

NOTICE OF MEETING

The next regular meeting of the CCOC/CCHC Board of Directors is:

7:00 pm Wednesday, June 24, 2020

Video Conference: <https://global.gotomeeting.com/join/884449485>

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 May 27, 2020
5. Business arising from the previous minutes
6. Rental Committee Report
7. Facilities Management Committee Report
8. Finance Committee Report
 - a. Bad debts (\$1,053.70)
9. Other Business
10. Adjournment

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

ccohousing.org/book

Password: board
(it's case-sensitive)

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

AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING

1. Call to order & Anti-Oppression Statement
2. Adoption of agenda:
3. Adoption of May 27, 2020 minutes
4. Declaration of conflict of interest
5. Business arising from the previous minutes
 - a) Cahdco presentation (Graeme Hussey)
 - b) Pandemic
 - c) "Keep your rent" campaign
6. Executive Committee Report
 - a) *In camera* minutes
 - b) Anti-Racism Action
7. Personnel Committee Report
8. Finance Committee Report
 - a) Bad debts (\$5,300.55)
 - b) Commercial Rent
 - c) Property tax and charitable status
 - d) EOM proposals
9. Facilities Management (*meeting June 25)
10. Development Committee Report
 - a) Forward Avenue
11. Tenant and Community Engagement Committee Report **
 - a) Policy updates:
 - i. Nominations & Appointments
 - ii. Lifetime Membership
 - iii. Meeting Rooms
 - b) (Preliminary) Tenant Survey Results
12. Rental Committee Report
 - a) RGI Policy
 - b) Rent Calculations Policy
13. Corporate Business
14. Conference / Associations' Report
15. Other Business
16. Adjournment

Next Regular Meeting: July 29, 2020

MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING

Wednesday, May 27, 2020

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

MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING

1. Call to order & Anti-Oppression Statement
The meeting was called to order at 7:04 p.m. and a board member read the anti-oppression statement.
2. Adoption of agenda
The agenda was adopted as presented.
(M/S/C, Bill Rooney /Shelley Robinson)
3. Declaration of conflict of interest
No conflicts to report.
4. Adoption of the Board minutes of April 29, 2020
The minutes were adopted as presented.
(M/S/C, Abra Adamo /Penny McCann)
5. Business arising from the previous minutes – none
6. Rental Committee Report – none
7. Facilities Management Committee Report – none
8. Finance Committee Report
 - a) Capital Budget
 - CCHC didn't approve a capital budget last fall: no projects, only necessary work on turnover.
 - 2019 was a good fiscal year and CCHC has some money in the capital replacement reserve.
 - 240 Presland requires an emergency replacement of the make-up air unit (roof top unit to circulate air), there is also an extensive turnover required.

- Capital reserve is at \$21K beginning 2020 before annual contribution of \$12K.
- CCHC is requesting a \$33K capital budget to complete the work outlined.
- Procurement of a second hand unit to reduce costs is not possible.

The Board approved a capital budget of \$33,000 for 2020 to account for an extensive turnover and a new make-up air at 240 Presland.

(M/S/C, Josh Bueckert/ Bill Rooney)

9. Other Business – none
10. Adjournment: 7:11 p.m. (M/C, Josh Bueckert)

**MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING
Wednesday, May 27, 2020**

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

Staff: Ray Sullivan, Andrée-Ann Cousineau (recorder).

1. Call to order & Anti-Oppression Statement

The meeting was called to order at 7:11p.m. and a board member read the anti-oppression statement.

2. Adoption of agenda

The Board recommends adopting on consent items 8, 9, and all other items not specified in the agenda.

(M/S/C, Sarah Button/ Abra Adamo)

3. Adoption of April 29, 2020 minutes

The Board moved to adopt the regular and in camera April 2020 minutes with corrections to committee members surnames.

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

4. Declaration of conflict of interest - None

5. Business arising from the previous minutes

a) Pandemic reaction

Ray updated the Board of upcoming changes:

- No new positive COVID reports from tenants or staff
- Facilities is adding "Priority" (7 days to completion) service level after June 1, which will be announced early next week. Currently Emergency and Urgent work orders only.
- Staff will be re-opening the office to non-essential staff visits after June 29, on a voluntary basis. The Pandemic Coordination committee will implement protocols in phases.
- The office will not be opened to tenants or clients.
- The Rental Department has identified priority tenants who cannot complete electronic payment transactions.

- The TSRs will schedule special appointments on and after June 29th outdoors on podium at 415 Gilmour for July rent collection by debit machine.
- The reopening plan is a 3 phase approach, staff do not anticipate full reopening to tenants and clients until a Covid vaccination program (2021).
-
- b) “Keep your rent” campaign**
 - An anonymous self-appointed “CCOC tenant coalition” has messaged CCOC (email letter included in May Board package).
 - Currently only one tenants cites that group as reason for not paying.
 - Staff seek Board input on how to address this group/individual, do we engage? Ignore? Other?
 - The Board discussed the best approach, recognizing that CCOC has consistently used individually tailored rent payment plans when needed, sometimes over long periods of time. CCOC should have confidence in that history of flexibility.

The Board moved to acknowledge receipt of the message and invite the people behind it to contact the Executive Director as individuals, not as self-appointed tenant representatives.

(M/S/C, Sinda Garziz /Sarah Button)

1 opposed

6. Executive Committee Report

a) *In Camera Minutes*

The Board reviewed *in camera* minutes from the May Executive Committee meeting regarding collaboration with another non-profit.

7. Personnel Committee Report (adopted on consent)

8. Finance Committee Report

- ### **a) Commercial Rent**
- CCOC commercial tenants do not qualify for rent relief since 30 % commercial occupancy is required to qualify for the government funding.
 - Finance Committee recommended that CCOC consider providing in house relief for commercial tenants whose business was closed due to COVID19 restrictions.
 - CCOC currently has 4 commercial tenants who have been fully closed for business during the pandemic: chiropractor, hairdresser, acupuncturist, and day-care.
 - CCOC having all commercial spaces leased is an anomaly, usually there are vacancies for months or years, and unlike residential, filling commercial vacancies is a struggle.
 - Finance Committee recommends approval to offer a 25% (negotiable) deferred rent for June to September 2020, to commercial tenants who had to cease

operations due to COVID-19 restrictions, to be repaid at a later date. Terms of repayment will be negotiated at the end of the deferral period in September 2020.

The Board was not yet comfortable with waiving commercial rents owing and tentatively approved commercial rent deferral, requesting that Finance Committee present alternate options in September. Those options could focus on incentives for renewing or extending leases.

The Board requested that the relief options proposed in the Finance Committee motion be reworded not to include "CCOC reserves the right to forgive a portion of the deferred rent".

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

b) Spending authority

- Finance Committee recommends that Facilities Management Department managers have their spending approval limits increased so they can facilitate larger required repairs and be more efficient.

The Board moved to approve an increase in spending authority for the Operations and Capital Project Managers, from \$5,000 to \$10,000 effective immediately, to improve operational efficiency.

(M/S/C, Josh Bueckert /Chris Yordy)

c) Encasa Investment Accounts

- Finance Committee is recommending the board approve changes to Encasa Canadian Equity Fund Investment, as proposed by Encasa,.
- The recommendation presents no change in the risk profiles of CCOC investments.
- Finance Committee is recommending the appointment of Derek Ballantyne (CEO of Encasa Financial) to act as proxy for CCOC at the special meeting of Unitholders of the Fund, to be held on June 25, 2020.

The Board moved to approve the Finance Committee's proposed changes in the fundamental investment objective of the Encasa Canadian Equity Fund and to approve the appointment of Derek Ballantyne (CEO of Encasa Financial) to act as proxy for CCOC.

(M/S/C, Josh Bueckert /Chris Yordy)

9. Facilities Management (adopted on consent)

10. Development Committee Report

a) Forward Avenue

- The new construction estimate is higher than expected. The Class D budget increased from ~\$8M to ~\$11M (includes ~\$750k duplicate expenses).
- Much of the cost is due to energy efficiency in the building envelope.
- Securing a 1% interest rate (expected) would require only 200k in equity, and could be funded through grants (net zero energy performance required)
- Development staff are actively working with architect & builder to reduce costs. For example, reducing overall building size (North side).

| Interest Rate | Required CCOC equity |
|-------------------------------------|----------------------|
| 2.5% (CMHC stress test) | \$2.5M |
| 1.0% | \$200k |
| 0.55% (current CMHC benchmark bond) | -\$750k |

b) Aging in Place

- The Executive Director will compile information from each committee and bring a single report to the Board when available, which includes a long term overview of strategic items for Development.

11. Tenant and Community Engagement Committee Report

a) AGM Planning and membership extension.

- Past CCOC membership practice has been to renew AGM to AGM, with an April cut-off.
- CCOC Bylaws are silent on the term of membership
- CCHC Bylaws: one year term (or co-op residency), but dates are not defined.
- TCE is seeking Board interpretation how on how to administrate memberships due to the delayed AGM in September, and recommending that the membership renewal period be moved to calendar-year memberships, effective 2021.
- A Board member expressed that memberships should remain focused around AGMs.

The Board moved that all current memberships, valid on May 21 2020 as the original AGM date, will remain valid to Dec 31, 2020. Following that, all membership terms will end on December 31 of the same calendar year in which they were purchased.

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

1 abstained

12. Rental Committee Report

a) Policy Updates

- Rental Committee is requesting approval to rescind a rebate policy and renaming of the Special Needs Housing Leasing Policy.
- CCOC has not been issuing rebates for cleaning "as-is" units for many years, although this policy remained on the books.
- CCOC will continue to offer "as-is" rentals, just without the rebate.
- The committee recommends renaming the Special Needs Housing Leasing Policy to the Community Partner Policy. They propose substantial changes that will better align with CCOC practice regarding community partner referrals,

The Board moved to rescind the “As Is Rent Rebate Policy”, effective immediately. The Board moved to approve the renaming of the Special Needs Housing Leasing Policy to Community Partner Referral Agreements Policy with the revisions proposed by the Rental Committee.

(M/S/C, Chris Yordy/ Sarah Button)

b) Rent Collection update

- Rent collection is good so far, with May is looking better than April.
- Staff served two N4 eviction notices to help tenants access rent relief programs. During the pandemic, CCOC is not follow through on evictions for unpaid rent.
- CCOC is faring well, but it is worth noting that many tenants are facing financial stress as a result of the ongoing pandemic.

13. Corporate Business

- a) Summer Board schedule: the Board will break in August.

14. Conference / Associations' Report

- a) ONPHA 2020: would have been in Ottawa, but will be hosted online due to pandemic.

15. Other Business

- a) 2019 Indicators

Kitys (Key Indicator Total Year)

- Refreshing these performance indicators is part of the 2021 strategic plan. Yardi gives us access to more data.
- The 2020 pandemic period will show up in service standards indicators.
- Waste indicators data is limited we and will explore other options for better indicators.
- Hydro indicators, data is for all of CCOC, not including accounts paid by tenants. We have a call with Hydro Ottawa next week to discuss better aggregate data.
- Positive takeaway: limited evictions demonstrates effort by Rental Department to works with tenants.
- Need for improvement: occupancy. CCOC's objective is to bring vacancy in between tenants down to 1 month or less on average.
- Tenant survey analysis is under way (moved to 2020 from 2019 due staff turnover)

Pupys (Per Unit Per Year)

- CCOC properties flagged in red indicate redevelopment candidates.
- Considerations for redevelopment are not limited to financial indicators, the quality of housing is also important (i.e.: good quality, historical character, etc.)

The Executive Director will send indicators in MS Excel format to Board members.

16. Adjournment: 9:02 p.m. (M/C, Josh Bueckert)

Cahdco Introduction



Graeme Hussey

President, Cahdco
Director of Housing Development, CCOC
June 19, 2020

The Cahdco Mission:

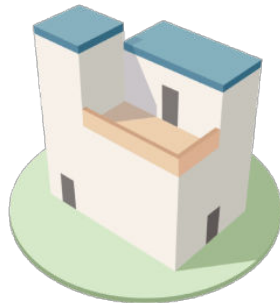
Create and promote housing for low- and moderate-income people in order to achieve social equity.



Cahdco



CCOC



Non-profit client



Cahdco/CCOC Connection



cahdco

- By-Laws
- Mission
- Board
- MOU
- Staff
- Office



CCOC

Cahdco Services

- Feasibility Studies
- Pro Forma Modelling
- Options Evaluation Matrices
- Business Cases
- Capital Grant Applications & Financing
- Development Project Management Services

Cahdco Business Model

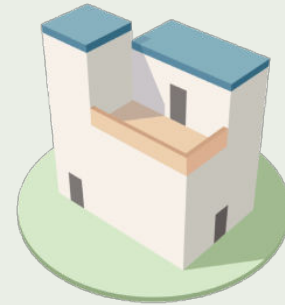


Revenues

Client Services
&
Affordable Home Ownership



Project Managers



Projects

Cahdco Financials

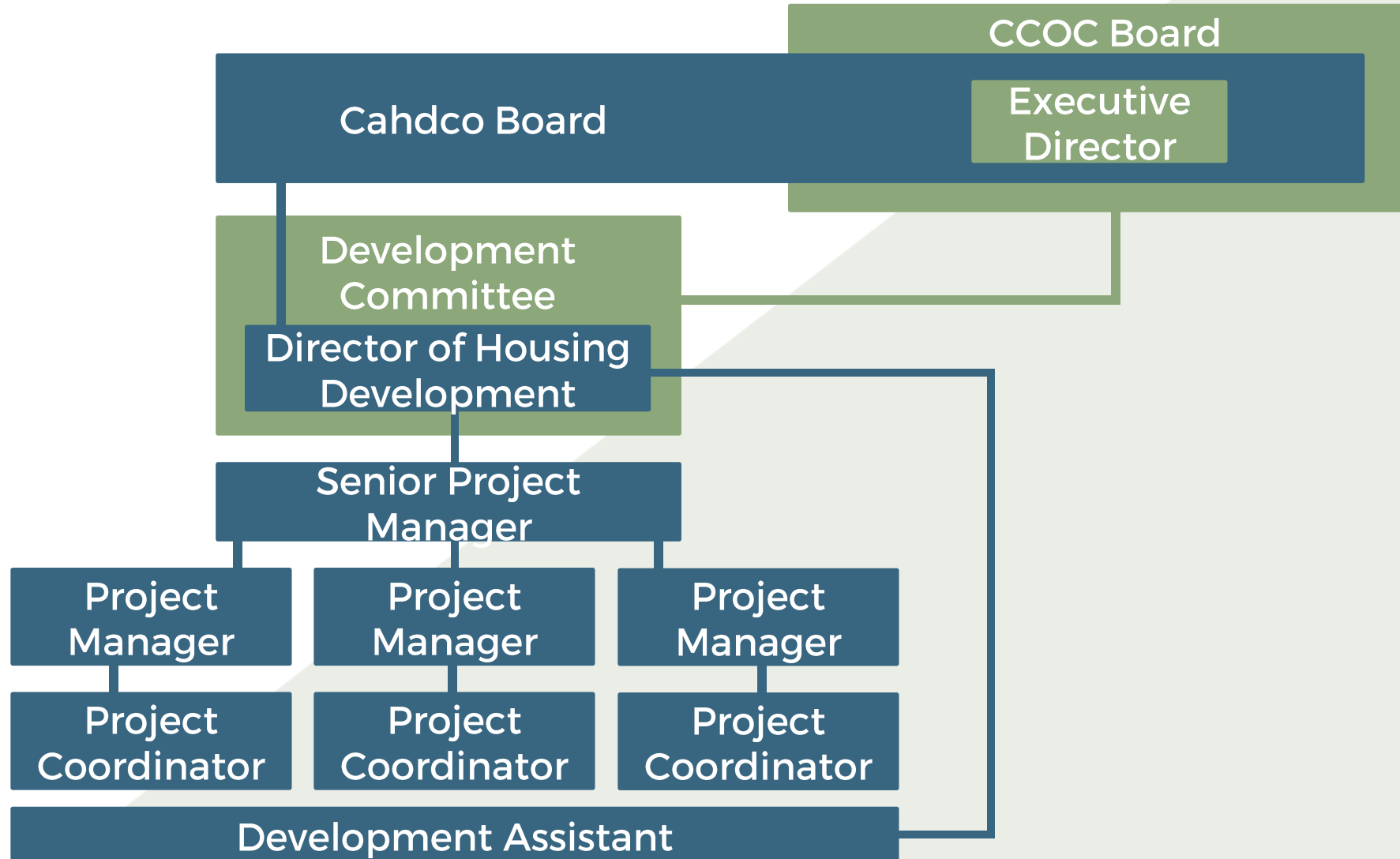


- Total Revenues
- Total Expenses
- Net Income
- Consulting Revenue
- - - CCOC Revenue
- - - Clarence Gate Revenue
- Sub-Consultant Expenses
- - - Debt to CCOC
- - - Internally Restricted Development Fund

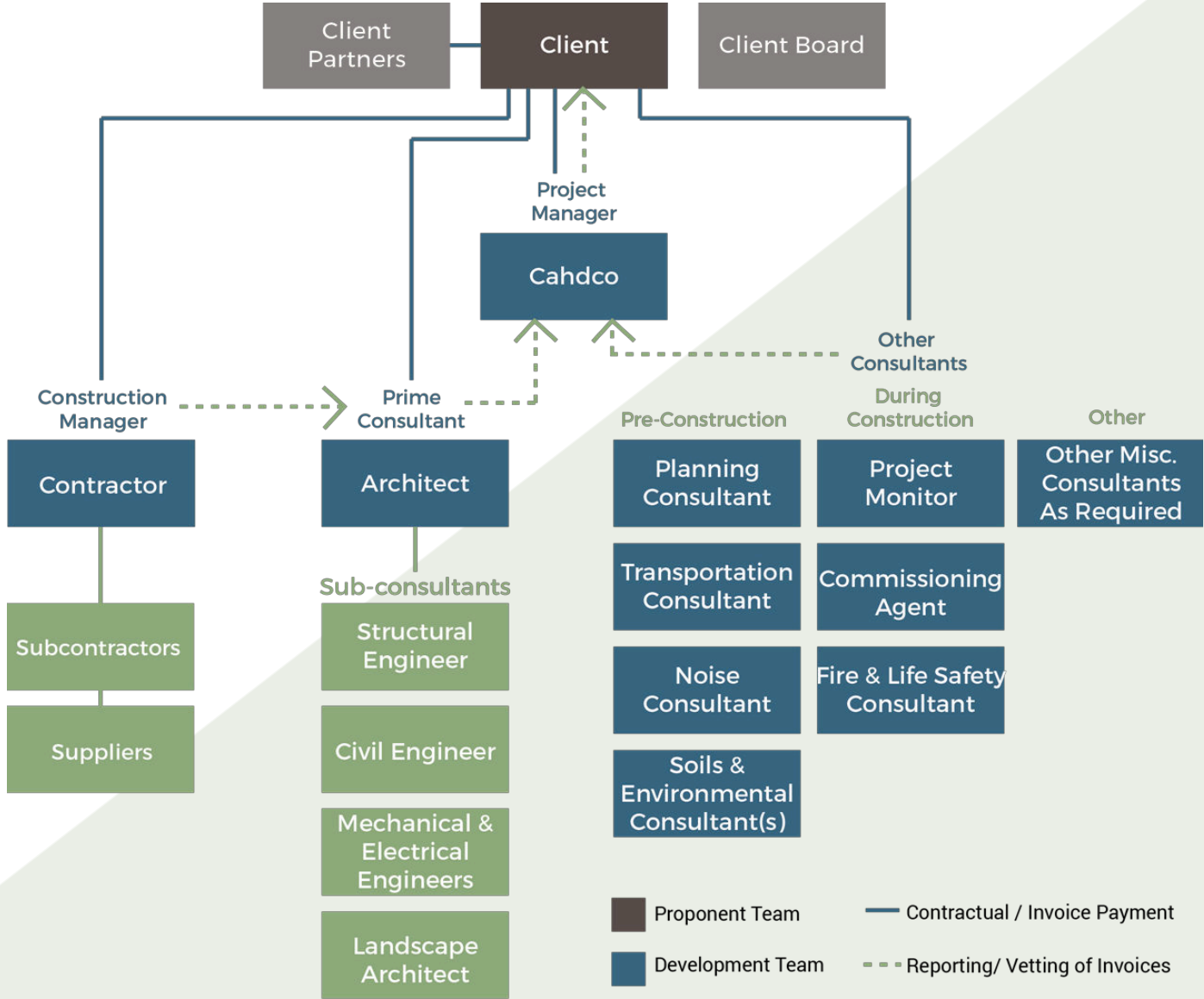
**2020 revenues, expenses, CCOC debt, & IRDF are projections plus proposals identified in Cahdco April 2020 financials. Assumes we sell Champlain and payback CCOC debt*



Cahdco Organizational Structure



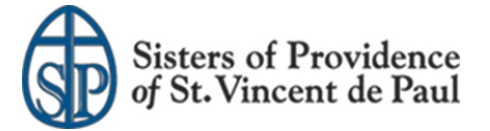
Cahdco Project Organization





KDS

OTTAWA CITY UNION OF THE
KING'S DAUGHTERS AND SONS



cahdco

**Parkdale
Neighbourhood
Land Trust**

Ellwood House



Timeline of Projects

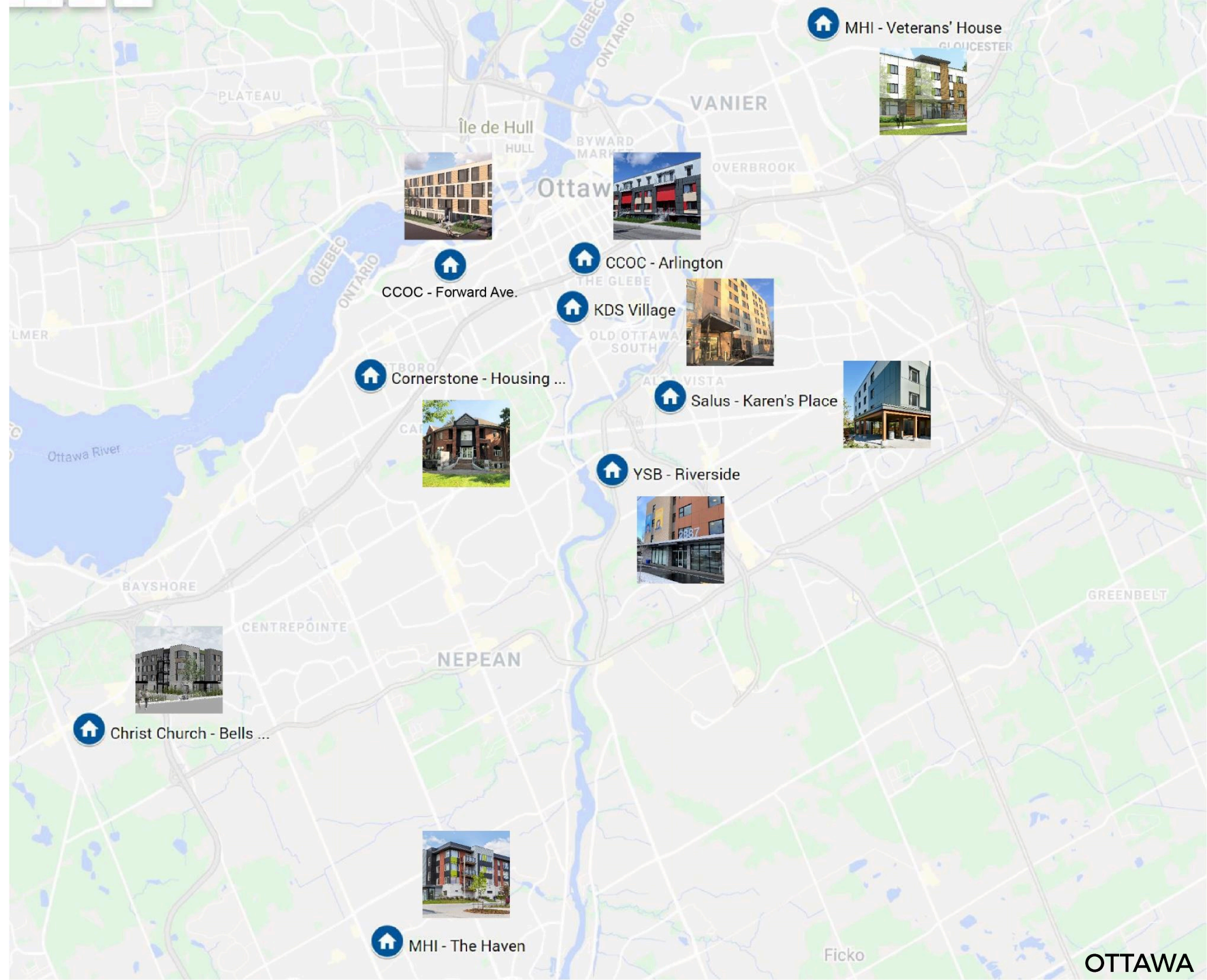


cahdco

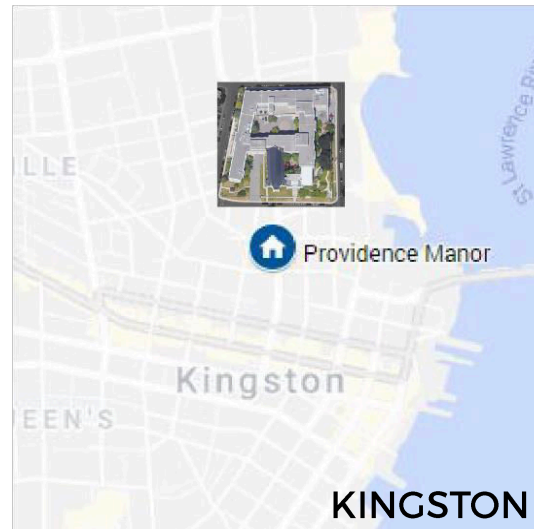
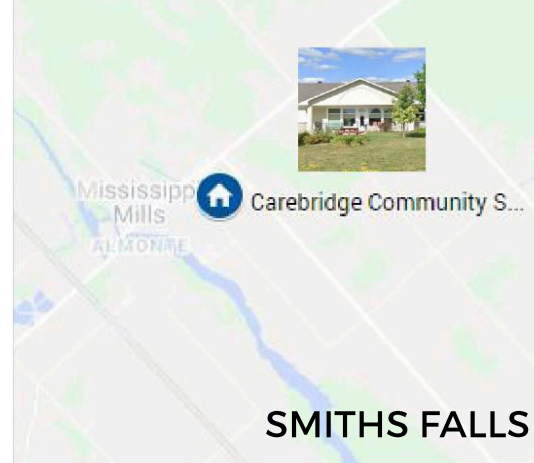


Current & Completed

Cahdco Projects

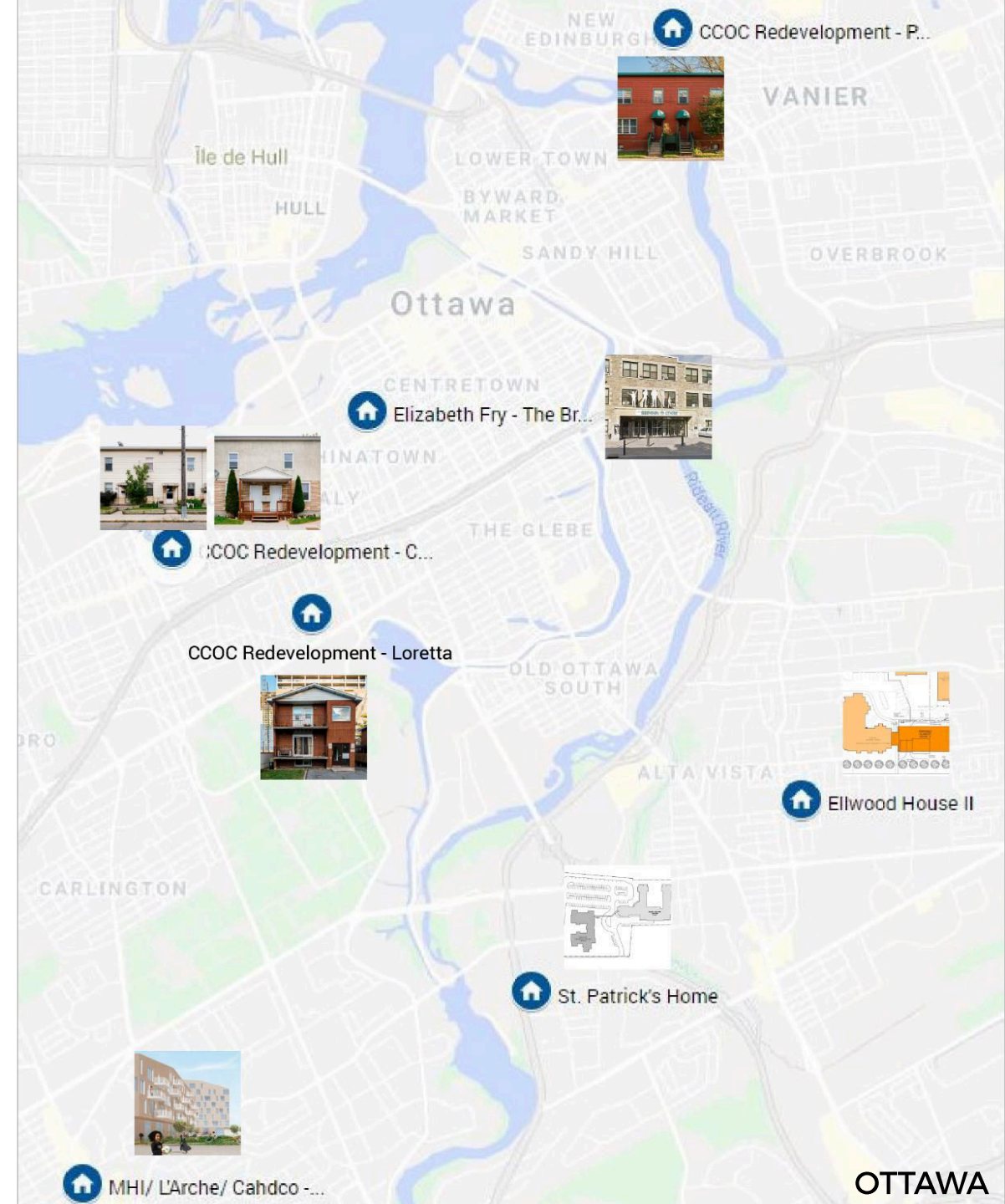


Upcoming Cahdco Projects



Other Projects:

- Ottawa Community Land Trust
- OSHN Shared Services





cahdco



**Centretown Citizens
Ottawa Corporation**
www.ccochousing.org

Graeme Hussey

President, Cahdco
Director of Housing Development, CCOC

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CCOC Office Re-Opening Plan

June 1, 2020

Office re-opening and Service Desk re-opening will happen at different paces.

