

**MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING  
Wednesday, March 25, 2020**

- Present:** Dallas Alderson (President/ Chair), Josh Bueckert (Treasurer), Ana Lori Smith (Vice-President), Shelley Robinson (Secretary), Abra Adamo, Sarah Button, James Clark, Penny McCann, Andrew McNeil, Jesse Steinberg, Chris Yordy
- Staff:** Ray Sullivan, Fran Childs (guest), Andrée-Ann Cousineau (recorder).
- Regrets:** Bill Rooney, Sinda Garziz, Kerry Beckett

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

The meeting was called to order at 7:52 p.m. and a board member read the anti-oppression statement.

**2. Adoption of agenda:**

The Board recommends moving 17.a to item 5 a) (to be presented by guest staff member, Fran Childs). The Board self-evaluation was deferred to May.

(M/S/C, Chris Yordy, James Clark)

**3. Adoption of February 26, 2020 minutes**

The Board moved to adopt the regular and *in camera* February 2020 minutes, as amended with Abra and Penny's changes.

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

**4. Declaration of conflict of interest – none.**

**5. Other Business**

**a) Internal Subsidies briefing (Guest: Fran Childs)**

Internal Subsidies mean that CCOC does not receive any external funding to pay for the difference between the rent the tenant pays and the full market rent

As of December 31 2019, we had 161 internal subsidies (about 10% of CCOC's rentable apartments)

There are three types:

- 1) Expired Programs that CCOC has continued such as the old Section 95 program. 90 households.

- 2) Below Market Rent that is part of some new Affordable Housing Programs. 50 households.
- 3) Discretionary subsidies allocated where there is a need, but no funded subsidy available and the property's budget allows. 21 households.

Total internal cost of approximately \$850,000 to CCOC annually.

## 6. Pandemic Reaction:

Ray updated the Board:

- Maintenance in apartments is limited to emergency and urgent work only
- Cleaning focused on disinfecting: 2 rounds daily, including weekends.
- Rent collections working on providing flexible arrangements such as e-transfers, payment plans, demonstrating amazing adaptability.
- Weekly email updates to tenants, printed notices when needed for changes in service levels
- Rental Department is working on telephone check-ins with vulnerable tenants.
- Received clear directives from the City last Tuesday; freeze RGI calculations, and emergency maintenance calls only.
- There is a general city-wide "rent strike" campaign with posters suggesting tenants withhold April rents, posing some confusion. CCOC continues to encourage tenants to engage with us directly.
- Cash flow management: property taxes have been deferred for one month, but we are still dependent on tenants paying rent in April and May to restore our bank account.
- Field staff protection: training videos were shared with front line staff in both English and French regarding the proper use of PPE equipment and disinfecting practices.
- The office is closed, office staff are teleworking, VPN accesses and videoconferencing accounts have been setup to ensure sufficient access.

Staff recommended a special provision in recognition of the challenges front line field staff (Cleaners, Generals, and Seniors) are facing during this pandemic: a half day of paid break each week while working during the pandemic . The administration and timing of the half-day paid break would be at management discretion to ensure sufficient staffing/proper business operations. The board wanted to add a specific timeline to give staff some predictability and stability.

The Board agreed to allocate one half-day paid break weekly for all field staff working during the pandemic (Cleaners, Generals, and Seniors) for the next 4 weeks, Personnel Committee will review of the half day paid break monthly.

(M/S/C, Andrew McNeill/Penny McCann)

## 7. Business arising from the previous minutes

### a) Cahdco-CCOC MOU

The CCOC Board amended the agreement in February and the CADHO Board adopted the amended version. It is now ready to be signed.

**b) Nominations and Appointments Subcommittee**  
Shelley reported that the subcommittee met virtually, and will be reaching out to Volunteer Ottawa's Diversity in Leadership program

**c) Board self-evaluation - deferred to April.**

**8. Executive Committee Report**

**a) *In Camera* Minutes**

The Board reviewed *in camera* minutes from the March Executive Committee meeting regarding collaboration with another non-profit, and legal matters.

