a storage unit, which she pays for every month.

Oanh's support worker explained that due to Oanh's disability, she is required to have the bags on the floors so she can take items out of the bag for immediate use.

The member exited the meeting.

Ray explained that over the past 12 years, several steps have been made to help Oanh improve the conditions of her apartment and rectify the problem. Before the adjudicator

issued the eviction notice, they paused the proceedings to personally assess the condition of Oanh's apartment. The adjudicator issued an eviction notice for October 15.

Ray showed the board recent photographs of the apartment.

Motion: The Board directed staff to proceed with the eviction
(M/S/C, Kerry Beckett / Josh Bueckert) Abstention: Sinda Garziz

10. **Adjournment** at 7:18 p.m. (M/C, Bill Rooney)

**MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING
Wednesday, September 25th, 2019**

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

Staff: Ray Sullivan, Nicole Picton (recorder).

Regrets: Sarah Button, AnaLori Smith (Vice President)

1. Call to order

The meeting was called to order at 7:18 p.m.

2. Adoption of agenda:

The agenda was adopted as presented, with items not specifically noted being adopted on consent.

(M/S/C, James Clark / Bill Rooney)

3. Adoption of August 28, 2019 minutes

Board member Sinda Garziz mentioned the minutes missing her as a part of the working group drafting the anti-oppression statement. This should be updated and reflected in the September 2019 minutes.

Additionally, James was not at the last meeting and his name should be removed as a mover/ seconder on any motions.

Motion: The Board moved the September 2019 minutes be accepted with changes.

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

4. Declaration of conflict of interest – none.

5. Business arising from the previous minutes

- a) Anti-Oppression Statement- The working group did not make progress this month but they will provide an update for the October meeting. One member suggested a statement should be made at the start of Board meetings and add we are on unceded an unsurrendered land and that the statement should be developed further. Everyone was in agreement.

6. Executive Committee Report – none.

7. Personnel Committee Report – none.

8. Finance Committee Report (joint meeting with Facilities)

- a) **Motion:** The Board moved that \$1329.69 in bad debts from August be written off
(M/S/C, Josh Buecket / Chris Yordy)

9. Facilities Management

- a) **Charge Back Policy** On page three, the last sentence on the page refers to the Property Management Committee and should be updated to the Facilities Management Committee
Additionally, point #4 on page 1 referencing chargebacks: one member suggested there should be another mention of wear and tear.

Motion: The board moved that all changes be accepted and point number 4 read as cost incurred to return the apartment to rentable condition after the tenant vacates; beyond normal wear and tear.

(M/S/C, James Clark / Penny McCann)

10. Development Committee Report

a) Action Ottawa Application

The City's current Action Ottawa RFP makes both land and grants available. Ray outlined the current proposal to develop City land at 159 Forward. Opportunities for free land in our downtown neighbourhoods are rare. This is an opportunity for CCOC to create 31 new homes and to grow.

However, the amount of equity required by CCOC remains an issue. The project team has done a great job reducing the equity requirement to under \$550k, however our balance sheet shows us that too much of our equity is tied up in other places right now.

Staff are working on some other possibilities to further reduce, or even completely replace CCOC's equity contribution. We have also maximized our grant request from the City.

Additionally, there are many variables we do not know about, such as the Phase 2 Environmental Site Assessment. Not having this information in advance, as was originally promised by the City, makes it harder to estimate costs and potentially opens the door for some negotiation when it comes out.

Development Committee recommends we proceed. Finance Committee recommends we only proceed if there is no equity contribution required from CCOC. Ray reminded the Board that the decision before them was whether to apply to Action Ottawa, and there will be multiple decision points on whether to proceed.

Motion: The Board moved that the Development Department proceed with the Forward Avenue Action Ottawa application before the October 2nd deadline.

(M/S/C, Bill Rooney / Jesse Steinberg)

- b) **Project Charter:** the authority matrix chart was deferred to next the meeting.

11. Tenant and Community Engagement Committee

- a) **Pride Parade slide show**-This was the second time CCOC marched in the Pride Parade. There was good turn out and many people from the crowd recognized us. The Board

enjoyed seeing the pictures.

12. Rental Committee Report

a) 2020 Rents Bachelor Units

At the August Board meeting, the Board approved new rents for 2020 but held the proposal for Bachelor apartment rents aside, request alternatives from the rental committee.

The Rental Department Director was present at the meeting to provide context to the proposed increase in bachelor unit rents and present the rental committee's alternatives. She explained that historically the rental committee has kept the bachelor rents low to provide greater access to potential low-income market rent tenants. In total, there are 209 bachelor units and there are 125 tenants receiving subsidy which equals 60%. 84 of tenants pay market rent.

Rental Committee is proposing moving forward with the original turnover rents for bachelor apartments, as originally proposed, but at the same time expanding the number of internally subsidized bachelor apartments. This will be done over the next many years, on a one-for-one basis: when one bachelor rent moves up to the new turnover rent, then next bachelor apartment could become available for an internal subsidy. This approach will keep the costs neutral. Staff will also be mindful of keeping an appropriate income mix at all properties.

Motion: The board approved 2020 turnover rents for bachelor apartments as proposed by the rental committee, and directed staff to increase the number of internal subsidies for some bachelor apartments as proposed by the rental committee.

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

13. Policy Research and Advocacy Committee (PRAC!) –none.

14. Corporate Business

- a) Upcoming events: Sept 28 Bike Tour

15. Conference / Associations Report: none.

16. Other Business: none.

17. Adjournment: 10:00 p.m. (M/C, Josh Bueckert)

Next Meeting: 7 pm, October 30, 2019

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

7:30 PM, Monday, October 7, 2019
at 415 Gilmour

Present: Dallas Alderson (Chair), Kerry Beckett, Josh Bueckert, Sinda Garziz, Bill Rooney, AnaLori Smith, Ray Sullivan (staff)

Regrets: No regrets.

1. **Call to order:** 7:35
2. **Approval of the agenda:** The committee re-ordered “Business Arising” and “Reviewing Directors’ meeting” and passed the agenda as amended.
(moved/seconded/carried, Sinda/Bill)
3. **Approval of regular minutes from September 16, 2019:** approved unanimously.
4. **Reviewing Directors’ meeting:** Department Directors met on October 3. The main item was a discussion of the anticipated cash flow crunch in 2020.
The challenge comes from:
 - 1) Capital spending needs have been increasing for years and exceed growth/contributions to capital reserves
 - 2) Significant amounts of equity are “parked” elsewhere (in buildings, in intercorporate loans)
 - 3) Beaver Barracks accumulated operating loss
 - 4) We need to keep almost \$2 million in cash in our bank account to support month-to-month operations

#1 is a known part of our long term plans, but we didn’t properly account for the others.

Directors brainstormed on short (18 months) and long-term solutions to improve surpluses and to find new cash. These are the lower-hanging fruits:

- Go to rental committee with new parking rates. Aggressive increases for non-tenant parkers, increase for existing tenants, introduce turnover parking rents for new tenants
- Commercial rent: plan on increases at renewal
- Hold back on some internal rent subsidies on turnover

- Shave redecorating requests budget. For long-term tenants, do only work that we would do on turnover for same unit if tenant moved out.
- Seek new 3rd party contracts and shared services, mergers
- Seek grants and sponsorships that can cover existing TCE operating costs
- Allow Bell greater access (need to do some communication with tenants first)
- Balance Cahdco debt
- Defer 258 Lisgar work to 2021
- Look for new sources of capital grants
- Increase Line-of-Credit

The Executive Committee emphasized the need to reduce per-unit admin costs, expressing a strong preference for doing so without laying off any staff. The committee however directed staff to think through alternatives before posting vacant positions.