We anticipate beginning Phase 1 of office re-opening no earlier than June 29, and Phase 1 of Service Desk no earlier than June 29.

We will take lessons from each Phase 1 to modify each Phase 2, and so on.

Phase 2 of Service Desk re-opening will be no earlier than July 20.

Phase 2 for the office is likely only after September 1.

Phase 3 for both the service desk and the office is likely only after a COVID vaccination or treatment program, which is probably in 2021.

Office Entry Protocol for All Staff:

As staff traffic in the office increases, risk of transmission increases.

All **field staff and office staff must follow** this protocol to protect ourselves, each other and our tenants.

- 1. Wear a mask.** All staff must wear a mask on CCOC all properties. Your mask protects other people.
- 2. Use designated entrances.** Enter the office by the North (Bank Street) and East (Lobby) stairs or elevator. Do not use the West (rear parking garage) door.
- 3. Wash your hands.** Go immediately to the accessible washroom for 20+ seconds of handwashing, also wash the keys you just used to enter office.
- 4. Remove your mask.** Treat it like it is contaminated. Store it in a sealed container, like a Ziploc or Tupperware until you can wash it or replace it.
- 5. Wash your hands again.** Your mask was covered in your germs.
- 6. Go to your workstation;** do not touch any door handles.
- 7. Wash your hands before exiting** the office at any time, including for smoke breaks on the podium*. Wash hands immediately on re-entry.

*The 415 Gilmour podium is the only place on any CCOC property that staff can smoke, you can't smoke with mask, and you must wear a mask everywhere except the office. Please smoke away from tenant balconies and windows.

| OFFICE | SERVICE DESK |
|---|--|
| <p>Phase 0: (level C) only essential visits</p> <p>Phase 1: (level B) work from office optional</p> <ul style="list-style-type: none"> - One-way corridors - All interior doors propped open from 7:30 to 5:00, including accessible washroom. - First person in the office responsible for propping open designated doors. Last person to leave responsible for closing and locking. - Less than 50% occupancy at any desk cluster (nobody face-to-face, nobody elbow-to-elbow). Workstations reassigned within depts or in small meeting rooms to accommodate voluntary work from office. - Voluntary work from office must be cleared with Dept Director to ensure less than 50% occupancy - Re-allocate 7 small meeting rooms as private offices if needed - Disinfectant wipes at photocopier | <p>Phase 0: (level C) closed, online only</p> <p>Phase 1: (level B) Essential appointments by invitation only</p> <ul style="list-style-type: none"> - One single guest by appointment at any time - Availability of appointments not broadcast to all tenants: only by targeted invitation based on priority: <ol style="list-style-type: none"> 1. tenants in arrears unable to pay by other means, 2. (later) tenants paying by money-order who would prefer debit, 3. as recommended by Rent Collection Officers - Instructions on entry protocol given to tenants with appointment confirmation - Appointment only on limited designated weekdays. TSRs can work from home on non-designated days. - Debit machine and table barriers with Plexiglas at podium entrance for able walk-in tenants - Debit machine through grate with Plexiglas, on table in front of service desk for tenants unable to walk up stairs - Sanitizer pumps for customers, disinfectant wipes or spray for debit machine and tables. To be used before (in front of tenant) and after each transaction |
| <p>Phase 2: (Level B) work from office encouraged</p> <ul style="list-style-type: none"> - Work from office encouraged for all staff, except those with specific childcare or health needs - One-way corridors - All interior doors propped open from 7:30 to 5:00 - First person in the office responsible for propping open designated doors. Last person to leave responsible for closing and locking. | <p>Phase 2: (Level B) Essential appointments by request</p> <ul style="list-style-type: none"> - Availability of appointments on designated weekdays broadcast to all tenants - Essential appointments only: debit payment, Lease signing/key hand off (not group presentations), death of tenant (meet with family) - Meetings with tenants and guests will be in the boardrooms |

| | |
|--|---|
| <ul style="list-style-type: none"> - Less than 50% occupancy: Team A and Team B on alternate weeks - Meetings with tenants and guests will be in the boardrooms - Disinfectant wipes at photocopier | <ul style="list-style-type: none"> - Appointments for rent collection, only for tenants unable to pay by cheque or make electronic payment - Appointments only on limited designated weekdays. TSRs can work from home on non-designated days. - Debit machine and table barriers, Plexiglas at podium entrance for able walk-in tenants (unless risk of ice and snow) - Debit machine through grate with Plexiglas, on table in front of service desk for tenants unable to walk up stairs - Sanitizer pumps for customers, disinfectant wipes or spray for debit machine and tables. To be used before (in front of tenant) and after each transaction |
| <p>Phase 3: Work at office unless specific approval</p> <ul style="list-style-type: none"> - Attention to disinfecting and handwashing | <p>Phase 3: Normal operation</p> <ul style="list-style-type: none"> - Attention to disinfecting and handwashing - New adjusted opening hours |

Things we need:

- 10 door stop wedges
- Coloured tape for floor arrows
- 3 large panes of plexiglass: one for each side of service desk (could be affixed to grate) and one for podium service desk setup (standing between two tables)
- 2 or more hand sanitizing stations for tenants and guests
- 1 plastic folding table for outside podium door
- Disinfectant wipes

From: [Ray Sullivan](#)
To: ["ccoctenantcoalition@gmail.com"](mailto:ccoctenantcoalition@gmail.com)
Bcc: [Fran Childs](#); [Laine Johnson](#)
Subject: RE: CCOC Tenant Coalition
Date: June 2, 2020 9:05:29 AM

Hi,

Thanks for your message. I brought it to the CCOC Board of Directors last week.

As you may know, CCOC is a tenant and member directed organization. Membership is open to anyone who signs on to our Mission and Values and pays a \$3 membership fee. The membership elects the Board of Directors. Half of our current Board are tenants or past tenants. The Board acts on advice from standing committees, one for each administrative department at CCOC, and these committees are completely open to anyone (people become full voting committee members at their 4th meeting).

Incidentally, about 30% of our staff are also current and former tenants, including members of our management team.

We certainly recognize that the pandemic has been hard on many CCOC tenants. We've heard many stories of people who have lost income and some who don't qualify for emergency benefits. Even for many who haven't seen a change in income, they have seen increases in prices and difficulties getting what they need.

You probably also know that over 50% of CCOC tenants pay rent-gear-to-income (RGI) – their rent is set at roughly 30% of their household income. From March 17 to May 11 the City suspended any adjustments to RGI rents, blocking us from adjusting rents downwards when tenants saw losses in income. That suspension is now lifted, and we are able to make retroactive rent calculations to restore that benefit.

For all tenants, we are allowing rent deferral and we are making very flexible rent payment arrangements. We are also not issuing any eviction notices for unpaid rent, except in two cases where the tenants themselves requested it so that they can access a rent bank. By way of contrast, although in 2019 we issued 194 N4 eviction notices for unpaid rent, that only led to two tenants actually being evicted. This is evidence of the hard work of our rent collections team: their job is to help tenants figure out how they can pay their rent and how they can keep their housing. Their job is about people, not dollars.

If you, or any members of your group, would like to discuss how CCOC collects and sets rent during the pandemic or during normal times, I would be happy to have that conversation. Let me know who is interested and I can set up a teleconference or videoconference for us. Certainly if you or any member of your group is having difficulty paying rent, we are happy to work with you to make appropriate arrangements.

Thanks,

Ray



Raymond Sullivan
Executive Director
Centretown Citizens Ottawa Corporation
613-234-4065 extension 233
www.ccochousing.org

From: CCOC Tenant Coalition * [<mailto:ccoctenantcoalition@gmail.com>]

Sent: May 6, 2020 2:36 PM

To: Ray Sullivan <Ray.Sullivan@CCOCHOUSING.ORG>; Louis Vezer <Louis.Vezer@ccochousing.org>;
Lisa Seguin <lisa.seguin@CCOCHOUSING.ORG>; Rent Collections
<RentCollections@ccochousing.org>; Fran Childs <Fran.Childs@ccochousing.org>; Amanda
Tompkins <Amanda.Tompkins@ccochousing.org>; Graeme Hussey
<graeme.hussey@ccochousing.org>

Subject: CCOC Tenant Coalition

To CCOC representatives and staff,

We, a group of tenants from multiple CCOC buildings, have discovered that many of our neighbours are unable to pay rent due to the COVID-19 crisis. In the last two months, many of us have seen our wages disappear, the costs of necessary goods increase, and our ability to pay rent virtually evaporate. Many tenants will not qualify for government financial relief or will experience delayed payments. The uncertainty of the situation makes it difficult to know what other troubles lie ahead or how long this crisis will last.

In this context, prioritizing rent over our basic needs would endanger not just us, but the wider public. It would be reckless and socially irresponsible. We therefore support all tenants who have decided not to pay rent in the midst of this unprecedented public health emergency.

We call on CCOC to:

- Forego issuing legal notices (N1, N4, etc.) for non-payment of rent;
- Forego pursuing evictions for non-payment of rent, including when the eviction moratorium is lifted and the LTB re-opens;
- Forego collecting any rent that is unpaid because of the COVID-19 crisis;
- Forego requesting payment plans for those who have no income prospects;
- Freeze rent for tenants who have lost income due to the COVID-19 crisis;
- Freeze the annual 2.2% rent increase for all tenants;
- Forego harassment of individual tenants for their roommate's or partners' non-payment of rent (through rent collections officers, etc.);
- Forego reporting tenants' non-payment of rent to credit reporting agencies;
- Forego contacting the caseworkers of people who rely on programmes to pay their rent

(partially or in full) regarding non-payment of rent;
-Deal collectively with tenants on any issues that arise.

*If CCOC must evict a tenant during the COVID-19 crisis due to their violence toward other tenants, we ask that CCOC take on the responsibility of redirecting that tenant to supportive housing where appropriate and possible. This is CCOC's responsibility to the community. Otherwise, the violence of that one tenant is simply displaced onto other vulnerable communities.

We ask that the legitimacy of these demands be respected and their necessity be recognized by owners in this extraordinary time.

We realize that CCOC has a good reputation as a non-profit landlord. We acknowledge that CCOC does not request last month's rent at the time of lease-signing, repairs are often done in a timely manner, etc. These are important elements of a rental relationship that increases accessibility for tenants. Additionally, CCOC does not request a credit check or proof of income from tenants at the time of signing a lease. This significantly lends to low-barrier housing access for people who are financially limited and marginalized. To that point, this reality is representative of the fact that CCOC's tenant base is made up of a great deal of people who were already financially vulnerable before this crisis. Renters choose CCOC because they would not be accepted as tenants in many other housing contexts based on their precarious incomes that result in low credit scores or temporary, frequent gaps in income.

In addition to those with precarious employment income, those who access public income support are also at risk. Individuals who are already living with the financial limitations of public assistance programs (ODSP, OW, Portable Housing Benefit, Canadian Mental Health Association Rent Supplement, etc.) are adversely affected by the closures and narrowing of community resources. Therefore, despite receiving rent supplements, resources such as soup-kitchens, food banks, libraries, and support programs that supplement daily living are less available which results in higher costs of living. This disruption to the little financial planning made possible by these programs will be felt during and after the quarantine period as food and toiletries become even more financially out-of-reach and so long as individuals within these programs are disqualified from government emergency relief.

Lastly, it is clear that CCOC has been in support of the call to declare a housing and homelessness emergency in Ottawa. The financialization of housing under the current economic market has become increasingly burdensome for larger and larger numbers of renters. This is evidenced in the classification of these realities as a housing crisis. In connection with this, CCOC uses the market rent paid by many tenants to subsidize the rent of low-income tenants. If CCOC has a grasp on the housing and homelessness crisis in the city, it would follow that CCOC understands the enormous limitations of relying on the market to regulate rent costs. With the economic effects of the pandemic, these limitations are even more impactful now. While this tenant coalition supports the supplementation of rent for low-income tenants, we deeply question the ethics of CCOC's reliance on market regulation for other tenants' rent costs, especially during these crises (health and housing), and especially in the aforementioned context of a financially vulnerable tenant base.

CCOC plays an important role in offering affordable housing in a neighborhood that

is highly gentrified (and gentrifying). We as a coalition hope that CCOC sticks to its commitment to addressing the impacts of the financialization of housing and seriously considers the above requests. We urge CCOC to go beyond the basic expectations of a landlord and set the standard for other landlords in Ottawa. We are neighbors who care deeply about each others' well-being. We ask that CCOC live up to its good reputation as a community-based and tenant-directed organization by tangibly following through with the aforementioned requests. We want to keep our community together and safe.

-The CCOC Tenant Coalition

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

7:30 PM, Monday, June 8, 2020

Video Conference

Present: Dallas Alderson (Chair), Kerry Beckett, Josh Bueckert, Shelley Robinson (agenda items 1-6), Bill Rooney, AnaLori Smith, Ray Sullivan (staff)

1. **Call to order & anti-oppression statement:** 7:40 (after the kinds of technical issues we have all come to expect in the age of videoconferences)
2. **Approval of the agenda:** (moved/seconded/carried, Kerry/AnaLori)
3. **Approval of past minutes:** (m/s/c, Kerry/Josh)
4. **Reviewing Department Directors' meeting:** On May 14, department directors discussed safety and security at CCOC properties and tasked a small working group to come up with a response checklist, on May 28 each team member presented their DiSC work behaviour profiles to help accelerate team development.
5. **Business Arising:**
 - a) **Collaboration with other Non-profits:**
The committee moved *in camera* (m/s/c, Josh/Shelley)
 - b) **Legal matter:** The committee remained *in camera*.

The committee moved *ex camera* to resume the agenda (m/s/c, Kerry/AnaLori)
 - c) **Property tax and charitable status**

Background: We are exploring a property tax strategy that could lead to exemptions based on charitable purposes.

Discussion: The committee reviewed and discussed staff correspondence with a lawyer. The lawyer recommends that CCOC could potentially apply for CRA charitable status and separately apply for property tax reductions or exemptions based on charitable purposes. These would be separate but complimentary efforts. The lawyers estimate a \$5k cost for the preliminary work, and after that they would be paid on contingency from property tax savings. The committee agreed it is worth exploring.

Motion: The committee approved a \$5,000 initial expense on legal work to confirm the opportunity. (m/s/c, Josh/Bill)

6. New Business:

a) CCOC Governance

Background: At its February 2020 meeting, the Board of Directors discussed establishing a governance sub-committee after the May AGM. Then pandemic.... So let's start the discussion now to set scope and objectives.

Discussion: The idea for an *ad hoc* governance committee came out of the discussion around board diversity and the board self-assessment survey. There may also be some work to look at and modernize By-Laws, but this could also start with staff recommendations. The committee asked for a presentation at an upcoming Board meeting summarizing the "Governance as Leadership" document Ray shared and general models of governance. Volunteer Ottawa and ONPHA both have resources on this. Once the committee is formed with an initial mandate from the Board, they will come back to the Board with proposed terms of reference.

b) COCHI 2020

Background: The Canada-Ontario Community Housing Initiative (COCHI) is administered by the City. Among other things, it provides capital repair grants to properties with expired (or soon to expire) operating agreements.

Motion: Acting on behalf of the Board, the Executive Committee approves submitting a COCHI 2020 application for \$225k of work at 170 Booth.

(m/s/c, Kerry/Josh)

c) Anti-racism action

Background: CCOC staff had begun working on an Anti-Racism Organizational Change plan in 2019, it has been interrupted during the pandemic and we now have a responsibility to resume.

Discussion:

The Board's anti-oppression workshop in June 2019 was to be piloted for committees in March, starting with TCE, but that was put on hold due to the pandemic. Ray and Andree-Ann (our new Director of HR and Corporate Services) had also started a discussion about how we can roll something similar out to staff. The facilitators we have been in touch with don't advise online workshops for this difficult work, but we will have to figure something out anyway.

Ray outlined three related initiatives:

- "Inside": staff experience and behaviour, hiring and orientation (HR/Pers)
- Governance: board and committee members' experience and behaviour, recruitment and orientation (ED/Board)
- "Outside": tenant experience and behavior (TCE)

The first two would be followed by an action plan that outlines changes in practice and actual organizational change.

We will also need to determine how this fits with Reconciliation, which seems related but also deserves dedicated attention.

The committee saw a link to the ad hoc Board governance committee, which might also include a mandate to review the anti-oppression statement. AnaLori, who has taught in this area, stressed the importance of “calling people in” rather than “calling people out”, and that although work has been slow it’s good to see it moving.

The committee also recognized that doing this work properly will mean giving it the right resources. That may mean something else has to shift from the Workplan. It will also mean finding some money in the budget. Some of this work is also directly related to the job of the TCE Facilitator, which is currently a term position. The committee supported making that a Regular indeterminate position.

Decision: The committee directed staff to prepare an addition to the 2019-2022 workplan reflecting this initiative and bring to the Board for consideration.

Motion: The committee moved to direct staff to include the TCE Facilitator position as a Regular Indeterminate position in the 2021 budget.

(m/s/c, Shelley/AnaLori)

7. Programs/Policy:

a) Expiry of Provincial Mortgages (EOM)

Background: Program funding and regulations are unclear or unsustainable after mortgages are paid off in the Provincial Reformed Portfolio.

Update: Ray and Maryse have a June 25 follow-up meeting with City staff. Policy work on this area has been slowed down at the Ministry, but might be picking up again. CCOC will need some resolution on a quicker timeline.

b) City 10-year Plan on Housing & Homelessness:

Background: The City recently released a draft update to the their 10-year Housing & Homelessness Plan

Discussion: All municipal Service Managers are required by the Province to produce these plans. That has led to criticism that the City doesn’t have a lot of commitment. The new plan is more thorough than the 2014 version, and looks more broadly at development strategies like Inclusionary Zoning and community land trusts. It also includes targets, which were absent from the previous plan. Disappointingly, the plan undercuts those targets by labelling them “aspirational” and essentially conditional on a very big increase in funding from other orders of government.

Decision: the City directed Ray to write a letter in response to the draft plan.

8. Residential Tenancies Act (RTA) Proceedings: none

9. Strategic Plan: Staff will present, in the Fall, a draft timeline and process to produce new CCOC and Cahdco strategic plans.

10. Cahdco Update: none

11. Other business:

a) Upcoming Board schedule

June: Cahdco deep dive

July: Aging in Place

July or September: Governance

Fall: Establishing a charitable foundation, strategic plan development

12. Adjournment: 9:03 (m/c, Josh)



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Councillor Jenna Sudds,
Chair, Community and Protective Services Committee
City of Ottawa [by e-mail]

June 16, 2020

Dear Councillor Sudds,

I am writing in support of the draft 10-year Plan on Housing and Homelessness.

CCOC is a private non-profit landlord that provides mixed-income affordable housing to almost 1600 households in Ottawa. I have been an active member of the City's Housing System Working Group since its inception in 2010.

The plan includes meaningful targets. They won't be easy to meet, but as the City itself has declared, we are facing a Housing and Homelessness Emergency. As we all know during the pandemic, solving emergencies is not easy. The targets in the plan can not be achieved without additional municipal investment. The City's upcoming Long-Range Financial Plan for Housing Services will be a crucial component. As will further investments from the Provincial and Federal Governments.

Do not wait for other orders of government before making your own investments. Do not approve this plan without putting up the City's share of resources to make it work. For the over 50,000 Ottawa households in core housing need, and the many thousands of people who access our emergency shelter system, this plan can't simply be "aspirational".

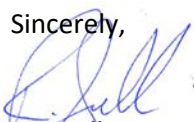
I want to also commend the City for taking a broader and more strategic approach to affordable housing supply by looking at Inclusionary Zoning, Community Land Trusts and co-locating affordable housing with City facilities. These same initiatives must now be reflected in the upcoming Official Plan.

Ultimately, to solve the Housing Emergency, the City will have to use all of the tools at its disposal. That means taking a whole-of-City approach, and giving all City Departments a responsibility for the targets and mandate in this new 10-year plan.

It also means working in true partnership with the non-profit, charity and for-profit organizations who will actually deliver on these targets.

CCOC hopes to remain a part of the solution and we will continue working with the City to achieve the targets of this Plan.

Sincerely,


Ray Sullivan
Executive Director

cc. Catherine McKenney, Council Liaison on Housing & Homelessness
Shelley VanBuskirk, Director of Housing Services

Anti-Racism Organizational Change Project Plan Outline

June 15, 2020

Phase 1: Education and Planning

March 2020 – February 2021

1. Volunteers: Complete anti-oppression/anti-discrimination training for board and committee volunteers (2-3 hours)

- a. Board and Dept Directors workshop completed June 2019
- b. Six committee workshops (Development, Finance, FMC, Personnel, Rentals, TCE).
 - Ensure this includes all Board members, especially new ones after the 2020 AGM.
 - Do another Board workshop after the 2021 AGM. Do another round of committee workshops (could be blended committees) in 2022/23. Continue three year cycle.

Lead: Laine

Support: Hannah, Andree-Ann, Ray, all Dept Directors

Reporting: TCE Committee

Project plan: To be completed before July X 2020. Includes timeline, budget, assigned roles and objectives.

2. Staff: Complete anti-oppression/anti-discrimination training for all staff (half day or full day)

- a. Start with workshop for all staff with supervisory responsibilities (14 people)
- b. Complete workshops for all staff (4x15 people)
 - include supervisors again
 - mix all depts. and work groups (for example, split East cleaners into four groups, West Seniors in to separate groups, TCE staff in four separate groups and Corp Services into four separate groups)

Lead: Andree-Ann

Support: Ray, all Dept Directors

Reporting: Personnel Committee

Project plan: To be completed before July X 2020. Includes timeline, budget, assigned roles and objectives.

3. Planning: Outline an anti-oppression organizational change plan

- a. **Governance:** with the Board taking the lead, outline a governance/volunteer anti-oppression change plan.
 - This could build on the existing anti-oppression statement, could include recruitment and orientation, or further exploration of Reconciliation, for example.
- b. **Staff:** with managers taking the lead, invite input from all staff on an organizational change plan.

- This may include changes in hiring and orientation, review of Code of Conduct and Harassment policies, boundary setting for tenants, staff diversity/inclusion celebrations, or further exploration of Reconciliation, for example.

Lead: Ray
Support: Andree-Ann, Laine, All Dept Directors
Reporting: Board/Executive Committee
Project plan: To be completed before **January 11 2021**. Includes timeline, budget, assigned roles and objectives.

Phase 2: Organizational Change

September 2020 – Forever

1. **Organizational Change:** execute organizational change plans as outlined at the end of Phase 1

Lead: Ray
Support: Andree-Ann, all Dept Directors
Reporting: Board/Executive Committee
Project plan: To be completed before October X 2020. Includes timeline, budget, assigned roles and objectives.

