

NOTICE OF MEETING

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

7:00 pm Wednesday, January 27, 2021

Video Conference:

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 November 25, 2020
5. Business arising from the previous minutes
6. Rental Committee Report
7. Facilities Management Committee Report
8. Finance Committee Report
9. Other Business
10. Adjournment

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

ccochohousing.org/book

Password: board
(it's case-sensitive)

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

AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING

- 1.** Call to order & Anti-Oppression Statement
- 2.** Adoption of agenda:
- 3.** Adoption of December 23, 2020 regular and *in camera* minutes
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
 - a)** Pandemic update
 - b)** Nominations Committee
 - c)** Membership fee
- 6.** Executive Committee Report
 - a)** CCOC-Cahdco memo of understanding
- 7.** Finance Committee Report
 - a)** Long-Term Financial Plan
- 8.** Governance Sub-Committee (next meeting February 5)
- 9.** Personnel Committee Report
- 10.** New Members: Kevin Judge, Sarah Hobbs
- 11.** Tenant and Community Engagement Committee Report
- 12.** Facilities Management
 - a)** COCHI funding grant
- 13.** Rental Committee Report
- 14.** Development Committee Report
 - a)** SEED grant Forward Ave
 - b)** Forward Avenue
- 15.** Corporate Business
 - a)** Borrowing Resolution
- 16.** Conference / Associations' Report:
- 17.** Other Business
- 18.** Adjournment

Next Meeting: February 24, 2021

**MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING
Wednesday, December 23, 2020 (Videoconference)**

Present: Dallas Alderson (President/Chair), Dougald Brown, Sarah Button, Josh Bueckert (Treasurer), Wayne Fan, Penny McCann, Shelley Robinson (Secretary), Jesse Steinberg, Chris Yordy

Regrets: Kerry Beckett, Sarah Gelbard, AnaLori Smith

Staff: Ray Sullivan, Hannah Vlaar (recorder)

1. Call to order & Anti-Oppression Statement

Dallas called the meeting to order at 7:01 p.m. The board read the Anti-Oppression statement.

2. Adoption of agenda

The agenda was adopted as presented. (M/S/C, Josh Bueckert/Jesse Steinberg)

3. Declaration of conflict of interest: None

4. Adoption of the Board minutes of November 25, 2020

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

5. Business arising from the previous minutes: None

6. Rental Committee Report: None

7. Facilities Management Committee Report: None

8. Finance Committee Report: None

9. Other Business

a) CCHC Membership

In the interest of decreasing barriers to participation, the TCE committee is proposing a sliding scale for the CCHC membership fee or waiving the fee for people who self-identify. As they are currently written, the CCHC by-laws do not clearly state if the Board has the power to waive the fee.

Discussion/questions:

- \$3 is not a lot of money but it might be a barrier to access for some.
- Using “recommended amount” on the proposed sliding scale may make people feel like they have to pay more than the amount listed.
- The draft phrasing on the current form implies that the membership fee is irrelevant, when the by-laws don’t reflect that.

- Some Board members suggested a pay it forward idea where one member could pay to cover the cost of another person. E.g., “I agree to pay a membership fee and pay \$3.00 for someone else.”

Legal discussion/questions:

- Beyond CCHC by-laws, are there any Acts stating we cannot waive the membership fee or create a sliding scale? On a cursory review, Ray did not see any language to this effect in the Ontario Corporations Act nor in the Not-for-Profit Corporations Act.
- A legal opinion would tell us what authority we have to make changes that are in keeping with the relevant Acts.
- Could we change paragraph four of by-laws to have a sliding scale? This will require a membership vote.
- Ask a lawyer if it would be possible to have a minimum fee (e.g. \$1), or if we can waive the fee completely.
- The by-laws says we must fix a membership fee so we likely cannot leave the fee line blank on the form. Could we make it \$0?

The Board is interested in exploring a sliding scale or waiving the membership fee but first want to ensure this is possible from a legal perspective. CCHC will explore the most affordable legal option, including trying to use the Transforming Tenant Engagement grant to cover the legal cost. Staff will use the \$3.00 fee on the revised membership form until the Board looks at membership further.

Motion: CCHC to pursue legal advice on whether the Board can change the structure of the CCHC membership fee.

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

10. **Adjournment**

The meeting was adjourned at 7:05 p.m.

(M/C, Josh Bueckert)

**MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING
Wednesday, December 23, 2020 (Videoconference)**

Present: Dallas Alderson (President/Chair), Dougald Brown, Sarah Button, Josh Bueckert (Treasurer), Wayne Fan, Penny McCann, Shelley Robinson (Secretary), Jesse Steinberg, Chris Yordy

Regrets: Kerry Beckett, Sarah Gelbard, AnaLori Smith

Staff: Ray Sullivan, Hannah Vlaar (recorder)

1. Call to order & Anti-Oppression Statement

Dallas called the meeting to order at 7:06 p.m. The Board read the Anti-Oppression statement.

2. Adoption of agenda

The Personnel, Facilities Management and Rental committee reports were adopted on consent. The agenda was adopted as presented.

(M/S/C, Josh Bueckert/Jesse Steinberg)

3. Adoption of November 25, 2020 regular and *in camera* minutes

The November 25, 2020 regular minutes were adopted as presented.

(M/S/C, Penny McCann/Chris Yordy)

The November 25, 2020 *in camera* minutes were adopted as presented.

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

4. Declaration of conflict of interest – none

5. Business arising from the previous minutes

a) Pandemic update

An Ontario-wide lockdown is scheduled to begin on December 26. CCOC staff are currently only responding to urgent and emergency work orders and are not entering occupied apartments for turnovers and showings.

6. Executive Committee Report

a) Merger proposal

The City of Ottawa issued a trigger letter to the small non-profit a few years ago when they were having issues at their Board level. The small non-profit would like to have the trigger letter lifted as they have addressed the concerns stated in the letter. However, the City of Ottawa has been slow to respond to the small non-profit's request, which is affecting CCOC's timeline.

Ray prepared a letter for the City of Ottawa on joint CCOC/small non-profit letterhead asking that the three parties meet together. Until CCOC understands what the City of Ottawa envisions, it would be immature to recommend further action.

Ray planned to bring a long-term plan to the Board this month, but this has been delayed. If the Service Manager begins discussion with CCOC, more information will come to the board in January.

Discussion:

- Would CCOC becoming a charity under the Income Tax Act impact the proposed merger? Staff will connect the lawyers looking at charitable status to the legal team working on the proposed merger. There is a merger option that does not involve CCOC re-incorporating, which would be legally more straightforward for CCOC.
- Is it too early to appear with a letter on joint letterhead? The joint letterhead is not meant to imply that the two non-profits have merged, but that we are two organizations working in parallel.

The Board expects follow-up on this conversation in the near future.

b) End-of-Mortgages (EOM)

The Ministry of Housing is in the process of mapping out what happens when mortgages in the provincial portfolio are paid off. What housing providers (like CCOC) want and what the Service Managers propose in their recent position paper is very different. Understanding EOM is fundamental as EOM greatly impacts the assumptions in CCOC's long-term financial plan.

CCOC shaped its plan for expiring federal operating agreements early thanks to the guidance of Rod Manchee. His leadership positioned CCOC to be at the forefront of that shift, and sets CCOC up to do the same at the provincial level.

In the last 2 months, the Ontario Municipal Social Services Association (OMSSA) came out with a policy paper stating that municipalities should claw back operating and rent subsidies post EOM and redistribute the savings.

CCOC receives three subsidies from the Service Manager for properties with the Provincial Reformed Portfolio (18 buildings): an operating subsidy, RGI subsidy, and property tax subsidy. The property tax subsidy is a one for one grant that equals the value of the property tax.

The operating subsidy is calculated to remove any gap between theoretical operating costs and theoretical revenues.. Note that benchmarks for operating costs are based on costs from 20 years ago when the province was downloading this program to municipalities. Annual increases are based on inflation estimates, not actual costs. Today, benchmark operating costs do not match actual costs.

Benchmark operating costs (including actual mortgage costs) - benchmark revenue (rent) = operating subsidy.

Surplus sharing: 50% of the surplus we generate can be clawed back by the Service Manager. The Ottawa Service Manager agreed that if housing providers put that 50% back in to capital reserves, they won't claw it back.

In the default scenario, if current regulations aren't changed, the operating subsidy formula generates large negative numbers that effectively claw back rent subsidies.

. Some service Managers are saying they will give capital repair grants to housing providers when we need them. However, they don't have the authority or longevity in their positions to secure this money in the future.

It is unclear if Ottawa is endorsing the OMSSA plan. OSHN is mobilizing on this issue. We need to pressure Ottawa to support alternatives and have ONPHA put pressure province-wide. ONPHA has planned a one-day workshop for housing providers and Service Managers to discuss this together in January.

ONPHA has invited 8 housing providers affected by EOM and 20 Service Managers, so there will be an unequal balance in the room.

Both parties are coming at this with different assumptions. Unless we share them outright we will butt heads all day. Any solution generated has to be a win-win. There have to be cost savings for Service Managers and incentives for housing providers to stay involved and renew their stock.

Discussion/questions:

- Why is there no shared surplus projected in the Rent Supplement option? This option exchanges the more complicated calculations for a simple rent subsidy agreement. We have these elsewhere in our portfolio currently.
- Does anything prevent a housing provider from re-mortgaging a property

to the amount that would eliminate the negative surplus? Since the Ministry is on title for these properties, they would have to give permission for a new mortgage. Some advice from former service managers suggests that at the 35-year point, ministry interest on title would be null and void. There is nothing in the regulations that would oblige the Service Manager to include the costs of a new mortgage in the funding calculations.

- Incentive is an important part of the conversation. The province talks about creating two pathways when housing providers reach EOM. One is a policy framework for the housing provider to exit the system. Two is a framework that incentivises housing providers to stay in the system. However, rent subsidies being clawed back is a disincentive.

7. Finance Committee Report

a) Arlington Internal Loan

No bad debts motion to approve this month.

Part of the Arlington development project included setting an internal loan to the Arlington property. The Board set aside \$600 000 equity and the project came in under budget.

Project Background: 143-153 Arlington was an exciting milestone because it was CCOC's first redevelopment. It was less expensive for CCOC to redevelop the property than maintain it.

Motion: That an internal loan be set for the equity contribution to the Arlington redevelopment (estimated at \$580k) over a 40 year term, with an initial interest rate of 1.10% (the Bank of Canada Long-Term Benchmark Bond Yield Rate as of May 2020).

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

8. Governance Sub-Committee

Penny reported. The sub-committee met in December. They had a good discussion around the process for the sub-committee. People are zoomed out, so they will try to reduce meeting times in favour of smaller working groups. This will be part of the sub-committee framework.

The next steps are to define the program of work and priorities. Terms of Reference have been drafted but cannot be confirmed until they complete the framework they are currently working on.

Their next meeting is Feb. 4.

9. Personnel Committee Report – adopted on consent

10. Tenant and Community Engagement Committee Report

a) Membership fee

In the interest of decreasing barriers to participation, the TCE committee is proposing a sliding scale for the CCOC membership fee or waiving the fee for people who self-identify. As they are currently written, the CCOC by-laws do not clearly state if the Board has the power to waive the fee.

Discussion/questions:

- \$3 is not a lot of money but it might be a barrier to access for some.
- Using “recommended amount” on the proposed sliding scale may make people feel like they have to pay more than the amount listed.
- The draft phrasing on the current form implies that the membership fee is irrelevant, when the by-laws don’t reflect that.
- Some Board members suggested a pay it forward idea where one member could pay to cover the cost of another person. E.g., “I agree to pay a membership fee and pay \$3.00 for someone else.”
 - o Paying it forward feels good, but since the intent of the membership fee is more an expression of interest in belonging rather than as a revenue generation, ability for CCOC to waive the fee if requested makes more sense.

Legal discussion/questions:

- Beyond CCOC by-laws, are there any Acts stating we cannot waive the membership fee or create a sliding scale? On a cursory review, Ray did not see any language to this effect in the Ontario Corporations Act nor in the Not-for-Profit Corporations Act.
- A legal opinion would tell us what authority we have to make changes that are in keeping with the relevant Acts.
- Could we change paragraph four of by-laws to have a sliding scale? That would require a vote by members.
- Ask a lawyer if it would be possible to have a minimum fee (e.g. \$1), or if we can waive the fee completely.
- The by-laws says we must fix a membership fee so we likely cannot leave the fee line blank on the form. Could we make it \$0?
- CCOC membership has not changed since the 1970’s. It would be worthwhile to look at.

The board is interested in exploring a sliding scale or waiving the membership

fee but first want to ensure this is possible from a legal perspective. CCOC will explore the most affordable legal option, including trying to use the Transforming Tenant Engagement grant to cover the legal cost. Staff will use the \$3.00 fee on the revised membership form until the Board looks at membership further.

Motion: CCOC to pursue legal advice on whether the Board can change the structure of the CCOC membership fee.

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

11. Facilities Management Committee Report – adopted on consent

12. Rental Committee Report – adopted on consent

13. Development Committee Report

a) CAP sites update

CCOC received a grant to study the feasibility of redeveloping the CAP sites. We thought the grant money would cover the cost of submitting a site plan and bringing it to the Board for a go/no-go decision in May 2021. The grant will not fully cover the cost. CCOC staff propose amending the project charter to bring a Class-D estimate and pro-forma analysis to the Board for a go/no-go decision in March 2021.

At that point, if the Board decides to move forward, we can access other funding and capitalize those expenses as we prepare to redevelop.

Discussion/questions:

- Does the surplus/shortfall budget include the CMHC SEED funding? Yes. If we don't get the funding, CCOC will have to pay those additional costs. This is a normal CCOC timeline and decision-making moment.
- The full cost to reach the end of the City's predevelopment timeline is \$400 000. The City covers \$180 000, CMHC covers \$36 000, and CCOC pays \$191 000. If we bring the go/no-go decision point earlier, we spend less of the \$191 000.
- Under milestone one of the REOI Pre-Development Funding, we spend 25% of grant to get us to the go/no-go decision. If we decide not to proceed with redevelopment, we do not have to pay it back. CCOC is only required to repay whatever we draw against the City grant if we sell the properties or they cease to be affordable housing.

- Board would like to give the City feedback on this program (an F). Funding a feasibility to site plan approval when the whole point of the program is to decide if you want to go to site plan is very poor design.

Motion to amend the CAP project charter to bring the go-no go decision to the march 2021 board meeting.

(M/S/C, Penny McCann/Chris Yordy)

b) NCC LeBreton Flats RFQ & motion

CCOC had to consider who to partner with for the NCC LeBreton Flats RFQ. The Development and Executive committee outlined and approved seven criteria for a good partnership specifically for this NCC library project.