5. Business Arising:

- a) **Unity housing matter:** No significant news on the Presland Road fire. Insurance claims are proceeding, but slowly (as expected).
- b) **Succession planning:** The committee discussed the coming changeover among department directors. Laine Johnson will start as TCE Director on Nov 4. Fran Childs will start as the new Director of the Rental Department on November 11. The Director of Facilities Management position is posted.

6. New Business: none

7. Programs/Policy:

- a) **City 10-year plan refresh:** The City has hired SHS Consultants to rebuild some momentum. We don't have a draft document or targets yet. A completed draft has to be reviewed by the Ministry mid-December, then it will go to City Council late winter.

8. Residential Tenancies Act (RTA) Proceedings:

- a) **Non-payment:**
The committee reviewed the list and moved "That staff be authorized to proceed with eviction for non-payment in the case of **6** tenants.

(m/s/c, Josh/Bill)

Other reasons: The committee reviewed the list from May and June and moved "That staff be authorized to proceed with eviction in the case of **3** tenants for substantial interference."

(m/s/c, Josh/Sinda)

- b) **Co-op RTA decision :** The co-op member who recently appeared before the Board appealed the LTB decision, but the appeal was dismissed.

9. Strategic Plan:

- a) **November 16 retreat:** Anticipate lots of line graphs. The agenda is shaping up:
- i. **Co-op options:** take advantage of CMHC rent supplement extensions until 2027/208, which requires 240 Presland to remain a co-op; or absorb the co-op into CCOC and reduce or replace RGI mix through some other means.
 - ii. **EOM options:** Provincial reformed (Housing Services Act) program will change when mortgages are paid off. If we have the choice, is it a potential option to exit from the HSA?
 - iii. **Long Term Financial Plan and Integrated Asset Plan:** review options and scenarios to ensure financial sustainability.
 - iv. **Fun:** we'll keep it fun.

10. Cahdco Update: Cahdco recently submitted three applications under Action Ottawa, one for CCOC and two for other clients.

11. Other business:

- a) **Urban Design Awards:** CCOC's Arlington project won the Community Partnership Award. Ceremony is Wednesday at 5:30, Ottawa Art Gallery.



12. Adjournment: 9:09 (m/c, Josh)

CCOC PERSONNEL COMMITTEE

MINUTES

5:30pm, Monday, October 7, 2019

415 Gilmour Boardroom

Present: Kerry Beckett, Josh Heymans, Bill Rooney, Zak Spelay, Pascal St-Amour, Doris Zastre

Staff: Tessa Hill (recorder), Nicole Picton

Regrets: Sam Gallivan, Sue Lott

1. **Call to order:** 5:34pm

2. **Approval of the agenda:** (M/S/C, Z. Spelay/D. Zastre)

3. **Approval of the September 9, 2019 minutes:** (M/S/C, D. Zastre/B. Rooney)

4. **Staffing Updates:**

Fran, one of our Rental Officers, was the successful candidate for the Rental Director position. She will officially begin on November 11th but Debbie will be doing some training with her before then.

Billy Cohen was hired for the Development Assistant position.

5. **Training:**

Nicole will be taking Health and Safety Certification training on October 21-25 (5 day course). She will be CCOC's management-level representative on the Health and Safety Committee.

Two staff are taking training called "Dealing with Difficult People" on Tuesday, October 8th.

As previously discussed, ONPHA is coming up on October 31 and the plain writing course is on October 17th.

6. **New Business:**

a) Q3 Report on Sick Leave and Overtime Accrual

Seven people are out of sick leave. Their supervisors are aware. There are some high overtime balances in the Development Department but it is expected to go down now that a big project has wrapped up.

b) KM rates

Background: We update the kilometric rates quarterly to match the Treasury Board's rates.

Rates to remain unchanged for Oct-Dec.

c) Job Description: Directors & Executive Director

Director of Tenant and Community Engagement

The term “quality of life” appears multiple times in the job description. It’s a term pulled directly from the strategic plan. It is defined as “good quality buildings, diversity in housing options, responsive service, and shared values with the landlord”.

It seems all the job descriptions specify the number of direct reports. It might be better to use “small, medium, or large team” instead. That way the job description doesn’t need to be updated every time the number of reports changes. Nicole will make this change across all of the job descriptions.

There’s a line that says the Director will be in occupied apartments. For what reason would they be entering people’s homes? They would only be entering if they were invited in by the tenant. There was some discussion of whether that should still be added to the description.

The impact of error line appears on all descriptions but it’s too vague. For example, who does the error impact (ie. tenants, staff, CCOC etc.)? It sounds too much like the guide. It should be re-worded to say something like “decisions impact the quality of life of tenants”.

There’s a line that states they will use confidential information. How will they use it? They may have access to the info but won’t necessarily use it.

The word “controversial” appears in several job descriptions. It could be changed to just “handling conflict” or use the word “contentious” instead.

Director of Corporate Services

There’s nothing about performance management. There should be something added to all supervisory job descriptions since it’s an important aspect of managing staff.

Members didn’t like the term “serious” stress. It should be shifted from how people feel about it (since some people may not be stressed) to the situation. For example, “individual may be exposed to stressful situations”.

Director of Finance

It doesn’t explicitly state that the individual should remain abreast of government legislation/policies. There are related lines but it should be stated.

It makes no mention of French-language skills. It should be considered an asset for any position that doesn’t have it as a requirement. This will be added to every job description.

For this department, most policies are well established, although processes are constantly evolving. Nicole will speak to Amanda about this line to clarify.

Because of the items discussed in the above job descriptions, the others will be put on hold until next meeting. Nicole will get input from the other Directors. We will also send the job descriptions in advance of the next meeting so that members will have time to read them and make notes. For the jobs reviewed above, Nicole will track changes and bring them back for final approval next meeting.

d) Job Description: Corporate Services

Communications Officer

There is one sentence about coming up with solutions that needs to be re-written. Otherwise, no changes.

HR Administrator

No changes needed.

Tenant Service Representative (TSR)

No changes needed.

The committee approved the TSR and HR Administrator job descriptions with no changes. The committee also approved the Communications Officer job description once the “solutions” line is re-written.
(M/S/C, K. Beckett/B. Rooney)

e) Job Description: Rental Officer

In the supervision section, there is some jargon. It should be updated to plain language for clarity. Same for the line about “impact of errors”.

There was some discussion about the word “extremely” in relation to difficult interpersonal situations. Some members felt it was appropriate considering the nature of work of the Rental officer.

The committee approved the job description with the changes discussed above.

(M/S/C, K. Beckett/B. Rooney)

7. Business Arising:

a) Compensation Review Implementation

Update on new job descriptions progress

All staff will have the opportunity to review their own job responsibilities with their Director/ Manager. Some departments are still working on this step because they have many more staff who have to review it.

b) Acting Pay

Background: Currently, there is no policy on acting pay. On occasion staff are asked to complete duties in a more senior role when more senior staff are on leave for either personal/ medical reasons of vacations.