**9. Personnel Committee**

**a) Service Desk Hours and staffing**

Personnel Committee recommends:

1. Changing opening hours to 11:30-5:30 Wednesdays (effective when office re-opens for business).
2. Investigating adjusting business hours to accommodate late closings (6pm) multiple evenings each week.
3. Investigating hiring a part-time Tenant Services Representative

Later Wednesday openings will allow TSRs to participate in staff meetings and have a mid-week time to catch up on work.

The Board approved the Wednesday late opening condition that Personnel Committee investigate and report back on the possibility of keeping the office open to 6pm a few nights each week, this could be facilitated by rotation of TSR staff and/or by hiring new part-time staff.

(M/S/C, AnaLori Smith/Andrew McNeill)

**10. Finance Committee Report: none**

**11. Facilities Management**

**a) 258 Lisgar Co-Investment**

We received a letter of intent from CMHC to loan us \$3,825,536 and grant \$133,984. We need to fill the gap to the full project cost of 5.2m.

**b) Building Standards Group**

Staff and FMC are recommending to rearrange some positions in Facilities Management, with no net change in FTEs, and possibly a small incremental increase in wages for one position. Personnel Committee will have to approve a job description, which will then have to be scored in our job equity evaluation framework. The changes would create a new Building Standards Group within the department, responsible for inspections, pest control,

fire safety and curb appeal.

The Board approved the restructuring to create a Building Standards Group.

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

## **12. Development Committee Report**

### **a) 157 Forward Avenue**

Penny reported that design work continues.

### **b) LeBreton Community Benefits Agreement Coalition**

A coalition has been lobbying the NCC to create a Community Benefits Agreement for LeBreton Flats. It would include commitments for affordable housing, among other things. Development Committee recommends that CCOC join the Coalition.

The Board moved to join the LeBreton Flats Community Benefits Agreement Coalition .

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

### **c) Forward Ave Financing**

We need a decision on how to finance the project. There are two (2) CMHC options: Rental Construction Financing Initiative (RCFI) or Co-Investment Fund. Both have plusses and minuses.

#### **RCFI:**

- Geared towards private sector
- Pre-approved for underwriting in April.
- Likely can receive funds in 6 months
- CCOC would have to cover underwriting costs (approximately 50k to 70k).
- Only viable with interest rate 1% or lower
- Very low interest for first 10yrs, then market rate with another lender.

#### **Co-Investment:**

- Geared towards public non-profit
- More bureaucratic structure (longer delays).
- Likely to receive funds in 12 months
- CCOC could benefit from grant, which represents 5% of total loan (to be shared with City 50/50).
- More borrowing room (we qualify for more financing than we need)
- Viable even if interest rates climb
- Very low interest for first 10yrs, option to renew for another 10 years, then market rate with another lender.

#### **Other considerations:**

- We can proceed with both streams (not ideal for CMHC) but bear in mind underwriting costs.

- Timeline is important for cash flow, interests rate going above 1% before first draw would have great implications for RCFI.
- Pandemic presents unknown challenges for future of interest rates and construction.
- If no decision today, then we can defer to next month to get Class C estimate, cash-flow estimate, and news from builder.

The Board decided to have the decision reviewed at Executive Committee. The outcome of that review will be presented at the next Board meeting or by e-mail for a decision.

**13. Tenant and Community Engagement Committee Report (no meeting)**

**a) Charitable Foundation**

Staff are asking the board to endorse exploring creation of a CCOC charitable foundation.

CCOC has three options:

- 1) Charitable Status for CCOC
- 2) Separate Charitable Foundation
- 3) Flow through Community Foundation

After consultations with lawyers and professional experts, staff are leaning towards option 2, a separate foundation.

The Board moved to explore option 2. Full decision details will be determined and brought to the Board once finalized.

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

**14. Rental Committee Report – no meeting**

**15. Policy Research and Advocacy Committee – no meeting**

**16. Corporate Business**

**a) AGM planning**

Due to the COVID-19 physical distancing directives, CCOC cannot hold a live AGM meeting in May. Hosting an online meeting is doable, and the CCOC bylaws arguably don't prohibit it. The AGM quorum is 20 members. One challenge is the secret ballot election. This democratic element is very important. Staff are to explore tech solutions for election and selling/renewing memberships via e-transfer and report back to the Board in April.

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

Adjournment: 10:09 p.m. (M/S/C, Josh Bueckert)