2. **Community Change:** design and execute an anti-oppression and anti-discrimination aimed at CCOC's tenant community

Lead: Laine
Support: Hannah, Fran, all Dept Directors
Reporting: TCE Committee
Project plan: To be completed before October X 2020. Includes timeline, budget, assigned roles and objectives.

| Goal (from strategic plan) | Objectives | Strategies | Activities | Priority: ***= essential **= important *= opportunity | Resources: ***= outside help **= bumps work *= fits workload | Lead (support) | Output Timeline (Start) | Output Timeline (End) | Feb-20 | May-20 |
|---|---|---|--|--|---|-------------------|-------------------------------|-----------------------------|--|--|
| Empower staff, volunteers and tenants | Build common understanding and awareness around discrimination, racism | Engage consultant/facilitator | Phase 1 - Anti-Racism Organizational Change - training and design: Organize staff workshops on oppression and discrimination, use input and outcome as base to build phase | *** | *** | Pers (Corp) | Mar-20 | Feb-21 | - | Added June 2020 |
| Empower staff, volunteers and tenants | Build common understanding and awareness around discrimination, racism and oppression | Engage consultant/facilitator | Phase 1 - Anti-Racism Organizational Change - training and design: Organize board and committee workshops on oppression and discrimination (Phase 1), analyse input and results to build phase 2 | *** | *** | Exec (Corp, TCE) | Mar-20 | Feb-21 | - | Added June 2020 |
| Empower staff, volunteers and tenants | Build awareness around discrimination, racism and oppression and create norms that they are | TBC? | Phase 2 - Anti-Racism Organizational Change: design and execute a tenant awareness program on oppression and discrimination | *** | *** | TCE (Rentals) | Sep-20 | ongoing | - | Added June 2020 |
| Empower staff, volunteers and tenants | Create an anti-racism and anti-discrimination environment | TBC? | Phase 2 - Anti-Racism Organizational Change: design and execute an anti-oppression and anti-discrimination action plan for staff and volunteers | *** | *** | Exec (all) | Sep-20 | ongoing | - | Added June 2020 |
| Innovative, entrepreneurial business models | Ensure we are properly resourced for current workload and future growth | Engage staff and consultant to review operations | Organizational Development: initiate an organizational development review to find efficiencies and appropriate return on investment as CCOC grows and expands | *** | *** | Exec (all) | Jun-20 | ? | | To begin planning at June 18 Directors meeting |
| Sustain our properties for the next century | Maintain or improve quality of CCOC properties | Refinance and seek grants to fund next ten years of capital replacement and improvement | CMHC co-investment Fund: reach a financing agreement for large repair portfolio | *** | *** | Fin (Cahdco) | Jul-19 | Dec-20 | Work is underway | Work is underway: determining debt build-up capacity and project schedule |
| Sustain our properties for the next century | Reduce operating costs | Appeal property tax evaluations and seek legislative/regulatory change that fairly recognizes limitations of non-profit housing | Property taxes: negotiate a reduction in property taxes for Beaver Barracks | *** | ** | Exec (Fin) | Dec-19 | Dec-20 | BB deep dive at Jan 2020 Board will continue at Feb Finance Committee | Ray to develop proposal for City |
| Sustain our properties for the next century | Reduce operating costs | Appeal property tax evaluations and seek legislative/regulatory change that fairly recognizes limitations of non-profit housing | Property taxes: develop property tax action plan for CCOC's full portfolio | *** | ** | Fin (All) | May-20 | ? | Will extend MPAC appeals to Prov Portfolio | All assessments to be appealed Small link to charitable foundation project |
| Sustain our properties for the next century | Long term prosperity | Drive policy area forward at local and provincial level | HSA EOM: replace HSA Prov Reformed with rent supp agreement, or exit program | *** | * | Exec | Jan-16 | Mar-20 | Reviewing scenarios with City/Service Manager | Ray to develop proposal for City |
| Sustain our properties for the next century | A sustainable operation at 240 Presland | Prioritize the housing over the co-op corporation | Co-op future: amend co-op governing documents to allow options after operating agreement expires | *** | * | Exec | Nov-19 | Jun-20 | | Committed to co-op until 2028 |
| Innovative, entrepreneurial business models | NOI/per unit admin | eliminate gap between revenue growth assumptions (2%) and expense growth assumptions (3%) | Revenue and Expense Projections: develop a strategy to increase net operating surplus and ensure that projected revenue growth matches or exceeds projected expense increases. | *** | * | Fin | Dec-19 | Dec-22 | Will be integrated into 2021 budget development and linked to Organizational Development workplan item | To begin deeper analysis summer 2020 |
| Innovative, entrepreneurial business models | A robust system of key indicators that supports strategic decisions | Use new Yardi data to update indicators, seek benchmarking opportunities | Reporting and Analysis: review and update KITs, data capacity and requirements, processes for analysis | *** | * | Fin (All) | Jul-19 | Oct-20 | Fac Dept developing KPIs and building audit system | To begin planning at Sept 17 Directors meeting |
| Innovative, entrepreneurial business models | Cahdco's continued growth is supported by CCOC | Find willing merger partners | Cahdco Strategic Plan: create new cahdco strategic plan in tandem with new CCOC strategic plan | ** | ** | Dev | Jan-20 | May-22 | | Planning begins August 2020 |
| Innovative, entrepreneurial business models | Growth leads to greater operating efficiency, and may offer greater stability and resiliency to smaller | Engage staff and volunteers to set priorities and vision | Mergers: identify opportunities for mergers and acquisitions | ** | ** | Exec | Dec-19 | May-21 | Proceeding with one. | In due diligence phase |
| Innovative, entrepreneurial business models | A strategic plan that guides the next stage of CCOC's growth and prosperity | Engage staff and volunteers to set priorities and vision | Strategic Plan: Develop a new strategic plan beyond 2022 | ** | ** | Exec (TCE) | Jan-20 | May-22 | | Planning begins August 2020 |
| 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, link to vol welcoming and orientation | ** | ** | Pers (Corp & TCE) | Feb-19 | May-20 | Expand administrative checklist to include orientation and training | Underway |

| Goal (from strategic plan) | Objectives | Strategies | Activities | Priority: ***= essential **= important *= opportunity | Resources: ***= outside help **= bumps work *= fits workload | Lead (support) | Output Timeline (Start) | Output Timeline (End) | Feb-20 | May-20 |
|--|--|---|---|--|---|-----------------|-------------------------|-----------------------|--|---|
| Empower staff, volunteers and tenants | Fair and objective pay practices | Implement job equity framework into operations | Human Resources: Revise all job descriptions and intergrate with job equity evaluation framework and updated compensation policy | ** | ** | Pers (Corp) | Jul-19 | Nov-19 | completed | completed |
| Empower staff, volunteers and tenants | Sustain mission as tenant and volunteer directed organization | Make committee volunteers more representative of tenant diversity | Volunteer engagement: execute approved volunteer engagement strategy | ** | ** | TCE | Jan-16 | Apr-20 | using a working deadline of board orientation, AGM 2020 for some materials: orientation, training, data collection. evaluation and | Underway, related to Diversity Strategy |
| Engage the world in our mission | A strong local, provincial and national non-profit housing sector | Join and participate, play leadership roles in associations | Sector leadership: influence policy and sector development locally, provincially and nationally | ** | * | All | Ongoing | Ongoing | OSHN, OCLT, HSC, CHRA... ongoing | Ongoing |
| Create affordable housing | Turn bad properties into good ones | Develop a more systematic approach to asset management planning | Redevelopment: evaluate options for 140 Bronson, Loretta | ** | * | Dev | Apr-19 | Nov-20 | Initial options evaluated | On hold unto; after Putman, Carruthers and Armstrong work |
| Create affordable housing | Turn bad properties into good ones | Develop a more systematic approach to asset management planning | Redevelopment: evaluate options for Putman, 212-216 Carruthers, and Armstrong/Carruthers | ** | * | Dev | Apr-19 | Sep-20 | Initial options evaluated. Pre-development funding received from City. | For presentation at Directors' meeting June 4, Board decisions before end of year |
| Innovative, entrepreneurial business models | Cahdco's continued growth is supported by CCOC | Update intercorporate MOU to properly reflect exchanges of value between Cahdco and CCOC | CCOC/Cahdco MOU: update the intercorporate MOU | ** | * | Dev | May-19 | Dec-19 | Approved by CCOC Board Jan 29. Should be signed in March by Cahdco Board | Completed |
| Create affordable housing | Build new affordable housing on free land | Identify which City of Ottawa sites are most suitable for CCOC and secure them for CCOC development | City TOD Land: evaluate options to create more CCOC housing on the City TOD lands | ** | * | Dev | May-19 | Dec-19 | Reviewed in December 2019, to be reviewed annually. | Completed |
| Create affordable housing | A strategic plan that guides the next stage of CCOC's growth and prosperity | Develop a more systematic approach to asset management planning | CCOC Development Strategy: adopt the recommendations and begin the next steps | ** | * | Dev | May-19 | Dec-19 | Completed | Completed |
| Be a landlord of choice | Longer tenancies for seniors or others with exchanging abilities | Determine if there are simple steps CCOC can take to facilitate aging in place | Aging in Place: develop a CCOC Aging in Place Strategy | ** | * | Exec (All) | Jun-19 | Apr-20 | Committees naming potential actions at Feb/March meetings | To be wrapped up Rental Committee looked at Aging in Place, turnover rents, transfers and determined we do not need a policy at this time |
| Be a landlord of choice / Innovative, entrepreneurial | Better economies of scale | Expand CCOC services to benefit other affordable housing tenants | Shared Services: expand fee-for-service property management, investigate opportunities for new outside services (can we build on Cahdco?) | ** | * | FMC (Fin & All) | Feb-19 | Dec-20 | Building on OSHN shared services initiative. Target: one new recurring client in 2020 (currently we have 0) | Underway through OSHN project |
| 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 | ** | * | Pers (Corp) | May-19 | Dec-22 | Format of staff meetings has changed to promote more discussion | Ongoing |
| Engage the world in our mission | City official plan connects urban planning, transportation and affordable housing | mobilize CCOC volunteers and tenants, and allies to influence OP development process | Policy Integration: Ensure City affordable housing, urban planning and transportation policies are well aligned | ** | * | PRAC (Dev) | Feb-19 | Oct-22 | Post-PRAC will go to Development Committee | |
| Be a landlord of choice | Singles-only properties to offer higher quality of life | Address support needs that are more common at singles buildings | Social Sustainability for Singles Buildings: consider alternatives for how we manage and sustain rooming houses and properties that only house singles | ** | * | Rent | Feb-19 | Sep-19 | Could we investigate a link to HOP for 163 James? | HOP no longer available. |
| Accepting responsibility for being a good neighbour | Respond to reality of being land users on Indigenous territory | Connect with Elder and allow them to lead an ongoing reconciliation process | Reconciliation: work with tenants to explore how CCOC can contribute to reconciliation with indigenous peoples | ** | * | TCE | Feb-19 | Dec-22 | Asks are out to reconnect on this issue with thought partners, using OCLT as opportunity to engage as | On Hold |
| Bring diversity into decision-making | More diversity on board, committees and staff leadership roles | Collaboratively build and implement a strategy with all parties | Diversity: complete a CCOC diversity strategy that seeks to increase diversity among CCOC volunteers and staff | ** | * | TCE | Mar-19 | Jan-20 | This is the same as the volunteer engagement strategy | Tenant Survey demographic responses will inform the strategy. CHTC Grant application was sought in order to fund this work (150K over 3 years). Will be notified of success by June 8/15. Has passed to final approval stage. |

| Goal (from strategic plan) | Objectives | Strategies | Activities | Priority: ***= essential **= important *= opportunity | Resources: ***= outside help **= bumps work *= fits workload | Lead (support) | Output Timeline (Start) | Output Timeline (End) | Feb-20 | May-20 |
|--|--|---|--|--|---|-------------------------------|-------------------------------|-----------------------------|--|---|
| Be a landlord of choice | Regular and recurring customer service feedback | Improve customer service feedback / Measure, monitor and report | Customer service: complete tenant satisfaction survey for existing tenants, post-maintenance follow-up survey | ** | * | TCE | Jul-19 | Dec-19 | Connecting with Indwell for thought partner. ATEH has a great member survey for inspiration, data collection strategy with Rentals. on | Surevy completed, analysis underway |
| Market CCOC | Awareness of and pride in CCOC | Record and share story of our first 40 years | History book: develop and deliver "book" to document first 40 years of CCOC | * | *** | TCE | Jan-16 | Jun-19 | Timeline under reassessment | Draft 90% complete |
| Manage Information to improve the flow of work | New and long-standing staff know what they need to know | Create basic manual customized to CCOC, supplemented by regular live-training | Yardi manual and training program | * | ** | Fin (Rental, Facilities, TCE) | Jun-20 | Dec-20 | Many Rental Dept functions are well-documented with screen shots and walk through instructions investigation underway: | on hold |
| Innovative, entrepreneurial business models | Reduce operating costs | Create charitable foundation to raise money used to subsidize tenant rents | Charitable Foundation: investigate opportunity to create a charitable foundation that could relieve CCOC of some operating costs, such as internal rent subsidies | * | ** | TCE (Fin) | Dec-19 | May-20 | coordinating meeting with Catherine Boucher to talk Stirling \$\$, looking at CMHA agreement for rent sup \$\$, meeting with Marc Jolicoeur (BLG lawyer), Laine How chairs UGLI board. CAHDCO playing a role in the development of the business case and as a resource moving forward. Funding application to be Policy was updated and approved in December 2019. Dept will strategize on how best to reach out about interest in Q1 working with refugee groups has become part of the way we do work. They have different models of how to support newcomers to pay rent and don't always need a guarantee of a subsidy (sometimes Formats and adaptable off the shelf solutions being investigated | Tax lawyers' recommendation is that CCOC should consider applying for full charitable status to offset property tax costs and increase donations. The separate charitable foundation model is also an option. |
| Innovative, entrepreneurial business models | Create local platform for greater stability and sustainability of affordable housing | Instigate Ottawa Community Land Trust, building on CMHC leased Lebreton lands | Ottawa Community Land Trust: create land trust for existing and future affordable housing | * | ** | TCE (Dev) | Sep-18 | Jan-22 | | Funding confirmed, incorporation underway. |
| Be a landlord of choice | Better quality of life | Create choice on smoking/non-smoking environments | No-smoking policy: expand opportunity to additional tenants at more CCOC properties | * | * | Rent | Feb-19 | Dec-22 | | on hold |
| Be a landlord of choice | Better quality of life | Partner with refugee resettlement groups | Refugee Support: evaluate long term CCOC role in housing refugees | * | * | Rent | Feb-19 | Jun-20 | | completed |
| Empower staff, volunteers and tenants | Tenant independence and self-sufficiency where appropriate | Enable tenants to triage and perform basic maintenance and home operations | DIY Maintenance Manual: publish "manual" for basic maintenance and risk management things tenants can safely do themselves | * | * | TCE (FMC) | Aug-19 | Aug-20 | | FM department has pulled together a few options will continue. |

Priority

*** = essential = not doing this will compromise CCOC's sustainability and existence /
 ** = important = not doing this will reduce CCOC's ability to achieve its Mission /
 * = nice = not doing this means CCOC loses an opportunity to improve

Resources

*** = outside help = We don't have the resources to do this on our own /
 ** = bumps work = We have the resources to do this, but it will take away from some other work or projects /
 * = fits workload = this fits within someone's existing workload

CCOC PERSONNEL COMMITTEE

MINUTES

5:30pm, Monday, June 8, 2020

Virtual Meeting: <https://global.gotomeeting.com/join/417539365>

Present: Kerry Beckett, AnaLori Smith, Zak Spelay, Pascal St-Amour

Staff: Andrée-Ann Cousineau-Lalonde, Tessa Trueman (recorder)

Regrets: Sue Lott

1. **Call to order & anti-oppression statement:** 5:34pm

2. **Approval of the agenda:** (M/S/C, K. Beckett/P. St-Amour)

3. **Approval of the May 11, 2020 minutes:** (M/S/C, Z. Spelay/K. Beckett)

4. **Staffing Updates:**

Maggie Matthews was hired as the new Tenant Service Representative. She started on June 1.

Justin and Kyla were summer students last year. Justin is working in the Facilities Management department and Kyla is working in the Development department.

Mikaela is a new summer student this year. She started on June 1st and will be working out in the field.

We received the Canada Summer Jobs grant this year, which will help alleviate the cost of the summer students.

5. **Training:** None.

6. **New Business:**

a) Job Evaluation Review Implementation:

A big thank you to Zak for updating the wording and providing his expertise.

The committee reviewed the proposed changes to the job evaluation request form and the guideline. The intent is for these forms to be used long-term. Appeals related to the initial job evaluation will use the same forms but the wording on the forms should reflect their long-term use.

Request form discussion:

- Remove the line "I understand that the re-evaluation could result in an increase or decrease in total points which may or may not influence the job classification". We don't want any barriers for staff submitting appeals and it sounds punitive.

- There was some discussion about having the supervisor sign the form. Supervisors shouldn't be able to block a re-evaluation request but we do want supervisors to be aware and involved of the process. Members decided that the supervisor signature line could remain but would be optional. Forms can be submitted even if the form is not signed.
- Employees can make notes directly on the existing job description and attach it to the form, if they find it easier. This is already covered by the "any supporting documentation should be attached to the form" line. The specifics can be part of the messaging when they are given the form.

Guideline discussion:

- Point 1: members felt it was important that the employee's supervisor be involved in the process but not be able to act as a barrier to submitting a request. This point makes that clear since the form can be submitted directly to the Director of Corporate Services and Human Resources. We will continue to encourage staff to work with their supervisor though. Regardless of their choice, the supervisor will be involved in the process as the review panel can request their input. The request form and guideline should have the same messaging.
- Point 3: The word "significant" is very subjective. The wording could be massaged for that line.

Tessa and Andrée-Ann will make the above changes and circulate it by Tuesday, June 9. Members will review and approve the guideline and request form via email by Monday, June 15.

b) Building Standards Group Job Descriptions:

The Board approved the creation of 2 new positions and reorganization of 2 others. The position of Inspections Maintenance Technician will become Manager, Building Standards. The Pest Control Coordinator, along with the 2 new positions, will report to this manager.

The Executive Director, Director of Facilities, and Director of Corporate Services developed the job descriptions and did the job scoring.

Members briefly discussed whether Personnel members or staff should be involved in this process going forward. No decisions were made.

Manager, Building Standards (existing position of Inspections Maintenance Technician renamed):

- Most of the job description remains the same but includes the new managerial duties and direct reports
- The changes do not significantly change the job scoring or compensation
- The presented job description includes the work "technician" a few times. Andrée-Ann will update.

Painter and decorator (new position):

- This is being described as a new position because it is so significantly changed from the previous “painter” role.
- The duties have been expanded significantly and a broader skillset will be needed.
- Members discussed the “touch ups and alterations” line. Alterations does not refer to major renovations or modifications. It refers to things like patching or changing baseboards.

Fire safety and inspections technician (new position):

- There were no issues discussed.

There were some questions about how these positions came about. Andrée-Ann will put together a small package and make the changes discussed. This package will be sent out by end of day on Tuesday, June 9th. Members will review and approve the job descriptions via email by Monday, June 15th.

c) Anti-racism and discrimination:

CCOC needs to do better. Ray and Andrée-Ann sent emails out to staff to discuss the recent events. Racism and CCOC’s goals moving forward will be discussed at the full-staff meeting. Everyone is encouraged to give feedback. Directors will also be exploring next steps at the directors meeting.

Some of our policy wording is too passive and we will be working to improve it. We want to move towards anti-oppression and anti-racism. There was some discussion about the wording of anti-racism vs anti-racist. Andréa-Ann is going to check with TCE about the proposed wording. Members preferred anti-racism over anti-racist. There was also some discussion about “diversity and inclusion” vs “anti-“. The reason for the “anti-“ wording is that it is less passive. There will be many more discussions about this in the months to come.

One thing is clear, we are not letting this pandemic stop us from moving forward.

What will Personnel’s role be moving forward?

- Policy reforms will come to the committee
- CCOC has two parts: the tenant-facing part and the staff-facing part. Personnel will work on the staff-facing part of this initiative while TCE will work on the tenant-facing part. It does go hand-in-hand though and we need both parts to be united.
- Members are not expected to be experts. We will bring in expertise as needed. The committee is going to help facilitate the changes.

7. Business Arising:

a) Pandemic Update:

Service levels have changed to include priority calls. The office re-opening plan was shared with staff and we are awaiting feedback.

b) Field staff ½ day benefit review: This benefit was suspended at management’s discretion since the service level changed to include priority calls.

8. Staff meetings:

All Staff: June 10 – We are attempting a teleconference with all staff! Everyone will be muted since it’s not possible to manage 50+ people on one call but staff are encouraged to send questions/feedback in advance.

Health & Safety: None.

Directors meeting: They reviewed their DiSC profiles and set their rules of engagement.

9. Committee summaries: The Board will be taking a break for August.

10. Other business:

a) Break: Personnel has never had a schedule for breaks. Members decided to take July off. That way appeals won’t be delayed by a committee break. It will give staff the opportunity to complete the request form and submit them for the August meeting.

11. Adjournment: 7:02pm

(M/C, Z. Spelay)

**Next meeting: 5:30pm, August 10, 2020 (no July meeting)
By videoconference**

Work plan (2019-2022)

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



Job Evaluation Request Form

Purpose

The purpose of this form is for you to provide a clear description of how your job has changed and/or where you feel your job description does not accurately describe your job. This information will be used to assess whether a job re-evaluation is required.

Job Evaluation

Job evaluation measures each job against the same 11 factors:

- Knowledge gained by Formal Education and Previous Classroom Training
- Knowledge gained by Experience
- Complexity of Decisions
- Management, Supervisory, Training and Advisory Responsibility
- Type of Supervision Received / Independence of Action
- Consequences of Error
- Confidentiality
- Contacts
- Physical Effort
- Physical Skills
- Working Conditions

When completing the form, it's recommended that you take into consideration how the information you are providing will impact these factors.

You are encouraged to complete the form in collaboration with your Supervisor. You or your supervisor must submit the completed form to the Director of Corporate Services and Human Resources. The HR Administrator is also available to assist you if needed.

A copy of your job description can be obtained from the HR Administrator.

Deleted: Your supervisor will review the completed form and submit it to



Job Evaluation Request Form

Section A: Identifying information

| | |
|-----------------|-------------|
| Position title: | Department: |
| Employee name: | Supervisor: |

Section B: Request for Re-Evaluation

I wish to submit a Job Re-Evaluation Request. I understand that the job evaluation is based on the assessment of job equity factors.

Employee signature: _____

Date:

Supervisor signature: _____

Date:

Section C: Supporting Information

To begin, please review your job description and identify what areas are no longer accurate. For each component, provide a description and explanation/examples. Any supporting documentation should be attached to the form. (For additional space, you may provide attachments).

1.
 - a) Please indicate any substantial changes and/or additional duties/responsibilities attached to your job:
 - b) Provide explanation/examples:
 - c) Additional comments:

2.

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I understand that the re-evaluation could result in an increase or decrease in total points which may or may not influence the job classification

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a) Please indicate any substantial changes and/or additional duties/responsibilities attached to your job:

b) Provide explanation/examples:

c) Additional comments:

3.

a) Please indicate any substantial changes and/or additional duties/responsibilities attached to your job:

b) Provide explanation/examples:

c) Additional comments:

4.

a) Please indicate any substantial changes and/or additional duties/responsibilities attached to your job:

b) Provide explanation/examples:

c) Additional comments:

5.

a) Please indicate any substantial changes and/or additional duties/responsibilities attached to your job:

b) Provide explanation/examples:

c) Additional comments:



Job Evaluation Request Process Guidelines

Intent

Centretown Citizen's Ottawa Corporation (CCOC) recognizes that aspects of a job may experience significant change over time and a job re-evaluation may be required to ensure that the job is in the right classification level. Employees and/or their supervisor can request to have their position re-evaluated if either feels that the job description no longer fully describes the position. Changes must be permanent in nature and may result from a variety of situations such as an organizational restructuring that substantially changed the responsibilities of the job or the introduction of a new program that results in a position taking on significantly increased responsibilities of an ongoing nature.

A job evaluation is NOT to be used:

- To get a valued employee a raise.
- To reward good performance.
- To retain key talent.
- To provide a salary increase to employees who are at the top of the salary range.

Guidelines

1. To initiate the job evaluation process, an employee and/or their Supervisor must complete and submit a Job Evaluation Request Form to the Director of Corporate Services and Human Resources. The request can only be for the employee's current job and at least 12 months must have passed since the last time the job was evaluated.
2. The form should include all relevant information and must describe what aspects of the Job Description are no longer accurate as well as anything new or no longer required to perform the job.
3. Once a form has been received, the CCOC Personnel Committee members will review the information and determine whether a re-evaluation of the job is warranted.
4. If warranted, the re-evaluation will be conducted by the Re-Evaluation Review Panel consisting of the Executive Director, the Director of the applicable department, the Director of Corporate Services and Human Resources, one non-staff member of the Personnel Committee and one staff member of the Personnel Committee.
5. The Re-Evaluation Review Panel will meet together privately and review the information submitted for each request within 90 days of receiving the completed form. This period may be extended depending on the number of active requests at any point in time. Priority will be based on the date a form was received.
6. Any employee whose job is being re-evaluated will be notified and may be asked questions

Deleted: the changes are significant enough to warrant



from the Re-Evaluation Review Panel. Participation is voluntary except for the employee(s) who submitted the original request form who must answer any questions to ensure the information they provided is clearly understood. Failure to participate will result in the request being withdrawn.

7. Once the Re-Evaluation Review Panel has completed the re-evaluation, they will notify the Requestor, their supervisor and any other impacted employee(s) in writing of the outcome of the job re-evaluation. All decisions made by the Panel are considered final.
8. The CCOC Personnel Committee will review the evaluations of every job at least once every five years.

DRAFT



Building Standards Technician

Reports To: Director, Facilities Management

Summary: The Building Standards Technician undertakes inspections of all CCOC properties including regular Fire Safety Inspections, Building Audit Inspections for the creation of KPIs, Quality Standards (curb appeal), annual inspections, and move in/move out inspections as needed.

The Technician may perform some minor repairs as time permits, and will also facilitate building operations by supporting the department as a whole.

Responsibilities (this is not an exhaustive list):

1. Provides support to the Building Standards Manager and Director of Facilities Management, and collaborates with the Capital Projects Manager and Operations Managers by:
 - Performs mandated periodic fire safety inspections, completes all required documentation and record updating whilst maintaining a fixed schedule and strict adherence to deadlines for both fieldwork and deliverables.
 - Performs detailed regular unit inspections, documenting conditions within, and recommending actions.
 - Performs detailed regular property examinations including (but not limited to) common areas, structural components, habitability systems, building envelope, and general building standards. Generates KPI's (key performance indicator reports) based on field inspections, and ensures a high standard of presentation in all buildings.
 - Performs & documents inspections using specialized software, diagnostic equipment, and anonymized photos.
 - Alerts, and collaborates with, the Manager Building Standards, Capital Projects Manager, Operations Managers and other stakeholders, as

required where health & safety, structural integrity, habitability or other serious maintenance issues are uncovered.

- Recommends work for the Building Standards Maintenance worker to maintain high standards of presentation.

Performs other duties as requested by the Building Standards Manager, Director of Facilities Management or the Executive Director.

This position supports the work of Centretown Citizens Ottawa Corporation, Centretown Citizens Housing Co-operative and Cahdco (Centretown Affordable Housing Development Corporation).

Education and Experience

- Secondary school diploma or equivalent
- 3 years of related work experience in building maintenance, building systems, and/or property management (essential).
- Experience and formal training combined with demonstrated performance and ability may substitute for stipulated academic requirements
- Working knowledge of building systems, and requirements for inspection & documentation under fire and building codes.
- Experience with high, mid, and low rise multi-residential properties.
- Experience carrying out fire Inspections, resetting fire panels, fire equipment testing, and liaising with contractors & official bodies such as the Fire Department or other “Authorities having jurisdiction” would be a strong asset.
- Knowledge of inspection and documentation procedures for fire protection equipment and precautions.
- Building inspection experience is considered a strong asset.
- A good eye for detail, cleanliness, repair, and a dedication to maintaining the highest standards for the benefit of the tenants.
- Basic ability to use Microsoft Office Suite, and general user level

computing skills necessary.

- Valid Ontario Class G Driver's License with reliable vehicle necessary.
- Intermediate verbal and written communication in English.
- The position will require a significant amount of self-direction, compliance with strict deadlines, and an expectation of highly accurate & complete deliverables.

Supervision and Decision-Making

- Considerable decision-making applies to the performance of tasks, involving the manipulation of several moderately complicated variables. Processes are supported by numerous, well-defined methods and established procedures.
- Provides occasional functional guidance to other employees and has peer coordinating responsibilities.
- Works under occasional supervision and chooses the best approach to come to a solution. Methods and procedures are numerous.
- Most foreseeable errors would have moderate detrimental impact to the work of others within the organization; however, a minority of possible errors may result in legal non-compliance, perpetuation/escalation of serious building defects, and furtherance of health & safety issues.
- Regular use of confidential information and occasional access to occupied apartments.

Working Environment:

- Interaction with internal colleagues involves discussing or presenting information of a routine and non-controversial nature.
- Interaction with external contacts involves the exchange of simple facts.
- Normal office environment involving periods of light physical activity (intermittent sitting, reading, typing, etc.). Regular field work which will



involve some moderately challenging environments (confined spaces, roof tops, ladders, construction sites, standing/walking for prolonged periods, frequent handling of medium-weight objects 10 to 25lbs, kneeling, climbing, and standing/walking for prolonged periods).

- Some degree of physical skill and coordination required (for example; basic keyboarding)
- Work may be a little uncomfortable and may lead to minor injury or illness. Activities may lead to moderate stress.
- Regular interactions with tenants, staff, and external contacts requires proficient interpersonal skill. The incumbent can expect to routinely interact with people from all walks of life, potentially under challenging and stressful circumstances.



Painter & Decorator

Reports To: Director, Facilities Management

Summary: This position's primary objective involves correcting building standards deficiencies, particularly where they affect the first impressions and overall quality of the environment within CCOC's buildings. A worker in this position will conduct painting of common areas & living spaces, refurbishment, a variety of cosmetic repairs, and provide general support to the Facilities Management Department. The role will involve significant interaction with tenants, contractors and staff. Above average customer service and interpersonal skills will be required.

Responsibilities (this is not an exhaustive list):

1. Provides support to the Building Standards Manager and collaborates with the Operations Managers by:
 - Carrying out regular on-site examinations of properties to ensure curb appeal, and reports conditions requiring attention of any kind to the Building Standards Manager.
 - Performs drywall/plaster/wallpaper repairs, touch-ups and alterations at various CCOC properties. Work will be conducted at interior and exterior common areas, service areas, and within living spaces (occupied and vacant).
 - Performs caulking, baseboard/trim/millwork installation, ceiling tile replacement, light cover/lens replacement, minor tile repairs & installations, minor mould remediation, graffiti removal, and other finishing repairs.
 - Acquires, controls, and reports on an inventory of painting supplies & equipment, and other materials associated to required tasks.
 - Provides assistance to staff, to facilitate completion of work in a timely and quality manner. As needed, performs other support tasks

appropriate to the worker's level of skill and responsibility.