- 1) CCOC would want to operate and control our own asset. This could be by owning a building, or having a long-term lease. We are not interested in operating scattered affordable units within a larger (high-end) market rent building.
- 2) The buildings must achieve a high level of energy efficiency and ecological sustainability
- 3) We would expect, at absolute minimum, the land for free
- 4) We would also expect not to have to contribute to some larger site costs (like underground parking, site remediation, landscaping, bike/foot paths, remediation etc)
- 5) Our partners must recognize that our ability to deliver on affordable housing depends on accessing government programs, like CMHC Co-Investment and Action Ottawa, and we have extremely limited equity to contribute
- 6) CCOC cash flow and financial capacity is limited in the near-term
- 7) There must be meaningful Indigenous partners in the group, and the partnership must allow for significant local Anishinabe consultation, support and contribution

Based on the seven criteria, Windmill had the best value system in the group and was the selected partner.

c) Policy review working committee

Approximately five Development committee policies have to be updated. A working group was struck many months ago but did not get started. The working group has been struck again and have their first meeting on January 6. Jesse Steinberg is taking the lead with Rod Manchee, John Kingsley, Elliot Sherman, and David McCallum. The staff support is Kyla Tanner.

The working group will report back to the Development committee in February. They expect some policies to be straightforward but others, ones that predate creation of Cahdco, to be more complex to review.

The working group is aware that they lack diversity. The Development committee will offer a broader perspective, and the Board is encouraged to let

them know if they need more people around the table.

14. Corporate Business

a) Nominations & Appointments Subcommittee

The Terms of Reference have expired and the Board needs to reapprove them. This is the Board's opportunity to make changes or amendments as needed; none in particular have been flagged by staff.

Discussion:

- The TOR state that the Secretary sits on the subcommittee. However, this creates a conflict of interest when the Secretary is up-for re-election.
- CCOC by-laws do not specifically state that the Secretary has to be part of the subcommittee.
- Board members put themselves forward for the subcommittee at the first Board meeting immediately after the AGM
- If the Secretary is not on the subcommittee, the subcommittee should select one member to liaise with staff (a duty typically carried out by the Secretary).

Shelley Robinson resigns from the subcommittee as she is eligible for re-election in 2021. The subcommittee will appoint a fourth member at the January Board meeting.

Motion: To move the Nominations and Appointments subcommittee Terms of Reference with the following amendments. To strike "one of whom is the Secretary" from the composition list in the TOR. Motion to also include the language "whose terms are not ending at the next AGM" in the composition list.

(M/S/C, Jesse Steinberg/Chris Yordy)

The motion is approved.

15. Conference / Associations' Report – none

16. Other Business

a) PRAC and advocacy work discussion

Background: PRAC is the ad-hoc Policy, Research, and Action/Advocacy committee. It was first formed in the 1990's with a focus on election-oriented advocacy, and has re-formed twice since for limited periods. As the Ottawa Social Housing Network (OSHN) strengthened over time, it became the public advocacy voice and CCOC contributed within this coalition. CCOC expanded its

advocacy in the 2000's to include CHC's, poverty advocacy groups, etc.

In 2017, CCOC revived PRAC with a specific focus on aligning all three levels of government on their housing programs. It was a unique moment at all three levels and CCOC had an opportunity to provide input on the National Housing Strategy (federal), the Long-term Affordable Housing Plan (provincial), and the 10-Year Housing & Homelessness Plan (municipal).

In 2017-2019, PRAC was a working group—the members took on the meeting action items, not CCOC staff.

Currently, some Board members are interested in reviving PRAC. Ray recommends deciding what you want to accomplish and then looking at what strategy and tools will best get you there. PRAC is a great tool for advocacy in some contexts but not others. E.g., EOM advocacy works better with Ray leading the conversation with the City and provincial staff.

If PRAC is revived, Board members would like to see a stronger sense of engagement and communication between the Board and PRAC.

What advocacy do we think CCOC needs to do?

- Decide what type of advocacy CCOC should consider. Representative (advocate for interests of a group); Policy; Electoral.
- Should PRAC look at ongoing or opportunity based advocacy opportunities?
- Examine opportunities at each level of government and different approaches to address them.
- Create evergreen advocacy tools (e.g. affordability definitions primer) to prepare multiple partners for informed affordable housing conversations.
- Anticipate what 2021 may bring considering a conservative provincial government with mounting fiscal pressure.
- The Board has been talking about challenging the assumptions (what our rents are based on). Could PRAC analyse AMR as a benchmarking tool, explore alternatives, and share these alternatives with funders and governments to challenge their assumptions about AMR?
- Use PRAC to look at accessible and inclusive stakeholder engagement, both external and internal to the Board (length of Board packages, agenda content, meeting length, etc.). The Board does important work but its structure fails to challenge the status quo.
- PRAC could transform abstract policies into information that is clear and accessible to people with disabilities, newcomers, and non-academics. It could also create opportunities for everyone to engage with policy and

advocacy.

- PRAC could lighten the Board workload and allow the Board to return to two-hour meetings.

Can CCOC embed advocacy across committees?

- Can committees be assigned specific advocacy work relating to their department (e.g., Rental committee could look at AMR, Exec could look at EOM)?
- Committees reflect CCOC's responsiveness to its membership. We don't reflect that same responsiveness regarding advocacy.
- Could we adjust the committee Terms of Reference to focus more on advocacy?

Should PRAC be a working group or oversight committee?

- Can committees be assigned specific advocacy work relating to their department (e.g., Rental committee could look at AMR, Exec could look at EOM)?
- Currently staff do most of the work for committees, and committees act as an oversight body, generate ideas, etc.
- Do staff have the capacity to support PRAC with this structure? What are the trade-offs if we ask staff to take on this additional work?
- If staff do not support PRAC, who would set the agenda and how? How would content and information flow?
- Could students or a like-minded institute support CCOC's advocacy?

It was suggested that the governance sub-committee or TCE department look at how to bring a working group approach to committees. However, they both already have a broad scope of work and this could overload them.

The question of resourcing PRAC was a large part of the discussion. Members want to explore how much resourcing to put in to the "promote" part of the mission. There are few staff who could resource PRAC. The same staff who would support PRAC are supporting the Governance sub-committee. Supporting a committee is a lot of work, unless the working group does the legwork.

The status-quo is that Ray does a lot of advocacy work and checks in for guidance with the Board and Executive committee. There is an opportunity to formalize this process and include advocacy-related responsibilities in the Executive committee Terms of Reference. However, if advocacy is central to CCOC's work but only a few staff are involved in its development, it results in

even fewer voices feeding into advocacy initiatives.

The Board did not land on any singular direction but want to discuss this further at the strategic planning session.

Action: Bring this conversation to the next strategic planning session. Have a conversation at Executive Committee to document what we are currently doing. Governance sub-committee members to informally bring this conversation to their next meeting.

Happy New Year everyone!

17. Adjournment

The meeting was adjourned at 9:28 p.m.

(M/C, Josh Bueckert)

Next Meeting: January 27, 2021

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

Monday, January 11, 2021, By Video Conference

Present: Dallas Alderson (President/Chair), Kerry Beckett, Penny McCann, Shelley Robinson (Secretary), AnaLori Smith (Vice-President)

Staff: Ray Sullivan **Regrets:** Josh Bueckert (Treasurer)

1. **Call to order & anti-oppression statement:** Dallas called the meeting order after a joint meeting with the Cahdco Board Executive Committee.
2. **Approval of the agenda:** (moved/seconded/carried, Kerry/Penny)
3. **Approval of regular minutes from December 13, 2020:** (m/s/c, Penny/AnaLori)
4. **Reviewing Department Directors' meeting:** The January 21 meeting hasn't happened yet.
5. **Business Arising:**
 - a) **Potential Merger with a small Non-profit:**

Background: the 2019-2022 CCOC Workplan directs staff to explore merger opportunities with other non-profits. A smaller single site non-profit is interested in merger with CCOC.

Update: no change since last meeting
 - b) **Lebreton Flats NCC RFQ**

Background: The National Capital Commission has released a Request for Qualifications to shortlist developers for an eventual Request for Proposals to develop the 0.96 hectare site at the North-East corner of Booth and Albert (170 Both is the South-West corner). CCOC is partnering with Windmill group.

Update: no change since last meeting
6. **New Business:** none
7. **Programs/Policy:** nothing to report
8. **Residential Tenancies Act (RTA) Proceedings:**
 - a) **Non-payment:**

The committee reviewed the list and moved "that staff be authorized to proceed with eviction processes for non-payment in the case of **1** tenants".

(m/s/c, Josh/Kerry)

Ray will reported back on progress with two cases from December. Staff expect to resolve both without having to proceed with evictions.

- b) Other reasons:** staff did not recommend any new proceedings for behavioural disturbances. Ray updated the committee on the situation at two properties where tenants (already under N5s) are creating significant and dangerous disturbances. In one case, CCOC hired a private security company to visit over the holidays, in the other case we are working closely with community Police officers. Cases at the Landlord Tenant Board are very delayed, neutralizing the only tool we have as a landlord.

9. Strategic Plan:

a) 2019-2020 Workplan update

The committee reviewed a workplan update. Staff have indicated which projects are proceeding on time, which are delayed, and which are on pause. Paused projects have been put aside to focus on other priorities, especially as workloads have increased for many staff during the pandemic. The Executive Committee accepted the report.

10. Cahdco Update: none

11. Other business:

a) Upcoming Board schedule

January:

- Merger decision
- Long-term financial plan (part 2)

February:

- Discussion on market rents and moderate income rentals

Committee members asked for a discussion about:

- Setting rents based on the market vs based on incomes
- The rationale for rents, internal subsidies and BMR
- Challenging the boxes funders put us in, such as using Average Market Rent
- Equity in rent-setting between properties/programs

The committee noted that this could be a long discussion and may have to be broken into two parts over February and March.

March:

- Privacy and confidentiality practices and policies

12. Adjournment: 9:24 (m/c, AnaLori)



cahdco



Joint Meeting of Executive Committees

between Centretown Citizens Ottawa Corporation (CCOC)
and Centretown Affordable Housing Development Corporation (Cahdco)

7pm January 11, 2021

By videoconference: <https://global.gotomeeting.com/join/373206557>

Invited

CCOC Executive Committee: Dallas Alderson (President/Chair), Kerry Beckett, Josh Bueckert (Treasurer), Penny McCann, Shelley Robinson (Secretary), AnaLori Smith (Vice-President)

Cahdco Executive Committee: Ray Sullivan (Chair), Catherine Boucher (Secretary), Sarah Button, James Clark (Treasurer)

Staff: Graeme Hussey

1. **Call to Order** (7:30, Dallas)
2. **Approval of Agenda**
3. **Introductions & Icebreaker** (10 min. 60 sec or less: your favourite things about winter)
4. **Declarations of Conflict of Interest**
5. **Staffing 2021, capacity and long-term vision for dev dept.** (10 min)
6. **Renewing memo of Understanding** (10 min. draft attached w/ staff suggested changes)
7. **Opportunities for more touchpoints at governance level** (10 min)
8. **Follow up actions**
9. **Adjournment** (Target 8:15)



cahdco



Memorandum of Understanding

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

1. Introduction

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

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

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

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

2. Project Development

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

3. Financial

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

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

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

Cahdco will provide the CCOC Finance Committee annual audited financial statements for information on a quarterly basis.

4. Governance

A majority of the number of Directors to be elected shall be elected by CCOC. The remaining number of Directors to be elected shall be elected by the members, other than CCOC. Consistent with the Cahdco Bylaws, CCOC will appoint a majority of members of the Cahdco Board of Directors. The remainder of the Cahdco Board members will be appointed by those majority Directors. The CCOC Executive Director will serve on the board of Cahdco and on the Cahdco Executive Committee.

5. Administration

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

CCOC will support Cahdco by providing operational resources, including financial administration, and basic organizational administration and support. As well, Cahdco provides it is understood that the value of this support is equal to the value of Cahdco's support for CCOC's Development Department and Committee. These transactions are measured at the exchange amount and billed monthly.

6. Term

This agreement is in place until December 31, 2020-2023 and will be reviewed annually. The agreement will renew for successive annual one-three-year terms unless either party withdraws with 30 days notice.

For CCOC

For Cahdco

Dallas Alderson

Catherine Boucher

CCOC President

Cahdco Secretary

Date: _____

Date: _____



cahdco



Memorandum of Understanding

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

1. Introduction

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

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

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

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

2. Project Development

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

3. Financial

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

Intercompany loans will be considered individually with their own terms and agreement.

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

Cahdco will provide the CCOC Finance Committee annual audited financial statements for information on a quarterly basis.

4. Governance

A majority of the number of Directors to be elected shall be elected by CCOC. The remaining number of Directors to be elected shall be elected by the Cahdco members, other than CCOC. Consistent with the Cahdco Bylaws, CCOC will appoint a majority of members of the Cahdco Board of Directors. The remainder of the Cahdco Board members will be appointed by those majority Directors. The CCOC Executive Director will serve on the board of Cahdco and on the Cahdco Executive Committee.

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CCOC will support Cahdco by providing operational resources, including financial administration, and basic organizational administration and support. As well, Cahdco provides it is understood that the value of this support is equal to the value of Cahdco's support for CCOC's Development Department and Committee. These transactions are measured at the exchange amount and billed monthly.

6. Term

This agreement is in place until December 31, 2020-2023 and will be reviewed annually. The MOU can be amended with mutual agreement. Either party can withdraw with 90 days notice. The agreement will renew for successive one~~three~~-year terms unless either party withdraws with 30 days notice.

For CCOC

For Cahdco

Dallas Alderson

Catherine Boucher

CCOC President

Cahdco Secretary

Date: _____

Date: _____

**Finance Committee
Minutes
January 21, 2021**

Finance committee: Josh Bueckert (chair), Court Miller, Michael Holmes, David Boushey, Mary Huang, Rod Manchee, Sandy Hung, Vladimir Gorodkov, Nicole Rogers, Alisher Perez, Andrew McNeill

Regrets: Linda Camilleri, Wayne Fan, Alannah Bird

Staff: Maryse Martin, Arianne Charlebois

Motions for Board Approval

1. **Call to Order at 7:03 pm and Anti-Oppression Statement – Read and Acknowledged**
2. **Declaration of Conflict of Interest:** None
3. **Adoption of the Agenda:** Adopted with no changes.
(M/S/C, Rod Manchee/Court Miller)
4. **Approval of meeting minutes**
 - Finance Meeting December 17, 2020
 - The minutes were approved as presented.
(M/S/C, Court Miller/Michael Holmes)
5. **Notices/Announcements**
 - Congratulations to Nicole on passing her CFE! This is a huge milestone in the process of getting her CPA designation.
 - We're in the midst of closing the year for 2020. CCOC and Cahdco will be audited remotely with a planned start date of March 1st.
6. **Bad Debt Write Off and Accounts Receivable Statistics**
 - No bad debt to write off for CCOC or CCHC.
 - The level of arrears is consistent with previous months.
 - The 2020 vacancy numbers were shared with the committee. The number of turnovers was at its lowest point ever, but the length of vacancies was quite a lot longer than average largely due

to Covid constraints. Vacancy length in 2020 was about 1.5 months on average, while our target is one month or less. We expect 2021 to have similar vacancy numbers.

- Sandy asked whether this seemed to be an issue of demand for homes or an issue of Covid extending our processes. It is mainly due to the pandemic which negatively impacts the timeline to conduct inspections, do turnover maintenance work and do home showings.