Proposed language: When an employee is requested by their Director or the Executive Director to perform additional duties and responsibilities, temporarily, that exceed the employee's current role for ten consecutive working days or more, the employee will be paid the starting rate of the higher grouping, or a up to a 10% increase from their current wages; whichever is more.

Everyone with supervision responsibilities met to discuss the Acting Pay vs Temporary Assignment policies. They unanimously decided that it was only necessary to have one policy (ie Acting Pay) since it occurs so rarely. They also decided that staff should be paid at the base of the next range OR receive a 10% increase on their existing salary if they are already above the base. The impact on the budget is minimal because of how infrequently this policy would be used.

The committee approved the policy as presented. (M/S/C, Z. Spelay/P. St-Amour)

c) Temporary Assignments:

Background: Currently, there is no policy on temporary assignments. On occasion staff are asked to complete duties in a more senior role when more senior staff are on leave for either personal/ medical reasons.

Proposed Language: Temporary assignment is an assignment with a term-certain duration of a permanent position while the incumbent is on an approved leave. Temporary replaces for term-uncertain is an assignment for an uncertain duration amount of time for a permanent position while the incumbent is on medical leave. Any employee who participates in a temporary assignment of a position in a higher grouping will be receive the starting salary of the higher grouping. If the employee currently earns more than the high grouping, they will receive a 10% increase on their salary.

This draft policy will not move forward since the acting pay policy was approved.

8. **Report from the Board & Committees:** None

9. **Staff meetings:**

All Staff: October 9

Health & Safety: September 17 (minutes attached)

Directors meeting: The Directors discussed the format for the Oct 9 staff meeting and reviewed the 2020 draft budget.

10. **Work plan review:** We are still moving forward with everything on the work plan. There have been some discussions on the new staff welcoming process but there's nothing to report to the committee just yet.

11. **Other business:** None.

12. **Adjournment:** 7:23pm

**Next meeting: 5:30pm, November 11, 2019
At 415 Gilmour**

Work plan (2019-2022)

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

Joint FMC & Finance Management Committees

Meeting Agenda

October 24th, 2019

Facilities Management Committee: Michael Lambert, David McCallum, James Clark (Chair/Board), Penny McCann (Board), Hieu Nguyen

Regrets: Doug Campbell, Barbara Lagace

Finance Committee: Josh Bueckert (Treasurer/Chair), Rod Manchee, David Boushey, Nicole Rogers, Linda Camilleri, Domir Berberi, Michael Holmes, Court Miller

Guests: Alannah Bird (3rd Meeting)

Regrets: Andrew McNeill (Board), Mary Huang, Kris Gordon

Staff: Amanda Tompkins, Dawn Chambers, Al Shadid, Nick Dodds, Jack Killeen, Rida Oulhaj

Regrets: Anne Marie Mason

1. Call to Order: 7:04pm

2. Adoption of the Agenda

m/s/c Michael Lambert/David Boushey

3. Declaration of Conflict of Interest

None

4. Approval of meeting minutes

4.1. Joint Meeting September 19, 2019

m/s/c David Boushey/Rod Manchee

5. Business Arising

None

6. Notices/Announcements

- 6.1.** The Board approved the Facilities Management Committee's recommendations to the charge back policy with the following additional amendments:
- References to the "Property Management Committee" be changed to "Facilities Management Committee"
 - Point 4 under "Tenants must accept responsibility for:" be changed to read (additions are in bold): "4. cost incurred to return the apartment to rentable condition after tenant vacates; **beyond normal wear and tear.**"

7. Bad Debt Write-off and Accounts Receivable Statistics

- 7.1. MOTION:** That **\$3,048.59** in Bad Debts be written off for **CCOC (September 2019)**
m/s/c Court Miller/David Boushey

8. Facilities Management Director's Report

8.1. Discussion:

- The posting for the Director, Facilities Management closed October 23, 2019. Interviews are scheduled to begin in a few weeks.

9. Capital Report:

9.1. Discussion:

- Heating plant is now completely disconnected from CCOC properties. We are coordinating the decommissioning for CMHC and it is expected to be done before the end of the year.
- There have been some issues with the garage repairs at 415 Gilmour. We are working with the contractor to get them fixed as quickly as possible. It will be another 2-3 weeks before the garage opens.
- We received notice that we have been awarded approx. \$400K in COCHI funding for work that will be complete in next 12 months.

10. Maintenance LTB Status Report

No discussion.

11. Committee Summary

No discussion.

12. Chargeback Report

No discussion.

13. Chargeback Appeals (1):

Discussion:

Appeal request from the tenant for a chargeback relating to a water leak created from a tenant's window air conditioner, leaking into the below neighbour's unit. It was noted by Jack that this charge was not the full cost of the repair. Al reminded the committee that CCOC is very clear in its communication that tenants are responsible for their air conditioner installations.

13.1. MOTION:

The Facilities Management committee denies the chargeback appeal and the details of the costs be communicated with the tenant including the fact that not all costs were being charged to the tenant.

m/s/c Michael Lambert/Hieu Nguyen

14. Service Delivery Standards

Discussion:

Al explained to the committee how Yardi has helped immensely with tracking of work orders and maintenance staff activities which has allowed us to report on the service standards as well as pull detailed analytics to better understand where time is being spent and find efficiencies.

15. Maintenance Variance Report

15.1. Discussion:

Given the current positive variance in turnovers, staff were asked what was the current turnover rate. Al suggested between 5-10% but will get more accurate figures for the next meeting.

16. 2020 Maintenance Budget

16.1. Discussion:

- Pest control costs for 2020 will be increasing – to help curb the demand for pest control in the summer months, we will be added one extra day to our contract for 5 months.
- Individual line items were budgeted separately to ensure price increases in contracts or other varying factors were considered. As such it was not a straight 2% (CPI) increase across the board.

16.2. MOTION:

The Facilities Management committee recommends to the Finance Committee that the 2020 Maintenance Budget, as presented, be included in the 2020 Operating Budget.

m/s/c Penny McCann/Michael Lambert

17. 2020 Operating Budget

17.1. Discussion (CCOC):

- Amanda highlighted to the committees that the budget being presented is similar to that which was reviewed last meeting.
- One new item was parking revenue which reflects a rate increase being put forward for 2020, increasing revenue by \$58K
- Vacancy allowances were discussed, while the City is experiencing around 1% vacancies, CCOC has decided to budget 1.5% to ensure we are covered should the market conditions change
- Amanda reviewed the cash flow forecast as well for 2020, highlighting that with the changes in the operating income as well as deferrals in the capital costs, we expect to end the year with an overall net neutral impact (net zero).

17.2. MOTION:

The Finance Committee recommends that the 2020 CCOC Operating Budget, as presented, be approved by the Board of Directors.

m/s/c Court Miller/Rod Manchee

17.3. Discussion (CCHC):

- Amanda highlighted to the committees that the budget carries the same assumptions as the CCOC budget.
- We are forecasting a breakeven budget again for 2020.

17.4. MOTION:

The Finance Committee recommends that the 2020 CCHC Operating Budget, as presented, be approved by the Board of Directors.

m/s/c Rod Manchee/Court Miller

18. 2020 Capital Budget

18.1. Discussion:

- Rida confirmed that the capital budget for 2020 was reviewed to ensure that it accounted for all things that must be done and all others where pushed to 2021 (\$2M vs \$4-5M as per the new BCAs).
- Penny did express concern over not showing the full capital need for 2020. Both Rida and Amanda did confirm that choices had to be made and that if other emergencies pop up in 2020, we will have to repriorities our capital work.
- Further work on the capital plan and deferral impacts will be reflected in the long term capital plan which will be discussed at the board retreat and brought to the committees for approval in November.