- Performs routine preventative maintenance tasks such as filter changes.
- Employs various software & technology to track daily tasks and hours.
- Carries out, and potentially initiates, ad-hoc projects where multiple skills may be employed along with physical labour and problem solving with minimal supervision.

Performs other duties as requested by the Director of Facilities Management or the Executive Director.

This position supports the work of Centretown Citizens Ottawa Corporation, Centretown Citizens Housing Co-operative and Cahdco (Centretown Affordable Housing Development Corporation).

Education and Experience

- Secondary school diploma or equivalent
- 5 years of related work experience
- Experience and formal training combined with demonstrated performance and ability may substitute for stipulated academic requirements
- Advanced skill in painting, decorating, drywall patching, and plaster work are essential.
- Some proficiency in routine repairs, carpentry, flooring, and general finishing is required.
- WHMIS, fall protection, OHSA, first aid/CPR, and other applicable training and certifications would be considered assets.
- Completion of training & experience for both mould and asbestos remediation, pursuant to current provincial & federal health & safety legislation, would be considered an asset.
- Basic computing skills, and familiarity with email communication.
- Basic written and verbal communication in English.

- Valid Ontario Class G Driver's License and a reliable vehicle.

Supervision and Decision-Making

- Task relatively simple and somewhat repetitive
- Few peer coordinating responsibilities
- Works under occasional supervision and chooses the best approach to come to a solution. Methods and procedures are numerous.
- Tasks are largely assigned, but can be self-initiated under some circumstances.
- Most foreseeable errors would have limited detrimental impact.
- Regular use of confidential information and occasional access to occupied apartments.

Working Environment:

- Interaction with internal colleagues involves exchange of simple information.
- Interaction with external contacts involves the exchange of simple facts.
- Regular moderate physical effort required (frequent driving within the city on a daily basis, frequent handling of medium-weight objects 10 to 25lbs, kneeling, climbing, standing/walking for prolonged periods).
- Moderate to advanced degree of physical skill, coordination, speed, and accuracy required.
- Work may be reasonably uncomfortable and activities may lead to moderate injury and/or stress.



Building Standards Manager

Reports To: Director, Facilities Management

Supervises: Pest Control Coordinator, Painter & Decorator, Fire Safety and Inspections Technician

Summary: The Building Standards Manager undertakes inspections of all CCOC properties, including unit inspections, and building/property assessments. The Technician follows up on identified occupant generated unit issues and performs some minor repairs as time permits. The Technician facilitates the activities of other Facilities Management Department staff by providing information and recommendations to the office staff and other workers.

Responsibilities (this is not an exhaustive list):

1. Provides support to the Director, Facilities Management and collaborates with the Capital Projects Manager and Operations Managers by:
 - Performing detailed regular unit inspections outlining the conditions within the units, and recommended actions;
 - Performing detailed regular building common area, structure, systems and envelope inspections;
 - Documenting inspections using specialized software, diagnostic equipment and redacted photos;
 - Performing detailed ad hoc investigations of reported building related issues (mould, damages, environmental concerns, electrical malfunctions, etc.);
 - Enforcing minimally acceptable living standards with respect to housekeeping/sanitation, property standards, etc. through written and face-to-face communications with tenants, conducting follow up examinations, liaising with third party support/ social services, initiating Landlord Tenant Board actions (i.e evictions), and other measures as needed to affect the resolution;

-
- Alerting and collaborating with the Capital Projects Manager, Operations Manager and other stakeholders, as required where health & safety, structural integrity, habitability or other serious maintenance issues are uncovered;
 - Communicating with tenants with respect to good living space maintenance practices, charges they may face as a result of conditions identified in inspections, pest deterrence and response measures, and a variety of other housing related subjects;
 - Issuing work orders and purchase orders as follow up to inspections;
 - Communicating with contractors to direct methodology of work to be carried out, and providing general assistance to projects as needed.
2. Manages tenant legal matters within the scope of building standards:
- Assessing risks to building standards from tenant behaviours;
 - Coordinates associated efforts with outside support providers.
 - Making applications to the Landlord Tenant Board and/or Provincial Court to proceed with eviction and representing CCOC/CCHC at court hearings;
 - Making application to the Sheriff's office for eviction when necessary.
3. Provides information and resource services by:
- Assisting the Director of Facilities Management in evaluating and prioritizing major capital projects as outlined in the budgets
 - Developing and maintaining an Emergency Response and Business Continuity Plan, including maintaining the Fire Safety Plans
 - Keeping informed of relevant regulations as outlined in the building, property standards, and fire safety codes, as well as landlord-tenant legislation
 - Assisting the Director of Facilities in establishing new or revised procedures related to tenant services and service standards and informing staff of same

- Continually monitoring and controlling Building Automated Systems (BAS)

4. Hires, trains, coaches and supervises staff:

- ensures a fair distribution of work;
- carries out annual performance reviews;
- ensures the effective integration staff into larger corporate workflows and the organizational mission ; and
- reviews work produced by staff.

Performs other duties as requested by the Director of Facilities Management or the Executive Director.

This position supports the work of Centretown Citizens Ottawa Corporation, Centretown Citizens Housing Co-operative and Cahdco (Centretown Affordable Housing Development Corporation).

Education and Experience

- 2 years of post-secondary education
- 5 years of related work experience, including supervision
- Experience and formal training combined with demonstrated performance and ability may substitute for stipulated academic requirements
- Home inspection license is considered a strong asset
- Basic ability to use Microsoft Office Suite
- Valid Ontario Class G Driver's License with reliable vehicle
- Intermediate verbal and written communication in English
- Ability to communicate in French is considered a strong asset

Supervision and Decision-Making



- Decision-making forms a large part of the performance and impacts an entire function of the organization. The process is guided by broad policies and general objectives; original independent thinking and definite judgement are required.
- Responsible for providing direct day-to-day supervision to staff/contractors. Responsible for developing new or changed procedures.
- Works independently and must be able to think critically. Methods and procedures are not well established
- Considerable impact to the organization if errors are made
- Regular use of confidential information and frequent access to occupied apartments

Working Environment:

- Interaction with internal colleagues involves planning and coordinating the efforts of others.
- Interaction with external contact involves dealing with extremely demanding interpersonal situations
- Periods of moderate physical effort required (for example, use of computer screen, constant travel within the city on a daily basis, usual handling of medium-weight objects 10 to 25lbs).
- Some degree of physical skill and coordination required (for example; basic keyboarding)
- Work may be a little uncomfortable and may lead to minor injury or illness
- The incumbent may be exposed to a considerable amount of stress
- Occasional work outside business hours for events or committee meetings.

From: [Ray Sullivan](#)
To: [Andrée-Ann Cousineau-Lalonde](#); [Staff](#)
Subject: RE: Moving forward
Date: June 5, 2020 1:36:58 PM
Attachments: [image001.jpg](#)

Thanks Andrée- Ann.

I want to add that any staff who have felt overwhelmed by recent events can take a mental health day as sick leave, to take care of themselves first.

A lot of us have been shaken, enraged and moved by what we've seen in the news this past week. But it's not new, is it? And it's not just in the US: Ottawa and Canada are also plagued by systemic and structural racism, and that isn't new.

CCOC, and many of us, have been formed in that environment, and the shadow of racism shapes us too.

Sometimes it's the little things that are too invisible to those of us who have not been subjected to racism. Little passive comments like "Where are you from?", "I love your hair – I wish I had curly hair", "He's very articulate" are little slaps of racism. I have heard some of these things at work, and I've probably said some of them in the past too. And even bigger right now: "I'm glad we don't have racism in Canada". Well, we do. And denying it is also a form of racism.

Denying that racism exists within CCOC is also wrong.

Our Mission and Values talk about diversity "without discrimination". That's passive, and it isn't enough. As an organization, we need to move to being actively ANTI-discrimination, and ANTI-racist.

We've talked about it for too long and it's long overdue to take action.

I don't know how to do that, but I know we need to. I also know that Andrée-Ann and I agree on this.

I know that doing this properly takes time and a lot of effort. It's hard work. It's hard work for me. And I know it will be hard work for many of us as we confront our own unconscious racism.

We will need to create safe and supportive spaces to have the conversations together and to map out a plan of change together.

It's on the agenda for our all-staff meeting next week, but I recognize that a teleconference isn't the right safe and supportive place to have that conversation. These will be uncomfortable conversations and we need to do it right.

At the staff meeting next week I will talk about what we have been doing over the past year and what we had hoped to be doing now, had the pandemic not hit. After that we will outline a transparent process and all staff will have the opportunity to inform our approach if they choose.

I want to also address the anti-racism rally this afternoon. Racism is a housing issue. And anyone that wants to attend can take time off work to do that. As an employer, we're not able to allow staff to attend all rallies and demonstrations on work time, but that doesn't mean we don't support the intention. For this particular rally, I don't feel CCOC can endorse attendance because different anti-racist and anti-black racism organizers in Ottawa have conflicting requests around participation.

I've been talking about this a lot with Department Directors this week. Laine shared this blog with me today: <https://nonprofitaf.com/2020/06/have-nonprofit-and-philanthropy-become-the-white-moderate-that-dr-king-warned-us-about/>

Some of the messages from Dr. King's *Letter from a Birmingham Jail* struck me: Let's not be more devoted to 'order' than to justice. Let's not prefer a negative peace which is the absence of tension, but a positive peace which is the presence of justice.

I personally feel like I haven't prioritized this enough at CCOC and, even with a pandemic, we can't wait for a "more convenient season". I'll end with a direct quote from MLK that hit my heart: "Shallow understanding from people of good will is more frustrating than absolute misunderstanding from people of ill will".

Ray

From: Andrée-Ann Cousineau-Lalonde <Andree-Ann.Cousineau-Lalonde@cchohousing.org>

Sent: June 5, 2020 1:03 PM

To: Staff <staff@cchohousing.org>

Subject: Moving forward

Good afternoon everyone,

My first day as a CCOC employee was in March, and from the onset I was inspired by staff's resilience and adaptability in response to the pandemic.

A key to this success has been ongoing communication and planning by leadership and staff encompassing collaboration, innovation, and open decision-making.

I understand my role as Corporate Services & HR Director is instrumental toward furthering CCOC values. One of my objectives is diversity and inclusion : we need to ensure a safe workplace that doesn't tolerate harassment or discrimination.

A top down approach is not how I want to begin this conversation, although leadership has a significant role to play, people should be supported and have a voice in how we as an

organization manage this change. Let's work together.

Diversity and inclusion continues to be an organizational priority, but I've seen that there's more we can do. We have committed to diversity & inclusion through:

- anti-oppression workshop with Board members (which will be extended to volunteer Committees)
- planning diversity & inclusion training to staff (once physical distancing measures are lifted).
- the integration of an Anti-Racist Organizational Change in our Strategic Plan.

Moving forward to enable meaningful and impactful change towards Diversity & Inclusion means having uncomfortable conversations about oppression, racism, and equity.

We acknowledge that do not have all the answers and that change may be uncomfortable for some. Nonetheless CCOC is committing in supporting our staff through values-based leadership.

I look forward to moving forward with you.

Have a great weekend,



Andrée-Ann Cousineau-Lalonde

Director HR & Corporate Services | Directrice RH & Services Corporatifs
Centretown Citizens Ottawa Corporation
613-234-4065 extension 241
Cell: 613-894-1804

www.ccohousing.org

Please feel free to reply in the official language of your choice. | N'hésitez pas à me répondre dans la langue officielle de votre choix.

CCOC Office Re-Opening Plan

June 1, 2020

Office re-opening and Service Desk re-opening will happen at different paces.

We anticipate beginning Phase 1 of office re-opening no earlier than June 29, and Phase 1 of Service Desk no earlier than June 29.

We will take lessons from each Phase 1 to modify each Phase 2, and so on.

Phase 2 of Service Desk re-opening will be no earlier than July 20.

Phase 2 for the office is likely only after September 1.

Phase 3 for both the service desk and the office is likely only after a COVID vaccination or treatment program, which is probably in 2021.

Office Entry Protocol for All Staff:

As staff traffic in the office increases, risk of transmission increases.

All **field staff and office staff must follow** this protocol to protect ourselves, each other and our tenants.

- 1. Wear a mask.** All staff must wear a mask on CCOC all properties. Your mask protects other people.
- 2. Use designated entrances.** Enter the office by the North (Bank Street) and East (Lobby) stairs or elevator. Do not use the West (rear parking garage) door.
- 3. Wash your hands.** Go immediately to the accessible washroom for 20+ seconds of handwashing, also wash the keys you just used to enter office.
- 4. Remove your mask.** Treat it like it is contaminated. Store it in a sealed container, like a Ziploc or Tupperware until you can wash it or replace it.
- 5. Wash your hands again.** Your mask was covered in your germs.
- 6. Go to your workstation;** do not touch any door handles.
- 7. Wash your hands before exiting** the office at any time, including for smoke breaks on the podium*. Wash hands immediately on re-entry.

*The 415 Gilmour podium is the only place on any CCOC property that staff can smoke, you can't smoke with mask, and you must wear a mask everywhere except the office. Please smoke away from tenant balconies and windows.

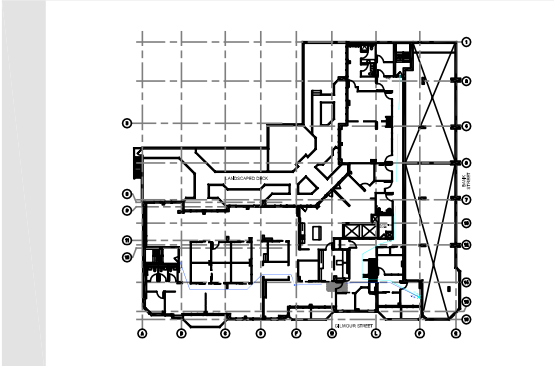
| OFFICE | SERVICE DESK |
|---|--|
| <p>Phase 0: (level C) only essential visits</p> <p>Phase 1: (level B) work from office optional</p> <ul style="list-style-type: none"> - One-way corridors - All interior doors propped open from 7:30 to 5:00, including accessible washroom. - First person in the office responsible for propping open designated doors. Last person to leave responsible for closing and locking. - Less than 50% occupancy at any desk cluster (nobody face-to-face, nobody elbow-to-elbow). Workstations reassigned within depts or in small meeting rooms to accommodate voluntary work from office. - Voluntary work from office must be cleared with Dept Director to ensure less than 50% occupancy - Re-allocate 7 small meeting rooms as private offices if needed - Disinfectant wipes at photocopier | <p>Phase 0: (level C) closed, online only</p> <p>Phase 1: (level B) Essential appointments by invitation only</p> <ul style="list-style-type: none"> - One single guest by appointment at any time - Availability of appointments not broadcast to all tenants: only by targeted invitation based on priority: <ol style="list-style-type: none"> 1. tenants in arrears unable to pay by other means, 2. (later) tenants paying by money-order who would prefer debit, 3. as recommended by Rent Collection Officers - Instructions on entry protocol given to tenants with appointment confirmation - Appointment only on limited designated weekdays. TSRs can work from home on non-designated days. - Debit machine and table barriers with Plexiglas at podium entrance for able walk-in tenants - Debit machine through grate with Plexiglas, on table in front of service desk for tenants unable to walk up stairs - Sanitizer pumps for customers, disinfectant wipes or spray for debit machine and tables. To be used before (in front of tenant) and after each transaction |
| <p>Phase 2: (Level B) work from office encouraged</p> <ul style="list-style-type: none"> - Work from office encouraged for all staff, except those with specific childcare or health needs - One-way corridors - All interior doors propped open from 7:30 to 5:00 - First person in the office responsible for propping open designated doors. Last person to leave responsible for closing and locking. | <p>Phase 2: (Level B) Essential appointments by request</p> <ul style="list-style-type: none"> - Availability of appointments on designated weekdays broadcast to all tenants - Essential appointments only: debit payment, Lease signing/key hand off (not group presentations), death of tenant (meet with family) - Meetings with tenants and guests will be in the boardrooms |

| | |
|--|---|
| <ul style="list-style-type: none"> - Less than 50% occupancy: Team A and Team B on alternate weeks - Meetings with tenants and guests will be in the boardrooms - Disinfectant wipes at photocopier | <ul style="list-style-type: none"> - Appointments for rent collection, only for tenants unable to pay by cheque or make electronic payment - Appointments only on limited designated weekdays. TSRs can work from home on non-designated days. - Debit machine and table barriers, Plexiglas at podium entrance for able walk-in tenants (unless risk of ice and snow) - Debit machine through grate with Plexiglas, on table in front of service desk for tenants unable to walk up stairs - Sanitizer pumps for customers, disinfectant wipes or spray for debit machine and tables. To be used before (in front of tenant) and after each transaction |
| <p>Phase 3: Work at office unless specific approval</p> <ul style="list-style-type: none"> - Attention to disinfecting and handwashing | <p>Phase 3: Normal operation</p> <ul style="list-style-type: none"> - Attention to disinfecting and handwashing - New adjusted opening hours |

Things we need:

- 10 door stop wedges
- Coloured tape for floor arrows
- 3 large panes of plexiglass: one for each side of service desk (could be affixed to grate) and one for podium service desk setup (standing between two tables)
- 2 or more hand sanitizing stations for tenants and guests
- 1 plastic folding table for outside podium door
- Disinfectant wipes

This drawing is the property of the Designer. Copyright is reserved. No reproduction may be made without prior consent of the Designers and such copies must bear their names. This drawing shall not be used for construction purposes until signed by the Designer. The Contractor is to verify dimensions and data noted herein with the conditions on the site and report any discrepancy to the Designer. Do not scale this drawing.



Key Plan



Project North

| | | |
|------------|--------------------------|----|
| 2017-09-21 | Issued for Client Review | BM |
| 2017-08-25 | Issued for Client Review | BM |
| Date | Description | By |

Project
CCOC
415 Gilmour St.
2nd Floor
Ottawa ON

Drawing Title
Furniture Plan

Project Number
17038

Date
2017-09-21

Plot Date
2017-09-21

Xrefs
F:\Base Buildings\xxx.dwg

File
F:\Projects\xxx.dwg

Scale
1/8" = 1'-0"

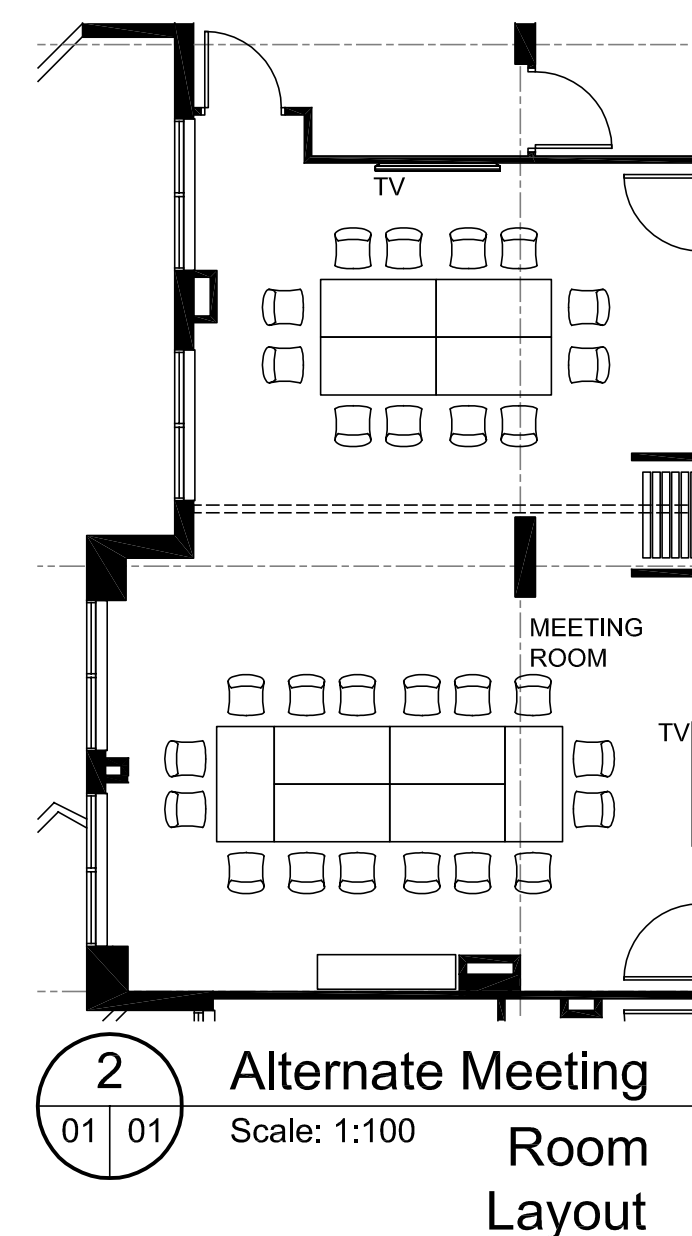
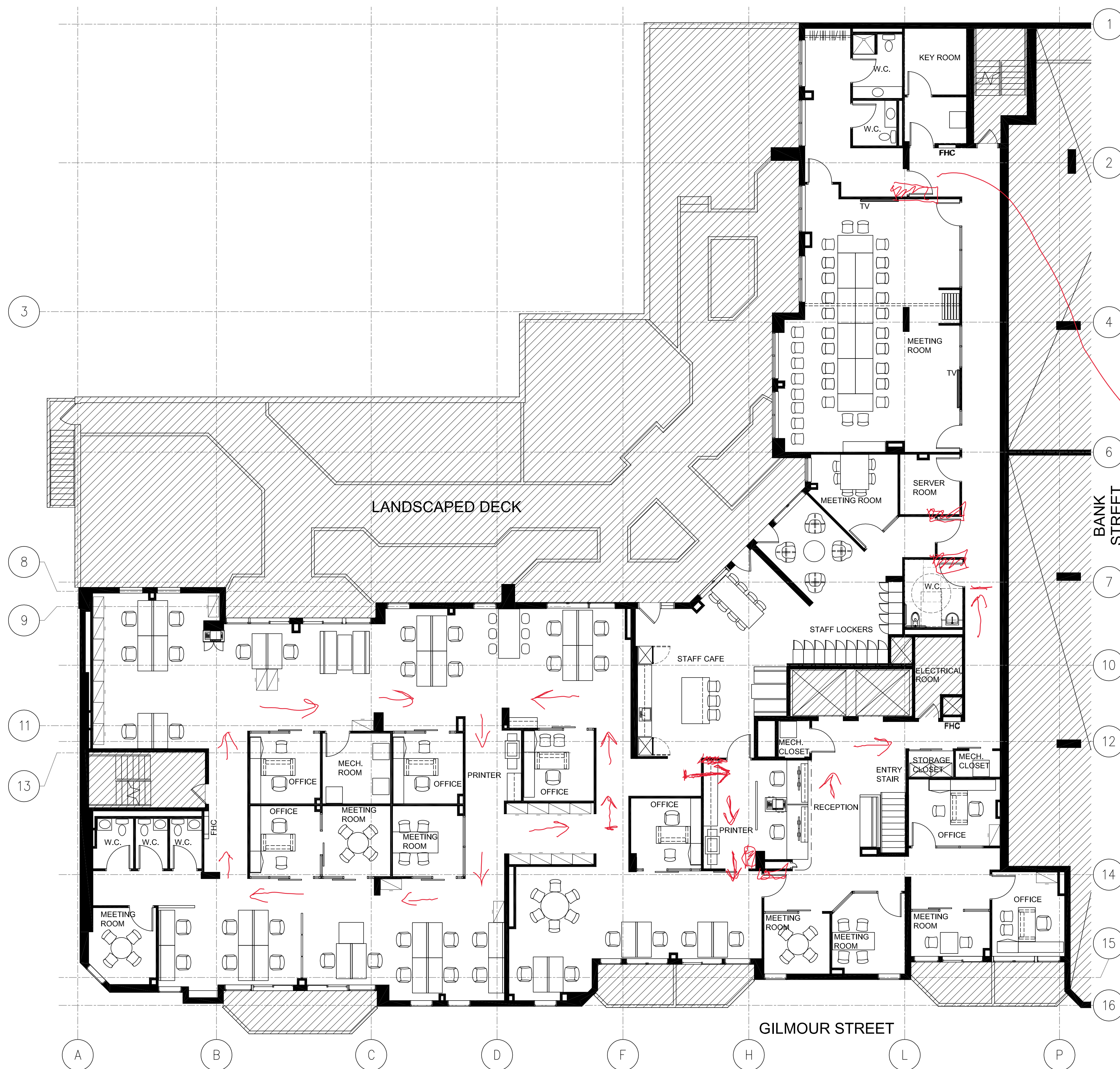
Drawn By
RB

Checked By
ML

Code Checked
ML

Sheet

ID01



Doors propped OPEN (6)

one-way traffic

1 Furniture Plan
Scale: 1:100

Preliminary
Use only for Purpose noted
Do not use for Tender or Construction

Committee Summaries

| | |
|--|-----------------------|
| Tenant and Community Engagement | May 11, 2020 |
| <p>The committee decided on the 2020 recipient of the Doug DesBrisay Good Neighbour Award. There was also a nod to one group of nominees for their collective help and support to their neighbours during Covid. Staff also updated the committee on the turn out of our first Neighbour Network meeting. The meeting generated many great ideas. Now, staff are exploring how to continue with this initiative, including the Neighbours helping Neighbours pilot. The committee reviewed the first few volunteer program materials. Our goal in developing them is to better support our volunteers in the work they do for CCOC. We started off with materials relating to our Garden Coordinators. And, finally, TCE reaffirmed some outdated policies and guideline with some exceptions.</p> | |
| Personnel | May 11, 2020 |
| <p>The committee reviewed the job evaluation appeal process guideline and appeal form. Members discussed an internet allowance for staff working from home. It was decided that an internet allowance is not feasible at this time and staff will be provided with a T2200 for 2020 to claim all other eligible expenses. The field staff will continue to receive the ½ day paid break and Personnel will review monthly to ensure we can maintain adequate service levels. The office remains closed until June 29th. A re-opening plan is being developed to ensure the safety of all staff.</p> | |
| Development | April 14, 2020 |
| <p>The Development Committee discussed the ways in which the COVID-19 pandemic has affected the Development Department. Thankfully, most projects have not been significantly impacted, and all staff have continued their work from home with little interruption. A working group to establish a set of development policies was formed by the committee. The committee presented and discussed a draft Ageing in Place policy that will guide future CCOC projects. The committee authorized Development staff to submit feedback to the City of Ottawa's R4 Zoning Review. The Development Department has hired a summer student, Kyla Tanner, who worked at CCOC in the same position last year.</p> | |
| Policy, Research & Advocacy (PRAC!) | April, 2020 |
| <p>When the pandemic is over, PRAC hopes to have one last wrap-up meeting.</p> | |
| Facilities Management | April 2020 |
| <p>The meeting was held over GoTo due to Covid-19. The committee was informed of CCOC's latest Pandemic Response Plan. The Director advised that a revised capital plan for 2020 was being prepared. The policies for which the committee is responsible and are expired will be considered before next meeting and updates were suggested by staff</p> | |
| Finance | April 16, 2020 |
| <p>The CCOC and CCHC audits have wrapped up. CCOC ended 2019 with an operating surplus, which allowed us to contribute an additional \$772K to capital reserves for future building repairs and upgrades. As well, the Internally Restricted Funds balance of \$776K has been moved to the EOA Portfolio to offset the loss in capital reserves. The final surplus was \$181K. CCHC ended 2019 with a \$14K surplus mostly due to low turnovers and no tenant debts. The co-op's mortgage at 240 Presland will be fully paid off during 2021.</p> <p>We collected over 90% of rent due for April. Ongoing review of government initiatives re. COVID-19 and impacts on cash flows. We defer about \$0.6M of property taxes to the fall and have taken advantage of the 10% wage subsidy. We are looking into increasing the line of credit from \$150K to \$500K. Capital budget spend has been reviewed down from \$2M to \$1.3M.</p> <p>The Board approved CCOC pursuing financing from the CMHC Co-investment fund for Forward Development.</p> <p>Bad debt write-off of \$18K for February and March periods.</p> <p>Cahdco/CCOC legal liability – Committee to get regular updates and notifications if changes in scope of business.</p> | |
| Rental | May 19 , 2020 |

Committee Summaries

It was a virtual meeting due to COCID. **As Is Rent Rebate Policy Review:** recommendation to be rescinded. **Special Needs Housing Leasing Policy Review:** moved to be renamed the Community Partner Referral Agreements Policy. **Covid 19 Response at CCOC:** how CCOC as an organization has responded as well as ways the Rental Department including: back to doing rent calculations, preparing for July 1st regulatory changes, cautiously proceeding on rent ups, still following up with tenants and checking in- TCE has been helping with some of the check ins. **Community Policing & Agent Status for Police:** All buildings have been impacted due to COVID and tenant/non tenant behaviour, 3 buildings specifically have been impacted more, Agent Status has been put in place for those properties. **Forward Avenue development:** looked at the highlights from the Project Manager report . **Rental Department Reports:** reviewed all reports.