7. Long term financial plan (LTFP)

- Notes and assumptions:
 - This presentation is for informational purposes and we're not looking for a motion at this point. The conversation will be continued over the coming months.
 - This model doesn't include the Forward development, CAP sites, or additional fundraising income if we gain charitable status.
 - Maryse presented an overall view but reminded the committee that each portfolio must also be considered individually. In addition to the overall capital reserve balance, the balance in each restricted portfolio must also be positive.
 - The baseline projections assume no tax relief, merger, or co-investment. It also assumes that rent subsidies in the Provincial portfolio don't get clawed back.
 - Since we're unclear on how the rules will change when the Provincial property mortgages end, this model doesn't move them into the EOA (end of operating agreement) portfolio when their mortgages end. We've assumed that we'll need to keep up the mandated reserve contributions for that portfolio.
 - We have to balance our operating surplus and the replacement reserve contributions. We assess our baseline surplus to determine what we can contribute to our reserves. We need to maintain some of our operating surplus for other needs including investments in new systems/processes and redevelopment work.
 - Rod commented that we can control the drop in additional allocation that starts in 2029.
 - Mary said that we may need to reconsider our assumptions on city tax relief given their deficit from Covid.
- Capital plan:
 - The blue line in the capital plan chart represents the 2019 LTFP.
 - The 2020 projections use a 3-tier approach: regular capital projects of \$30.6M, a run-to-failure allowance of \$31.1M (identifying items that can still function reliably after their designated end of life, for example doors that are maintained and replaced as they fail), and \$12.7M in work deferred from previous years.
 - The baseline projected spending over the next 20 years is \$74.5M. With co-investment that rises to \$97M.
- Operating surplus reinvested to maintain quality housing:
 - This chart represents a mix of the operating and capital plans. It shows the baseline operating surplus as well as the revised surpluses in various different scenarios (co-investment, property tax savings, merger).
 - Maryse noted that although the orange (revised baseline) and green (co-investment) lines look similar on the chart, our housing stock would be in better shape with additional funds for capital repairs and improvement. However, the co-investment scenario shows a deficit starting 2038 as operating income is insufficient to cover the financing costs.

- Operating subsidies:
 - Maryse presented a chart on the impact of operating subsidies on our Provincial portfolio when their mortgages end. Scenario 1 shows how we would be impacted if we received rent subsidies only, and scenario 2 is the status quo which would lead to negative operating subsidies or claw backs from the city.
 - Our current projections assume scenario 1. Scenario 2, the worst case scenario, is not sustainable for CCOC and would involve a loss of income over \$2M.
- Alternative financing: private lending vs. co-investment
 - Maryse presented an option of a \$25M private loan with a 25 year term rather than using the \$29M co-investment financing. This would give us more flexibility and removes some of the constraints of the co-investment funding. However there would still be challenges: we need Infrastructure Ontario (funder for Beaver Barracks) to approve all new loans, and we're still unsure about the city's contributions post EOM.
 - The private funding would be a smaller loan and similar cost to the Co-investment loan, but we would have the freedom to do the work that we prioritize rather than follow CMHC's priorities.
 - Nicole and Mary thought that a flexible private loan seemed more attractive and is worth exploring further. There are a lot of strings attached with the co-investment funding and the grant may be too small to be worthwhile.
 - Josh noted some similarities between the co-investment fund and the funding for Beaver Barracks. In both cases, the more we learn about the terms of the funding the less attractive it seems.
- Merger impact:
 - "ABC Non-profit" is just through a 5-year plan to get out of deficit, which has meant that they postponed a lot of capital work. Total projected capital spend over the next 20 years amount to \$7.7M based on the latest BCA.
 - ABC's capital reserve is expected to be fully exhausted by 2022 if no significant grants or additional funding became available. CCOC may need to draw from our Provincial capital reserves to pay for this work, thus a merger would deplete our capital reserves faster.
 - ABC's will have an outstanding mortgage of \$3.8M as of March 2021. The options available would be to blend and extend at the term renewal in 2024, or refinance at the mortgage maturity date in 2027. ABC's income could support up to a \$400K annual mortgage payment.
 - It would be several years before CCOC can fully benefit from adding on this property. However, this isn't the only consideration when determining whether to pursue this merger.
 - Mary felt that these projections are worrying considering CCOC's own upcoming capital needs.
- Property tax considerations:
 - Maryse presented a model based on the properties that Gowling have determined would qualify for tax exemptions. It doesn't include the "likely qualify" properties.
 - The impact would be small until 2023, but the savings are projected to increase sharply starting in 2024 (up to \$1M in 2028) as mortgages are paid off in the Provincial portfolio.
 - Rod asked whether we've asked Catherine McKenny about the politics of this, and whether it will make some city staff less friendly since it will cut into their budget.

- Rod also brought up the point that if CCOC becomes a charitable organization, people may ask why all of our tenants aren't RGI.
- Andrew asked when we'll know about tax reductions. We're not expecting tax savings before 2023/2024 and Covid might also delay the process.
- Capital reserve balance:
 - We need to make contributions higher than the minimum required by operating agreements in order to execute our capital plan and keep the capital reserves above zero every year.
 - The balance would fall sharply with the co-investment plan, but stays positive if additional income from the property tax exemptions and merger are considered along with co-investment.

8. Business Arising

- None

9. New Business

- None

10. Next meeting/Deferrals

- Next meeting: February 18, 2021
 - Joint meeting with Rentals to discuss arrears and vacancies – possibly February or March. Date to be confirmed.
- Policy Expiration Updates
 - Procurement policies – to be reviewed in a joint meeting with Facilities Management Committee
 - Internal lending policy

11. Adjournment

- The meeting ended at 8:23pm (M/C, Nicole Rogers)

ACCOUNTS RECEIVABLE STATISTICS - CCOC & CCHC COMBINED

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	Vacancy % Market Units*	Current %*	YTD %*
Jan-20	\$45,476.67	\$4,355.36	\$49,832.03	28	2	0	10	2	\$505.00	\$6,337.75	\$6,842.75	\$1,190.00	\$1,051,327.00	\$18,479.00	44%	1.12%	1.12%
Feb-20	\$53,319.86	\$5,284.06	\$58,603.92	17	1	0	8	3	\$0.00	\$15,251.00	\$15,251.00	\$1,085.00	\$1,064,624.00	\$14,302.00	39%	0.86%	0.99%
Mar-20	\$53,768.34	\$9,908.06	\$63,676.40	16	0	0	12	1	\$0.00	\$2,990.98	\$2,990.98	\$784.75	\$1,065,616.00	\$12,076.00	36%	0.72%	0.90%
Apr-20	\$63,722.37	\$10,365.36	\$74,087.73	2	0	0	9	0	\$0.00	\$0.00	\$0.00	\$1,800.00	\$1,061,354.00	\$14,213.00	24%	0.85%	0.89%
May-20	\$73,133.01	\$12,666.36	\$85,799.37	0	0	0	3	0	\$6,254.70	\$99.55	\$6,354.25	\$540.00	\$1,060,194.00	\$16,485.00	37%	0.98%	0.91%
Jun-20	\$79,444.32	\$5,326.23	\$84,770.55	0	0	0	3	4	\$1,659.83	\$36.83	\$1,696.66	\$1,031.32	\$1,051,353.00	\$20,999.00	47%	1.25%	0.96%
Jul-20	\$80,477.94	\$1,435.08	\$81,913.02	0	0	0	4	0	\$2,391.00	\$0.00	\$2,391.00	\$2,361.87	\$1,054,193.00	\$22,318.00	65%	1.33%	1.02%
Aug-20	\$72,397.57	\$1,572.54	\$73,970.11	2	0	0	8	0	\$85.00	\$0.00	\$85.00	\$860.00	\$1,060,279.00	\$29,823.00	69%	1.77%	1.11%
Sep-20	\$76,943.39	\$2,003.55	\$78,946.94	4	2	0	7	0	\$0.00	\$0.00	\$0.00	\$1,079.00	\$1,054,043.00	\$35,047.00	71%	2.07%	1.22%
Oct-20	\$86,170.05	\$1,162.54	\$87,332.59	2	4	0	6	4	\$461.00	\$0.00	\$461.00	\$1,360.00	\$1,059,967.00	\$34,271.00	69%	2.02%	1.30%
Nov-20	\$85,213.66	\$1,059.54	\$86,273.20	2	1	0	11	0	\$0.00	\$0.00	\$0.00	\$740.00	\$1,061,548.00	\$35,238.00	42%	2.07%	1.37%
Dec-20	\$81,412.13	\$4,494.54	\$85,906.67	4	1	0	5	5	\$0.00	\$0.00	\$0.00	\$416.50	\$1,065,260.00	\$33,869.00	60%	1.98%	1.42%
				77	11	0	86	19	\$11,356.53	\$24,716.11	\$36,072.64	\$13,248.44	\$12,709,758.00	\$287,120.00	54%	1.42%	1.42%

Rent arrears % of rents payable	8.06%	Annual bad debt budget	\$57,807.00	<-based on Dec 2020
YTD Rent bad debt % of rents payable	0.09%	Bad debt % of budget	39.48%	<-based on Dec 2020

*Vacancy % is based on market rents (\$)

CCOC TURNOVERS & VACANCIES FOR 2020

- In 2020, the turnover rate dropped to our lowest ever rate of **11%**. A total of **179 households** moved out in 2020.
- Same as last year, we averaged **15 move outs per month**. Our greatest number of turnovers happened in October with 26 households moving out and our fewest turnovers occurred in the month of March with 6 turnovers.
- The 5 buildings with the **greatest number of turnovers** were our larger buildings and each had double digit move outs:

	Total Units	Number of Move Outs	Percentage of Building	Change from 2019
464 Metcalfe	107	20	19%	+ 5 move outs
210 Gloucester	80	15	19%	-2 move outs
111 Catherine	76	12	16%	+ 4 move outs
264 Lisgar	64	11	17%	+7 move outs
145 Clarence	84	10	12%	+ 3 move outs

- **The Market vs Subsidized split on move outs was 69% market vs 31% subsidized.** This was closer to our regular split (2019 seemed to be a blip where the two were closer to equal).
- There were a total of **271 vacant unit months**. The amount of time to get units ready for occupancy accounted for 160 vacant months (3 months lower than last year) and 122 rental vacant months (26 higher than last year). When considering that the number of move outs in 2020 is even lower than in 2019, the percentage of vacancy per move out is higher than last year both for Facilities and for Rentals.
- **Apartments remained empty an average of 1.5 months.** Our normal practices have not been able to happen during the pandemic and this is showing in our vacancy numbers. For much of the year, we have waited for apartments to be empty before inspecting or doing showings or both. This has reduced the time Rental Officers have to rent an apartment from 10-12 weeks down to 2-4 weeks.
- **157 units were rented in 2020.** CCOC's overall average vacancy rate increased slightly to 1.1% in 2020. For comparison, the overall average vacancy rate was 1.0% in 2019, 1.1% in 2018, and 2.25% in 2016.
- This year, the west portfolio had 92 move outs and the east had 102. (This only includes CCOC properties, not others such as Unity)

2020 Move Outs By Bedroom Size & Subsidized Units

Total Units: 1585
 # of Total Move Outs: 179
 # of Move outs for households with a subsidy: 55

Move outs by bedroom size		Market	percent of all move outs	Subsidy	percent of all move outs
room	0	0	0%	0	0%
bachelor	35	24	69%	11	31%
1 bed	64	47	73%	17	27%
2 bed	51	42	82%	9	18%
3 bed	17	8	47%	9	53%
4 bed	1	1	100%	0	0%
5 bed	0	0	0%	0	0%
1 bed accessible	6	2	33%	4	67%
2 bed accessible	5	0	0%	5	100%
total	179				

Move outs by market vs subsidy		Percent of all move outs
Market	124	69%
Subsidy	55	31%
total	179	

2020 Turnovers by Portfolio

Portfolio	# of Units	# of Move Outs
1-23		
24 – 41 HSA		
52,60-68 Other		
71 Co-op		
Totals:	1585	179 (11%)

Source: CCOC files, fc 01/21

Yearly CCOC Turnovers by Vacancy Rates and Vacancy Months

Year	Total Units	# of TO	Turnover Rate %	Rental Vacancy Months	Total Vacancy Months	Average VC Mo. Per TO
2020	1585	179	11%	122	271	1.51
2019	1585	198	12%	96	259	1.31
2018	1573	194	12%	74	214	1.10
2017	1590	215	13%	65	251	1.16
2016	1596	239	15%	118	313	1.24
2015	1595	246	15%	67	302	1.23
2014	1595	252	16%	33	223	0.89
2013	1595	224	14%	37	238	1.06
2012	1501	254	17%	47	235	1.11
2011	1503	225	15%	51	251	1.12
2010	1343	218	16%	45	246	1.13
2009	1314	208	15%	34	212	1.02
2008	1314	232	18%	30	300	1.29
2007	1314	249	19%	8	228	0.92
2006	1314	264	20%	64	265	1.00
2005	1314	253	20%	37	227	0.90
2004	1291	252	19%	36	212	0.84
2003	1291	232	18%			
2002	1291	232	18%	19		
2001	1278	165	13%	10	79	0.48
2000	1268	242	19%	45	163	0.67

SOURCE: CCOC Files, 2000-2020/fc

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

Last update: January 15, 2021/fc



**Centretown Citizens
Ottawa Corporation**

Long Term Financial Plan

January, 2021

Basics

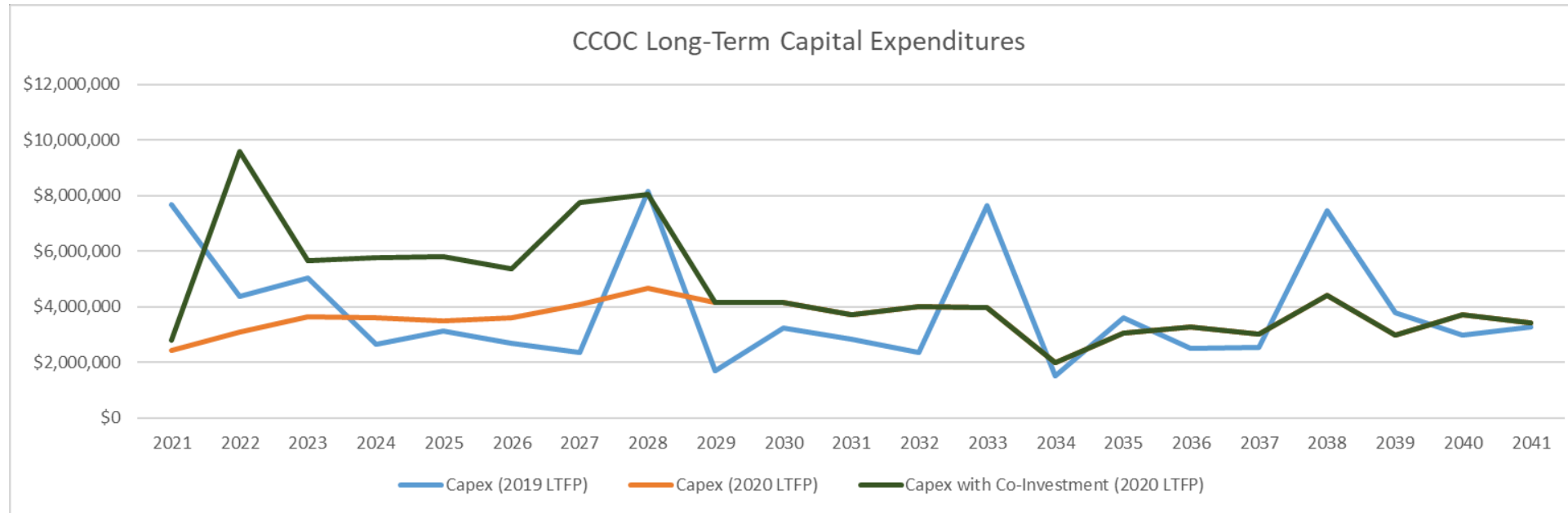
INTEGRATED OPERATING & CAPITAL FORECAST (updated 2021)										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Cumulative - Baseline										
Opening Reserve Balance	8,569,072	8,215,601	7,136,336	5,731,929	4,594,079	3,761,254	2,922,852	1,727,972	867,795	400,564
Capital Expenditures	(2,429,802)	(3,083,448)	(3,637,423)	(3,584,346)	(3,485,986)	(3,594,560)	(4,096,597)	(4,650,146)	(4,144,373)	(4,165,793)
Capital Grant/Funding	383,451	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Investment Earnings	109,225	106,421	101,192	89,369	85,179	74,097	69,975	65,182	53,962	55,653
Annual Allocation	1,220,688	1,233,443	1,247,681	1,262,256	1,277,176	1,292,451	1,308,087	1,324,093	1,340,479	1,357,254
Additional Allocation	362,967	514,319	734,142	944,871	1,140,804	1,239,611	1,373,656	2,250,694	2,132,701	2,237,513
Closing Reserve Balance	8,215,601	7,136,336	5,731,929	4,594,079	3,761,254	2,922,852	1,727,972	867,795	400,564	35,191
Operating Surplus (Deficit)	514,560	1,220,085	1,242,190	1,422,518	1,704,375	1,740,268	2,037,685	2,669,588	2,779,966	2,758,142
Additional Allocation	(362,967)	(514,319)	(734,142)	(944,871)	(1,140,804)	(1,239,611)	(1,373,656)	(2,250,694)	(2,132,701)	(2,237,513)
Revised Net Operating Surplus (Deficit)	151,593	705,767	508,048	477,647	563,571	500,657	664,029	418,894	647,265	520,629