18.2. MOTION:

The Finance and Facilities Management Committees recommend the 2020 Capital Budget, as presented, be approved by the Board of Directors.

m/s/c Michael Lambert/Nicole Rogers

19. IAP Update

Amanda reported that the Action Ottawa proposal for Forward Avenue was submitted and we are waiting to hear the results.

20. Next Meeting: Nov 21, 2019

21. Motion to Adjourn:

m/c Hieu Nguyen

	BUDGET 2020							2020	2019	2018
	EOA	NHA 27	NHA 95	Provincial	Other	BB	3rd Party	Budget	Estimate	Actual
Revenue										
Market rents	4,600,700	346,324	1,318,062	8,870,221	1,100,682	3,520,073		19,756,061	18,918,928	18,609,602
(Subsidies to tenants - External)	(358,930)	(176,528)	-	(3,276,324)	(177,472)	(1,390,627)		(5,379,882)	(5,508,706)	(5,220,180)
(Subsidies to tenants - not covered by City)				(856,004)				(856,004)	(645,359)	(782,529)
(Subsidies to tenants - Internal)	(313,860)	(2,551)	(204,698)	(10,890)	(71,708)	(115,490)		(719,198)	(564,769)	(680,795)
(Vacancy costs)	(69,011)	(5,195)	(19,771)	(143,451)	(16,510)	(52,801)		(306,739)	(252,654)	(212,490)
Rent received from tenants	3,858,898	162,050	1,093,592	4,583,551	834,992	1,961,155	-	12,494,238	11,947,440	11,713,608
Rent Supplement	358,930	176,528	-	3,276,324	177,472	1,390,627		5,379,882	5,385,317	5,197,502
CMHA Rent Supplement	-	-	-	-	-	-		-	-	22,678
Property Tax Subsidy	-	-	-	1,501,212	-	-		1,501,212	1,467,011	1,389,765
Operating Subsidy	-	-	-	181,472	-	-		181,472	197,799	202,126
Prov Alternate HP Subsidy	-	-	-	78,433	-	-		78,433	76,617	74,916
Interest rate redn subsidy	-	14,508	4,752	-	-	-		19,260	19,300	27,148
Prov Affordability Pmt	-	-	-	-	28,371	639,373		667,743	667,743	667,744
Commercial rents	121,493	-	-	23,026	-	89,654		234,173	208,672	195,645
Amortization of deferred contr.	-	-	-	-	92,621	723,054		815,675	815,672	815,672
Parking	113,940	11,460	11,760	304,380	30,720	139,680		611,940	526,424	526,676
Laundry	45,279	4,525	20,463	160,300	9,072	56,402		296,040	296,034	291,189
Geothermal fees	-	-	-	-	-	216,436		216,436	216,443	211,157
Electricity fees	-	-	-	-	-	65,355		65,355	65,355	78,638
Interest	72,400	-	-	20,744	1,300	-		94,444	96,840	83,455
Sundry	4,168	1,026	15,655	35,229	864	10,387	401,581	468,909	642,713	746,178
Total Revenue	4,575,109	370,096	1,146,222	10,164,672	1,175,413	5,292,122	401,581	23,125,213	22,629,380	22,244,097
Expense										
Administration	710,926	53,192	225,041	1,500,617	198,446	523,733	63,896	3,275,851	3,376,251	3,155,644
Property taxes	851,574	75,242	270,059	1,530,358	165,143	622,444		3,514,820	3,304,191	3,092,018
Insurance	61,904	4,623	15,821	141,645	16,618	77,163		317,774	306,155	287,309
Custodians	13,454	2,312	6,296	33,232	7,257	11,334		73,885	75,422	73,053
Bad debts expense (recovery)	6,700	-	2,273	34,026	10,940	3,868		57,807	19,176	82,903
Heat	190,271	11,385	17,823	232,840	28,984	36,921		518,225	457,754	396,944
Hydro	99,550	12,910	46,994	283,989	20,035	207,491		670,968	684,057	695,556
Water	144,296	15,583	39,265	360,578	46,498	95,012		701,233	708,329	653,734
Geothermal fees	-	-	-	-	-	256,657		256,657	251,625	246,691
Alt. HP subsidy redistributed	-	-	-	101,754	-	-		101,754	99,775	97,875
Mortgage interest - ext.	211,055	43,911	3,720	700,498	75,534	1,503,728		2,538,446	2,566,560	2,590,530
Mortgage interest - int.	-	-	-	-	-	-		-	90,018	91,441
Amortization of rental property - ext.	121,044	35,069	249,838	2,898,312	274,789	1,530,176		5,109,229	4,977,343	4,802,174
Amortization of rental property - int.	-	-	-	-	46,589	138,039		184,628	94,611	93,010
Land rent	8,268	-	4,262	21,208	1	-		33,738	33,628	25,358
Maintenance and repairs	766,052	63,306	235,503	1,528,535	236,071	553,225	288,150	3,670,842	3,681,595	3,571,657
Miscellaneous	2,865	246	1,210	6,593	97	2,614		13,625	-	37,382
Provision for capital replacements	833,400	33,003	95,370	610,173	49,835	162,474		1,784,255	1,185,831	2,138,285
Sales taxes	17,762	1,463	4,759	33,630	5,106	20,495		83,215	189,467	110,988
Total Expense	4,039,121	352,246	1,218,233	10,017,989	1,181,943	5,745,375	352,046	22,906,953	22,101,788	22,242,551
Operating income (deficit)	535,988	17,850	(72,011)	146,682	(6,530)	(453,254)	49,535	218,261	527,592	1,546
Cash from Operations	1,369,388	50,853	23,359	756,855	43,305	(290,779)	49,535	2,002,516	1,713,423	
Capital Expenditures	(795,000)	(100,000)		(1,351,236)		(85,000)		(2,331,236)	(2,799,000)	
Capital Grant/Funding				400,000				400,000		
Capital Turnovers	(38,400)	(3,100)	(13,800)	(78,100)	(13,700)	(5,600)		(152,700)	(152,700)	
New Development										
Net Cash (Deficit)	535,988	(52,247)	9,559	(272,481)	29,605	(381,379)	49,535	(81,420)	(1,238,277)	

Investment @ 2019

Prov	5.50
NHA 95	1.00
BB	1.20
	<u>7.70</u>

Estimated Cash in Bank @ Year End 2019

Net Cash (Deficit) - 2020	1.00
Collection of Cahdco due to/from	(0.08)
Cashing in from Provincial Investment	0.20
	0.69

Worst Case Best Case

	1.00	1.50
	(0.08)	(0.08)
	0.20	0.20
	0.69	0.69

Estimated Cash in Bank @ Year End 2020

	<u>1.81</u>	<u>2.31</u>
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Ideal Cash in Bank

	<u>1.91</u>
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2020 Budget - CCHC