Board of Directors

May 27, 2020

The Board approved the expanded CCHC capital budget. The Board recommended the Executive Director acknowledge the “CCOC Tenant Coalition” and invite them to contact CCOC as individuals – not as a self-appointed tenant representative. The Board recommended that the Finance committee provide an update in September regarding the proposed commercial rent relief options. The Board approved an increase to \$10,000 in signing authority for the Operations Managers in Facilities Management. Motions on Encasa fund changes were approved. The Board approved the Corporate membership renewal to align with the calendar year, effective 2021. The Board agreed to break in August (which means July is last meeting before the AGM).

**Finance Committee
Minutes
June 18, 2020**

Finance committee: Josh Bueckert (chair), Rod Manchee, David Boushey, Court Miller, Andrew McNeill, Mary Huang, Linda Camilleri

Guest: Sandy Hung (second meeting)

Regrets: Nicole Rogers, Michael Holmes, Vladimir Gorodkov, Alannah Bird

Staff: Graeme Hussey, Maryse Martin, Arianne Charlebois

| |
|-----------------------------------|
| Motions for Board Approval |
|-----------------------------------|

CCOC Motions for Board Approval

MOTION: That \$5,300.55 in Bad Debts be written off for CCOC for May 2020.
(M/S/C, David Boushey/Rod Manchee)

CCHC Motions for Board Approval

MOTION: That \$1,053.70 in Bad Debts be written off for CCHC for May 2020.
(M/S/C, David Boushey/Rod Manchee)

- 1. Call to Order at 7:09pm and Anti-Oppression Statement – Read and Acknowledged**
- 2. Declaration of Conflict of Interest: None**
- 3. Adoption of the Agenda**
(M/S/C, David Boushey/Court Miller)
- 4. Approval of meeting minutes**
 - Finance Meeting May 21, 2020**
(M/S/C, Rod Manchee/David Boushey)

5. Notices/Announcements

- GoToMeeting cost to volunteers: We've become aware that the dial-in number for GoToMeetings was not the local toll-free number we thought it was. If any committee members dialed in and incurred additional phone costs, they can submit their phone bill to CCOC to be reimbursed.

6. Cahdco Financials

- Graeme presented a history and overview of Cahdco.
- Overview of Cahdco operations:
 - CCOC appoints Cahdco's Board members, who serve a term of one year.
 - Cahdco staff are CCOC staff, but most of their time is billed out to clients.
 - The executive committee of Cahdco are CCOC insiders.
 - There is an MOU between Cahdco and CCOC to delineate who pays for what expenses.
 - Staff is divided into three teams of two. Each team has several projects on the go at all times. There is also a senior project manager and an administrative assistant, in addition to the director.
 - Graeme presented a history of Cahdco projects and growth.
 - Court thanked Graeme for the enlightening presentation.
- 2020 Forecast and YTD:
 - Maryse presented the forecast.
 - Cahdco is forecasting revenue of 950k or more for this year. This doesn't include the sale of the Champlain site, the possibility of which has been a very recent discussion.
 - CCOC's portion is just under 20% of this. This includes the Forward project.
 - The forecast accounts for monthly debt payments to CCOC of around \$60k to cover recurring costs, plus a lump sum payment at the end of the year. This forecasts a remaining debt of around 500k by the end of 2020. If Cahdco sells the Champlain site, the debt could be fully paid by the end of the year.
 - Cahdco is projecting a net income of over \$100k at the end of 2020.
 - Andrew asked whether revenue projections will be affected by COVID shut-downs and the possibility of a second COVID wave. Graeme responded that Cahdco has actually been busier than ever in the past few months and that COVID hasn't seemed to slow anything down. Delays in projects also don't affect Cahdco's revenue.

7. Business Arising

- Forward Development:
 - We're still working towards a Class C cost estimate. The architects are still working on the 30% drawings, which are expected in next week.
 - We're going ahead with the demolition, which is scheduled for July/August.
 - We should have a clear picture by November of whether we go ahead with construction.
 - Mary asked when occupancy would be expected if construction started in Spring 2021. It's currently targeted for 2022, but it's hard to know for sure this early in the process.
- Commercial Rent Relief initiative :

- The requirement for 30% commercial space to be eligible for rent relief has disappeared. We are collecting information from our commercial tenants to submit our application. We expect the four tenants who closed their operations during the pandemic to request relief. Rent relief for these four tenants for the past three months would total about \$5000.
- 2020 Capital Funding Program:
 - Previously the city couldn't commit to this, but the program is now back on. CCOC is going ahead with the work regardless, but it's nice to know that the funding is available.
- End of mortgage proposal re. Provincial Reformed portfolio:
 - We sent a proposal to the city for our provincial portfolio. Once the mortgages end for properties in this portfolio, we have no clear picture of what funding and regulations will look like. We've asked the city to provide a commitment that they will still be involved at the end of the mortgages. This commitment will allow us to demonstrate our debt servicing capacity and take advantage of the CMHC Co-Investment Fund while interest rates are still low.
 - CCOC has presented three options for a funding agreement with the City at the end of the original mortgages: a) a 90% rent subsidy; b) an 80% rent subsidy with property tax control; and c) ending the operating subsidy but continuing with the current property tax and rent subsidies.
 - Sandy asked what the current benchmark is for subsidies. This is currently set at 74% of average Ottawa market rent, which is about 80% of average CCOC rent.
 - Sandy asked why the estimate for property tax due on assessment growth (proposal B) is the same as the total property tax subsidy (proposal C). Maryse will check and bring the answer to the next meeting.

8. Bad Debt Write Off and Accounts Receivable Statistics

MOTION: That \$6,354.25 in Bad Debts be written off for May 2020 (CCOC: \$5,300.55 and CCHC: \$1,053.70) (M/S/C, David Boushey/Rod Manchee)

9. Maintenance Variance Report

- With COVID-19, common area cleaning costs have increased, but turnover and insuite costs have decreased during the shut-down.
- CCOC recently restarted doing non-emergency maintenance requests but we haven't seen the uptick in requests that we expected.

10. New Business

- Charitable application:
 - We are exploring a property tax strategy that could lead to exemptions based on charitable purposes.
 - The executive committee has allowed this inquiry to go forward, with \$5000 allowed for preliminary legal work. Once we get more solid information, the executive committee would like the finance committee to discuss this at length.

- Rod commented that CCOC has considered this a few times in the past. There could be a cost associated with charitable status. In the past, Mike Harris implemented many restrictions on charities, which a future government could repeat. If we want to go ahead with charitable status, a small, separate corporation should be created with this status. Charitable status will also likely only provide a short-term benefit.
- Andrew noted that many Chadco clients have charitable status. Some of them may not appreciate Cahdco competing with them for donations and may be less interested in doing business with us.
- Finances Department structure:
 - Maryse has rearranged assignments and delegated responsibilities within the department. As a result, the Staff Accountant position no longer exists and has been merged into the Financial Analyst position. There are now 2 Financial Analysts doing essentially the same work but with different areas of focus. The Financial Analyst job description has been refreshed accordingly (no major edits) and will be submitted to the Personnel Committee for approval. No changes to the other 2 positions in the department.

11. Next meeting/Deferrals

- Summer Schedule:
 - The committee will not plan meet in August, unless something comes up requiring a meeting.
 - The July meeting may be a joint meeting with Rental Committee, depending on when the rent guideline is published. If the guideline comes out soon enough to allow the rental department to complete their 2021 rents for approval, we will do a joint meeting in July (July 21). Otherwise, we will revert to the normal schedule for the Finance Committee (July 16).
- Policy Expiration Updates - sunset dates extended by the Board for procurement policies.

12. Motion to adjourn: 8:51pm

(M/S/C, David Boushey)

Cahdco Financials

2020 Forecast: Revenue of \$954K (+\$120K compared to budget) and net income of \$138K

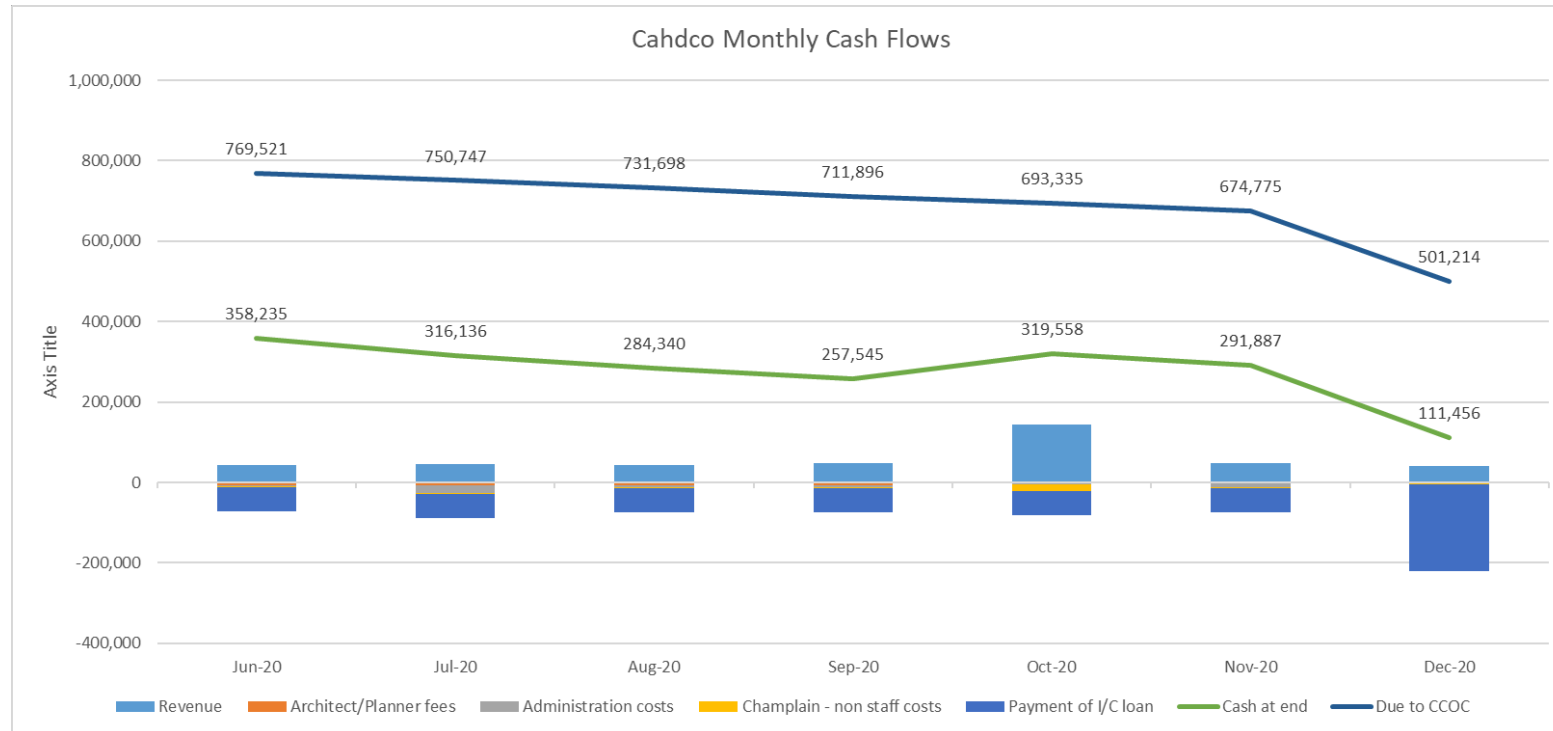
CAHDCO STATEMENT OF OPERATIONS

| | FY2019 Actual | 2020 Budget | Savings/ Incr. cost | 2020 Forecast | Ref |
|---------------------------------|------------------|----------------|------------------------|------------------|------------|
| REVENUE | | | | | |
| Project Fees | 790,693 | 833,596 | 120,324 | 953,920 | (a) |
| TOTAL REVENUE | 790,693 | 833,596 | 120,324 | 953,920 | |
| PROJECT COSTS | | | | | |
| Salaries and benefits | 611,475 | 643,314 | 3,838 | 647,152 | (b) |
| Consultant Fees | 17,004 | 6,000 | 10,500 | 16,500 | (c) |
| Architect/Planner fees | 21,898 | - | 57,000 | 57,000 | (d) |
| Other Fees | 418 | - | - | - | |
| TOTAL PROJECT COSTS | 650,794 | 649,314 | 71,338 | 720,652 | |
| ADMIN COSTS | | | | | |
| Insurance | 13,944 | 14,641 | 1,250 | 15,891 | (e) |
| Supplies & Admin costs | 5,156 | 1,612 | 1,612 | 1,612 | |
| Bank and Finance charges | 554 | 100 | 10,849 | 10,949 | (f) |
| Rent & occupancy | 20,000 | 24,528 | - | 24,528 | |
| Fire & security | 137 | - | - | - | |
| Telephone & IT Systems | 10,977 | 7,649 | 3,000 | 10,649 | (g) |
| Travel | 2,274 | 1,358 | - | 1,358 | |
| Meeting expenses | 825 | 2,044 | - | 2,044 | |
| Conferences | 11,115 | 10,000 | - | 10,000 | |
| Staff Education | 4,440 | 8,000 | - | 8,000 | |
| Business Development | 2,471 | 2,472 | - | 2,472 | |
| Audit & Accounting fees | 7,200 | 7,200 | - | 7,200 | |
| Amortization LH Improvement | 1,668 | - | - | - | |
| Sales taxes | - | - | - | - | |
| Other costs | - | 600 | - | 600 | |
| TOTAL ADMIN COSTS | 80,763 | 80,204 | 15,099 | 95,302 | |
| TOTAL EXPENSES | 731,558 | 729,518 | 86,437 | 815,955 | |
| OPERATING INCOME/DEFICIT | 59,135 | 104,078 | 33,887 | 137,966 | |
| Option Agreements | - | - | - | - | |
| Net Revenue - Property Sale | 96,937 | - | - | - | |
| NET INCOME/DEFICIT | 156,073 | 104,078 | 33,887 | 137,966 | |
| DUE TO CCOC | 645,746 | | | 501,214 | (h) |

Assumptions:

- (a) **Revenue:** forecast reflects signed contracts as per the June billing schedule.
- Includes 2 construction projects: Christ Church Bell's Corners (\$79K in Jun-Dec) and Forward (\$45K in Jun-Dec). Construction to begin in the fall.
 - CCOC related revenue projected at \$179K for the full year, compared to \$172K in 2019.
 - Revenue upside potential of \$153K currently not reflected in the 2020 forecasts. See list of new business prospects in Revenue memo. These proposals are expected to be signed in June/July. Projected net revenue is \$135K on these prospects after subcontractor costs.
- (b) **Staff costs:** Added summer student for May-Aug. Full cost of \$13K. Anticipate 70% recovery through Summer job grants.
- (c) **Consultant:** YTD re. \$7K Market research for Julian Affordable Home Ownership and \$3K Somerset West Community Health Centre.
- (d) **Architect/Planner:** YTD re. Sister of Providence. Total projected costs of \$57K as per contract with SvN.
- (e) **Insurance:** adjusted to actual cost.
- (f) **Finance charges:** adjusted for interest due on I/C loan due to CCOC as per the MOU ie 1.68% x Dec19 balance of \$645K
- (g) **Telephone & IT systems:** forecast comparable to previous year charge
- (h) **Due to CCOC:** \$60K monthly payment to cover operation costs. As well, billings for CCOC projects are applied against the loan. We assumed additional lump sum of \$155K paid by Dec20. Amount to be confirmed later in the year.

Monthly average cash balance is projected at \$275K in June-December period. Due to CCOC is over \$700K.



Comments:

- Champlain costs include \$9K insurance, interest on \$1M loan (prime rate + 50bp) and \$13K property taxes due in October.
- Total capitalized cost related to the Champlain development was \$1.71M as of April 30, 2020.
- Administration costs: \$7K audit fees in July; \$8K conference in November; and \$2K Monthly staff education starting from Aug.
- Monthly payment of I/C loan due to CCOC to cover normal operations (payroll, rent, etc.). Assumed additional lump sum payment of \$155K in December. To be confirmed later in the year.

| Cahdco Cash Flows | | | | | | | |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Jun-20 | Jul-20 | Aug-20 | Sep-20 | Oct-20 | Nov-20 | Dec-20 |
| Cash available, beginning | 388,858 | 358,235 | 316,136 | 284,340 | 257,545 | 319,558 | 291,887 |
| Revenue | 42,600 | 46,600 | 42,600 | 47,600 | 144,600 | 47,600 | 39,840 |
| Architect/Planner fees | -7,125 | -7,125 | -7,125 | -7,125 | 0 | 0 | 0 |
| Administration costs | -2,844 | -18,319 | -4,016 | -4,016 | -6,016 | -12,016 | -2,016 |
| Champlain - non staff costs | -3,255 | -3,255 | -3,255 | -3,255 | -16,570 | -3,255 | -3,255 |
| Payment of I/C loan | -60,000 | -60,000 | -60,000 | -60,000 | -60,000 | -60,000 | -215,000 |
| Cash at end | 358,235 | 316,136 | 284,340 | 257,545 | 319,558 | 291,887 | 111,456 |

| Due to CCOC | | | | | | | |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Jun-20 | Jul-20 | Aug-20 | Sep-20 | Oct-20 | Nov-20 | Dec-20 |
| Beginning balance | 790,498 | 769,521 | 750,747 | 731,698 | 711,896 | 693,335 | 674,775 |
| Operations (payroll, rent...) | 56,941 | 56,941 | 56,941 | 56,941 | 56,941 | 56,941 | 56,941 |
| Projects billings (Forward, REOI...) | -17,918 | -15,715 | -15,991 | -16,743 | -15,502 | -15,502 | -15,502 |
| Lump sum payment | -60,000 | -60,000 | -60,000 | -60,000 | -60,000 | -60,000 | -215,000 |
| Due to CCOC at end | 769,521 | 750,747 | 731,698 | 711,896 | 693,335 | 674,775 | 501,214 |

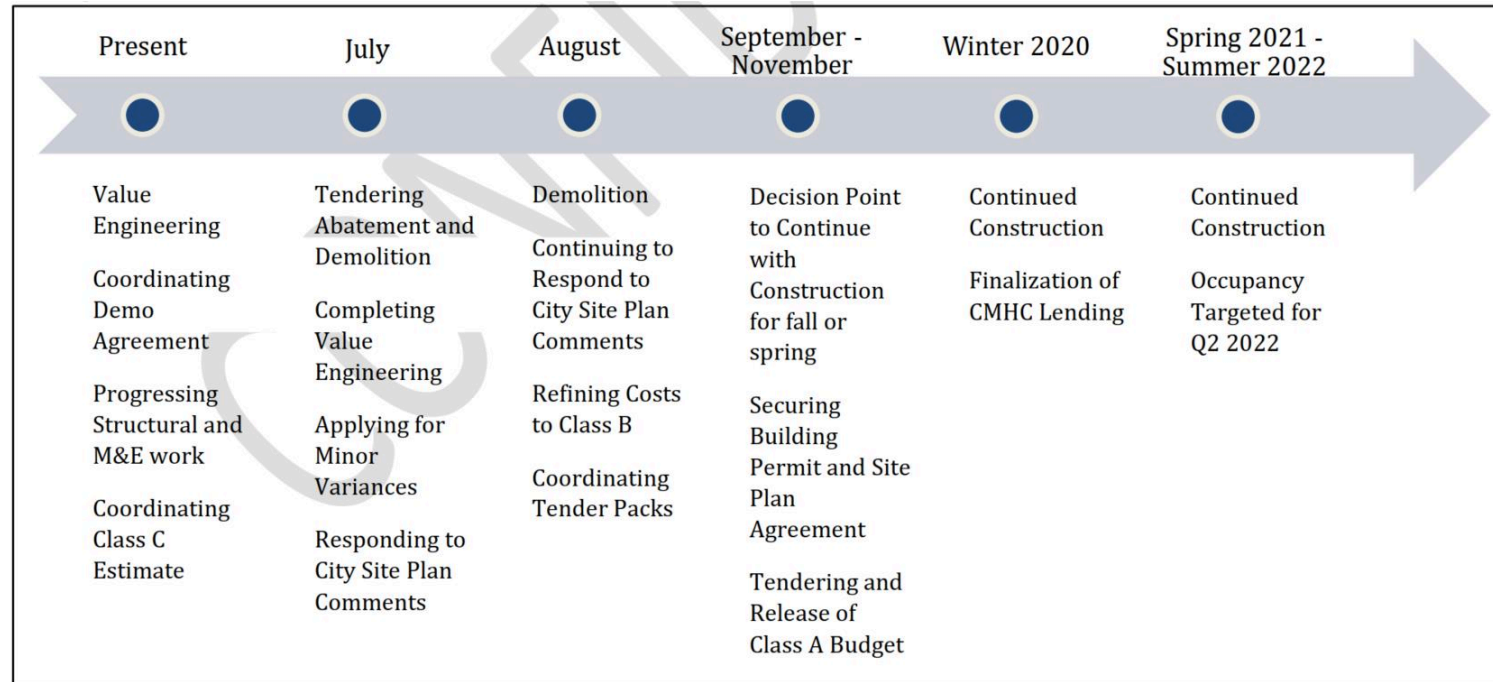
Cahdco broke even in April 2020 with YTD revenue of \$280K revenue (a 30% increase from last year)

CAHDCO STATEMENT OF OPERATIONS

| | YTD | YTD | Jan-20 | Feb-20 | Mar-20 | Apr-20 | Y-o-Y Variance | |
|---------------------------------|----------------|-----------------|-----------------|----------------|----------------|----------------|-----------------|--------------|
| | Apr-20 | Apr-19 | | | | | YTD | % |
| REVENUE | | | | | | | | |
| Project Fees | 279,759 | 215,281 | 48,113 | 77,934 | 75,509 | 78,203 | 64,478 | 30% |
| TOTAL REVENUE | 279,759 | 215,281 | 48,113 | 77,934 | 75,509 | 78,203 | 64,478 | 30% |
| PROJECT COSTS | | | | | | | | |
| Salaries and benefits | 203,339 | 196,204 | 56,645 | 48,940 | 49,119 | 48,635 | 7,135 | 4% |
| Consultant Fees | 10,500 | 3,710 | 14,504 | 7,000 | (11,004) | - | 6,790 | 183% |
| Architect/Planner fees | 28,500 | 4,950 | 37,000 | 2,800 | (19,300) | 8,000 | 23,550 | 476% |
| Other Fees | - | - | - | - | - | - | - | 0% |
| TOTAL PROJECT COSTS | 242,339 | 204,864 | 108,149 | 58,740 | 18,815 | 56,635 | 37,475 | 18% |
| ADMIN COSTS | | | | | | | | |
| Insurance | 3,962 | 3,931 | - | 1,321 | 1,321 | 1,321 | 31 | 1% |
| Supplies & Admin costs | 275 | 1,047 | - | 1,904 | (1,904) | 275 | (772) | -74% |
| Bank and Finance charges | 10,911 | 261 | 8 | 10,862 | 8 | 34 | 10,650 | 4074% |
| Rent & occupancy | 8,176 | 4,000 | 2,044 | 2,044 | 2,044 | 2,044 | 4,176 | 104% |
| Fire & security | - | 96 | - | - | - | - | (96) | -100% |
| Telephone & IT Systems | 7,345 | 3,491 | 627 | 890 | 4,605 | 1,224 | 3,854 | 110% |
| Travel | 1,313 | 186 | 300 | 693 | 160 | 160 | 1,126 | 604% |
| Meeting expenses | 1,171 | 525 | 14 | 641 | 484 | 32 | 646 | 123% |
| Conferences | 565 | 8,418 | (156) | 463 | 2,093 | (1,835) | (7,854) | -93% |
| Staff Education | 1,009 | 377 | - | - | 1,009 | - | 632 | 167% |
| Business Development | 510 | 113 | - | 442 | 67 | - | 397 | 352% |
| Audit & Accounting fees | 2,400 | 2,400 | 600 | 600 | 600 | 600 | - | 0% |
| Amortization LH Improvement | - | 1,668 | - | - | - | - | (1,668) | -100% |
| Sales taxes | 260 | (5,687) | 733 | (7,076) | 6,343 | 260 | 5,947 | -105% |
| Other costs | - | - | - | - | - | - | - | 0% |
| TOTAL ADMIN COSTS | 37,898 | 20,828 | 4,170 | 12,784 | 16,830 | 4,114 | 17,070 | 82% |
| TOTAL EXPENSES | 280,237 | 225,692 | 112,318 | 71,524 | 35,646 | 60,749 | 54,545 | 24% |
| OPERATING INCOME/DEFICIT | (478) | (10,411) | (64,205) | 6,411 | 39,863 | 17,454 | 9,933 | -95% |
| Option Agreements | - | - | - | - | - | - | - | 0% |
| Net Revenue - Property Sale | - | 97,846 | - | - | - | - | (97,846) | -100% |
| NET INCOME/DEFICIT | (478) | 87,436 | (64,205) | 6,411 | 39,863 | 17,454 | (87,913) | -101% |
| DUE TO CCOC | 752,797 | 603,777 | 690,699 | 748,035 | 809,335 | 752,797 | | |

Forward Update

Project Schedule



- **Required City approvals:**
 - The first round of comments on the Site Plan are anticipated by the end of June 2020 and final approval by fall of 2020;
 - Issuance of a Building Permit is anticipated by fall of 2020;
- **Still working toward class C estimate.** MBC is working toward the Class C in parallel with Figurr's 30% drawings. The 30% drawings are anticipated for next week. Additional 2-3 weeks for MBC to complete their Class C after that.
- **Demolition is going ahead.** The work will commence in July and span July / August.
- **Decision on construction in Sep-Nov: Fall vs. Spring.**
 - Timeliness, scope, and impact of the City's initial comments on our site plan.
 - Ability to deliver the drawings for building permit application. The site plan, our feedback, and potential disruptions from Covid all impact Figurr's capacity to achieve the current proposed timeline (mid-Aug).
- Financing.