- The above table reflects the baseline projections i.e. without co-investment, tax relief, potential merger, etc. It assumes rent subsidies in the Provincial portfolio don't get clawed back. The revised net operating surplus accounts for unfunded capex coming from operating surpluses.
- Capital expenditures get covered by operating surpluses. Capital grants and additional funding (CMHC loan) enable CCOC to accelerate some capex projects and do capital improvement work beyond replacement work.
- Need to build up operating reserves for other needs (equity contribution to new or re-developments, investments in systems and processes, new debts, etc.)
- Challenge with managing multiple restricted capital reserves: Replacement Reserve Balances **always** have to be positive or zero, on a portfolio basis. Only exception is the EOA portfolio which includes properties that operate outside of any formal government housing programs.
- Housing Services Act regulations require reserve fully funded in the Provincial portfolio, and Beaver Barracks reserve is held by IO in a separate account. Total fair value of long-term investments is currently at \$9.1M (\$8.3M at Dec 2019), of which \$6.3M re. Provincial Reformed program capital replacement reserve.

Updates from November 2020 meeting

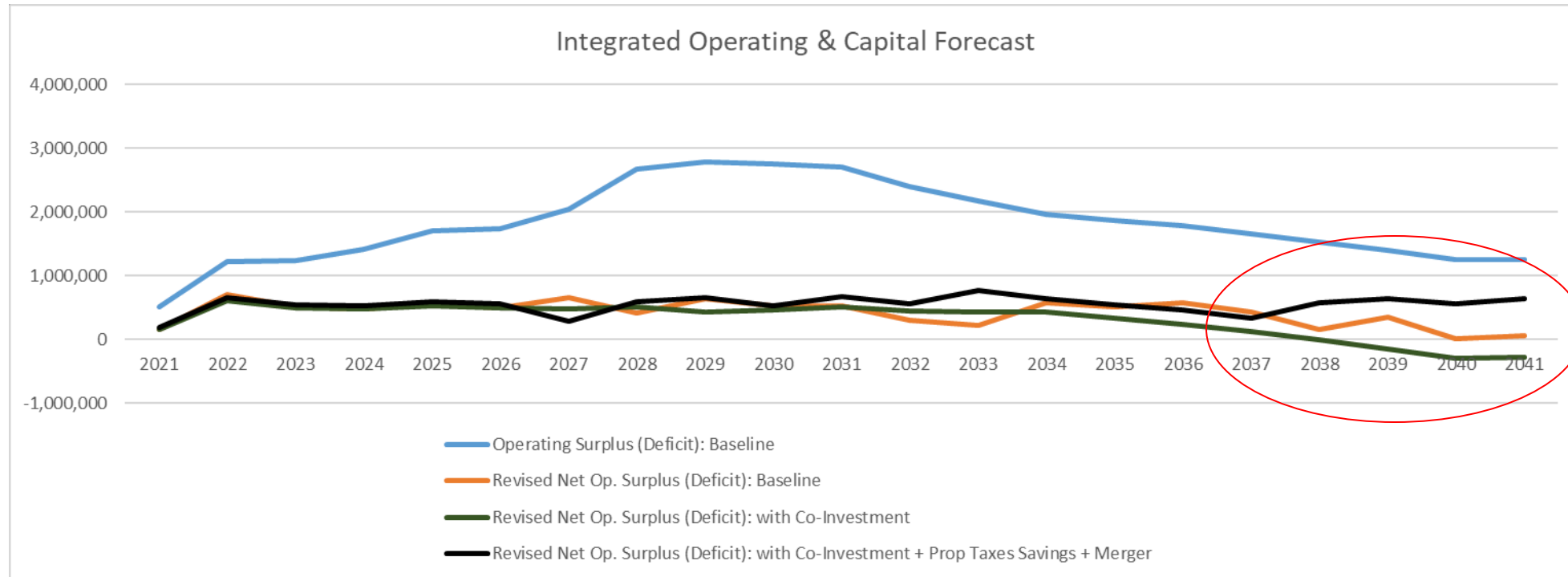
1. Newly awarded funding (capital grants, COVID funds, merger grant)
2. Properties in Provincial Reform portfolio not reclassified to EOA upon end of mortgages. Additional allocations to capital reserves refreshed accordingly.
3. Operating subsidies refreshed based on 2021 submission to the City; and model status quo where EOM means no financial benefit from being mortgage-free.
4. Program funding qualifying work added to Co-investment capex; and model interest rates at 2.5% and 1.25%
5. Impacts of potential merger with ABC Non-profit housing
6. Property tax exemptions
7. Not included:
 - EOM regulations
 - Refinance ABC/ or take on new debt post 2027 if the merger goes ahead
 - Forward development
 - CAP sites: outcome of pre-development feasibility work?
 - CRA status: additional income from fundraising

Capital Plan



- 2020 Projections: **3-tier approach** and cash flow considerations
 - Regular capital projects (\$30.6M)
 - Run-to-failure allowance (\$31.1M): Asset Planner and other asset managing software packages work on a life expectancy basis. Current planning relies on the experience of the asset manager to identify items which will function reliably long after their design life is reached. Eg. Doors maintained and replaced as they fail.
 - Prior years deferred maintenance (\$12.7M)
- **20-year capex projection for 2021-2041: \$74.5M baseline ie \$7M decline from last year projection, or \$97M including Co-Investment financing** (re. 258 Lisgar \$4M and Bundle \$29M). Co-investment capex includes \$5.5M for work enabling us to qualify for the CMHC financing.
- Fangs in years 2021, 2028, 2033 and 2038 largely driven by capex requirements on buildings under the Provincial reform program. Large repair spend include elevators, windows, roofing, balconies, emergency power equipment, fire safety and various mechanical/electrical repairs.

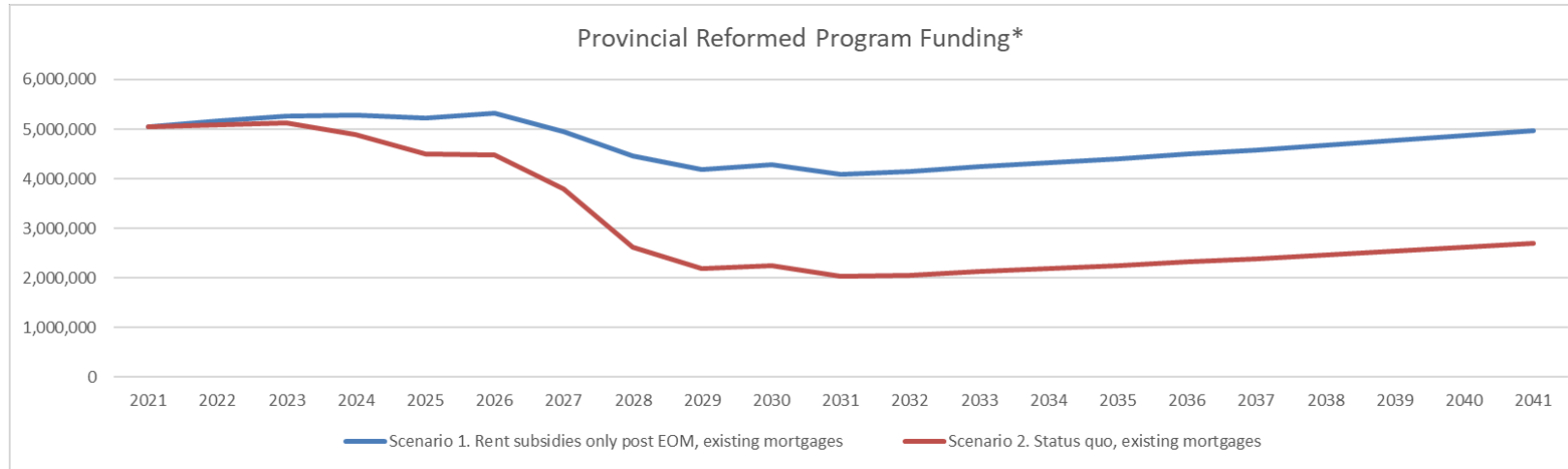
Operating surplus reinvested to maintain quality housing



- Key assumptions:

- Reflect 2021 rent freeze, 2% increase in revenue otherwise and 3% increase in operating costs
- Provincial reform portfolio: assumed status quo for rent subsidies following end of mortgage; and no operating and property taxes subsidies at EOM
- Assume Primrose and Beaver Barrack debts (total \$18M) renewed at 2.1% versus current rates 4.4%-5.51%
- Co-investment loan bears interest at 1.25% (25 years)

Operating Subsidies – Worst case scenario

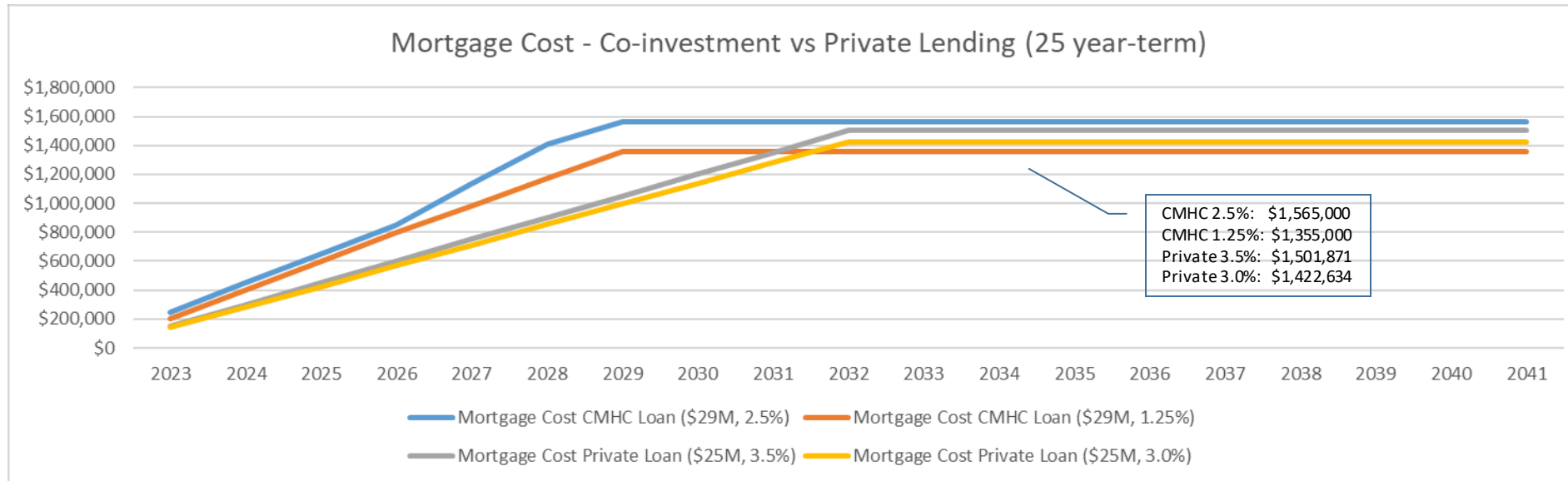


* Total funding = rent subsidies + property tax subsidies + operating subsidies

Provincial Portfolio	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2041 Delta
Scenario 1. Rent subsidies only post EOM, existing mortgages	4,098,294	4,155,171	4,238,275	4,323,040	4,409,501	4,497,691	4,587,645	4,679,398	4,772,986	4,868,446	4,965,815	
Scenario 2. Status quo, existing mortgages	2,023,880	2,058,578	2,121,416	2,186,175	2,252,916	2,321,697	2,392,580	2,465,631	2,540,914	2,618,497	2,698,591	-2,267,223

- Current LT projections reflect Scenario 1.
- Assuming no change in HSA regulation post EOM, CCOC is subject to negative operating subsidies or claw backs from the City when the indexed net revenue exceeds annual mortgage costs. **The lost income would exceed \$2M** should we not take on new debts upon the maturity of the existing mortgages in the Provincial portfolio (see scenario 2).
- **The status quo is not sustainable as CCOC will be deprived of the ability to contribute to its already inadequate capital replacement reserves and the means to continue operation of mixed income affordable housing.**