	2020 Budget	2019 Budget	2018 Actual
Revenue			
Market rents	338,254	330,720	326,263
(Subsidies to tenants - External)	(129,814)	(126,936)	(125,528)
(Subsidies to tenants - not covered by City)	-	-	-
(Subsidies to tenants - Internal)	-	(3,152)	(2,086)
(Vacancy costs)	(13,530)	(12,503)	(4,123)
Rent received from tenants	194,909	188,129	194,526
Rent Supplement	129,814	126,936	125,528
CMHA Rent Supplement	-	-	-
Property Tax Subsidy	-	-	-
Operating Subsidy	-	-	-
Prov Alternate HP Subsidy	-	-	-
Interest rate redn subsidy	-	-	-
Mortgage Subsidy	79,291	79,558	92,419
Amortization of Deferred Contributions	-	-	-
Security of Tenure Used	-	-	-
Parking	13,200	5,760	6,042
Laundry	8,052	6,382	7,030
Geothermal fees	-	-	-
Electricity fees	-	-	-
Interest	-	-	-
Sundry	864	4,016	3,015
Total Revenue	426,131	410,781	428,560
Expense			
Administration	65,467	63,785	48,258
Property taxes	44,973	43,470	42,328
Insurance	5,169	4,964	4,809
Custodians	2,245	1,992	-
Bad debts expense (recovery)	3,000	3,000	7,430
Heat	2,926	2,382	671
Hydro	7,702	6,182	5,901
Water	13,972	14,016	14,713
Geothermal fees	-	-	-
Alt. HP subsidy redistributed	-	-	-
Mortgage interest - ext.	8,513	20,411	28,514
Mortgage interest - int.	6,822	6,822	6,822
Amortization of rental property - ext.	156,017	144,654	148,884
Amortization of rental property - int.	-	-	-
Land rent	-	-	-
Maintenance and repairs	87,899	77,630	95,784
Miscellaneous	5,944	6,500	4,220
Provision for capital replacements	12,367	12,367	12,367
Security of Tenure RR-CCHC	1,399	1,407	1,407
Sales taxes	1,717	1,200	1,756
Total Expense	426,131	410,781	423,864
Operating income (deficit)	(0)	(0)	4,696

2020 Capital Budget

Building	Portfolio	Address	Project	Details	Budget
65	BB	BB	Panel system replacement		85,000
13	EOA	Percy	Landscape		400,000
17	EOA	170 Booth	Door replacement		20,000
17	EOA	170 Booth	Landscape		250,000
22	NHA 27	210 Gloucester	Balcony repair		100,000
26	Provincial	110 Nelson	B2010 - Exterior Walls	balcony railings	54,236
26	Provincial	110 Nelson	Fire Panel replacement		60,000
27	Provincial	520 Bronson	D2060 - Domestic Water Distribution - Common Area	Booster Pumps	65,000
28	Provincial	515 MacLaren & 341 Lyon	B2020 - Exterior Windows	Replace windows	40,000
36	Provincial	258 Argyle	B10 - Superstructure	Roof Waterproofing	170,000
39	Provincial	415 Gilmour	Garage door replacement		25,000
40	Provincial	151 Parkdale	B2030 - Exterior Doors	Balcony Doors - PH1	80,000
40	Provincial	345 Waverly	D3043 - Hydronic Distribution Systems	Unit Hydronic Radiators - PH1	74,000
40	Provincial	345 Waverly	D5015 - Unit Electrical Service and Distribution	Pannelboards	60,000
40	Provincial	345 Waverly	D5013 - Main Electrical Service and Distribution	Electrical Service enters into Vault & Electrical Room	30,000
40	Provincial	345 Waverly	D3022 - Hot Water Boilers	Hot Water Boilers - Heating	48,000
40	Provincial	151 Parkdale	B2010 - Exterior Walls	Gypsum Wallboard	45,000
40	Provincial	151 Parkdale	Garage repair		175,000
40	Provincial	345 Waverley	elevator		300,000
		Unplanned			250,000
		Turnovers			152,700
		COCHI Grant			(400,000)
					\$ 2,083,936

2020 MAINTENANCE OPERATIONS

CCOC | CCHC

Account	Yardi description	Budget 2020	Budget 2019	Forecast 2019	6 Mos 2019	Actual 2018	Average* 18-mos
540.000	IS-General repairs (CCOC)	52,020	25,450	51,000	25,500	44,988	46,992
540.500	IS-General repairs (Contractor)	5,229	4,190	1,684	842	8,774	6,410
545.000	IS-Pest control	176,717	159,100	173,933	86,967	172,570	173,025
546.000	IS-Floor repairs	14,406	14,205	22,933	11,467	12,901	16,245
547.000	IS-Window repairs	23,825	27,325	21,872	10,936	28,713	26,433
547.500	IS-Door repairs	38,971	31,861	40,499	20,249	37,443	38,462
550.000	IS-Electric repairs	24,971	23,897	24,852	12,426	22,712	23,425
551.000	IS-Fire Safety	34,614	5,033	23,694	15,796	12,274	18,714
552.000	IS-HVAC	80,300	76,471	59,920	29,960	84,292	76,168
556.000	IS-Plumbing repairs	159,729	148,767	169,632	84,816	143,562	152,252
559.000	IS-Painting	33,251	52,207	24,979	12,490	41,522	36,008
540.600	IS-Fridge repairs	27,480	26,140	24,034	12,017	29,170	27,458
540.700	IS-Stove repairs	16,957	20,001	13,647	6,823	18,514	16,891
501.000	CA-Cleaning (CCOC)	621,185	753,428	558,856	279,428	492,566	514,662
501.500	CA-Cleaning (Contractor)	60,000		119,433	59,716	56,982	77,799
510.000	CA-Supplies	559		586	293	532	550
511.000	CA-Cleaning supplies	29,117	29,117	22,225	11,113	35,398	31,007
511.100	CA-Small tools	358		245	123	470	395
512.000	CA-Waste collection	79,007	71,403	72,271	36,136	79,007	76,762
512.500	CA-CCOC dump runs	4,462	6,141	1,910	955	5,334	4,193
513.000	CA- Garbage room repair	2,735	1,836	252	126	6,118	4,163
514.000	CA-Elevator contracts	164,834	155,089	157,523	78,761	165,680	162,961
515.000	CA-Pest control	33,270	23,872	34,812	17,406	30,424	31,887
519.000	CA-Other Contracts	65,000	65,391	27,845	26,005	54,918	53,949
520.000	CA-Landscaping	221,121	219,911	217,535	87,014	237,818	216,555
521.000	CA-Snow removal	205,095	196,056	196,698	157,359	194,601	234,640
522.000	CA-Exterior repairs	22,336	13,470	16,778	8,389	27,895	24,189
522.500	CA-Interior repairs	9,659	11,018	10,008	5,004	9,311	9,543
523.000	CA-Roof repairs	14,746	11,318	18,538	9,269	18,795	18,709
525.000	CA-Lock repairs	42,054	35,756	38,877	19,439	37,422	37,907
526.000	CA-Floor repairs	2,556	2,375	2,556	1,278	1,385	1,776
527.000	CA-Window repairs	2,930	2,900	1,349	675	6,256	4,620
527.500	CA-Door repairs	32,470	38,980	25,066	12,533	39,873	34,937
530.000	CA-Electric repairs	36,321	42,823	33,372	16,686	35,812	34,998
531.000	CA-Fire Safety	138,458	126,729	185,593	123,729	115,235	159,309
532.000	CA-HVAC	125,875	113,500	101,886	50,943	159,279	140,148
534.000	CA-Garage doors	27,836	18,900	28,366	14,183	27,306	27,659
535.000	CA-Entry and intercom systems	17,613	11,466	17,958	8,979	14,762	15,827
536.000	CA-Plumbing repairs	67,764	47,005	54,344	27,172	78,527	70,466
539.000	CA-Painting	6,641	9,886	6,205	3,102	7,077	6,786
	TO-Turnover Costs	512,802	544,020	485,165	242,583	520,328	508,607
590.150	REDEC-Other repairs	90,000	89,000			85,010	56,673
516.000	Laundry room management	143,369	143,099	141,575	70,787	144,076	143,242
590.950	Misc. mtce expense	1,714		1,530	765	1,897	1,775
592.000	Misc. tenant refund	15,000	22,440	8,498	4,249	2,343	4,395
595.000	Mtce chargebacks	-30,000	-47,076	-21,336	-10,668	-99,151	-73,213
489.900	Expense Recovery	-9,694	22,440	-	-	1,262	841
	Total Repair & Maintenance	\$3,445,662	3,398,959	3,221,218	1,695,838	3,254,002	3,297,202