Commercial Rent Relief

Commercial Rents

CCOC Commercial Rents

| Bldg | Property | type of business | Lease Start | Lease End | RENTAL RATES | | | Rent arrears |
|------|------------------|---|-------------|-----------|------------------|-----------------|------------------|--------------|
| | | | | | Rent | HST | Total Charge | YTD Jun-20 |
| 17 | 170 Booth | veterinary | 1-Sep-18 | 31-Aug-21 | 1,800.00 | 234.00 | 2,034.00 | - |
| 17 | 170 Booth | hair stylist | 1-Jun-19 | 31-May-22 | 478.00 | 62.14 | 540.14 | - |
| 17 | 170 Booth | accupuncture | 1-Jun-19 | 31-May-22 | 1,000.00 | 130.00 | 1,130.00 | 339.00 |
| 17 | 170 Booth | massage therapy | 1-Aug-19 | 31-Jul-22 | 1,200.00 | 156.00 | 1,356.00 | 1,356.00 |
| 17 | 170 Booth | bike club | 1-Feb-19 | 31-Jan-23 | 1,092.42 | 142.01 | 1,234.43 | - |
| 27 | 520 Bronson | personal care / attendant care services | 1-Mar-20 | 28-Feb-25 | 1,472.00 | 191.36 | 1,663.36 | |
| 65 | 103 Catherine St | health services | 1-Mar-11 | 28-Feb-41 | 2,416.66 | 314.17 | 2,730.83 | |
| 67 | 109 Catherine | MPP office | 1-Oct-18 | 30-Sep-22 | 2,161.00 | 280.93 | 2,441.93 | |
| 67 | 107 Catherine | MP office | 1-Jan-16 | 31-Dec-20 | 2,180.00 | 283.40 | 2,463.40 | |
| 67 | 101 Catherine | *Vacant | 1-Jun-15 | | 1,475.00 | 191.75 | 1,666.75 | |
| 11 | 258 Lisgar | daycare | 1-Jan-15 | 31-Dec-24 | 4,259.65 | 553.75 | 4,813.40 | |
| 37 | 145 Clarence | Ottawa School of Art | 1-May-16 | 30-Apr-21 | 330.83 | 43.01 | 373.84 | |
| 22 | 210 Gloucester | Centetown Buzz | 1-Jan-17 | 31-Dec-19 | in-kind ad | - | | |
| | | | | | 19,865.56 | 2,582.52 | 22,448.08 | |

| | |
|-------------------------------|------------------|
| Subtotal Closed/not operating | 6,937.65 |
| Apr-Jun Rents | 20,812.95 |
| 25% | 5,203.24 |

- 30% commercial space no longer required so CCOC is an eligible landlord for the CECRA (Canada Emergency Commercial Rent Assistance) program.
- The program will provide forgivable loans to reduce rent for tenants by 75%. Landlords are required to cover 25% of rent costs for the months of April, May and June 2020, with the government taking on 50% and an additional 25% going to tenants.

Expiry of Provincial Mortgages (EOM)

Background

- CCOC manages 18 properties with a total of 731 homes under the Provincial Reformed program (Part VII) of the Housing Services Act (HSA, 2011); 517 of these tenants pay rent geared-to-income (RGI). This represents almost half of CCOC's full portfolio.
- The Social Housing Reform Act (2000), now succeeded by the HSA, replaced the original operating agreements with legislation and regulation. Unlike the original operating agreements, **the legislation and associated regulations do not have any end dates.**
- **Program funding and regulations are unclear or unsustainable after mortgages are paid off in the Provincial Reformed Portfolio.** CCOC's 18 properties under Part VII of the HSA have mortgage end dates between April 2022 and November 2040; 13 of those mortgages will end between February 2024 and November 2027.
- The Ministry of Municipal Affairs' policy reform plans are likely delayed due to pandemic response. Conversely, CMHC is expected to try to accelerate Co-investment Fund programs as part of the pandemic economic recovery. This leaves a very narrow window for CCOC to **demonstrate to CMHC that its provincial reformed properties are capable of generating an appropriate Debt Service Coverage** and are viable candidates for refinancing.
- Our **proposal outlines several options for a funding agreement** between the City of Ottawa and CCOC to continue sustainable operation of mixed income affordable housing in those 18 properties after their original mortgages and original program obligations end. CCOC fully intends that these proposals will be compatible with a new HSA operating environment.
- To plan sustainably and to take advantage of current refinancing opportunities, we want to have a clear commitment from the City of Ottawa within the current calendar year. **The City may be able to provide a letter of assurance to CMHC in support of CCOC's application, confirming the City's intention to continue a relationship after End-of Mortgages (EOM).**
- An eventual agreement might need Council, and maybe Ministerial approval.

Our proposal to the City

Baseline (2019, rounded)

1. Operating Subsidy: \$ 200,000
2. Property Tax Subsidy: \$1,500,000
3. Rent Supplement Subsidy: \$3,300,000

Total payments to CCOC: \$5,000,000

CCOC Property Taxes: \$1,500,000

Net cost to City: \$3,500,000

Option A: 90% Rent Subsidy

1. End Operating Subsidy
2. End Property Tax Subsidy
3. Continue Rent Supplement Subsidy to the lesser of actual CCOC market rents or 90% of Ottawa Average Market Rents

Total payments to CCOC: \$4,300,000 (estimate)

CCOC Property Taxes: \$1,500,000

Net cost to City: \$2,800,000 (savings of: \$700,000)

- The proposal can not cost the City more than the current system, and ideally costs a bit less.

- June 25 follow-up meeting with City staff.

Option B: 80% Rent Subsidy with Property Tax control

1. End Operating Subsidy
2. Change Property Tax Subsidy, to cover only assessment growth after EOM (CCOC would be subject to annual City property tax rate increases, but growth in property tax costs through increased assessment values would be neutralized through an offsetting grant)
3. Continue Rent Supplement Subsidy to the lesser of actual CCOC market rents or 80% of Ottawa Average Market Rents

Total payments to CCOC: \$3,700,000 (estimate)

CCOC Property Taxes: \$1,500,000 (growth in property taxes limited by offsetting grants)

Net cost to City: \$2,200,000 (savings of: \$1,300,000)

Option C: End Operating Subsidy

1. End Operating Subsidy
2. Continue Property Tax Subsidy
3. Continue current calculation of Rent Supplement Subsidy

Total payments to CCOC: \$4,800,000

CCOC Property Taxes: \$1,500,000

Net cost to City: \$3,300,000 (savings of: \$200,000)

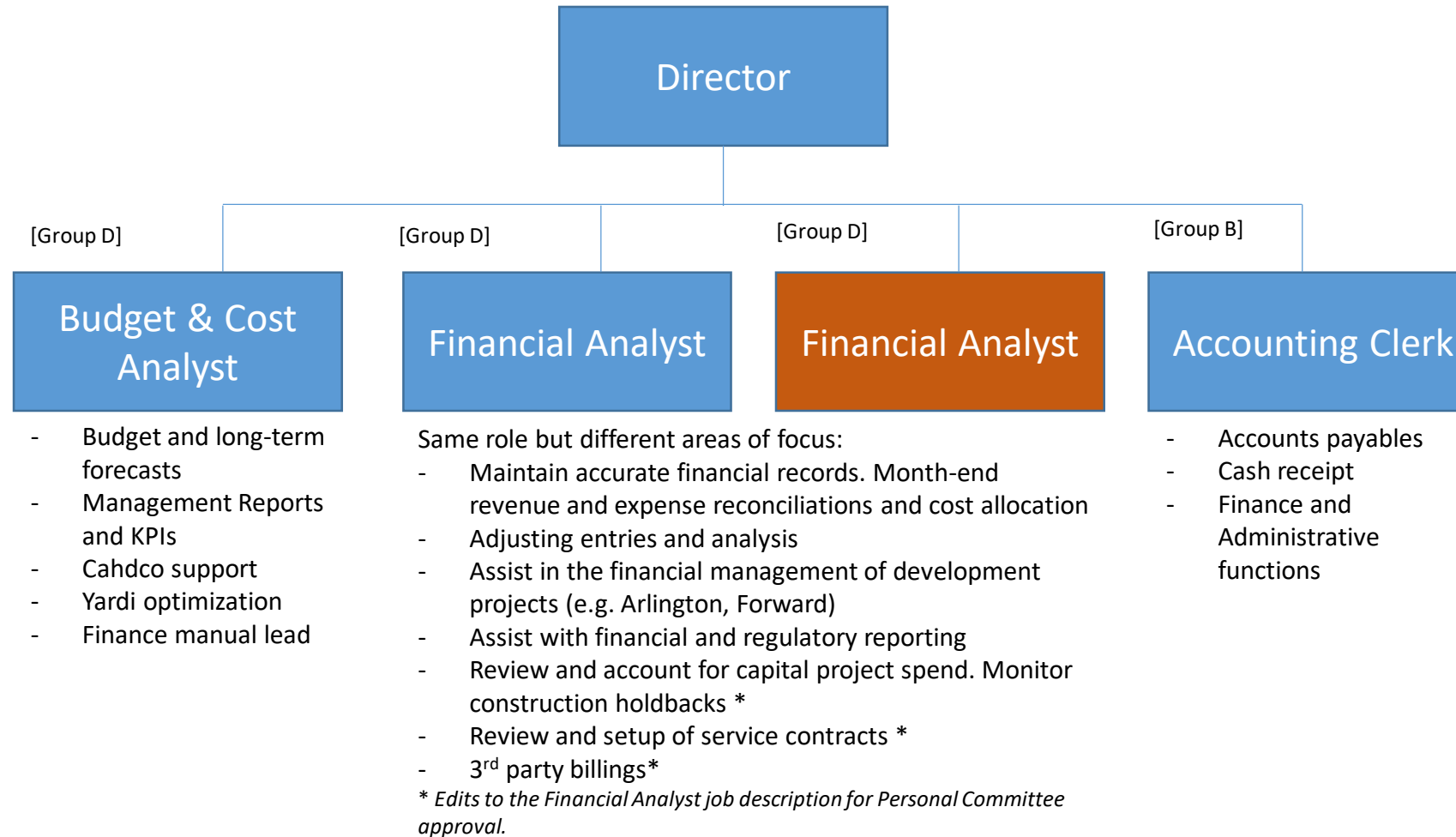
Charitable Application

Background

- We are exploring a property tax strategy that could lead to exemptions based on charitable purposes.
- The lawyers recommend that CCOC could potentially apply for CRA charitable status and separately apply for property tax reductions or exemptions based on charitable purposes. These would be separate but complimentary efforts.
- The lawyers estimate a \$5k cost for the preliminary work, and after that they would be paid on contingency from property tax savings.
- Earlier this month, the CCOC Executive committee agreed this is worth exploring and approved a \$5,000 initial expense on legal work to confirm the opportunity.

Finance Department

Structure – evolution of roles and responsibilities



ACCOUNTS RECEIVABLE STATISTICS - CCOC & CCHC COMBINED

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

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

| | ARREARS | | | EVICTIONS | | | | BAD DEBTS WRITTEN OFF* | | | | New 09/18 | VACANCY COSTS | | | |
|--------|----------------|---------------|---------------|-----------|-------------|-----------|-------|------------------------|--------------|-------------|-----------------|-------------------|----------------|--------------|--------------|--------------|
| | Active Tenants | Moved Tenants | Total Arrears | Form 4's | L1 /L2 Apps | Evictions | NSF's | Sent to Collections | RENT ARREARS | R&M CHARGES | TOTAL BAD DEBTS | Bad Debt Recovery | Rents Payable | Vacancy Cost | Current % | YTD % |
| Jan-20 | \$45,476.67 | \$4,355.36 | \$49,832.03 | 28 | 2 | | 10 | 2 | \$505.00 | \$6,337.75 | \$6,842.75 | \$1,190.00 | \$1,051,327.00 | \$16,564.00 | 1.00% | 1.00% |
| Feb-20 | \$53,319.86 | \$5,284.06 | \$58,603.92 | 17 | 1 | | 8 | 3 | | \$15,251.00 | \$15,251.00 | \$1,085.00 | \$1,064,624.00 | \$12,830.00 | 0.77% | 0.88% |
| Mar-20 | \$53,768.34 | \$9,908.06 | \$63,676.40 | 16 | | | 12 | 1 | | \$2,990.98 | \$2,990.98 | \$784.75 | \$1,065,616.00 | \$12,076.00 | 0.72% | 0.83% |
| Apr-20 | \$63,722.37 | \$10,365.36 | \$74,087.73 | 2 | | | 9 | | | | | \$1,800.00 | \$1,061,354.00 | \$13,151.00 | 0.79% | 0.82% |
| May-20 | \$73,133.01 | \$12,666.36 | \$85,799.37 | 1 | | | 3 | | \$6,254.70 | \$99.55 | \$6,354.25 | \$540.00 | | | #DIV/0! | #DIV/0! |
| Jun-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| Jul-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| Aug-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| Sep-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| Oct-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| Nov-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| Dec-20 | | | | | | | | | | | | | | | #DIV/0! | #DIV/0! |
| | | | | 64 | 3 | | 42 | 6 | \$6,759.70 | \$24,679.28 | \$31,438.98 | \$5,399.75 | \$4,242,921.00 | \$54,621.00 | 0.82% | 0.82% |

| | |
|---------------------------------|---------|
| Rent arrears % of rents payable | #DIV/0! |
| Bad debt % of rents payable | #DIV/0! |

| | |
|---------------------------|-------------|
| Annual bad debt budget | \$57,807.00 |
| Rent bad debt % of budget | 11.69% |

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

6/12/2020

CCOC Maintenance Operating Costs (all properties) - Variance Analysis Report

Report Period: Apr 2020

| Expense Item | MTD Actual | MTD Budget | MTD Variance | MTD Last Year | YTD Actual | YTD Budget | YTD Variance | YTD Last Year |
|-----------------------------------|----------------|----------------|---------------|----------------|------------------|------------------|---------------|------------------|
| Common Area R&M | 194,484 | 212,054 | 17,570 | 163,579 | 843,692 | 771,138 | (72,554) | 719,794 |
| Insuite R&M | 29,360 | 57,391 | 28,031 | 49,807 | 209,679 | 229,564 | 19,885 | 221,127 |
| Turnover R&M | 14,404 | | 28,335 | 54,115 | 116,162 | 170,956 | 54,794 | 176,420 |
| Redecorating | - | 7,461 | 7,461 | - | 975 | 29,844 | 28,869 | - |
| Other | (2,447) | 971 | 3,418 | (3,219) | (19,242) | 3,884 | 23,126 | (3,654) |
| Total Maintenance Expenses | 235,801 | 320,616 | 84,815 | 264,281 | 1,151,266 | 1,205,386 | 54,120 | 1,113,688 |

4.49%

Comments:**Monthly Variances can be explained by:**

Insuite and turnover R&M have decreased overall due to COVID, but common area cleaning costs have increased.

Common Area:

The fire and safety line was significantly over budget due to annual deficiency repairs.

Garbage room repairs had a negative variance due to chute repairs at 258 Argyle.

Landscaping contract costs were budgeted for April but were not billed, creating a temporary positive variance.

Maryse Martin

From: Polowin, Michael <Michael.Polowin@gowlingwlg.com>
Sent: June 1, 2020 12:20 PM
To: Ray Sullivan
Cc: Aburto, Roberto; Green, Colin; Laine Johnson; Maryse Martin
Subject: RE: CCOC charitable application: next steps

Ray,

Good afternoon. We have reviewed your questions/comments below, and here are our answers, each opposite a copy of your remarks. We hope this helps:

Hi Michael,

Thanks for your help on this. As I'm sure you know from your discussions with Laine, we had been considering a charitable foundation, but we want to also explore the option of charitable status for the existing corporation, just in case there are significant tax advantages.

These are the assumptions we're working from, please confirm if they are correct

1. Property tax exemptions are not automatically granted based on CRA charitable status; this is a separate process - **Yes**
2. Property tax exemptions are not granted through administrative appeals to MPAC, but rather through a court hearing – **Yes, an exemption proceeds through the courts. MPAC does have a voluntary informal process (request for reconsideration), but MPAC has been increasingly aggressive in this process, and this process is not a precondition to seeking an exemption order from the Superior Court.**
3. The criteria for CRA charitable status are similar to the criteria for property tax exemptions based charitable purposes: the property is deemed to be used for the alleviation of poverty – **No. The elements are distinct. For the municipal tax exemption pursuant to the Assessment Act, it is assessed in relation to each property, and the elements include: (1) that the organization must be supported in part by government funding; (2) the land needs to be owned, used an occupied by; (3) any charitable, non-profit philanthropic corporation; (4) organized for the relief of the poor. There is an argument that even if the CRA charitable status was not accepted, that this threshold may still be met (although there is a substantially stronger case if there is a CRA charitable status).**
4. CCOC could get these tax exemptions for some or all properties without a CRA charitable status designation – **There is an argument that a CRA status is not necessary, but it is untested by the Courts**
5. CCOC would have to demonstrate that a minimum number of tenants are below the poverty line and this is built in to how the property operates – so it's a long-term commitment to maintain a minimum level of poverty – **With respect to the tax exemption, yes, the actual use is considered. The Court will only look at the year or years in question. MPAC or the City could challenge the exemption in the future (although from our experience, that is unlikely unless there is a substantial change in use).**
6. Properties that qualify would have to receive government funding – **CCOC would have to receive government funding to qualify for a tax exemption (which we understand to be the case). We anticipate that MPAC will argue that there needs to be a nexus between the government and each property, but we do not believe that argument will be successful.**
7. For a property to qualify, all tenants would have to be income-tested, whether their rent is subsidized or not – **Not necessarily for the tax exemption, but a best effort needs to be made to demonstrate to the Court that on a balance of properties (that standard meaning that it is more likely than not) that CCOC meets the test. If CCOC can speak to all incomes, that will provide a stronger case. Perfection is not the standard. There is a strong argument that if the rents are below market, that this alone may suffice.**

8. Properties would have to individually qualify for this exemption, rather than the CCOC portfolio as whole. Yes – each property would need to be owned, used and occupied by CCOC. The other elements of the test in theory could be different (MPAC may argue that the government funds need to relate directly to a property). The issue of ownership of buildings on ground-leased lands is less than clear.
9. Property tax exemptions could be partial; for example, in proportion to the % tenants who fall below the poverty line – They can be. But this is not generally how it works. The bar is not as high as proving that everyone is below the poverty line, and below market rents (if meeting the other criteria have been successful in establishing the exemption in our experience).

Here's some additional relevant information:

1. CCOC owns 38 rental properties outright, an additional 10 are on leased land (but we own the capital asset) and for one other property we lease both the land and building from the City. We pay property taxes for all properties, including those that are leased – For the criteria around ownership, we would need to consider further information on the 10 leased properties. The issue of ownership of buildings on ground-leased lands is less than clear.
2. We have about 14 properties that currently don't receive government funding. Most of them are listed in a rent supplement agreement where we could get city funding for rent supplements, we just haven't moved any of those subsidies into those properties yet. – There is an argument that the funding need only go to the organization, but we anticipate MPAC will fight back on this issue.
3. In most properties we have government agreements that fund rent subsidies. For 12 properties (some of our largest) we also get a grant from the City that is equal to property taxes, so it is as if we don't pay property taxes, however we expect this grant may disappear as we discharge the mortgages between 2022 and 2040. Several properties do not currently have government funding of any kind.
4. Currently, across CCOC's full portfolio, 56% of CCOC tenants have subsidized rent, the rest pay market rent. This income mixing is fundamental to CCOC and our policy is to have at least 40% subsidized and at least 40% market overall. – We believe that there is a strong argument that this should qualify for at least a partial exemption, and that a full exemption may still be viable.
5. The levels of subsidies varies greatly at different CCOC properties: many have only 30% of tenants with subsidy, many have 70%. Some small properties might be 100% market rent, just as some might be 100% subsidized
6. Tenants paying market rent are generally employed and would not generally fall under the poverty line, although some might
7. We do not have any income ceilings for tenants paying market rent, so at almost all our properties there are tenants who are not income-tested
8. Most tenants with subsidies would fall under the poverty line, but certainly not all
9. Altus is currently representing CCOC on a number of MPAC appeals, a few of which are still underway.

Here are our questions:

1. What percentage of tenants have to be below the poverty line? And how is the poverty line defined? – The organization must be incorporated for the purpose of relief of the poor. There's no bright line test in the context of a tax exemption.

There is also not a bright line test in the context of the CRA application. There is some scope as to how "poverty line" is defined.

2. What data would you need to demonstrate the case? We can discuss what data you have already. The approach can be flexible in the context of the tax exemption.

For charitable status, CRA would generally look at the criteria that the applicant has utilized (presumably, income and an asset test) and, subsequently, has a consistent test been applied.

3. How would we transition from current ongoing Altus appeals if we asked Gowlings to represent us? You would continue on a two track basis – with appeals on value at the Assessment Review Board, and the exemptions proceeding separately in Court. If the exemptions were obtained, the assessment appeals would no longer be required. We'd be pleased to assist at the Board, but presume that Altus has things well in hand in that regard

(certainly they are a leader in the industry). We would certainly anticipate collaborating with Altus and getting their input, to ensure that MPAC is receiving consistent information in any court documents.

Overall, for CRA it would be important to show a consistent process applying standard criteria. Consistency is critically important.

Thanks,

Ray

Michael Polowin
Partner
T +1 613 786 0158
michael.polowin@gowlingwlg.com



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Ottawa ON K1P 1C3
Canada



gowlingwlg.com

Ranked in [The Canadian Legal Lexpert Directory 2018](#)

Selected for inclusion in [The Best Lawyers in Canada 2019](#)

Leading lawyer - [Chambers Canada 2019](#)

From: Ray Sullivan <Ray.Sullivan@CCOCHOUSING.ORG>

Sent: May-28-20 3:23 PM

To: Polowin, Michael <Michael.Polowin@gowlingwlg.com>

Cc: Aburto, Roberto <Roberto.Aburto@gowlingwlg.com>; Green, Colin <colin.green@gowlingwlg.com>; Laine Johnson <Laine.Johnson@cchohousing.org>; Maryse Martin <Maryse.Martin@cchohousing.org>

Subject: RE: CCOC charitable application: next steps

This message originated from outside of Gowling WLG. | Ce message provient de l'extérieur de Gowling WLG.

Hi Michael,

Thanks for your help on this. As I'm sure you know from your discussions with Laine, we had been considering a charitable foundation, but we want to also explore the option of charitable status for the existing corporation, just in case there are significant tax advantages.

These are the assumptions we're working from, please confirm if they are correct

1. Property tax exemptions are not automatically granted based on CRA charitable status; this is a separate process

Lisa Goodfellow
Program Manager, Social Housing Branch
Housing Services
100 Constellation Drive, 8th floor East
Ottawa, Ontario, K2G 6J8
lisa.goodfellow@ottawa.ca

Re: **CCOC End-of-Mortgages Proposal**

May 25, 2020

Dear Lisa,

Thank you for the opportunity to continue our discussion of end-of-mortgage scenarios for CCOC. I would like to follow up on our March 12 discussion with three specific proposals.

Background

CCOC manages 18 properties with a total of 729 homes under the Provincial Reformed program (Part VII) of the Housing Services Act (HSA, 2011), 517 of these tenants pay rent-geared-to-income (RGI). This represents almost half of CCOC's full portfolio.

The funding formula under the HSA requires the City of Ottawa, as Service Manager, to provide three kinds of subsidy to CCOC:

- 1) an operating subsidy calculated on an HSA formula that covers the gap between theoretical indexed benchmark costs and theoretical indexed benchmark revenues
- 2) a property tax subsidy equal to 100% of the property taxes owing for each of those 18 properties
- 3) a rent supplement subsidy, which represents the difference between the tenants' RGI rent and an indexed benchmark rent

When each property was originally developed, it was subject to an operating agreement with the provincial government. In recognition that social housing developments were over-mortgaged beyond their capacity to cover that debt, operating agreements provided operating subsidies. The original operating agreements expired when the mortgage was fully paid after 35 years.

The Social Housing Reform Act (2000), now succeeded by the HSA, replaced the original operating agreements with legislation and regulation. Unlike the original operating agreements, the legislation and associated regulations do not have any end dates.

The provincial Community Housing Renewal Strategy addresses the risk of losing community housing stock when original program obligations end and creating incentives for community housing providers to continue to provide housing through a more streamlined approach. The Protecting Tenants and Strengthening Community Housing Act (2020) creates enabling legislation for future regulations to implement a new system. The exact funding conditions and regulatory environment under that new system are not public.

CCOC's 18 properties under Part VII of the HSA have mortgage end dates between April 2022 and November 2040. Thirteen of those mortgages will end between February 2024 and November 2027.

This proposal outlines several options for a funding agreement between the City of Ottawa and CCOC to continue sustainable operation of mixed oncome affordable housing in those 18 properties after their original mortgages and original program obligations end. CCOC fully intends that these proposals will be compatible with a new HSA operating environment. However, to plan sustainably and to take advantage of current refinancing opportunities, CCOC must have a clear commitment from the City of Ottawa within the current calendar year.

Challenges and Opportunities

1. **Unsustainable Capital Reserves.** Social housing regulations dictate allowable annual contributions to capital replacement reserves. Even with supplemental contributions, these reserves are generally inadequate in the long term.
2. **Refinancing.** When the original mortgages end there is an opportunity to refinance these properties, allowing for a large investment in capital renewal, preserving the quality of the housing and extending the useful life of the asset. The CMHC Co-investment Fund is a particularly attractive opportunity with significantly low interest rates and also the possibility of grants.
3. **Debt Service Coverage.** Any new loan to a rental property is underwritten based its debt service coverage: how much operating surplus is available to cover the new mortgage payments. A property must be able to demonstrate an operating surplus sufficiently large to cover the new debt. Private lenders generally require a DSC greater than 1.10 to allow a prudent buffer. CCOC's current Debt Coverage Ratio for its Provincial Reformed portfolio (Part VII HSA) is 1.05.
4. **Property Taxes.** Unlike the 18 Provincial Reformed portfolio properties, CCOC's other properties pay full unreduced property taxes with no offsetting grants. The market value assessment for these properties is based on the full market revenue potential and does not account for non-profit status, affordable rents or agreements on title that limit

rennet revenue potential. CCOC's properties are primarily in downtown Ottawa, where property values and full market rent potential are very high. This represents a growing risk to CCOC's continued ability to operate as non-profit housing with affordable rents.

5. **Preservation of Affordable Housing.** As a mission-driven non-profit enterprise, CCOC is strongly interested in preserving and continuing to provide mixed income housing, with a combination of market rent and deeply affordable subsidized rent.

Principles

These principles are based on discussion during a March 12, 2020 between Lisa Goodfellow (Program Manager, Social Housing Branch, City of Ottawa), Ray Sullivan (Executive Director, CCOC) and Maryse Martin (Finance Director, CCOC).

- a) The specific issue of accessing the CMHC Co-Investment Fund and will not necessarily apply to CCOC's whole provincial reform portfolio, just the 10 provincial reform properties within CCOC's Co-Investment bundle.
- b) New co-investment borrowing shouldn't overlap with existing HSA mortgages, on property-by-property basis.
- c) The City agrees that CCOC must retain sufficient debt service capacity to take on Co-Investment loans.
- d) The City does not have the capacity to cover the full gap of current negative operating subsidies.
- e) The proposal can not cost the City more than the current system, and ideally costs a bit less.
- f) A rent subsidy model will have to include appropriate reporting and transparency to give the City sufficient oversight and accountability, something along the lines of CCOC's current L01G might be a starting point.
- g) An eventual agreement might need Council, and maybe Ministerial approval.
- h) The City may be able to provide a letter of assurance to CMHC in support of CCOC's application, confirming the City's intention to continue a relationship after End-of-Mortgages (EOM).

For simplicity, the figures in the following baseline and alternate scenarios are based on rounded amounts from CCOC's full provincial reformed portfolio. We recognize however that the initial agreement may only apply to the 10 properties that are within CCOC's Co-Investment Fund bundle.

Baseline (2019, rounded)

- 1. Operating Subsidy: \$ 200,000
- 2. Property Tax Subsidy: \$1,500,000
- 3. Rent Supplement Subsidy: \$3,300,000

Total payments to CCOC: \$5,000,000

CCOC Property Taxes: \$1,500,000

Net cost to City: \$3,500,000

Option A: 90% Rent Subsidy

- 1. End Operating Subsidy
- 2. End Property Tax Subsidy
- 3. Continue Rent Supplement Subsidy to the lesser of actual CCOC market rents or 90% of Ottawa Average Market Rents

Total payments to CCOC: \$4,300,000 (estimate)

CCOC Property Taxes: \$1,500,000

Net cost to City: \$2,800,000 (savings of: \$700,000)

Option B: 80% Rent Subsidy with Property Tax control

- 1. End Operating Subsidy
- 2. Change Property Tax Subsidy, to cover only assessment growth after EOM (CCOC would be subject to annual City property tax rate increases, but growth in property tax costs through increased assessment values would be neutralized through an offsetting grant)
- 3. Continue Rent Supplement Subsidy to the lesser of actual CCOC market rents or 80% of Ottawa Average Market Rents

Total payments to CCOC: \$3,700,000 (estimate)

CCOC Property Taxes: \$1,500,000 (growth in property taxes limited by offsetting grants)

Net cost to City: \$2,200,000 (savings of: \$1,300,000)

Option C: End Operating Subsidy

1. End Operating Subsidy
2. Continue Property Tax Subsidy
3. Continue current calculation of Rent Supplement Subsidy

| | |
|--------------------------------|--|
| Total payments to CCOC: | \$4,800,000 |
| CCOC Property Taxes: | \$1,500,000 |
| Net cost to City: | \$3,300,000 (savings of: \$200,000) |

Conclusions

CCOC and the City of Ottawa have a shared interest in the continued sustainable operation of mixed-income affordable housing at CCOC's HSA Part VII Provincial Reformed Properties.