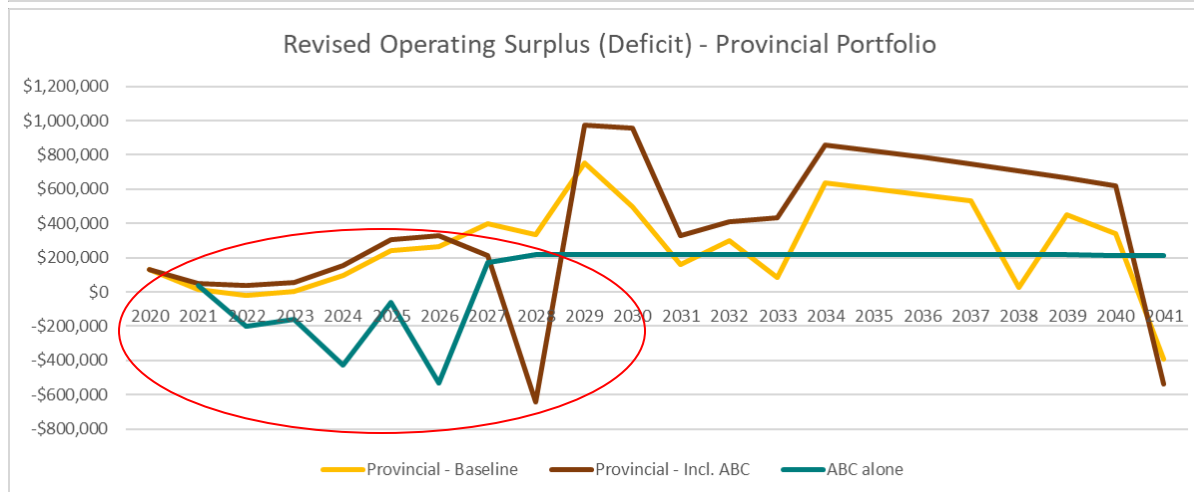
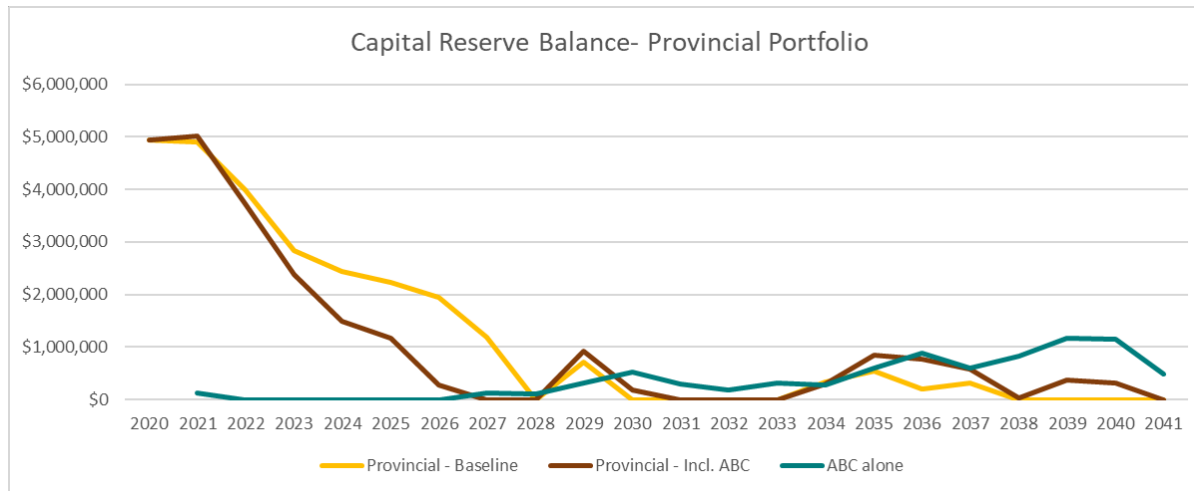
Alternative financing scenario



Private loan: assumed \$2.5M loan drawn each year over 10 years

- Worth exploring suitable alternative financing options for the Co-investment bundle.
- **Flexibility with Private loan:** (a) not tied to long-term commitments for affordability, accessibility and energy efficiency; (b) smaller loan as lesser costs required to simply meet funding criteria; (c) no constraints to get work completed by 2028 – schedule work more effectively.
- **Challenges irrespective of funders:**
 - IO to approve all new loans
 - City's contributions post EOM are uncertain

A merger with ABC Non-profit would deplete CCOC's capital reserve quicker



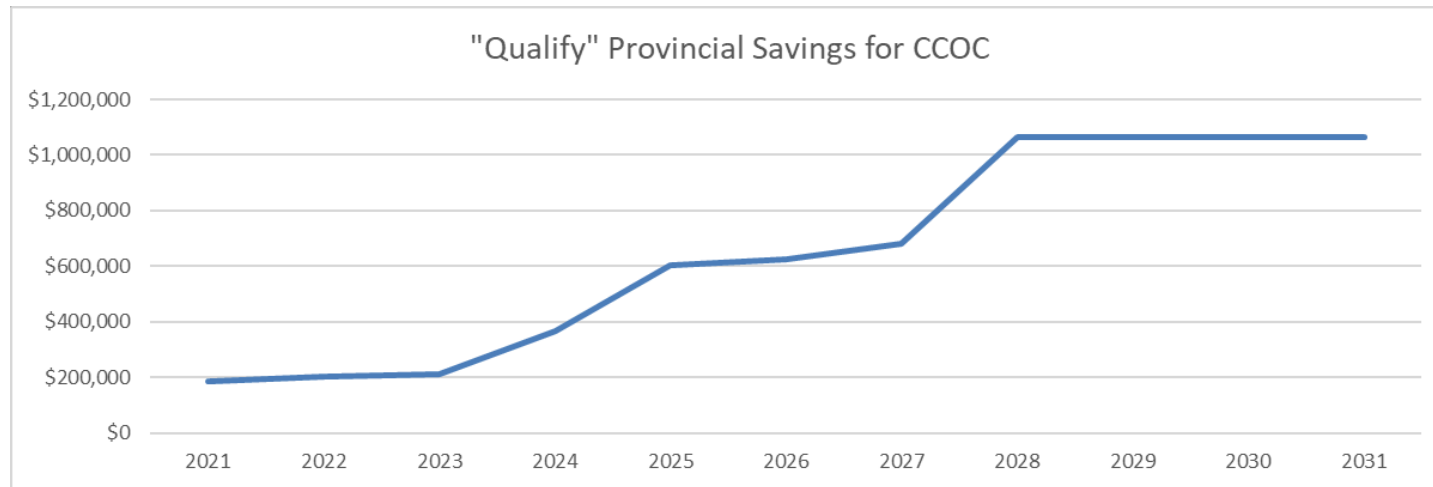
- ABC's capital projections based on BCA i.e. amounts derived based on life expectancy of components: \$7.7M over the next 20 years (**\$3.2M up to 2027**).
- **With current projections, ABC's capital reserve would be in a deficit position by 2022 if no capital grants or additional funding. Emergency plan would be to allow drawdown against CCOC's Provincial capital reserve.**
- The outstanding balance on the current mortgage will be \$3.8M at March 31, 2021 (2.49%, monthly payment \$57K, due April 1, 2027):
 - Option to blend and extend at term renewal in 2024, or
 - Option to refinance at maturity of the existing mortgage in 2027. In this event, ABC's income can support up to \$400K in annual mortgage payment, at a DCR of 1.05 i.e. about \$5.7M of loan for 5%, 25 years.

Assumed status quo for rent subsidies following end of mortgage; and no operating and property taxes subsidies at EOM

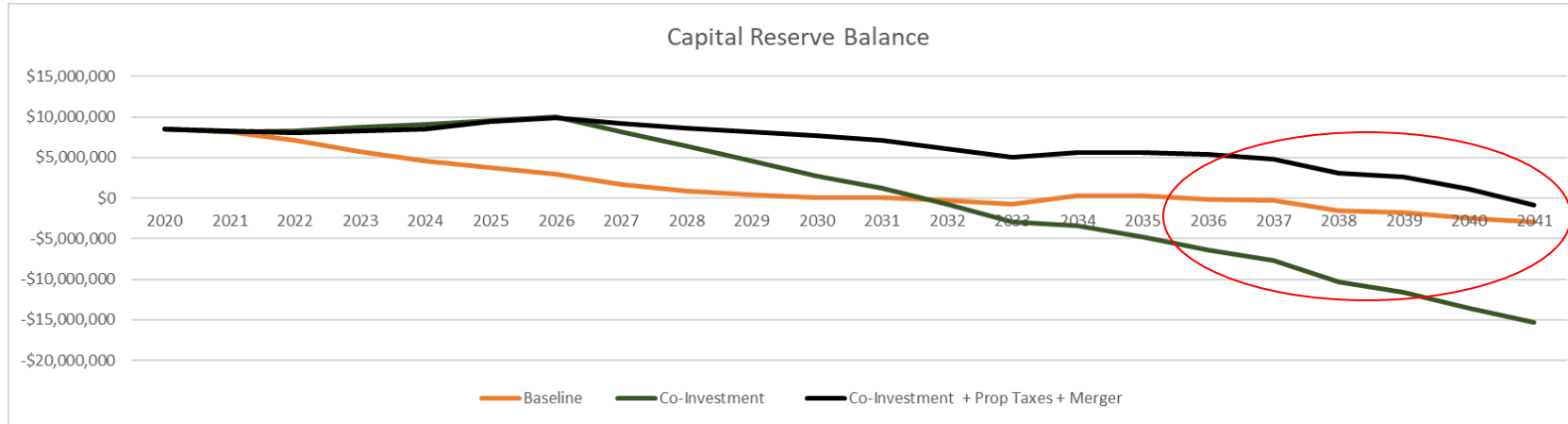
Property Tax Exemptions

Portfolio	#Units	2021 Budget	Qualify	Likely Qualify	May Qualify	Does Not Qualify	Other
Section 27	26	77,750	77,750	0	0	0	
Section95	110	279,910	0	279,910	0	0	
Provincial Reformed	731	1,614,272	877,753	729,322	7,197	0	
EOA	345	836,148	61,537	565,043	101,241	108,327	
Other	97	159,701	45,596	69,053	45,052	0	
Beaver Barracks	254	648,789	0	648,789	0	0	
Commercial	C	19,332					19,332
CCHC	32	47,062				47,062	
Total	1,595	3,682,964	1,062,636	2,292,118	153,490	155,389	19,332
		100%	29%	62%	4%	4%	1%

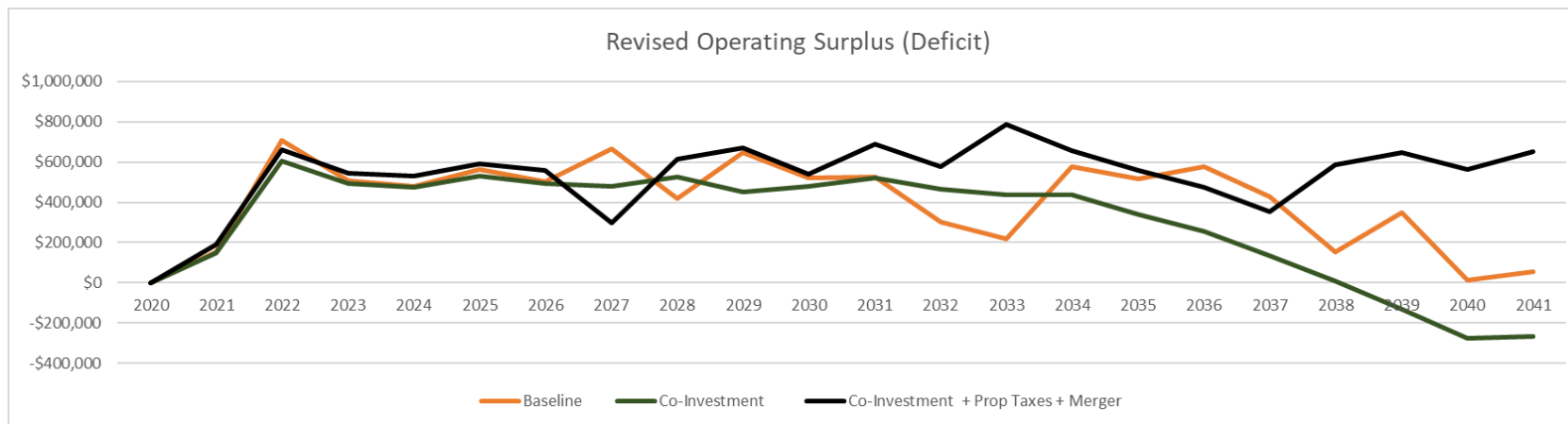
- High probability that the exemption will be granted for properties categorized as “Qualify”. Total “Qualify” tax amounts to \$1M or 29% of total.
- The Provincial portfolio represents the largest portion of the Qualify category given the income mix at those properties. CCOC will enjoy the full benefit of savings upon EOM (i.e. \$1M re. “Qualify” properties).
- The long-term projections reflect CCOC’s portion of total “Qualify” tax savings starting from year 2024 to account for delays in getting these exemptions and legal fees.



Additional contribution required to replenish capital reserves



- Need for greater contributions than minimum required by operating agreements to keep capital reserves above zero at all times.
- Need for additional sources of income to service co-investment financing.
- Provincial affordability payment re BB gradually decline starting from 2031 and ends in 2033.