Development Committee Meeting Minutes

Tuesday, October 8, 2019, 7:00 PM
415 Gilmour, Meeting Room

Present: Penny McCann (Chair, CCOC Board Member), Abra Adamo (CCOC Board Member), Jesse Steinberg (CCOC Board Member), John Kingsley, Rod Manchee, Stephanie Bohdanow, Mary Huang, Alannah Bird, Court Miller, Gisèle Doyle, Graeme Hussey (Staff), Billy Cohen (Staff), Jana Bawaba (Staff/Minute-taker)

Regrets: Sarah Button (CCOC Board Member), Shelley Robinson (CCOC Board Member), Natalie Duchesne, Brent Walden, Elliot Sherman, David McCallum.

1. **Call to Order**
 - Acknowledgment that meeting is held on unceded Algonquin territory
2. **Approval of Agenda** (m/s/c Jesse/Abra)
3. **Approval of Minutes** – Attached September 2019 (m/s/c Court/Rod)
4. **Announcements**
 - Introducing Billy Cohen, new Development Assistant
 - Introducing Development Committee
 - CCOC won an Ottawa Urban Design Award. This is a community partnership award.
5. **Business Arising:**
 - A. Arlington Report – Verbal Report
 - Passive House certification is unlikely due to differing design standards and codes between Passive House and the Ontario Building Code, as well as Passive House's occupancy calculations. Meeting next week with architects to discuss the situation and next steps, if any
 - Questions regarding possibility of registering concerns/appeals to Passive House over certification process and standards.
 - No financial penalty for failing to achieve Passive House certification, only impact is reputational.
 - Questions from committee regarding the possibility of achieving Passive House certification through retrofitting process was highlighted.
 - B. Action Ottawa RFP & CCOC Application (Forward) – Verbal Report
 - The CCOC equity contribution was reduced to approximately \$500,000.
 - There might not be much competition for the RFP.
 - Proposal has a partnership with VHA that supports tenants with physical



- disabilities and a partnership with Salus to provide rent supplements.
 - Councillor Jeff Leiper is in support of using Section 37 funds.
 - Community Association of Mechanicsville wrote letter of support for the CCOC proposal.
 - The CCOC Board expressed concerns over CCOC's ability to afford Forward development project, requesting that staff figure out a plan to develop with low or no equity.
 - Cash flow problems were acknowledged as a challenge, especially relating to IAP project
 - Surplus is expected for 2027, until then, Forward could be CCOC's only development project.
- C. CCOC Integrated Asset Plan (IAP) & CMHC Portfolio Application – **Verbal Report**
- The IAP will look to revitalize CCOC's stock of aging buildings.
 - Should government grants not materialize, capital repairs will be paid in full through cash equity.
 - Progress on IAP and CMHC portfolio application has slowed down recently, finance and facilities departments are assembling capital repair data.
 - Questions and discussion regarding how to increase NOI.
 - Lebreton Flats could pose a future opportunity for development.
 - New building assessments are ongoing. CMHC application has energy and accessibility requirements—including more accessible units in portfolio would maximize grant/loan amount.
 - Even with co-investment CMHC program for low-interest loan grants, capital repairs also require CCOC funding.
 - Redevelopment pro-formas will be brought forward in next few months
- 6. Government Policy & Program – Verbal Report**
- A. Jim Watson Letter 2020 Budget
- City of Ottawa was asked initially to invest \$12 million annually in affordable housing—Watson earmarked \$15 million annually.
 - Letter from Ray Sullivan to Jim Watson advocating for City to continue annual \$15 million funding. Letter includes advocacy for inclusionary zoning around transit. There has been good progress on these priorities.
- B. CCOC's Response to the 5 Big Moves
- Jesse wrote letter to Steve Willis regarding CCOC's response to 5 big moves
 - Planning Department is in midst of background study on by-law for inclusionary zoning.
 - Meeting with Steve Willis to discuss Transit-Oriented Development.
 - Affordability is on top of mind—at National Housing Debate, only affordable home ownership was discussed, whereas other forms of affordable housing were largely ignored
- 7. Report of Board Committees, Community Associations**
- Committee Summaries – **Attached**



- Two bedroom accessible apartments are being underused
- CCOC has hired Fran Childs as Facilities Manager.

8. Report from Cahdco – Report distributed

- Background: Update on active and new Cahdco client projects.
- Working on affordable home ownership project in Lindenlea (Champlain Ave). Hope to begin construction in 12 months. Existing buildings on site will be demolished as they are beyond repair. PMA hired to conduct market feasibility study. 31 units. Pre-sale could begin in spring.
- ADO project on Merivale (Julian). Multi-partner, multi-building project of similar scale to Beaver Barracks involving the Anglican Diocese and MHI. Hired SVN Architects and Planners after the design competition for a master concept plan.
- New contract with the Elizabeth Fry Society of Ottawa. E. Fry has two transitional housing locations, offices around city. Transit between Bronson Centre (E. Fry's main location) and other locations has proven difficult, E. Fry seeks one central location. 6 months of feasibility study expected.
- Cahdco has sub-consultant contract for FCM's affordable sustainable housing innovation program. Grant and loan program for affordable housing to make units energy efficient and sustainable. Cahdco is part of a team that won contract to help create program.

9. Items to Highlight for the Board

- Passive House certification update.

10. Agenda Items or Decisions for Next/Future Meetings

- Information on redevelopments and Lebreton Flats.

Adjournment: 8:36pm

(Abra)

Next Meeting: 7:00 p.m. Tuesday, November 12, 2019 (TBC)

Rental Committee Meeting October 15th, 2019

Rental Committee: Kerry Beckett (Chair), Toby Brooks, Teresa Schoembs, Michelle Boyer, Alison Kar, Sulaina Bonabana, Vera Theokritoff, , Christopher Yordy

Guests: Dahyla Smolash (3rd meeting), Peter Thorn

Regrets: Daniel Boyer, Adriane Dijs, Cynara Desbarats, Helena Brown

Staff: Debbie Barton, Linda Camilleri (staff recorder), Fran Childs

Motions for Board Approval

ITEM 5) The committee recommends that the Collections and Procedures Policy be approved.

M/S/C Beckett/Theokritoff/unanimous

ITEM 6) The committee recommends that the increases in parking rates as presented in the report be approved.