The Ministry of Municipal Affairs' policy reform plans are likely delayed due to pandemic response.

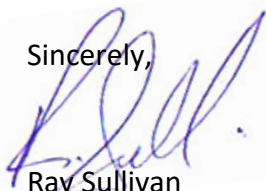
Conversely, CMHC is expected to try to accelerate Co-investment Fund programs as part of the pandemic economic recovery.

This leaves a very narrow window for CCOC to demonstrate to CMHC that its provincial reformed properties are capable of generating an appropriate Debt Service Coverage and are viable candidates for refinancing.

This creates an urgent need to map out a new agreement now. It is an opportunity to leverage the City of Ottawa Service Manager's deep experience and considerable knowledge to show innovative leadership.

We would welcome the opportunity to discuss an agreement based on the agreed principles above and we are ready to explore all of the three options proposed.

Sincerely,



Ray Sullivan
Executive Director

cc. Maryse Martin, CCOC Board of Directors, Catherine McCurdy, Shelley VanBuskirk

Development Committee Meeting Minutes

Tuesday, June 9th, 7:00 PM
Conducted remotely via GoToMeeting

Attendees: Penny McCann (Chair, CCOC Board Member), Sarah Button (CCOC Board Member), Jesse Steinberg (CCOC Board Member), Natalie Duchesne, John Kingsley, Rod Manchee, Brent Walden, Elliot Sherman, Stephanie Bohdanow, Mary Huang, Alannah Bird, Court Miller, Gisèle Doyle, Graeme Hussey (Staff), Anna Froehlich (Staff) William Cohen (Staff/Minute-taker)

Regrets: Abra Adamo (CCOC Board Member), David McCallum

- 1. Call to Order** **7:04pm**
 - Natalie presented CCOC Anti-oppression statement.
- 2. Approval of Agenda** **Alannah/Court (m/s/c)**
- 3. Approval of Minutes – Attached May 2020** **Sarah/Gisèle (m/s/c)**
 - Stephanie will be marked under “regrets” in the minutes.
- 4. Announcements**
 - No changes to CCOC service level since last meeting, increases in service to be expected in July. Some employees will be permitted to return to the office if they choose to do so, and some tenants will be permitted to make payments in the office.
- 5. Business Arising:**
 - CCOC Forward Avenue Update – **Report Attached**
 - Estimate from builder was much higher than we had budgeted for, however the cost estimate is expected to reduce.
 - Planning to begin construction in the fall, timeline is tentative due to COVID-19 related factors.
 - Focusing on design/engineering work in order to promptly submit applications to City.
 - Looking into building a net-zero energy building with new FCM Green Municipal Fund funding.
 - Interest for CMHC Loan program is between 0.5% and 0.75%.
 - Currently carrying an interest rate of 1.25%.
 - Committee expressed positive reactions towards the format of the report.
 - CCOC Development Policies – **Verbal Report**

- Sub-committee (Elliot, John, Rod) met last week with Graeme and Kiefer and are planning to meet again next week.
- Five policies relate to the Development Committee—all of which are outdated and in need of an update. They are not actively used.
- CCOC REOI Sites Update – **Report to be distributed**
 - Looking at 3 (+1) small sites for redevelopment:
 - 171 Armstrong/277 Carruthers
 - 212-216 Carruthers
 - 82-84 Putman
 - 261A Hichey Avenue/Bullman (behind 212-216 Carruthers)
 - Estimated CCOC equity required for redevelopment are lower for all sites than cost to maintain with capital repairs of 10 years.
 - Pro forma assumptions:
 - \$225ft² construction costs
 - 15% card cost contingency
 - 10% hard cost contingency
 - City of Ottawa is providing \$180,000 in pre-development funding for the three sites. Funding is tied to submission of minor variance/zoning applications. New submission deadline is in June 2021.
 - PM: Consider impact of redevelopment projects on other CCOC operations.
 - Targeting getting our equity contribution to 0, in part by reducing operational costs.
 - CCOC will be applying to the CMHC SEED program and FCM Sustainable Affordable Housing fund on top of City funding.
 - JS expressed concern over staff capacity.
 - MH inquired about the cost of a feasibility study.
 - If we decide to not proceed with these projects and sell the properties, we will have to repay the City.
- FCM Sustainable Affordable Housing Fund – **Report to be distributed**
 - Stephanie, FCM Acting Senior Manager, Sector Development, Green Municipal Fund, gave the Development Committee a presentation on the Fund.
 - The Fund is a federal endowment managed in perpetuity by the FCM.
 - The Fund focuses on improving quality of air, water, and land, as well as reducing GHGs.
 - The FCM GMF Sustainable Affordable Housing fund is worth a total of \$300 million, \$52 million annually
 - Up to \$27 million in grants and \$25 million in loans



- Municipal governments, municipally owned corporations, and non-profit affordable housing providers are eligible for funding.
 - New builds must have net zero energy and retrofits must have a minimum of 25% reductions in energy consumption. Rents for at least 30% of units must be rented at less than 80% median market rent.
 - Funding is available for planning, studies, pilot projects, and capital project financing.
 - Projects are evaluated by their impact, implementation, and transformative potential.
- 6. Government Policy & Program**
- City of Ottawa 10-Year Housing and Homelessness Plan – **Verbal Report**
 - CCOC has contributed to this policy process.
 - Ray will continue to provide comment.
 - The plan is publicly accessible and will be distributed the committee.
- 7. Report of Board, Committees, Community Associations**
- Committee Summaries – **Attached**
 - No discussion.
- 8. Report from Cahdco – Verbal Report**
- Background: Update on active and new Cahdco client projects.
 - No major updates since last month
 - Cahdco is looking into adding more staff to assist with growing project volume.
 - Cahdco has been hired by OSHN to manage their shared services initiative.
- 9. Items to Highlight for the Board**
- Board should discuss operational analysis of CCOC REOI sites.
- 10. Agenda Items or Decisions for Next/Future Meetings**
- Ongoing development policy review
 - CCOC REOI
 - Ageing in Place

Adjournment

Jesse (m/c) 9:00pm

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



159 Forward Ave

Monthly Project Report



Date: June 9, 2020
To (Attention): CCOC Development Committee
From: Kiefer Maracle, Project Manager, Cahdco
Re: **May 2020 Project Report**

Note: New items since last month's report will be noted in red font in subsequent reports moving forward.

CCOC is developing 31 units of affordable housing on the site of the City's former Forward Family Shelter at 159 Forward Ave.

Recent Activity

1. Design:

- The next phase of design is the completion of contract documents, which is being led by Figurr and will incorporate more of their engineering team to refine the structural, mechanical, and electrical details.
- **CCOC has procured a commissioning agent to assist in the discussions of mechanical and electrical systems as we further develop the contract documents and costing.**

2. Budget:

- MBC has completed their initial Class D estimate and is engaging CCOC in an integrated cost management process as they progress towards the completion of their Class C estimate.
- CCOC's Co-Investment application was approved by the Province and is currently being underwritten by CMHC.

3. Construction:

- **Abatement and demolition are moving forward. MBC will be tendering the work on CCOC's behalf and working with the City to secure the demolition clearances.**
- The Cahdco team is actively monitoring the COVID-19 changes to the construction industry to ensure we are aware of all potential impacts to Forward and our other projects. Restrictions have relaxed slightly allowing geotechnical to proceed on the site and for abatement to begin.

4. Land:

- A small lot owned by the City between our property and Forward Ave. was taken as a right-of-way in 1992 for a potential road widening. This lot is about 2 meters deep and spans the width of the property. Post amalgamation the City has no plans of widening Forward Ave. and is currently having their Real Estate office review whether this lot could be sold or given to CCOC.
- By securing this property, CCOC will have a slightly larger lot and can use this area to reduce the current number of minor variances required on the site.
- CCOC is in touch with the City and expects to hear back on this item in 1 week.

5. Community:

- **The team has met with the Mechanicsville Community Association to share the current designs with them and discuss any of their concerns. This meeting was well received and the project is well respected.**
- **The team has arranged a meeting with the Parkdale Mews Homeowners Association as a next step in the community engagement process.**

Project Scope

CCOC's vision, as well as the requirements of the 2019 Action Ottawa RFP and the criteria of CMHC's co-investment fund, informed the scope of the Forward project. This scope includes:

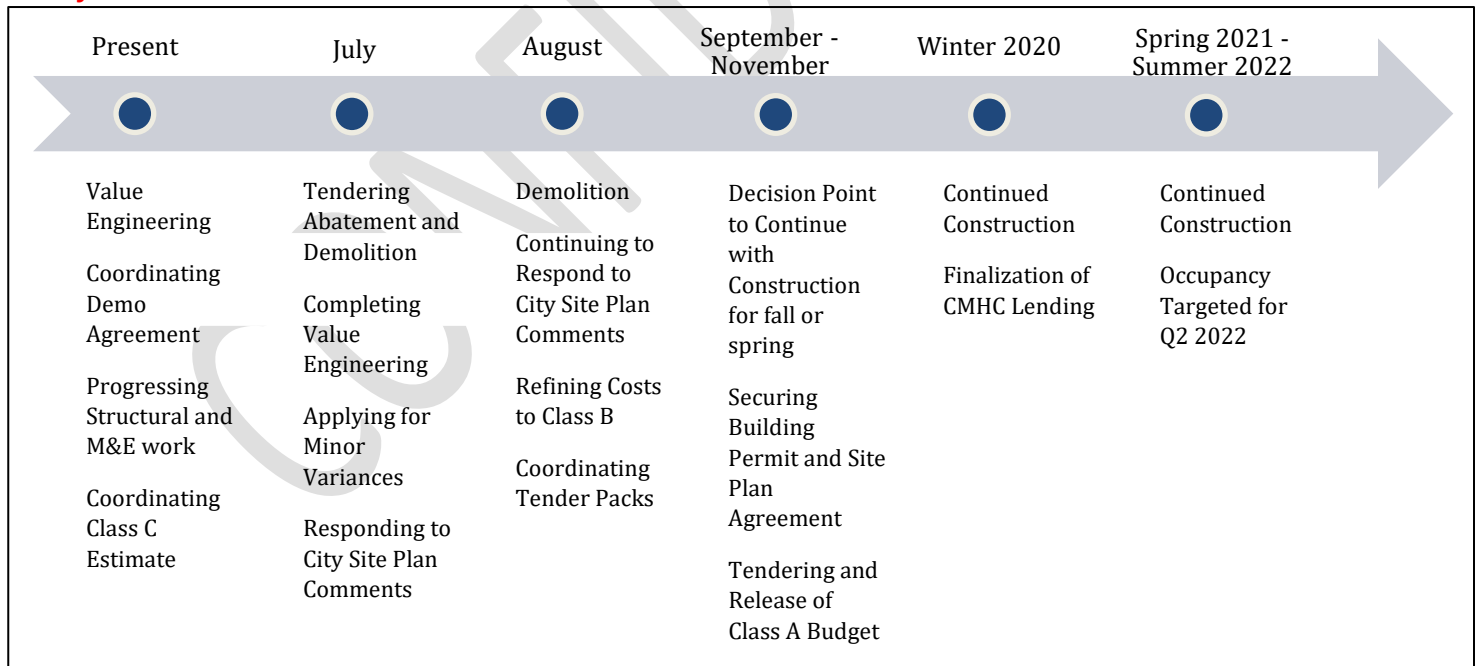
1. Demolishing the existing structure;
2. Providing a new rental development with a mix of units and an emphasis on family housing;
3. Achieving a weighted average rent that does not exceed 80% of CMHC's City-Wide AMR which must include a portion of rents at BMR and the ODSP max shelter allowance;
4. Achieving a minimum of 100% universal accessibility and/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.

| Unit Type | # of Units |
|--------------|------------|
| Studio | 2 |
| 1 – Bedroom | 9 |
| 2 – Bedroom | 12 |
| 3 – Bedroom | 8 |
| Total | 31 |

| Types of Accessibility | # of Units |
|--|------------|
| Designed to CMHC's Universally Accessible Standard (Visitable) | 31 (100%) |
| Designed to the Barrier-Free Standard | 6 (19.4%) |
| Designed to be adapted easily to the Barrier-Free standard | 4 (13.0%) |

| Type of Affordability | # of Units |
|--|------------|
| CMHC City-Wide Average Market Rent (AMR) | 10 |
| Below Market Rent (BMR) (78.7% of AMR) | 14 |
| ODSP (Max shelter allowance) | 7 |

Project Schedule



The upcoming focus of the project is to complete the Class C cost estimate and the value engineering work to address the existing escalation in the Class D hard cost budget. In parallel, the design work is continuing towards producing contract documents. The work leading to this includes:

1. Receiving the results of a full geotechnical assessment (in progress);
 2. Continuing to engage in a cost management process with MBC;
 3. Progressing the design towards the contract documents milestone and incorporating the feedback from the City and CCOC;
 4. Securing the front lot adjacent to Forward Ave.;
 5. Preparing to submit an application for Minor Variances following the first round of City comments;
- Future 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.

Required City Approvals

- The first round of comments on the Site Plan are anticipated by the end of June 2020;
- Minor Variance Applications will take place follow the first round of comments from the City;
- A Signed Demolition Agreement is anticipated by mid-June 2020;
- Demolition clearances are anticipated to be approved by mid-July 2020;
- Site plan approval is anticipated by fall of 2020;
- Issuance of a Building Permit is anticipated by fall of 2020;

Project Budget

MBC recently created a Class D estimate based off the drawings prepared by Figurr and similar projects they've constructed previously. This Class D estimate is significantly more expensive than the value that was estimated for construction prior to Action Ottawa. Collectively the team is engaging in a value engineering process as MBC progresses towards a Class C estimate. A further analysis of the project financials will be provided once MBC has submitted their next stage of estimate for review. This work is tied to Figurr's release of their 33% drawings.

| PROJECT COSTS | | Total | MORTGAGE FINANCING | | Terms |
|------------------------------------|-----------|-------------------|---------------------------------|-----------|----------------|
| Land Costs (Value + Closing Costs) | \$ | 1,749,711 | Principal | \$ | 7,635,454 |
| Hard Costs | \$ | 10,390,207 | Interest Rate | | 1.25% |
| Soft Costs (Including Financing) | \$ | 1,256,218 | Amortization Period | | 50 |
| Contingencies | \$ | 1,177,542 | Term | | 5 |
| HST (Including NP Rebate) | \$ | 339,844 | Number of Payments Per Year | | 12 |
| Total Project Cost | \$ | 14,913,522 | Total Number of Payments | | 600 |
| SOURCES AND USES | | Total | Payment Per Period | \$ | 17,121 |
| Action Ottawa Grant | \$ | 5,000,000 | Total Cost of Loan | \$ | 10,272,329 |
| CMHC Seed Grant | \$ | 52,500 | Annual Mortgage Payments | \$ | 205,447 |
| Funding Gap | \$ | 525,568 | | | |
| City Land Contribution | \$ | 1,700,000 | | | |
| Mortgage Financing | \$ | 7,635,454 | | | |
| Total Sources | \$ | 14,913,522 | | | |
| Surplus / (Shortfall) | \$ | 0 | | | |

* Project Budget as of June 2020 with 1.25% CMHC mortgage and MBC Class D values less duplication and value engineering changes.

Qualitative Risk Assessment

At this stage in the development there are still a number of variables in flux that could positively or negatively impact the project's schedule and budget. The four primary risk areas that remain unknown are identified in the qualitative assessment below:

| # | Risk Item | Description | Potential Impact | Mitigation Options |
|---|---|--|---|---|
| 1 | Escalation of Costs | An increase in the hard or soft costs of the project | With a fixed NOI this will increase the demand on equity or other sources of funding | <ol style="list-style-type: none"> 1. Introduce additional funding from 3rd parties (FCM, City, etc.); 2. Value Engineer the project; 3. Reduce the scale of the project. |
| 2 | Interest Rate Escalation | An increase in CMHC's interest rate above the 2.5% used in their approval process | This would impact the initial assumptions that formed the basis of the project and similar to item #1 additional funding would be required | <ol style="list-style-type: none"> 1. Push to secure financing quickly while rates are low; 2. Introduce additional funding from 3rd parties (FCM, City, etc.); 3. Value Engineer the project; 4. Reduce the scale of the project. |
| 3 | COVID-19 Pandemic | Primarily delays in either approvals or funding due to social disruption | Delays in the start of construction, the manufacturing of materials, or a delay in funding could both positively or negatively influence the project. For instance, a delay in the start of construction could negate the need for bridge financing. Whereas, a delay in manufacturing could reduce supply and drive up construction costs. | <ol style="list-style-type: none"> 1. Continued active review of the changes to the industry; 2. Preparing optional bridge financing; 3. Encouraging open dialogue with funders. |
| 4 | Reduction in Available Equity and Cash Flow | If cost factors outside of this project reduce the equity or cash flow available from CCOC to complete the project | This would strain the project by impacting the initial assumptions, the funders risk calculations and our capacity to field the initial costs of construction. | <ol style="list-style-type: none"> 1. Pursue 3rd party funding and financing such as grants or bridge financing; 2. Consider altering the rental composition; 3. Look to bring on partner organizations; 4. Reduce project costs similar to the mitigation strategy for items #1 and #2. |

When considering the likelihood of the risk items noted above its clear that many or all will eventually affect this project to a greater or lesser extent. With this in mind, the risk mitigation strategy used throughout this process is to identify these challenges and mitigate or adapt as necessary.

For instance, the Class D estimate released by MBC construction in May identified an escalated construction cost totalling \$2.5M more than was originally budgeted in the Action Ottawa proposal. As a first response to this risk the team has met with MBC to identify areas of potential savings through value engineering which Figurr will consider in their continued design. This process has continued in parallel with the updating of MBC's budget to a Class C estimate which takes into account the specifics of the designed building yielding even further savings.

Similarly, in anticipation of potential delays in the first draw of CMHC's financing. CCOC has opened a dialogue with RBC to prepare potential bridge financing if it is needed. With this item as well as those listed above the team will continue to develop strategies to mitigate these challenges.



Nomination & Appointment Sub-Committee Terms of Reference

Purpose:

Nomination and Appointment Sub-Committee is responsible for ensuring the proper execution of the nomination and appointment processes for the Board, guided by the Mission and Values statement.

Composition:

Four board members, one of whom is the Secretary, to be appointed by the Board of Directors at the first Board meeting after the AGM for a one-year term. The presence of three regular appointed members shall be quorum.

Meetings:

The Sub-Committee will meet at least four months prior to an Annual General Meeting and as required until the completion of the Nomination process at the Annual General Meeting. The Sub-Committee will also meet as needed to initiate and complete the appointment process.

Duties:

1. Nominations

The Sub-Committee will ensure that a list of board members whose term is up is circulated to all board members. The Sub-Committee is responsible for inviting advance nominations, preparing notes on each candidate and preparing ballots for the Annual General Meeting. Nominations may also be made from the floor. Refer to CCOC Bylaws, Articles 10 and 11 and CCHC Bylaws, Articles 5.1 and 5.3 to determine eligibility requirements and how many new members must be elected. Note especially that the President is elected to the Board for two years, but only elected as President for one year.

The Sub-Committee will ensure that the Annual General Meeting and call for board members is announced:

- in the Newsnotes
- at all committee meetings
- in other community newspapers/newsletters (where the announcement can be placed without charge)
- to community-based organizations (including other housing agencies, and multicultural and social service organizations)
- to other appropriate individuals, groups and organizations, as time permits.

2. Appointments

If a vacancy occurs following an Annual General Meeting (AGM), the Sub-Committee will meet to determine the best means for an appointment or if an appointment is necessary. The Sub-Committee will review the vote results from the last AGM but is not bound to select any candidate for appointment. If the committee chooses to call for nominations, the procedures outlined above for announcing a call for board members should be followed as closely as possible.

After receiving nominations, Sub-Committee members will interview candidates in order to assess the following criteria:

- candidate's area of expertise and knowledge is beneficial to the Corporation;
- candidate's time, commitment and flexibility is suitable
- candidate supports the Mission and Values Statement
- candidate furthers the objectives of the Mission and Values Statement.

The Sub-Committee will present the Board of Directors with a list of candidates for appointment. The Board will take a vote, ensuring the appointment does not result in a breach of the Corporation's By-laws and Letters Patent (see CCOC Supplementary Letters Patent, Clause D; CCOC By-law No. 1, Articles 3 and 12; and, CCHC By-laws, Articles 2 and 5.2).

Preliminary Tenant Survey Results 2020

1) Participation/tenants statistics:

- 47% response rate (only 9 buildings under 30% response rate)
- 50% have lived with CCOC 5 years or less, 50% 5 years +
- 54% pay market rent, 43% pay a subsidy
- 93% of people prefer to communicate in English, 4% in French
- 37% of respondents did not identify as white
- 55% of respondents identify as female
- 23% did not identify as heterosexual

2) Overview of questions:

a) CCOC gives me good customer service.

| | |
|--------|---------------|
| Yes | 82.07% |
| No | 3.40% |
| Other* | 14.54% |

- People are really struggling to feel heard and seen
- The voicemail system seems to confuse folks
- People use the emergency line to get timely service.

b) Would you recommend CCOC as a landlord?

| | |
|-----|------------|
| Yes | 95% |
| No | 5% |

Weighted Average: **7.95** of a possible 10 stars

c) Why did you decide to rent from CCOC? Choose up to three.

| | |
|--|---------------|
| Neighbourhood or location. | 54.68% |
| Affordable rent. | 66.44% |
| CCOC's reputation as a good landlord. | 31.68% |
| Former tenant of CCOC. | 6.55% |
| Size and layout of apartment. | 27.27% |
| Green features or gardening at the building | 10.16% |

| | |
|---|---------------|
| Didn't have to pay last month's rent deposit. | 7.49% |
| Customer service. | 4.01% |
| Some utilities included in rent. | 6.28% |
| Support CCOC's mission and values. | 16.71% |
| Other (please specify) | 10.83% |

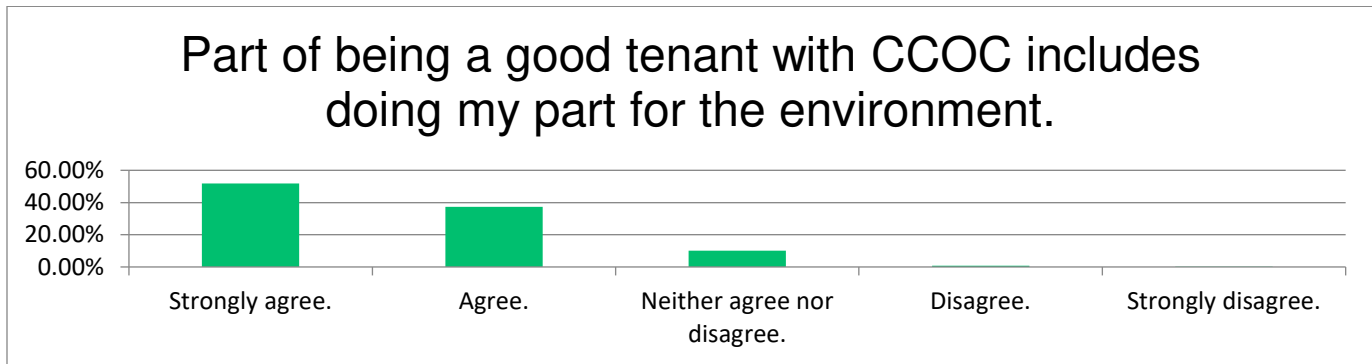
d) Based on your experience so far, rate the following: 2020 2016

| | | |
|--|-------|-----|
| Service of office staff | 87.5% | 82% |
| Service of maintenance staff | 79% | n/a |
| Condition of your apartment | 74% | 75% |
| Condition of common areas | 64% | 71% |
| Laundry facilities | 60% | 72% |
| Garbage, recycling, and green bin facilities | 60% | 72% |

3) Trends in feedback:

- Of people who had made a maintenance request in the last 6 months, **83% were satisfied** with the quality of the work.
- 82% agreed or strongly agreed **that they can rely on CCOC for emergency maintenance.**
- That we provide Band-Aid solutions vs. quality improvements
- Common areas are tired and need updating.
- That older buildings are only getting older.

Sustainability:



Community:

Do you feel like you belong as a part of the CCOC community?

| | |
|---------------------|---------------|
| Yes | 62.78% |
| No | 9.58% |
| I don't know | 27.64% |

Respondents either agreed/ strongly agreed with the following **CCOC priorities**:

| | | | |
|---|------------|--|------------|
| Connections with my neighbours. | 60% | Gardening opportunities. | 76% |
| Feeling safe at home. | 92% | Helping me care for my neighbours. | 61% |
| Services being walking distance from my home. | 77% | Ensuring everyone feels like they belong. | 83% |
| Sustainable living. | 91% | | |

Are CCOC's office hours convenient to you? Office hours are 9 a.m. to 5 p.m. from Monday to Friday.

| | |
|---|---------------|
| Yes. | 73.86% |
| I would prefer if the office were open earlier. | 2.28% |
| I would prefer if the office were open later. | 18.50% |
| I would prefer earlier and later. | 5.36% |

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF MONDAY June 15, 2020
7pm, Go To Meetings (online)**

Present: Jordan Edwards (7:28), Lisa Hollingshead, Laine Johnson (staff), Marcel Roy, Terry Schoembs, Natalia Snajdr (staff recorder) Peter Thorn, Shelley Robinson

Guest: Yvette Guo (1), Carol Timusk (1)

Chair: Lisa Hollingshead

1. Call to order 7:06pm

2. Adoption of the agenda (M/S/C S. Robinson/ T. Schoembs)

3. Adoption of the minutes of the meeting of Monday, May 11, 2020

Carol Timusk asked to amend 5b of the May 11 minutes to name the policies that were approved. Staff to resend amended May Minutes to the committee. Those policies were:

1. Bilingual Services
2. Donation Requests
3. Election Signs
4. Family Care and Transportation Fund
5. Distribution of Publications in CCOC Lobbies
6. Doug Desbrisay Good Neighbour Award
7. Editorial Policy for CCOC's Newsnotes
8. Volunteer Landscaping (deferred)

The minutes were approved as amended (M/S/C. M. Roy/ P. Thorn)

We had a round of introductions.

4. Business arising from the previous minutes (5 mins)

a) Neighbours Network vs. TCE Committee (Information, 5 mins)

At the last meeting, the committee was looking for clarity about how the new Neighbours Network differs from the TCE committee.

The difference between the TCE committee and the Neighbours Network (NN). TCE committee is a governance body that manages the operational risk, connects with other departments and relationship management. The Neighbours Network is for anyone who wants to do the on the ground planning and connecting and can report up to TCE committee. Anyone can be part of either, of course, but they are not the same.

The NN is designed to connect people and bring some cohesion for some episodic volunteers. It is a place to build relationships without the full commitment of joining a volunteer governance body. It is also a stepping-stone to engaging in volunteering at CCOC. NN will likely not be the sole subcommittee that manages all future events. However, NN is still being formed, and will likely work out details of its role as it grows.

5. New business (30 mins)

a) TCE Policies & Guidelines for Review and Reaffirmation, pt. 2 (Decision, 15 mins)

Policies need to be reaffirmed every 5 years, and many of TCE's policies are expired and mention M&C rather than TCE. The committee reviewed the first half of the policies at the May meeting; this is the second half. The Tenant/Volunteer Landscaping policy will be deferred to the next meeting.