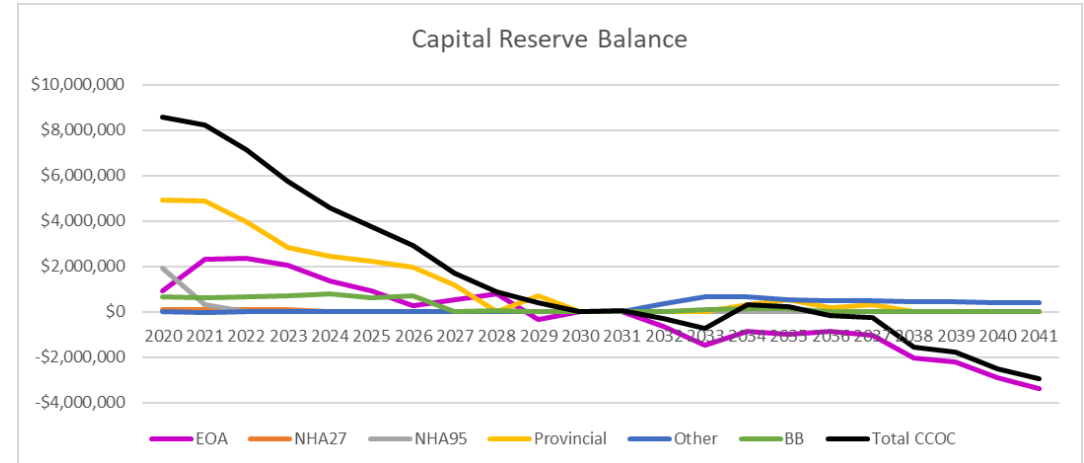
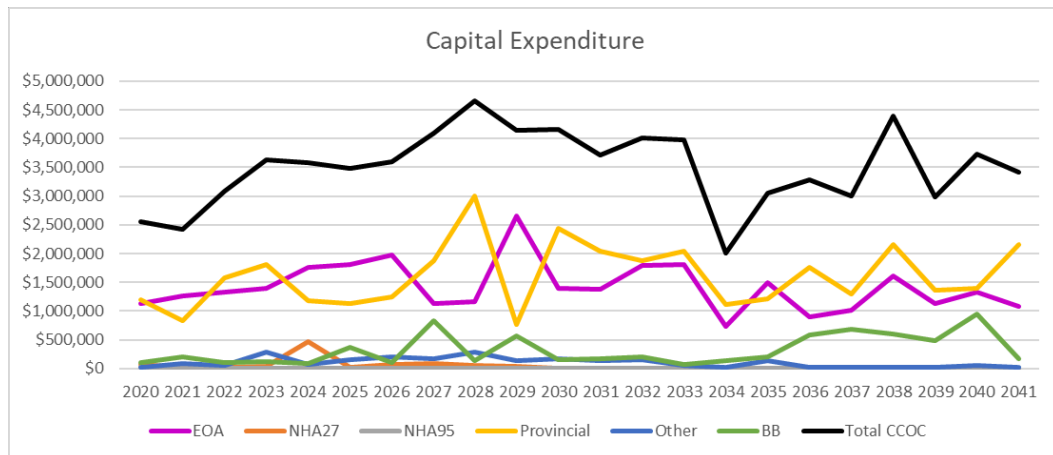
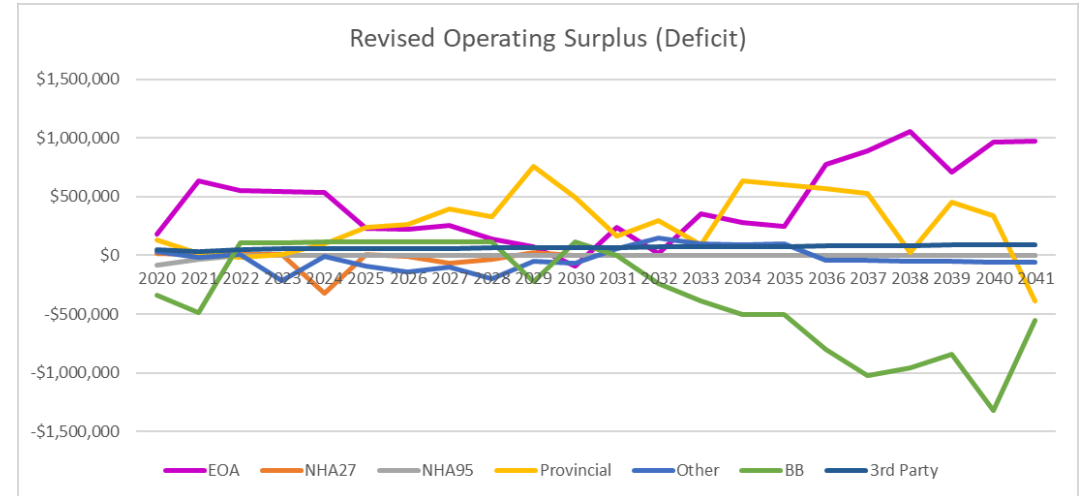
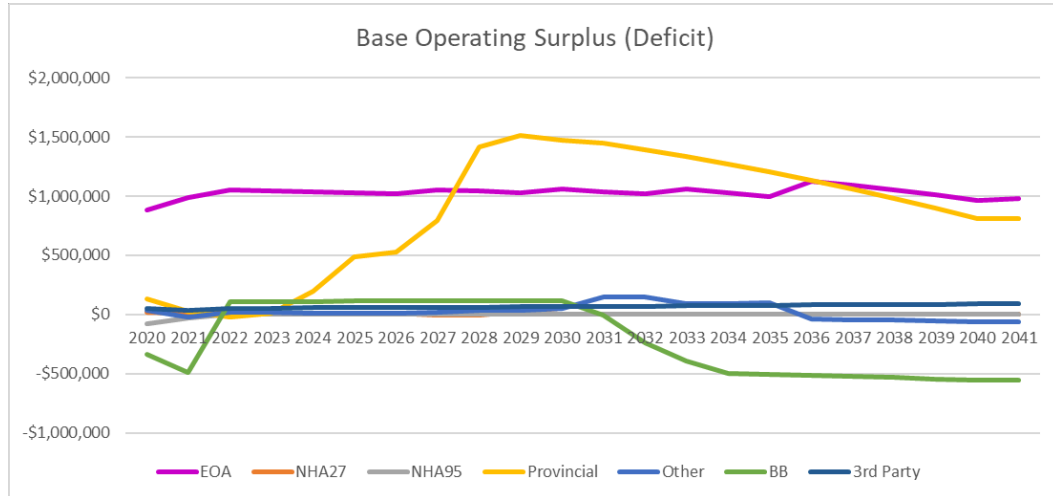


Supplementary Financial Information

Capital reserve deficits

INTEGRATED OPERATING & CAPITAL FORECAST (updated 2021)																					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
Cumulative - Baseline																					
Opening Reserve Balance	8,569,072	8,215,601	7,136,336	5,731,929	4,594,079	3,761,254	2,922,852	1,727,972	867,795	400,564	35,191	55,030	(276,806)	(703,633)	304,180	252,715	(158,651)	(243,156)	(1,552,049)	(1,762,000)	(2,504,716)
Capital Expenditures	(2,429,802)	(3,083,448)	(3,637,423)	(3,584,346)	(3,485,986)	(3,594,560)	(4,096,597)	(4,650,146)	(4,144,373)	(4,165,793)	(3,721,611)	(4,009,743)	(3,979,480)	(2,002,758)	(3,049,765)	(3,282,224)	(3,002,881)	(4,397,114)	(2,984,640)	(3,727,278)	(3,421,734)
Capital Grant/Funding	383,451	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Investment Earnings	109,225	106,421	101,192	89,369	85,179	74,097	69,975	65,182	53,962	55,653	45,071	43,979	46,226	46,707	48,508	47,225	47,782	48,383	47,965	48,983	49,880
Annual Allocation	1,220,688	1,233,443	1,247,681	1,262,256	1,277,176	1,292,451	1,308,087	1,324,093	1,340,479	1,357,254	1,374,426	1,392,004	1,410,000	1,428,422	1,447,280	1,466,586	1,486,349	1,506,581	1,527,291	1,548,493	1,570,198
Additional Allocation	362,967	514,319	734,142	944,871	1,140,804	1,239,611	1,373,656	2,250,694	2,132,701	2,091,924	1,946,427	1,385,443	1,352,512	1,207,047	1,234,245	1,383,257	1,049,433	1,049,433	1,237,086	1,203,746	
Closing Reserve Balance	8,215,601	7,136,336	5,731,929	4,594,079	3,761,254	2,922,852	1,727,972	867,795	400,564	35,191	55,030	(276,806)	(703,633)	304,180	252,715	(158,651)	(243,156)	(1,552,049)	(1,762,000)	(2,504,716)	(2,952,627)
Operating Surplus (Deficit)	514,560	1,220,085	1,242,190	1,422,518	1,704,375	1,740,268	2,037,685	2,669,588	2,779,966	2,758,142	2,698,830	2,393,999	2,167,240	1,964,632	1,868,928	1,783,903	1,664,061	1,535,685	1,398,420	1,251,900	1,261,570
Additional Allocation	(362,967)	(514,319)	(734,142)	(944,871)	(1,140,804)	(1,239,611)	(1,373,656)	(2,250,694)	(2,132,701)	(2,237,513)	(2,171,954)	(2,091,924)	(1,946,427)	(1,385,443)	(1,352,512)	(1,207,047)	(1,234,245)	(1,383,257)	(1,049,433)	(1,237,086)	(1,203,746)
Revised Net Operating Surplus (Deficit)	151,593	705,767	508,048	477,647	563,571	500,657	664,029	418,894	647,265	520,629	526,876	302,074	220,814	579,190	516,416	576,857	429,816	152,427	348,987	14,814	57,825
Cumulative - With Co-Investment*																					
Opening Reserve Balance	8,569,072	8,215,601	8,256,448	8,748,658	9,138,842	9,548,448	9,962,606	8,115,623	6,392,317	4,592,385	2,739,499	1,237,384	(786,377)	(2,959,631)	(3,337,260)	(4,741,237)	(6,359,649)	(7,678,399)	(10,370,550)	(11,629,934)	(13,609,736)
Capital Expenditures	(2,779,802)	(9,595,582)	(5,673,909)	(5,778,688)	(5,794,996)	(5,347,717)	(7,745,371)	(8,032,909)	(4,144,373)	(4,165,793)	(3,721,611)	(4,009,743)	(3,979,480)	(2,002,758)	(3,049,765)	(3,282,224)	(3,002,881)	(4,397,114)	(2,984,640)	(3,727,278)	(3,421,734)
Capital Grant/Funding	733,451	7,782,246	4,442,246	4,442,246	4,442,246	4,120,327	4,120,327	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Investment Earnings	109,225	106,421	101,192	89,369	85,179	74,097	69,975	65,182	53,962	55,653	45,071	43,979	46,226	46,707	48,508	47,225	47,782	48,383	47,965	48,983	49,880
Annual Allocation	1,220,688	1,233,443	1,247,681	1,262,256	1,277,176	1,292,451	1,308,087	1,324,093	1,340,479	1,357,254	1,374,426	1,392,004	1,410,000	1,428,422	1,447,280	1,466,586	1,486,349	1,506,581	1,527,291	1,548,493	1,570,198
Additional Allocation	362,967	514,319	375,000	375,000	400,000	275,000	400,000	800,000	800,000	750,000	650,000	400,000	200,000								
Closing Reserve Balance	8,215,601	8,256,448	8,748,658	9,138,842	9,548,448	9,962,606	8,115,623	6,392,317	4,592,385	2,739,499	1,237,384	(786,377)	(2,959,631)	(3,337,260)	(4,741,237)	(6,359,649)	(7,678,399)	(10,370,550)	(11,629,934)	(13,609,736)	(15,261,393)
Operating Surplus (Deficit)- Baseline	514,560	1,220,085	1,242,190	1,422,518	1,704,375	1,740,268	2,037,685	2,669,588	2,779,966	2,758,142	2,698,830	2,393,999	2,167,240	1,964,632	1,868,928	1,783,903	1,664,061	1,535,685	1,398,420	1,251,900	1,261,570
Additional Allocation	(362,967)	(514,319)	(734,142)	(944,871)	(1,140,804)	(1,239,611)	(1,373,656)	(2,250,694)	(2,132,701)	(2,237,513)	(2,171,954)	(2,091,924)	(1,946,427)	(1,385,443)	(1,352,512)	(1,207,047)	(1,234,245)	(1,383,257)	(1,049,433)	(1,237,086)	(1,203,746)
CMHC loan cost (25-year, 1.25%)	(1,094)	(99,778)	(372,775)	(572,775)	(772,775)	(972,775)	(1,157,775)	(1,342,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)
Revised Net Operating Surplus (Deficit)	150,499	605,989	494,415	474,743	531,600	492,493	479,910	526,813	452,191	480,367	521,055	466,224	439,465	436,857	341,153	256,128	136,286	7,910	(199,395)	(275,878)	(268,295)
* Incl. 258 Lisgar (\$3.7M) and Bundle (\$29M)																					
Cumulative - With Co-Investment + Property Tax + Merger																					
Opening Reserve Balance	8,998,766	8,341,145	8,002,474	8,283,024	8,559,518	9,452,403	9,892,176	9,203,395	8,667,064	8,123,470	7,719,124	7,100,037	6,138,913	5,028,295	5,678,602	5,664,337	5,393,039	4,835,185	3,072,055	2,650,230	1,103,906
Capital Expenditures	(3,223,907)	(10,113,197)	(6,040,161)	(6,421,108)	(6,084,037)	(6,124,757)	(7,902,795)	(9,378,004)	(4,288,653)	(4,282,869)	(4,298,230)	(4,463,618)	(4,200,308)	(2,387,353)	(3,074,695)	(3,351,760)	(3,660,531)	(4,524,090)	(3,006,424)	(4,090,068)	(4,452,640)
Capital Grant/Funding	733,451	7,782,246	4,442,246	4,442,246	4,442,246	4,120,327	4,120,327	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Investment Earnings	109,225	106,421	101,192	89,369	85,179	74,097	69,975	65,182	53,962	55,653	45,071	43,979	46,226	46,707	48,508	47,225	47,782	48,383	47,965	48,983	49,880
Annual Allocation**	1,321,481	1,336,252	1,352,546	1,369,218	1,386,278	1,403,734	1,421,595	1,439,872	1,458,574	1,477,710	1,497,291	1,517,327	1,537,829	1,558,808	1,580,274	1,602,240	1,624,716	1,647,714	1,671,248	1,695,329	1,719,970
Additional Allocation	402,129	549,607	424,728	796,768	1,063,219	966,373	1,602,116	2,216,291	2,082,523	2,195,160	1,986,782	1,791,188	1,355,634	1,282,145	1,281,649	1,280,996	1,280,180	1,184,663	715,387	649,431	568,596
Closing Reserve Balance	8,341,145	8,002,474	8,283,024	8,559,518	9,452,403	9,892,176	9,203,395	8,667,064	8,123,470	7,719,124	7,100,037	6,138,913	5,028,295	5,678,602	5,664,337	5,393,039	4,835,185	3,072,055	2,650,230	1,103,906	(860,289)
Operating Surplus (Deficit)- Baseline	592,885	1,308,940	1,341,646	1,532,644	1,825,298	1,871,931	2,377,429	3,108,764	3,219,741	3,198,283	3,139,090	2,834,121	2,606,953	2,403,651	2,306,955	2,220,625	2,099,149	1,968,795	1,829,193	1,679,960	1,686,522
Additional Allocation	(402,129)	(549,607)	(424,728)	(796,768)	(1,063,219)	(966,373)	(1,602,116)	(2,216,291)	(2,082,523)	(2,195,160)	(1,986,782)	(1,791,188)	(1,355,634)	(1,282,145)	(1,281,649)	(1,280,996)	(1,280,180)	(1,184,663)	(715,387)	(649,431)	(568,596)
CMHC loan cost (25-year, 1.25%)	(1,094)	(99,778)	(372,775)	(572,775)	(772,775)	(972,775)	(1,157,775)	(1,342,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)	(1,527,775)
Property tax exemption				366,705	602,788	625,541	679,713	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636
Donation, net of costs (TBC)																					
Revised Net Operating Surplus (Deficit)	189,662	659,555	544,143	529,806	592,032	558,325	297,251	612,334	672,079	537,984	687,169	577,794	786,180	656,367	560,166	474,489	353,830	588,793	648,667	565,389	652,787