M/S/C Yordy/Kar/unanimous

1. Call to Order: 7:00 p.m.

2. Adoption of the September 17th minutes

m/s/c Kar/Brooks

3. Business Arising:

a) Board approval of internally funded BMR type program for some bachelor apartments: Kerry advised the Board approved BMR type program.

b) VHA units at 145 Clarence St: Kerry advised the Board approved that the two existing accessible units be reallocated to the VHA program on turnover.

4. New Provincial Regulation Changes

Fran provided updates from the City Housing Branch on Regulation changes to the Housing Services Act (HSA). These changes affect our provincial portfolio (properties 24-41). Here are some highlights:

a) Community Safety: a provider can now refuse to offer an RGI unit to a household if there has been a previous eviction for serious illegal activity (N6)

b) One housing offer effective January 1st: Applicants will only be given 1 valid offer of housing. If they refuse, they will need to reapply and go to the bottom of the waiting list. This includes all applicants, including those with provincial and local priorities.

Tenants will need to do their due diligence when making selections and ensure their file is up to date with Registry.

c) Annual Income Tax Return effective July 1st: Rent calculations for households with employment income will be based on the Net Income from the Income Tax Notice of Assessment (line 236) and will only be done once per year.

d) New rules for fluctuating income: Tenants with irregular income will now have their rent based on the average income for the last 12 months. Should they report a large decrease in income they can have one in-year recalculation. Other tenants whose source of income changes can also have their rent reduced. Additional recalculations may occur if specific criteria is met. Income for all full time students is now exempt. Those tenants on Ontario Works, ODSP, OAS/GIS/ CPP or pensions should not be affected by any of these changes.

- 5. Collection Policy:** This new policy was reviewed with the members.

The committee recommends that the Collections and Procedures Policy be approved.

M/S/C Beckett/Theokritoff/unanimous

- 6. Parking Increases for January 2020:** Debbie reviewed the proposed parking increases, ranging from \$5 to \$15 per month. Based on full occupancy these increases should bring in an additional \$58,000 in revenue in 2020. The Rental department plans to implement these increases to all parkers, effective January 1, 2020.

The committee recommends that the increases in parking rates as presented in the report be approved.

M/S/C Yordy/Kar/unanimous

- 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.

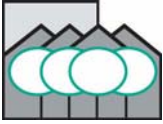
d) Bad Debt Write-offs: Arrears and Bad Debts for September were reviewed.

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

- 9. Board Focus on Rental Business: Two motions:** Collections Policy (Item 5.) & New Parking rates (Item 6.)

- 10. Any other business:** All of the members thanked Debbie for her leading role and input to the committee over the years, wished her well for her future retirement.

Adjournment: 8.37pm



Collections Policy and Procedures

Rent Collections Officers are responsible to collect all unpaid amounts on the account. This includes rent as well as maintenance invoices, including turnover costs. They will determine when to send the account to a collection agency and will notify the Social Housing Registry of any amounts owing.

All Current and Past Tenants With Rent Arrears or Outstanding Chargebacks:

Rent Collections Officers will make every reasonable attempt to collect current and past tenant rent arrears and chargebacks, including turnovers costs as outlined in their operational procedures.

a) Current and past tenants with outstanding chargebacks:

Tenants need to make contact or enter into a repayment plan or pay the arrears in full within 60 days of the charge or determination from an appeal process. Failure to do so will result in the Rent Collections Officer forwarding the arrears to a collection agency for recovery as well as to the Social Housing Registry.

Only Chargebacks are appealable; not rent arrears. Once the 30 day appeal period has passed, the Rent Collection Officer will send out a collection warning letter to the tenant, giving them an opportunity to contact CCOC within 10 days to make arrangements to pay. Failure to do so will result in the account being forwarded to a collection agency for recovery and to the Social Housing Registry.

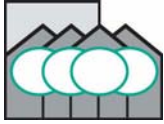
If a tenant enters into a written repayment agreement and then defaults, a collection warning letter is sent, giving the tenant 10 days to pay.

If a second default occurs, the Rent Collections Officer will notify the tenant in writing that the repayment agreement is cancelled, the arrears are due in full and the account will be sent to a collection agency.

CCOC accepts payments from past tenants. The Rent Collections Officer will update the Social Housing Registry immediately that a payment agreement is in place. The collection agency will be notified of the payment agreement should the account continue to be active with the collection agency. Staff will inform the Social Housing Registry and the collection agency once the arrears are paid in full.

Reviewed by Rental Committee on October 15, 2019

Approved by the Board of Directors:



b) Current Tenants who have rent arrears:

For those tenants who have not paid their rent by the 10th of each month, they will receive a call, an email or a letter from the Rent Collections Officer requesting payment. Failure to pay rent or make contact will result in a Notice of Termination (N4) being served, under the Residential Tenancies Act. Tenants who owe 2 months' rent, will be served an L1 warning and their name and information be forwarded to CCOC Executive Committee requesting approval to proceed to the Landlord Tenant Board.

c) Tenants who have been evicted or have left without notice:

The Rent Collections Officer will immediately forward the tenant's account to the Social Housing Registry and CCOC's collection agency for recovery. This may include "Estimated Turnover Costs" based on the Facilities Management inspection of the unit. CCOC will update both the Registry and collection agency of the "Actual Turnover Costs" when they receive documentation verifying the damage, repair, removal and disposal costs.

Listing of Code Descriptions and Tenant Parking Rates for 2020

<u>Code</u> <u>Rate</u>	<u>Description</u>	<u>Tenant Parking</u>
01	Uncovered, no plug-in, no snow removal (@ #30: neighbour given snow blower for shared laneway)	\$40 (+5)
02	Uncovered, no plug-in, snow removal	\$50 (+5)
03	Uncovered, plug-in, no snow removal	\$50 (+5)
04	Uncovered, plug-in, snow removal	\$55 /(\$50@#24) (+\$10)
05	Uncovered, plug-in, shared laneway, no snow	\$40 (+5)
06	Uncovered, no plug-in, shared laneway, (@ #5: SR after 10 cm)	\$40 w/non-CCOC (+5)
07	Covered, plug-in, no snow removal	\$50 (+\$5)
08	Covered, no plug-in, no snow removal	
09	Covered, no plug-in, snow removal	
10	Covered, plug-in, snow removal	\$60 (+\$5)
11 \$15)	Garage, heated, secured access	\$80(\$120BB) (+\$5-
12	Garage, plug-in, unheated, secured access	\$70 (+\$10)
13	Garage, no plug-in, unheated (former 41Florence)	
14	Guest Parking	
15	Handicapped Parking	
16	Commercial parking for businesses at buildings incl. w/rent	
17	CCOC Reserved Parking	
18	Bike Parking	
19	Recycling	
20	Snow Removal	
21	Church Parking	
22.	Snow removal/ Guest Parking	
23.	E-Bike parking	\$25 (+\$5)

RENTAL DEPARTMENT REPORT September 2019

1. CCOC Units Rented by Source and Unit Turnovers:

Source	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Totals	19	22	9	22	17	11	13	22	13				
Transfers	8	2	1	5	4	1	3	3	4				
Registry W/L	4	5	2	4	4	6	2	5	3				
Referrals	4	9	5	7	5	3	7	10	5				
Insitu MR to RGI	1												
Websites/Twitter	2	4	1	4	3	1	1	4	1				
Former Tenant		2		2	1								
Unit T.O by month	13	18	13	19	13	14	12	11	12	7			
Monthly V.C. rate	1.5%	1.2%		1.1%	0.8%	0.9%	1.1%	1.1%					

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

September 2019: # of units rented = 13

of turnovers = 12

* **Benchmark 2: CCOC vacancy rate (1.1%) should be < than Ottawa's vacancy rate (1.6%)**

2. Vacancies & Turnovers:

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

October Turnovers: 7 units

November Turnovers: 6 units

The current vacancy rate for September is 1.5% with 23 empty units in our 1585 "rentable units". Our vacancy rate continues to be **below the City average VC rate of 1.6% (CMHC, Rental Market Report, Oct. 2018)**.