Policies that were Reviewed and Reaffirmed in May were:

1. Bilingual Services
2. Donation Requests
3. Election Signs
4. Family Care and Transportation Fund
5. Distribution of Publications in CCOC Lobbies
6. Doug Desbrisay Good Neighbour Award
7. Editorial Policy for CCOC's Newsnotes
8. Volunteer Landscaping (deferred)

The policies being reviewed in June are:

1. Guidelines for Welcoming New Committee & Board Members to CCOC
2. Nomination & Appointment Sub Committee Terms of Reference
3. Lifetime Membership Guidelines
4. Use of CCOC's Meeting Rooms
5. Office Volunteers
6. Interior Common Area Signage Guideline
 - a. Deferred to next meeting
7. Signage Design Guidelines
 - a. Deferred to next meeting
8. Resolutions Committee Terms of Reference
 - a. Deferred to next meeting

General discussion:

- One member asked that we keep with plain language in all governance communications to ensure access and understanding for all members of all capacities. Furthermore a discussion

arose about some cross over of responsibilities from the old M&C (Membership & Communications) has by default landed in the TCE portfolio. However, it no longer seems to fit its mandate. Therefore, it might be better suited in Corporate Services.

Peter suggested a motion to bring some policies to suggest the Board to consider reassessing whether they would fit better under another department. Specifically, some of the policies relating to either membership or governance. Those policies were:

1. Nomination & Appointment Sub-Committee Terms of Reference
2. Lifetime Membership Guidelines

The motion was passed.

(M/S/C. P. Thorn/ M. Roy)

Laine asked the committee review the content of the policies. The committee asked:

- In all policies, change all refer of M&C to TCE.
- Removed mention of anything that was no longer applicable

1. Guideline about welcoming new members policy

- Relating to 1) Clarity should be written out about specific details relating to governance of committee, specifically about eligibility to get voting rights or referencing where that information can be found.
- Relating to 2) TCE has a Rotating Chair position – need to specify in the instance of a rotating chair, staff will act as a coordinator for new members and that the Board member on the committee is the de facto Chair. They are to provide orientation support to new members.

Then a larger discussion started about general membership, but members soon decided this conversation was now more of Corporate Services issue or past M&C issue but no longer a TCE issue.

Motion was passed to table this policy. Staff will make the changes and bring back to committee for review before reaffirming.

(M/S/C. M. Roy/ T. Shoembs)

2. Nomination & Appointment Sub-Committee Terms of Reference

Laine asked committee to review and approve content even if the policy will be brought to the Board.

Motion to approve the content was passed.

(M/S/C. S. Robinson, T. Shoembs)

3. Lifetime Membership Guidelines

To update or remove information that is incorrect - (January 2010 – not just 28 people who have received the Lifetime Membership)

Motion passed to approve the content as amended. It was added to the list of policies that will be brought to the Board for review. (M/S/C. M. Roy/J. Edwards)

4. Use of CCOC's Meeting Rooms

Amendments:

- Remove listings of rooms no longer in use

Members discussed the low rental costs and suggested that be reviewed, and to increase prices. Laine mentioned price increase was currently being discussed.

The motions as amended was approved (M/S/C. J. Edwards/S. Robinshon)

5. Office Volunteers

Discussion: This policy was last approved in 1995. Members asked whether CCOC has Office Volunteers and whether there was a comparable policy for general volunteers. CCOC continues to encourage volunteerism but they are more episodic for events rather than regular office work. Laine mentioned that we are currently working to make our Volunteer Engagement program more robust, which would include a policy. Members also discuss the importance of continuing to value volunteering and make it appealing.

During the course of the voting, one member asked about if there was a limit to the number of times a member could vote on a motion. Peter, responded that there are no limits to the number of time. Peter also mentioned that he received the "How to Run a Meeting Document" but hasn't yet had the chance to work on it.

Peter brought forth a motion:

Motion to rename the Office Volunteers policy, to Volunteer Policy to reflect general volunteering. That the policy be referred back to staff to review the relevance, make appropriate changes and bring back to review. (M/S/C. P.Thorn/T. Schoembs)

There were 3 remaining policies, the committee passed a motion to table them and pick up in the next meeting. They are

1. Interior Common Area Signage Guidelines
2. Signage Design Guidelines

3. Resolutions Committee Terms of Reference

The motion was approved

(M/S/C. P. Thorn/ S. Robinson)

b) Long-term rental (Information, 5 mins)

The Rental Department had an inquiry from a current residential tenant regarding a long term rental of a space to read, write, and think. Since the former community meeting room at 341 Lyon has not been rented out for several years, we are considering it an option. We would imagine this as a long term meeting room rental with no additional commitments from CCOC. We plan to charge \$400 per month, hydro included. The tenant still needs to view the space before making a decision on whether to move further in setting up an agreement.

- The committee brought up some valuable comments to be forwarded to Rentals.
 - Consider what it might look like to have a long term rental
 - Not a commercial lease, therefore CCOC has different responsibilities
 - Should develop a policy to govern it
 - Since CCOC is membership driven organization. We should ensure an equity lens is applied. Everyone should have equal opportunity to access it. Not provide favours to folks that have personal access/ties to CCOC. Need to ensure transparency.

c) Tenant Survey (Information, 10 minutes)

The tenant survey is complete and the committee will review the high-level analysis of the results. Laine provided a brief high- level overview and a deeper dive and analysis will be presented at our next meeting. The overview includes:

- High response rate
- We received good data
- The survey provided a good understanding of who is in/make up our community
- CCOC received a 7.9/10 customer service
- Few tenants report a specific connection to CCOC Mission and Values, so that is an opportunity for growth
- Branding/ communication opportunity in the future
- Rent and location were some of the main reasons people rent from us
- Security is a big issue for tenants. It is a great opportunity for important interdepartmental work.

Peter also mentioned that he can pull census data and provide some deeper comparisons. Laine will connect with him on that at another time. Another member asked that committee receive more time

to digest the “deeper dive” analysis of the survey results. Staff will send out the information in the beginning of the week prior to committee.

6. Standing items (15 minutes)

a) Board & committees report (5 mins)

- Attached

b) Department report (5 mins)

- Attached
- A guest asked for some clarifications about TCE’s objectives.

c) Items for board discussion (5 mins)

Suggest the Board to consider reassessing where certain policies, namely those relating to membership, would fit better under Corporate Services. They were more closely aligned with TCE when it was Membership and Communications, but now don’t feel as aligned with the mandate of the committee. The policies included, but may not be limited to:

1. Nomination & Appointment Sub-Committee Terms of Reference
2. Lifetime Membership Guidelines

7. Announcements (5 mins)

a) TCE related community activities/events

- The Neighbour Network is hosting its first big event – July 1st at Beaver Barracks (and other buildings). They are hosting a Canada Day Balcony Social from 4-6pm. Wear red & white. Maria Belen did a great job with the flyers.

b) 2020 Meeting Schedule: July 20, Aug 17, Sept 21 –TCE will not be having a summer break, but one of the members suggested having a themed meeting.

8. Adjournment 8:52pm

(M/S/C. J. Edwards/ T. Schoembs)

Lifetime Membership Guidelines

Download a PDF version of this document.

Background

In celebration of CCOC's 20th anniversary in 1994 a Lifetime Membership was created and presented at the annual general meeting to 7 members who had made significant contributions to the growth of the organization.

Over the following years, Lifetime Memberships have been given out to a total of 28 members, including Founders, Presidents, retiring political allies and volunteers.

Eligibility

Lifetime Membership is intended to recognize exceptional contributions from members of CCOC. Considerations include:

- number of years of membership,
- contribution to particular projects of significance,
- dedication to/ support of CCOC's mission and values.

Nomination

The **Manager of the Membership and Communications Department** will ask for nominations from all department managers in March of each year.

Selection

The **Membership & Communications** Committee shall review all submissions and make the final selection.

The **Membership & Communications** Committee reserves the right to not grant the Lifetime Membership if the submissions are not sufficiently compelling.

Recognition

Lifetime Membership shall be presented at the Annual General Meeting. The recipient shall receive a letter of thanks from the President and a pin. He/ she will receive the NewsNotes, calendar, and invitations to CCOC events. The annual \$3 membership fee will be permanently waived.

Approved by the Membership & Communications Committee January 2010.

Use of CCOC's Meeting Rooms

Download a PDF version of this document.

The main purpose of the CCOC meeting rooms is to provide meeting/event space for CCOC staff, volunteers and tenants and for local community groups.

The **Membership and Communications** Department will promote and coordinate meeting room usage and bookings. Problems and issues concerning the meeting rooms will be referred to the **Membership and Communications** Committee.

Guidelines

The priority list for booking the rooms is as follows:

- CCOC corporate meetings,
- CCOC sponsored tenant meetings/events,
- tenant events/meetings,
- non profit groups,

Meeting rooms may be booked for social events that will not disturb tenants, do not include alcohol and that are finished by 10:00 p. m. The number of people attending the meeting/event will not exceed the capacity for the room as outlined in Addendum B. Parental supervision must be provided for all children's events. The room shall not be rented to individuals and/or groups that may violate or promote violation of the rights that are guaranteed under the Ontario Human Rights Code and the Canadian Charter of Rights and Freedoms.

To ensure the guidelines for the rental of meeting rooms are met, CCOC staff will inquire into the nature of the meeting or event when a booking is requested. If a staff person feels that the proposed use of the room is in conflict with the guidelines, the request will be referred to the **Membership & Communications** Committee. Any individual or group that has been refused use of the room for the above reason may appeal to the Board of Directors.

Refusal to Rent a Room

If a lessee abuses the use of a CCOC meeting room CCOC will issue a warning and a charge back if appropriate. If there is a second abuse, CCOC staff will have the right to refuse to rent them a meeting room and to cancel all bookings previously made. If they have pre-booked the room and prepaid the funds will be refunded to them, minus any outstanding funds.

Fees

People/groups who rent the rooms are asked to pay a rental fee and cleaning/key deposit. These fees are set annually by the **Membership and Communications** Committee (See addendum A). Tenants who are booking the room for a for-profit purpose will pay the same amount as "Others". There is no charge for meetings/events of CCOC tenants.

Non-tenants will be asked to pay the fees by cash, certified cheques or money orders. The deposit is kept until CCOC's cleaning staff has inspected the room and the keys are returned.

In the case of a cancellation, the lessee must notify CCOC at least 2 full working days in advance for a full refund or credit.

Requests for free use of a meeting room must be made in writing and will only be considered if the group is non-profit and meets one or both of the following criteria:

1. is a community group that provides services used by CCOC tenants; and/or
2. is a group whose work furthers the goals of CCOC.

Groups will be made aware of the criteria they must meet to qualify.

The **Membership and Communications** Committee reserves the right to charge fees based on their assessment of such written requests.

Keys

Keys for the meeting rooms are picked up at the CCOC office the working day before or day of the booking. The lessee must first pay the rental fee, the clean-up deposit and sign the Agreement for the Use of Meetings Rooms. Keys are to be returned to the CCOC office the first working day after the booking.

To lessen inconvenience to the lessee and the amount of staff time involved, people renting a room regularly over a period of more than 1 month may be given a key to room for the duration of their rental period. This privilege will be withdrawn if the lessee abuses the privilege in any way (i.e. using the room without booking it, giving someone else access to the room).

CCOC will not assume responsibility for any property brought into or left in the room by a lessee.

ADDENDUM A

Rental Rates (~~all rooms except 464 Metcalfe 170 Booth~~)

| | |
|--|--|
| tenants (non-commercial use) & non profit groups | \$20.00 |
| others (yoga groups, etc.) | \$35.00 for 4 hours, \$5. /additional hour |
| deposit for clean-up/key deposit | \$45.00 (everyone must provide this) |

Rental Rates for 464 Metcalfe

Up to 50 people:

| | |
|--|--|
| tenants (non-commercial use) & non profit groups | \$50.00 |
| others | \$75.00 for 4 hours, \$10 /additional hour |
| refundable clean-up/damage deposit | \$75.00 (applies to all) |

50-100 people

| | |
|--|--|
| tenants (non-commercial use) & non profit groups | \$75.00 |
| others | \$100 for 4 hours, \$25 /additional hour |
| refundable clean-up/damage deposit | \$100.00 (applies to all) |

ADDENDUM B – Room Capacity

| <i>Building</i> | <i>Size</i> | <i>Room Capacity</i> |
|-----------------|-------------------|----------------------|
| 151 Parkdale | 22'X13' + 7'X6' | 15 people |
| 520 Bronson | 18'X25' | 20 people |
| 170 Booth | 19'X24' + 11'X13' | 25 people |

110 Nelson 13'X25' 15 people

341 Lyon ? 20 people

464 Metcalfe 1337 square feet 150 people

Approved by the Board March 1996 – amended December 2003.

Office Volunteers

Download a PDF version of this document.

CCOC'S Volunteer Philosophy

CCOC has always believed in tenants, members and staff working together in ways which are responsible and supportive. Over the last 20 years tenants and community representatives have been members of the Board and have been instrumental in shaping corporate policy and decisions. CCOC recognizes and values the varied experiences and perspectives that tenants, members and staff bring to the management of the Corporation.

Support for Office Volunteers

To reduce the barriers to participation in volunteer work in the office, the following support will be provided:

- volunteers will be reimbursed for their bus fare to and from the office;
- family care expenses will be paid for at a rate recommended by the Membership and Communications Committee and approved by the Board (current rate is \$6.00/hr);
- when volunteers work more than 5 continuous hours in a day and work over the lunch hour, CCOC will provide them with a set amount (as determined by the Membership and Communications Committee and approved by the Board) to purchase lunch;
- name tags will be provided for volunteers;
- a job list will be maintained and upgraded regularly indicating what work is available; and
- efforts will be made to ensure that adequate training is provided

Task Assignment

To ensure that tasks are assigned according to the volunteers' interests, each volunteer is asked to complete an information sheet and is given a list of available tasks. The completed information sheet is reviewed by the **Membership and Communications Manager** who will then meet with/contact the volunteer. Together, they will establish which task the volunteer is most interested in and best suited for. The Membership Manager will let them know who to report to.

If it appears that a volunteer is having difficulty completing a task, the **Manager** of the department in which they are volunteering will meet with them to see how they can help get the task completed. If a volunteer feels the task is not suitable, they should speak to the **Manager**.

Volunteers are asked to contact staff as soon as possible if they are unable to come in at the agreed upon time or if they cannot complete an assignment in the given time frame.

Confidentiality

Some of the information about tenants and staff which volunteers may obtain while volunteering in the office is confidential. All volunteers are given a copy of CCOC's confidentiality policy and are

asked to sign a statement of agreement to adhere to the policy. Breach of confidentiality is cause for dismissal.

Dismissal

A volunteer will not be dismissed until s/he has had an opportunity to discuss the possible dismissal with the **Manager** of the department in which s/he is working and/or with the **Membership and Communications Manager**. However, in the case of breach of confidentiality, suspension will take place immediately and will remain in effect until a decision is reached about the volunteer's future work with CCOC.

A volunteer may be dismissed if: s/he displays public behaviour that shows a lack of support for the mission statement and values of CCOC as defined by the Board while acting as a CCOC volunteer; s/he breaches the confidentiality policy; and s/he consistently fails to complete assigned tasks.

Appeals Process

If a volunteer feels that they have been unfairly dismissed, they may appeal to the **Membership and Communications** Committee. The **Membership and Communications** Committee will meet separately with the volunteer and with the staff member(s) who recommended the termination. The committee will then decide whether the termination should be upheld or waived and whether the volunteer should be reassigned to another department.

Approved by the Board October 1995.

Interior Common Area Signage Guidelines

Download a PDF version of this document.

Good Neighbour Signage:

Permanent signage with rules/ guidelines relevant to common areas.

Format:

Permanent bilingual signage conforming to CCOC Signage Design Guidelines. Signs should have a distinct branding with graphic and text layout. Damaged signage should be cleaned, repaired and/ or replaced as needed.

Locations:

- Lobby
- Laundry room
- Meeting room
- Door to roof
- Bike room?
- Garbage room/ chute rooms
- Garage

Removal:

This is intended to be permanent signage.

Notices:

temporary, time-specific updates applicable to all tenants and containing important information (fire alarm testing, service disruptions such as elevators out of service, power off, water off, hot water off, heat off, front doors closed, garage/ parking closed, laundry closed, rooftop closed, balconies/ windows closed)

Format:

Permanent notice holders should be installed in all relevant locations. Notices should be bilingual with as little text as possible, and should include a standard icon/ graphic. Lettering should be sans serif, as large as space permits. Bold text may be used, but “all caps” and underlining is strongly discouraged. Notices should be mounted inside the notice holders (not taped on to them). Damaged notice holders should be replaced as needed.

Locations:

- All entrance doors: front door/ back door/ garage door
- Elevator – in each elevator
- Stairwell doors in non-elevated buildings

Removal:

Notices should be removed as soon as stale dated

Bulletin boards:

temporary promotional information posted by CCOC or tenants – CCOC events, community events, seasonal/ monthly green information

Format:

Permanent cork boards should be installed in one selected location in each building, preferably the lobby. Information posters should be bilingual (if created by CCOC) and feature colour and graphics. Text can be playful in font, style and colour, but priority should be given to ease of reading, and the type should be as large as possible for the central information. Posters can be mounted with pins or tape. Informational posters should include “remove after” date. Damaged cork boards should be replaced as needed.

Removal:

Posters should be removed as soon as stale dated. Someone should be appointed at each building to be responsible for removing posters (volunteer/ custodian/ cleaner).

Reactive signage:

temporary reactive information posted by CCOC about behavior issues –items left in lobby is a frequent example. The goal is to minimize this type of notice by creating permanent “good neighbor” signage in common areas: lobbies, laundry rooms, roof decks, garbage rooms, bike rooms.

Format:

Should have a “personalized” message, and echo the look of the Good Neighbour signage, but be done on paper and taped up in a site specific location. For example: “Did you leave your clothes/ toys here for others to take? Please don’t – you’re making more work for the cleaner, who will have to throw them in the garbage. If you want to recycle, check out the information on the Good Neighbour sign...” Font should be sans serif, and as large as possible.

Removal:

Behaviour posters should be removed within 1 week of posting (and should include a “remove after” date).

Approved by the M&C Committee February 2012

Signage Design Guidelines

[Download a PDF version of this document.](#)

Applies to exterior, wayfinding and interior common area signage produced for CCOC. Does not apply to signage required by Fire Code or By-law (which has its own guidelines). Does not apply to temporary notices and posters, which have separate guidelines.

- 1.
1. Use graphics instead of text wherever possible for wayfinding
2. Text must be bilingual
3. Placement: as per United Nations Accessibility Design Manual:
 - a. information panels between 0.90 m and 1.80 m
 - b. unit numbers placed with centre line at a height between 1.40 m and 1.60 m
4. Finishing: matte to prevent glare. No glass covers.
5. Lettering:
 - a. The size of lettering should be in proportion to the reading distance: 1 cm height to 1 m distance
 - b. Character width to height ratio should be between 3:5 and 1:1
 - c. Character stroke width to height ratio should be between 1:5 and 1:10
 - d. Letters and signs should be raised at least 1 mm from the background, with rounded edges
 - e. Smallest letter type should not be less than 15 mm
 - f. Normal spacing between letters and words should be used.
 - g. Font should be sans serif
6. Colouring:
 - a. Colour of signs should contrast with the surrounding surface so as to be clearly distinguishable
 - b. Colours should fit within the CCOC colour palette (provided)
7. Shape:
 - a. Informational signage should be rectangular
 - b. Warning signage should be triangular
 - c. Interdictional signage should be circular
8. Materials:
 - a. All signage should be eco-friendly, durable, highly resistant to scratches and graffiti and good value for cost.

Approved by the M&C Committee February 2012

Rental Committee Meeting
June 16th, 2020

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

Regrets: Vera Theokritoff, Alison Kar, Daniel & Michelle Boyer, Cynara Desbarats

Staff: Fran Childs, Kiefer Maracle, Linda Camilleri (staff recorder)

| |
|----------------------------|
| Motions for Board Approval |
|----------------------------|

ITEM 4): The committee recommends the Board approve that the Rent Geared to Income Policy be renamed the Rent Subsidy Requests Policy with the revisions noted on the policy.

m/s/c Yordy/Brooks/carried

ITEM 5): The committee recommends that the Board approve the Rent Calculations Policy be renamed the Internally Funded Subsidy Minimum Rent and Rent Calculations Policy with the revisions noted on the policy.

m/s/c Bonabana/Yordy/carried

Call to Order: 6:32 p.m.

1. Forward Project Update and Review Floorplans: Kiefer provided project updates and reviewed the floorplans, in particular the 3 bedroom units on the south side of the building now being slightly smaller.

2. Adoption of the May 19th minutes

m/s/c Brooks/Smolash

3. Rent Geared to Income Policy Review: We reviewed the existing Policy, which the Board last approved in July 2000. Fran explained the current Market Rent to Rent Geared to Income process via the Registry, clarified we do not keep a separate waiting list. As per Fran's recommendation, the committee recommends the Rent Geared to Income Policy be renamed the Rent Subsidy Request Policy and that it be forwarded to the Board with the revisions noted on the policy.

The committee recommends that the Board approve the Rent Geared to Income Policy be renamed the Rent Subsidy Requests Policy with the revisions noted on the policy.

m/s/c Yordy/Brooks/carried

4. Rent Calculations Policy Review: We reviewed the existing Policy, which the Board last approved in April 2000. This policy was originally established to address rent calculations for properties where subsidy and funding agreements expired. It clarified that CCOC would use maximum shelter rates but allow utility adjustments to maintain affordability for tenants.

As per Fran's recommendation, the committee recommends that the Rent Calculations Policy be renamed the Internally Funded Subsidy Minimum Rent and Rent Calculations Policy and that it be put forward to the Board with the revisions noted on the policy.

There was discussion that CCOC should consider using the term "internally funded subsidy" instead of "internal subsidy" to ensure it is clear that the internal piece refers to the cost of providing the subsidy rather than the method of accessing it.

The committee recommends that the Board approve the Rent Calculations Policy be renamed the Internally Funded Subsidy Minimum Rent and Rent Calculations Policy with the revisions noted on the policy.

m/s/c Bonabana/Yordy/carried

- 5. Aging In Place:** Fran advised there were a few discussion points from PRAC's last meeting that the committee did not specifically discuss yet regarding Aging In Place. The Rental Committee did look at whether there was the need for a policy relating to tenants downsizing and being negatively impacted by turnover rents at our April 2020 meeting.

There isn't necessarily a link between accessible apartments and aging in place, as most CCOC tenants living in accessible apartments are not seniors. Tenants who are living in accessible units do need the accessibility features. When an accessible apartment comes available, we look at the Social Housing waiting list. If someone calls or emails CCOC looking for an accessible apartment, we encourage them to apply to the Social Housing Registry (even if they do not need a subsidy).

Using the information gathered in someone's file with the Social Housing Registry about their accessibility needs (like door widths, tub vs roll-in shower, etc) the Rental Officers are able to match our apartment's features to offer it to the first person on the list for whom their needs match the major features. We had learning takeaways from the redevelopment of Arlington and the two adaptable apartments created which had a barrier free bathroom but a standard kitchen.

A useful tool for the Rental Department is the ability to refer tenants who are seniors whose needs may have changed to Primary Care Outreach for Seniors, which is run out of the Southeast Ottawa Community Health Centre. They will send a nurse or health care professional to the person's home in order to assess the person's needs and try to connect them to health care or community resources. Since PCO will accept referrals from landlords, neighbours, or anyone, this has been a helpful resource.

We talked about whether there are other things related to Aging in Place that the Rental Committee or Department wants to commit to exploring. David suggested engaging a master's student to visit tenants who are aging in place and gather their feedback on: what

RENTAL COMMITTEE

May 19, 2020

is missing, what works, and their biggest fears as they age in place. This would help CCOC develop strategies and plans that will respond to our tenants' concerns. The committee felt this was worth pursuing in future.

6. **Covid 19 Response at CCOC:** Fran shared updates.
7. **Announcements:**
 - a) **CCOC Staff Update:** We reviewed who has joined or left the CCOC team.
8. **Rental Department Reports: Refer to notes provided in the reports a) & b)**
 - a) **Vacancy & Turnover Reports:** Reviewed, Fran highlighted that vacancy rate is slightly higher and that for this month, we are still waiting until an apartment is empty to show it and begin the rent up process.
 - b) **Legal Tracking Reports:** Reviewed.
 - c) **Accounts Receivable Stats:** Reviewed.
 - d) **Bad Debt Write-offs:** We reviewed the Arrears and Bad Debts report for May.
9. **Board and Committee Reports:** We will circulate the report along with the minutes.
10. **Any Other Business:** Committee discussed summer plans and our joint meeting with Finance Committee to review rent increases for 2021. We tentatively plan to hold no September meeting since the AGM is also that month.
11. **Board Focus on Rental Business:** Approval of the two policy motions.
12. **Adjournment:** 8.25 pm



~~Rent Geared to Income~~ Rent Subsidy Requeststs

People living with CCOC who request a rent subsidy ~~must submit their request in writing. They will, in turn, be put on the subsidy waiting list as of the date of their original application for housing will be assisted to complete the Market Rent to RGI In-situ application process at the Social Housing Registry.~~

The Registry waiting list is based on the date of application to the Registry and being a CCOC tenant does not give special consideration over other tenants or people applying for subsidy.

Definition: Rent Subsidy includes all types of subsidies: Rent-Geared-to-Income, Below Market Rent, or maximum shelter rents, etc.

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Internally Funded Subsidy Rent Calculations Minimum Rent & Rent Calculations

Background: This policy was originally established to address rent calculations for properties where subsidy and funding agreements expired. It clarified that CCOC would use maximum shelter rates but allow utility adjustments to maintain affordability for tenants.

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When calculating rents for tenants receiving an internal subsidy, the minimum rent will be equal to the maximum shelter allowance for Ontario Works with adjustments for utilities in accordance with Housing Services Act utility scales.

Tenants receiving Social Assistance from the Ontario Disability Support Program will have rent calculated based on the maximum shelter allowance for ODSP with adjustments for utilities in accordance with Housing Services Act utility scales.

Tenants with other sources of income will pay 30% of their annual adjusted family net income with adjustments for utilities in accordance with Housing Services Act utility scales as long as it is higher than the minimum rent.

Rents for Social Assistance Recipients (e.g. Ontario Works and Ontario Disability Support Program) in the 56.1 Program be raised to a level at or just below the maximum shelter allowance. Adjustments for utilities shall be made in accordance with the Ministry of Housing utility scales.

RENTAL DEPARTMENT REPORT

June 2020

1. CCOC Units Rented by Source and Unit Turnovers:

| Source | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | Total |
|---------------------------------|-----------|-----------|----------|-----------|-----------|------|------|-----|------|-----|-----|-----|-----------|
| Totals | 21 | 7 | 6 | 7 | 4 | | | | | | | | 45 |
| Transfers (incl. overhoused) | 4 | 1 | 3 | 0 | 1 | | | | | | | | 9 |
| Registry W/L | 9 | 4 | 1 | 3 | 0 | | | | | | | | 17 |
| Referrals | 7 | 2 | 1 | 1 | 2 | | | | | | | | 13 |
| Insitu MR to RGI | 0 | 0 | 0 | 0 | 0 | | | | | | | | 0 |
| Websites/Twitter | 1 | 0 | 1 | 3 | 1 | | | | | | | | 6 |
| Former Tenant | 0 | 0 | 0 | 0 | 0 | | | | | | | | 0 |
| Move outs by month | 12 | 13 | 6 | 11 | 10 | | | | | | | | 52 |
| Monthly V.C. rate | 0.3 % | 0.4% | 0.4% | 0.7% | 1.0% | | | | | | | | |

* **Benchmark 1: monthly units rented should equal number of move outs**

May 2020: # of units rented = 8
 # of move outs = 16

* **Benchmark 2: CCOC vacancy rate (1.0%) should be < than Ottawa's vacancy rate (1.8%)**

2. Vacancies & Turnovers:

May Move Outs: 16

June Move Outs (so far): 10

July Move Outs (so far): 13

As of June 10, 2020, the CCOC vacancy rate is 1.0% with 16 empty units in our 1585 "rentable units". Our vacancy rate continues to be **below the City average VC rate of 1.8%** (CMHC, Rental Market Report, Jan 2020).

3. N5's & Evictions: May/June:

- There are 5 active N5 Notices.
- No new N5s have been served since last meeting.
- Three notices expired because there were no further issues with the tenant (corrected behaviour). One person who had an active N5 and would have received a second N5 but signed an N11 to move out back in February has now moved out.
- The Landlord Tenant Board is still not operating, but our Lawyer has advised us to continue serving notices and applying to the LTB to hold our spot in line.