Portfolio view - Baseline



Proforma Co-Investment Bundle

COINVESTMENT - FINANCIAL OPERATING PROFORMA

9-17-21-22-26-27-34-35-36-37-38-39-40-41-1017-1027

	2022	2023	2024	2025	2026	2027	2028
REVENUE							
Market rent	\$ 10,482,704	\$ 10,692,358	\$ 10,906,206	\$ 11,124,330	\$ 11,346,816	\$ 11,573,753	\$ 11,805,228
Subsidies to tenants	(4,217,182)	(4,301,526)	(4,387,556)	(4,475,307)	(4,564,813)	(4,656,110)	(4,749,232)
Rent before vacancy cost	6,265,522	6,390,833	6,518,649	6,649,022	6,782,003	6,917,643	7,055,996
Vacancy cost	(160,385)	(163,593)	(166,865)	(170,202)	(173,606)	(177,078)	(180,620)
Rent received from tenants	6,105,137	6,227,240	6,351,785	6,478,820	6,608,397	6,740,565	6,875,376
Interest rate reduction subsidy	12,011	12,011	12,011	12,011	12,011	12,011	12,011
RGI supplement	169,114	172,496	175,946	179,465	183,054	186,715	190,450
Provincial Rent subsidy	2,887,684	2,945,438	3,004,347	3,064,434	3,125,722	3,188,237	3,252,002
Provincial Property Tax Subsidy	1,502,952	1,548,040	1,405,979	1,253,678	1,291,289	923,379	370,049
Provincial Operating subsidy	33,080	33,742	132,041	301,150	307,173	256,414	255,705
Commercial rent	90,750	90,750	90,750	90,750	90,750	90,750	90,750
Parking	341,022	347,843	354,800	361,896	369,134	376,516	384,047
Laundry	187,425	191,173	194,997	198,897	202,875	206,932	211,071
Sundry	52,646	52,646	52,646	52,646	52,646	52,646	52,646
Total Revenue	11,381,821	11,621,379	11,775,301	11,993,746	12,243,050	12,034,166	11,694,105
EXPENSES							
Administration	1,814,473	1,868,907	1,924,975	1,982,724	2,042,206	2,103,472	2,166,576
Property Taxes	2,011,545	2,071,891	2,133,907	2,197,783	2,263,575	2,331,341	2,401,140
Mortgage Interest	688,818	688,818	688,818	635,908	635,908	410,308	194,182
Amortization on Rental property	2,631,640	2,631,640	2,428,338	2,161,672	2,161,672	1,677,292	670,424
CMHC Loan (P+I)	0	200,000	400,000	600,000	800,000	985,000	1,170,000
Land Rent	28,890	28,890	28,890	28,890	28,890	28,890	28,890
Insurance	180,267	185,675	191,245	196,983	202,892	208,979	215,248
Bad Debts	31,927	32,566	33,217	33,882	34,559	35,250	35,955
Heat	250,264	257,772	265,505	273,470	281,675	290,125	298,829
Hydro	347,158	357,573	368,300	379,349	390,729	402,451	414,525
Water	407,522	419,748	432,340	445,311	458,670	472,430	486,603
Maintenance & Repairs	1,984,203	2,043,626	2,104,832	2,167,875	2,232,808	2,299,690	2,368,578
Miscellaneous	8,739	8,992	9,253	9,522	9,798	10,083	10,375
Provision for capital replacements	673,285	685,653	698,313	711,274	724,543	738,125	752,030
Sales taxes	40,884	42,110	43,373	44,674	46,014	47,395	48,816
Total Expenses	11,099,615	11,523,861	11,698,398	11,869,317	12,313,940	12,040,831	11,262,172
Operating Income (Deficit)	\$282,206	\$97,518	\$76,903	\$124,430	(\$70,890)	(\$6,665)	\$431,933
Mortgage & Interest	3,320,458	3,520,458	3,464,246	3,397,580	3,597,580	3,072,600	2,034,606
Surplus Before Mortgage & Interest	3,602,664	3,617,976	3,541,149	3,522,010	3,526,690	3,065,934	2,466,538
Bundle Base DCR	1.08	1.09	1.16	1.26	1.26	1.47	2.85
Bundle DCR with Co-Investment	1.08	1.03	1.02	1.04	0.98	1.00	1.21
CCOC DCR with Co-Investment	1.16	1.13	1.13	1.14	1.11	1.14	1.27

CMHC Loan (1.25%, 25 years)

Draw Schedule	4,292,246	4,292,246	4,292,246	4,292,246	3,970,327	3,970,327	3,970,327
Loan Balance	4,292,246	8,584,492	12,876,738	17,168,983	21,139,311	25,109,638	29,079,966

DEPT.	PROPERTY ADDRESS	MTG NO	MONTHLY	RATE	DUE DATE	LENDER/INSTITUTION	
9	50 James		4,663.02	9.8750%	Apr.01 2029	CANADA MORTGAGE & HOUSING CORP.	SEC27
17	170 Booth St.						EOA 2017
21	345 Waverly						EOA 2018
22	210 Gloucester						EOA 2021
26	110 Nelson	E02214	21,132.87	1.1100%	Feb.02 2024	CANADA MORTGAGE & HOUSING CORP.	PROV
27	520 Bronson	520655	21,904.00	2.9900%	Oct.01 2024	FIRST NATIONAL FINANCIAL CORPORATION	PROV
34	264 Lisgar Str.	16-4260-T00	28,785.33	1.8500%	Jan.01 2027	MCAP	PROV
35	10 Stevens Ave.	16-4259-T00	24,526.46	1.8500%	Dec.01 2026	MCAP	PROV
36	258 Argyle Ave.	46834	19,868.22	2.6860%	Oct.02 2027	PEOPLES TRUST COMPANY	PROV
37	145 Clarence Str.	49663	39,965.04	3.1840%	Sep.01 2028	PEOPLES TRUST COMPANY	PROV
38	511 Bronson Ave.	46835	11,841.52	2.6860%	Oct.02 2027	PEOPLES TRUST COMPANY	PROV
39	415 Gilmour St.	300291-8	40,618.89	3.1600%	Mar.01 2028	THE BANK OF NOVA SCOTIA	PROV
40	151 Parkdale Ave.	415210-6	35,604.04	2.9800%	Nov.02 2027	THE BANK OF NOVA SCOTIA	PROV
41	455 Lisgar Str.	GWL504698.1	26,272.19	6.4900%	Jan.01 2031	GREAT-WEST LIFE (204) 946-8530	PROV

ABC Long term Operating Forecasts

ABC Non-profit

	2020																							
	(unaudited)	QE adj	Proforma	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
Occupancy charges	547,363		547,363	558,310	569,476	580,866	592,483	604,333	616,420	628,748	641,323	654,149	667,232	680,577	694,189	708,072	722,234	736,679	751,412	766,440	781,769	797,405	813,353	829,620
RGI subsidy	555,833		555,833	566,950	578,289	589,854	601,652	613,685	625,958	638,477	651,247	664,272	677,557	691,108	704,931	719,029	733,410	748,078	763,040	778,300	793,866	809,744	825,939	842,457
Less: Vacancy costs	- 551	-	- 551	- 5,626	- 5,739	- 5,854	- 5,971	- 6,090	- 6,212	- 6,336	- 6,463	- 6,592	- 6,724	- 6,858	- 6,996	- 7,136	- 7,278	- 7,424	- 7,572	- 7,724	- 7,878	- 8,036	- 8,196	- 8,360
	1,102,645	-	1,102,645	1,119,634	1,142,026	1,164,867	1,188,164	1,211,927	1,236,166	1,260,889	1,286,107	1,311,829	1,338,066	1,364,827	1,392,124	1,419,966	1,448,365	1,477,333	1,506,879	1,537,017	1,567,757	1,599,113	1,631,095	1,663,717
Operating subsidy	123,098		123,098	125,560	128,071	130,633	133,245	135,910	138,628	141,396	144,217	147,092	149,992	152,926	155,894	158,896	161,932	164,999	168,097	171,226	174,386	177,576	180,795	184,043
Property tax subsidy	196,955		196,955	202,864	208,950	215,218	221,675	228,325	235,175	242,230	249,497	256,982	264,691	272,632	280,811	289,235	297,912	306,849	316,055	325,537	335,303	345,362	355,723	366,394
Parking, laundry, lockers	71,288		71,288	72,714	74,168	75,651	77,164	78,708	80,282	81,888	83,525	85,196	86,900	88,638	90,410	92,219	94,063	95,944	97,863	99,820	101,817	103,853	105,930	108,049
Other	3,226		3,226	3,291	3,356	3,423	3,492	3,562	3,633	3,706	3,780	3,855	3,932	4,011	4,091	4,173	4,257	4,342	4,429	4,517	4,608	4,700	4,794	4,890
	1,497,212	-	1,497,212	1,524,062	1,556,571	1,589,792	1,623,740	1,658,432	1,693,884	1,747,359	1,737,412	1,400,880	1,428,898	1,457,476	1,486,625	1,516,358	1,546,685	1,577,619	1,609,171	1,641,355	1,674,182	1,707,665	1,741,819	1,776,655
Expenses																								
Administration	174,302	- 23,942	150,360	154,870	159,517	164,302	169,231	174,308	179,537	184,923	190,471	196,185	202,071	208,133	214,377	220,808	227,432	234,255	241,283	248,522	255,977	263,657	271,566	279,713
Mortgage	700,629	- 25,432	675,197	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464	679,464
Bad debts	5,480		5,480	8,220	8,467	8,721	8,982	9,252	9,529	9,815	10,110	10,413	10,725	11,047	11,378	11,720	12,071	12,433	12,806	13,191	13,586	13,994	14,414	14,846
Contribution to capital reserve	79,053	19,763	98,816	100,793	102,808	104,865	106,962	109,101	111,283	113,509	115,779	118,095	120,456	122,866	125,323	127,829	130,386	132,994	135,654	138,367	141,134	143,957	146,836	149,772
Insurance	28,567		28,567	29,424	30,307	31,216	32,152	33,117	34,110	35,134	36,188	37,273	38,392	39,543	40,730	41,952	43,210	44,506	45,842	47,217	48,633	50,092	51,595	53,143
Maintenance and services	173,219	- 14,062	159,157	163,932	168,850	173,915	179,133	184,507	190,042	195,743	201,615	207,664	213,894	220,310	226,920	233,727	240,739	247,961	255,400	263,062	270,954	279,083	287,455	296,079
Property tax	196,955		196,955	202,864	208,950	215,218	221,675	228,325	235,175	242,230	249,497	256,982	264,691	272,632	280,811	289,235	297,912	306,849	316,055	325,537	335,303	345,362	355,723	366,394
Utilities	103,078		103,078	106,170	109,355	112,636	116,015	119,496	123,081	126,773	130,576	134,493	138,528	142,684	146,965	151,374	155,915	160,592	165,410	170,372	175,483	180,748	186,170	191,755
	1,461,283	- 43,673	1,417,610	1,445,737	1,467,717	1,490,337	1,513,614	1,537,569	1,562,221	1,134,615	934,236	961,105	988,757	1,017,215	1,046,503	1,076,645	1,107,666	1,139,592	1,172,450	1,206,267	1,241,071	1,276,892	1,313,759	1,351,704
Net income	35,929	43,673	79,602	78,325	88,854	99,456	110,126	120,863	131,663	339,744	439,177	439,776	440,141	440,261	440,122	439,713	439,019	438,027	436,721	435,088	433,111	430,773	428,060	424,951
Cont. to reserves as % of expenses	5%		7%	7%	7%	7%	7%	7%	7%	10%	12%	12%	12%	12%	12%	12%	12%	12%	12%	11%	11%	11%	11%	11%
DCR	1.05		1.12	1.12	1.13	1.15	1.16	1.18	1.19	2.50														
Extra Spending Room @ Target DCR of 1.05					51,376	61,460	71,610	81,823	92,096	312,124	417,754	418,323	418,671	418,785	418,653	418,264	417,604	416,660	415,418	413,864	411,984	409,760	407,179	404,223

- 2020 pro forma adjusted to reflected earnings going forward with ABC operations integrated into CCOC: termination of HomeStart contract (\$218K), allocation of CCOC’s overhead (\$200K or \$1,919/unit), office cost savings, mortgage cost savings upon Dec’19 refinancing and 25% increase in contribution to capital reserve fund.
- Assumed status quo for rent subsidies following end of mortgage; and no operating and property taxes subsidies at EOM

ABC Capital Plan

	INTEGRATED OPERATING & CAPITAL FORECAST (updated 2021)																				
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
PROVINCIAL																					
Opening Reserve Balance	4,930,950	4,898,809	3,984,001	2,844,965	2,431,318	2,227,677	1,950,634	1,186,975	-	724,263	-	-	-	-	336,516	550,550	204,284	312,796	-	2,068	-
Capital Expenditures	(834,937)	(1,576,204)	(1,811,967)	(1,187,743)	(1,135,223)	(1,240,853)	(1,872,358)	(2,997,686)	(762,721)	(2,446,600)	(2,041,164)	(1,867,180)	(2,040,106)	(1,109,754)	(1,218,767)	(1,762,660)	(1,290,707)	(2,156,821)	(1,355,441)	(1,401,584)	(2,154,673)
Capital Grant/Funding	142,692	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment Earnings	60,302	60,653	54,094	47,453	44,844	41,229	37,420	33,045	23,967	25,402	16,571	15,953	16,381	15,107	15,710	14,937	15,032	14,484	13,049	13,071	13,430
Annual Allocation	586,834	600,742	614,980	629,555	644,475	659,750	675,386	691,392	707,778	724,553	741,725	759,303	777,299	795,721	814,579	833,885	853,648	873,880	894,590	915,792	937,497
Additional Allocation*	12,967	-	3,856	97,088	242,263	262,831	395,893	1,086,274	755,238	972,383	1,282,868	1,091,924	1,246,427	635,443	602,512	567,571	530,539	955,663	449,869	470,654	1,203,746
Closing Reserve Balance	4,898,809	3,984,001	2,844,965	2,431,318	2,227,677	1,950,634	1,186,975	-	724,263	-	-	-	-	-	336,516	550,550	204,284	312,796	-	2,068	-
ABC Non-Profit																					
Opening Reserve Balance	429,694	125,544	-	-	-	-	-	125,957	116,229	309,932	533,383	299,760	191,269	318,127	283,427	610,504	894,982	593,243	823,956	1,161,515	1,159,591
Capital Expenditures	(444,105)	(517,615)	(366,252)	(642,420)	(289,041)	(777,040)	(157,424)	(345,095)	(144,280)	(117,076)	(576,619)	(453,875)	(220,828)	(384,595)	(24,930)	(69,536)	(657,650)	(126,976)	(21,784)	(362,790)	(1,030,906)
Capital Grant/Funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment Earnings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Annual Allocation	100,793	102,808	104,885	106,962	109,101	111,283	113,509	115,779	118,095	120,456	122,866	125,323	127,829	130,386	132,994	135,654	138,367	141,134	143,957	146,836	149,772
Additional Allocation*	39,162	289,263	261,387	535,458	179,940	665,757	169,872	219,588	219,888	220,070	220,130	220,061	219,857	219,510	219,013	218,361	217,544	216,555	215,387	214,030	212,476
Closing Reserve Balance	125,544	-	-	-	-	-	125,957	116,229	309,932	533,383	299,760	191,269	318,127	283,427	610,504	894,982	593,243	823,956	1,161,515	1,159,591	490,933
Operating Surplus (Deficit)	78,325	88,854	99,456	110,126	120,863	131,663	339,744	439,177	439,776	440,141	440,261	440,122	439,713	439,019	438,027	436,721	435,088	433,111	430,773	428,060	424,951
Additional Allocation	(39,162)	(289,263)	(261,387)	(535,458)	(179,940)	(665,757)	(169,872)	(219,588)	(219,888)	(220,070)	(220,130)	(220,061)	(219,857)	(219,510)	(219,013)	(218,361)	(217,544)	(216,555)	(215,387)	(214,030)	(212,476)
Revised Operating Surplus	39,162	(200,408)	(161,932)	(425,332)	(59,077)	(534,094)	169,872	219,588	219,888	220,070	220,130	220,061	219,857	219,510	219,013	218,361	217,544	216,555	215,387	214,030	212,476
PROVINCIAL INCL. ABC																					
Opening Reserve Balance	5,360,644	5,024,353	3,730,026	2,379,330	1,485,288	1,162,139	285,170	-	-	917,965	179,607	-	-	-	301,816	842,928	781,139	587,912	41,501	381,128	312,538
Capital Expenditures	(1,279,042)	(2,093,819)	(2,178,219)	(1,830,163)	(1,424,264)	(2,017,893)	(2,029,782)	(3,342,781)	(907,001)	(2,563,676)	(2,617,783)	(2,321,055)	(2,260,934)	(1,494,349)	(1,243,697)	(1,832,196)	(1,948,357)	(2,283,797)	(1,377,225)	(1,764,374)	(3,185,579)
Capital Grant/Funding	142,692	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investment Earnings	60,302	60,653	54,094	47,453	44,844	41,229	37,420	33,045	23,967	25,402	16,571	15,953	16,381	15,107	15,710	14,937	15,032	14,484	13,049	13,071	13,430
Annual Allocation	687,627	703,551	719,845	736,517	753,577	771,033	788,894	807,171	825,873	845,009	864,590	884,626	905,128	926,107	947,573	969,539	992,015	1,015,013	1,038,547	1,062,628	1,087,269
Additional Allocation*	52,129	35,288	53,584	152,151	302,694	328,663	918,297	2,502,564	975,126	954,908	1,557,014	1,420,477	1,339,425	854,952	821,525	785,931	748,083	707,890	665,256	620,085	1,772,341
Closing Reserve Balance	5,024,353	3,730,026	2,379,330	1,485,288	1,162,139	285,170	-	-	917,965	179,607	-	-	-	301,816	842,928	781,139	587,912	41,501	381,128	312,538	-
Operating Surplus (Deficit)	104,259	70,576	107,168	304,301	605,389	657,325	1,131,531	1,858,120	1,950,251	1,909,815	1,884,466	1,831,290	1,772,597	1,709,905	1,643,050	1,571,863	1,496,167	1,415,779	1,330,512	1,240,170	1,237,062
Additional Allocation	(52,129)	(35,288)	(53,584)	(152,151)	(302,694)	(328,663)	(918,297)	(2,502,564)	(975,126)	(954,908)	(1,557,014)	(1,420,477)	(1,339,425)	(854,952)	(821,525)	(785,931)	(748,083)	(707,890)	(665,256)	(620,085)	(1,772,341)
Revised Operating Surplus	52,129	35,288	53,584	152,151	302,694	328,663	213,234	(644,444)	975,126	954,908	327,452	410,814	433,171	854,952	821,525	785,931	748,083	707,890	665,256	620,085	(535,280)

* Greater of 50% of profit or amount for capital reserve balance to be at least 0.