3. N5's & Evictions: Sept/Oct:

N5's & Evictions: There are 8 active N5's. One tenant had expired N5's where 6 months have passed with no further complaints to warrant serving a 2nd N5. There were 2 new N5's served in October. A second N5 was served on a tenant for substantial interference. There is a meeting with this tenant and the support worker this week to attempt an N11 sign-off with tenant to avert LTB hearing.

CCOC RGI UNITS RENTED BY CATEGORY 2019																			
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Totals	% Housed	Prop.	Prop.	HSA	Other	
															1-11,62	12 to 23	24-41		
MR & RGI Totals	19	22	9	22	17	11	13	22	13	0	0	0	148						
RGI Units	8	6	2	6	6	6	5	8	7	0	0	0	54	36%					
Special Priority	2	1	1		1	2			1				8	15%		1	3	4	
Overhoused	1	1			1		1	1					5	9%	2	2		1	
Insitu MR to RGI	1												1	2%		1			
Homeless		2			1	2	2	2	2				11	20%	2			8	1
Urgent Safety				2	1			1					4	7%		1	1	2	
Urgent Medical						1							1	2%				1	
Graduates of SH		1		1									2	4%				2	
Chronological	2	1	1		1	1		1					7	13%	1	1	2	3	
Modified (W/C)				1				1					2	4%				2	
Transfers	2			2	1		2	2	4				13	24%	6			6	1
Totals:	8	6	2	6	6	6	5	8	7	0	0	0	54		11	6	23	14	

Notes:

Transfers exclude overhoused tenants

Other includes properties 52, 58, 60, 61, 63 to 68 and 71

CCOC MR UNITS RENTED BY CATEGORY 2019																		
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Totals	% Housed	Prop.	Prop.	HSA	Other
															1-11, 62	12 to 23	24-41	
MR & RGI Totals	19	22	9	22	17	11	13	22	13	0	0	0	148					
MR units	11	16	7	16	11	5	8	14	6	0	0	0	94	64%				
CCOC website	2	4	1	3	3	1	1	3					18	19%	2	9	4	3
Other Websites/Twitter				1				1	1				3	3%	1	2		
Signage													0	0%				
Ads													0	0%				
Walk-ins													0	0%				
Tenant Transfers	5	1	1	3	2	1							13	14%	1	4	2	6
Former Tenants		2		2	1								5	5%		3		2
Referrals	4	9	5	7	5	3	7	10	5				55	59%	14	16	16	9
Totals:	11	16	7	16	11	5	8	14	6	0	0	0	94		18	34	22	20

Notes:

Market Rent Tenant Transfers include overhoused, underhoused, accessible unit/building and preference.

PRAC!

Policy, Research and Advocacy Committee

NOTES

7:00 pm October 16, 2019
415 Gilmour – main office, second floor

Present: Abra Adamo (Chair), Jesse Steinberg, Natalie Duchesne, Mike Lambert, Peter Thorn, Rod Manchee, Yvette Guo.

Regrets: Andrew McNeill, Judy Forrest, Gisele Doyle, Penny McCann, Elliot Sherman

1. **Call to Order:** 7:10
2. **Adopt Agenda:** adopted unanimously
3. **Adopt Notes from September 2019 meeting:** adopted unanimously
4. **Business Arising from past meetings:**
 - a. **City of Ottawa Official Plan Review (OPR):** We sent our letter. Ray has a meeting with the General Manager of Planning next week and will follow up.
 - b. **Lebreton Flats & Community Benefits Agreement (CBA):** NCC is planning a consultation specific to affordable housing (date to-be-determined). Cahdco is working on a letter to pitch that the NCC hire them to develop an affordable housing plan.
5. **New Business:**
 - a. **Aging in Place:**

Exploring an Aging in Place strategy is on the 2019-2022 CCOC workplan, scheduled to begin this Fall. Rod, Andrew and Elliot met together and worked on this. They outlined the types of things each CCOC department/committee could look at.

There are specific modifications such as LED lighting, grab-bar-ready walls and motorized door openers that may fit very well with CCOC's strategy for accessing CMHC co-investment funds, which require meeting accessibility targets.

Consultations with tenants will be important, but we will have to manage expectations to make sure we don't bite off more than we can chew.

Ideally, accommodations would focus on making sure the housing is flexible and adaptable.

Aging in place also includes changing incomes and economic circumstances. How does this fit with internal subsidies? This issue could become a referral to the rental and finance committees.

PRAC volunteered to kick-off the larger CCOC-wide process.

Step 1: collect data.

Staff will collect data on the number of tenants who are seniors, their income levels and subsidy status and length of tenancy if available. If possible, we will also cross reference the number of tenants who have requested accommodations and transfers.

Step 2: what does the data tell us?

Step 3: engage other standing committees in the work.

6. Recent News

- a. **Municipal/local:** Time is getting tight for the City to complete a first draft of their 10-year plan on housing & homelessness before the mid-December provincial deadline.
- b. **Provincial:** The Ministry's Community Housing Renewal Reference Group is wrapped up. The Ministry will table legislative changes very soon. The legislative changes will remove the tightly prescriptive nature of the Housing Services Act, but the new regulations that replace these specific rules will only come out much later.

Community Legal Services Ottawa is taking the lead with a coalition to oppose cuts and eligibility restrictions to Social Assistance. Ray showed the committee a letter to the Minister of Community and Social Services, written by the coalition. They are asking for CCOC to sign on. The committee supported adding CCOC to the list of signatories.

- c. **Federal:** What becomes of the National Housing Strategy if Conservatives win the election? We can expect the end of the Mortgage Stress Test (which will actually give short-term relief to the rental market, but will likely cause affordability and economic problems later on). The loan elements of NHS might survive.

7. Other business:

- a. **Development committee update:** It might be time for another joint meeting. It's time to take a look at property taxes as an obstacle to new development. **Jesse** agreed to do a scan on what this looks like in other jurisdictions.

- b. Workplan review:** Is the City conducting an Inclusionary Zoning background study? **Ray** will find out. Systems integration might also pick up again.
- c. Next meeting:** date will be November 20. Agenda will feature **Jesse's** scan of property taxes, maybe aging in place data, and an update on the City's Inclusionary Zoning policy development.

8. **Adjourn:** 9:23

To: Erica & Melissa
AT THE SERVICES
BEST

To: Rachel Wilkey
also

To: Chad Meda
also

To: Louis Lopez
also

To: Roger Lacoste
ALSO

To: Lony Beckett
my neighbors
and assistant
+ COO STAFF

...to all of you.



Thank you so much

For all your patience

& precious time working

things out with me.

I really want to thank

every one of you from the

Bottom & my heart. It

was really appreciated
for all your help.

Debra
Marville

At
~~XXXXXXXXXX~~
Josephine
MARVILLE