CCOC PERSONNEL COMMITTEE

MINUTES

5:30pm, Monday, January 11, 2021

Held via GoToMeeting

Present: Bill Rooney, Dougald Brown, AnaLori Smith (chair), Pascal St-Amour, Ricky Keo, Zak Spelay

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

Guests: Sara Hobbs (2nd meeting)

Regrets: Kevin Judge

1. **Call to order:** 5:35pm

2. **Reading of the anti-oppression statement:** Completed

3. **Approval of the agenda:** (M/S/C, P. St-Amour/B. Rooney)

4. **Approval of the December 14, 2020 minutes:** (M/S/C, Z. Spelay/B. Rooney)

5. **Staffing Updates:**

We have hired Laura Penney as the new TCE Facilitator on an 18-month term. She will help support the department while Laine is on maternity leave.

Kiefer, a Project Manager in our Development department, has resigned. The posting has already closed and interviews will occur soon.

Interviews for the positions of General Maintenance Worker, Building Cleaner, TSR, and Operations Coordinator should be happening soon.

We will be reposting for the position of Painter & Decorator shortly.

6. **Training:**

- a) **Anti-discrimination and anti-oppression training:** No report of attendee course evaluation. Will discuss results with Personnel Committee in February.

7. **New Business:**

a) **Cell phone allowance 2021:** for discussion and decision

Members reviewed the plan prices from Bell/Rogers/Telus and revised the CCOC reimbursement rates to match the average as outlined in the policies of employment. The monthly rate for voice will be lowered to \$39.55 (from \$56.50). The monthly rate for “employees recognized for carrying cell phones” will be lowered to \$19.78 (from \$28.25). (M/S/C, Z. Spelay/B. Rooney)

b) Incident Reporting Form: for review and endorsement

The incident reporting form has been revised. Here are some of the largest changes:

- It is now bilingual
- The form can be handed in to the Director of HR instead of their supervisor if they prefer
- The addition of the line asking staff to certify that the information is true, accurate, and complete.
- Added “types of incidents” so that people understand when the form should be used.

We plan to do a full review of the CCOC violence and harassment policy in 2021. We are waiting for input from the AROC consultant before moving forward with this portion.

We plan to have these forms printed so that staff can access them anywhere. There will also be a web form available.

Member input:

- The form specifically mentions “CCOC premises” but we should adjust it to say “CCOC premises or elsewhere” since there is cyberbullying. This also matters since staff are communicating with tenants and contractors from home.
- Add a note that if the form space is too little, they can submit additional pages.

8. Business Arising:

a) Pandemic: update

CCOC has moved over to level “grey” in our pandemic plan. There is little impact to tenants with this change. The service desk will not have appointments at this level but we had already stopped appointments because the service team is short-staffed.

Letters will be given out to all staff who are required to travel in the city as part of their duties in case the province requires it.

b) Job Evaluation Requests: *in camera* item #1 (guest speaker: 5:45pm)

The committee moved *in camera* at 5:46pm. (M/S/C, P. St-Amour/B. Rooney)

Minutes recorded separately.

The committee moved *ex camera* at 6:24pm. (M/S/C, Z. Spelay/B. Rooney)

c) Performance Management: review and approval of 2021 Performance Agreement Form

The draft performance agreement form was circulated. It is now an agreement between the employee and their supervisor. At the beginning of the year, they will review it together, set objectives, and discuss their career objectives. The form will be reviewed again at mid-year and during the employee’s annual performance evaluation.

The agreement for supervisors would be the same except there would be two additional competencies pre-labeled “financial management” and “leadership”.

This is just the first tool of many that we plan to develop to improve CCOC’s performance management system.

Members ran out of time to discuss the form fully. Since we hope to implement the form by March, members will email their feedback to Andree-Ann by Tuesday, January 19th at noon.

- d) **Volunteer Program Evaluation** (Hannah’s attendance and further discussion is deferred to February)

9. **Staff meetings:**

All Staff: January 13, 2021

Health & Safety: next meeting Feb 11, 2021

10. **Committee summaries:** None

11. **Other business:**

- a) *In camera* item #2

T. Trueman, P. St-Amour, and R. Keo left the meeting.

The committee moved *in camera* at 6:50pm.

(M/S/C, B. Rooney/ Z. Spelay)

Minutes recorded separately.

The committee moved *ex camera* at 7:03pm.

(M/S/C, B. Rooney/ D. Brown)

- 12. **Adjournment:** AnaLori was absent from the December Board meeting, she will recommend both guests as full Personnel Committee member volunteers at the January meeting. 7:03pm

(M/C, B. Rooney)

Next meeting: 5:30pm, February 8, 2020

By videoconference

Work plan (2019-2022)

Goal (from CCOC strat plan)	Objectives	Strategies	Activities	Timelines
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. Work with the new Communications Officer in 2021.	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

The CCOC cell phone policy (2020 rates):

3.3 Cell Phones (Section 15.4):

1) Employees required to carry cell phones:

Allowance program: CCOC will reimburse employees at a rate equivalent to the average between the 3 major telecommunications companies' (Bell, Rogers, Telus) basic monthly plan for voice/text (minimum 500 minutes/month) or voice/data (minimum 500 minutes/month, minimum 500MB data). The rate will be set annually.

The monthly rate for voice 2020 will be **\$56.50**

The monthly rate for voice and data 2020 will be **\$84.75**

Employees will be reimbursed for work-related equipment and accessories up to a maximum of **\$150** every two years.

At the discretion of department directors, employees whose work requires long-distance calls using a cell phone can qualify for an additional **\$3/month** allowance.

2) Employees recognized for carrying cell phones:

CCOC will reimburse employees at a rate equivalent to **half** of the averaged basic monthly plan for voice/text (minimum 600 minutes/month).

The monthly rate for 2020 will be **\$28.25** (half of **\$56.50**).

2021 rates:

Company	voice only	voice and data
Bell	\$35	\$75
Rogers	\$35	\$75
Telus	\$35	\$75
Average	\$35	\$75
Average including tax	\$39.55	\$84.75

If approved:

- The monthly rate for voice would be lowered to \$39.55 (from \$56.50). Impacts 4 staff members.
- The monthly rate for "employees recognized for carrying cell phones" would be lowered to \$19.78 (from \$28.25). Impacts 4 staff members.

Note: all staff are currently receiving the full voice and data allowance (\$84.75) while working from home. These changes would take effect for the 8 staff members when working from home is no longer required by CCOC.

Incident Report | Rapport d'incident

This form is to be completed in the event of any incident of harassment that takes place on CCOC premises, and may include any violation of the CCOC's Harassment policy and Code of Conduct. | Ce formulaire doit être rempli en cas d'incident de harcèlement qui a lieu dans les locaux de CCOC et peut inclure toute violation de la politique de harcèlement et du code de conduite.

INCIDENT INFORMATION | INFORMATIONS SUR L'INCIDENT

Incident Type* | Type d'incident*: _____ Date: _____

Location | Lieu : _____

Specific area of location (if applicable) |
 emplacement spécifique (si s'applique) _____

Incident Description (Including any events leading up to or immediately following): |
 Description de l'incident (y compris tout événement précédant ou suivant immédiatement):

Name(s) of supervisory staff involved along with their response to incident: |
 Nom(s) du personnel de gestion impliqué et leur réponse à l'incident:

Name(s) of parties / witnesses involved | Nom(s) des parties / témoins impliqués:

1. _____

2. _____

3. _____

Police Report Filed? | Yes/Oui
 Rapport de police déposé? No/Non

No Trespassing Order Issued? | Yes/Oui
 Ordonnance d'intrusion émise? No/Non

Reporting Officer |
 Nom du policier/ière : _____

Phone|Téléphone : _____

*****Follow up action*** This Field Must Be Filled Out by HR or the supervisor |
***** Suivi / Actions prises*** Ce champ doit être rempli par les RH ou le superviseur****

I hereby certify that to the best of my knowledge the above-mentioned information is true, accurate and complete. Making false or frivolous allegations is in violation of the CCOC's Harassment policy and Code of Conduct and is subject to disciplinary sanctions. | Je certifie par la présente qu'à ma connaissance, les informations susmentionnées sont véridiques, exactes et complètes. Faire des allégations fausses ou frivoles constitue une violation de la politique de harcèlement et du code de conduite de CCOC et est passible de sanctions disciplinaires.

Furthermore, I realize that an inquiry will be initiated once this report has been filed. | De plus, comprends qu'une enquête sera ouverte une fois ce rapport déposé.

Submitter name | Nom de l'expéditeur/trice:

Signature

Date

Supervisor/HR name | Nom du superviseur(e)/RH

Signature:

Date

***Incident type :** Discrimination (i.e. : race, gender, age, disability ; religion); personal ; physical; psychological ; cyberbullying; retaliation; sexual ; third party ; verbal

***Type d'incident :** Discrimination (c'est-à-dire: race, sexe, âge, handicap, religion); personnel; physique; psychologique; harcèlement sur internet; représailles; sexuelle; tierce personne ; verbal

2021 Performance Agreement and Assessment Form – Employees

Section A: General Information				
Employee's Information	Name:	Department:		
Supervisor's Information	Name:	Period 2021-01-01 to 2021-12-31		
Section B: Work Objectives				
Objectives (Maximum 5)	Performance Measures	Results Achieved		
1.				
2.				
3.				
Section C: Personal Learning Plan				
<p>The Personal Learning Plan (PLP) identifies learning objectives and associated activities to develop the employee's knowledge, competencies, skills or any other needs related to the requirements of their position. The PLP can also include learning activities to help the employee in achieving their professional development goals. The PLP is considered a commitment but not an approval, and may be changed subject to operational requirements. The learning activities must be approved, in accordance with CCOC's Policies of Employment.</p>				
If the Personal Learning Plan was not completed, please provide the reason <input type="checkbox"/> Retirement Planning <input type="checkbox"/> Extended Absence <input type="checkbox"/> Other : Specify				
Mandatory Training (i.e.: Conflict resolution and deescalation, anti-discrimination and anti-oppression, WHMIS) <input type="checkbox"/> I have completed the mandatory training for my position				
Category*	Learning Objective	Learning Activity	Support Required (Cost, time, etc.)	Deadline & Status
<input type="checkbox"/> Mandatory Training				<input type="checkbox"/> Completed on: YY/MM/DD
<input type="checkbox"/> Job-specific <input type="checkbox"/> Career development				Deadline: YY/MM/DD Status: <input type="checkbox"/> In progress <input type="checkbox"/> Completed on: YY/MM/DD <input type="checkbox"/> Postponed until: YY/MM/DD Reason: <input type="checkbox"/> No longer required
<input type="checkbox"/> Job-specific <input type="checkbox"/> Career development				Deadline: YY/MM/DD Status: <input type="checkbox"/> In progress <input type="checkbox"/> Completed on: YY/MM/DD <input type="checkbox"/> Postponed until: YY/MM/DD Reason: <input type="checkbox"/> No longer required
<ul style="list-style-type: none"> — Mandatory Training : Learning required by CCOC — Job-Specific : Learning required to fulfill requirements of the employee's current position — Career development: Learning activities to help the employee in achieving their professional development goals 				
Section D : Career Interest				
CCOC is committed to developing the knowledge, skills, and competencies that staff will need to contribute to corporate and strategic objectives. This will be achieved by asking employees to discuss their career aspirations with their supervisors and to document their career objectives below in order to encourage them to learn, chart their careers and share their knowledge.				

CERTIFICATIONS

PERFORMANCE AGREEMENT			
I have discussed this performance agreement and personal learning plan with my supervisor and I understand the objectives and expectations set forth,			
I have read CCOC's Mission and Values Statement and Code of Conduct I understand that I am required to comply with their related terms and conditions of employment. At the outset of this new performance-management cycle, I have reviewed my obligations under these policies and I have discussed their content with my supervisor.			
Employee signature _____	Supervisor signature _____		
Date YY/MM/DD	Date YY/MM/DD		

MID YEAR ASSESSMENT			
A mid-year review conversation was conducted to discuss progress against work objectives and the personal learning plan, and updates have been made to reflect any changes, if applicable.			
Date of the mid-year review conversation: YY/MM/DD			
<input type="checkbox"/> The employee is on track to meet expectations	<input type="checkbox"/> Performance results to date indicate a need for improvement		
<input type="checkbox"/> Not applicable/Unable to assess			
Employee signature _____	Supervisor signature _____		
Date YY/MM/DD	Date YY/MM/DD		
If unable to assess, provide reason :			
<input type="checkbox"/> Retired	<input type="checkbox"/> Extended leave	<input type="checkbox"/> Training	<input type="checkbox"/> Other: Specify
<input type="checkbox"/> The employee has not been in the position long enough			

Section E: Performance Assessment			
Purpose of Assessment			
<input type="checkbox"/> Annual	<input type="checkbox"/> End of term/assignment	<input type="checkbox"/> End of Probation Period	<input type="checkbox"/> Other: Specify
Supervisor's Assessment			
Refer to the: SUPERVISOR'S GUIDE FOR THE ADMINISTRATION OF THE YEAR-END EVALUATION			
If unable to assess, provide reason :			
<input type="checkbox"/> Retired	<input type="checkbox"/> Extended leave	<input type="checkbox"/> Training	<input type="checkbox"/> Other: Specify
<input type="checkbox"/> The employee has not been in the position long enough			

Section F: Year-End Signatures and Comments			
<input type="checkbox"/> I have read and discussed this assessment with my supervisor (this statement indicates that the process has taken place; it does not indicate agreement on the content)			
Employee signature _____	Supervisor signature _____		
Date YY/MM/DD	Date YY/MM/DD		
Employee's Comments:			

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF MONDAY JANUARY 18, 2021
7pm, Go To Meetings (online)**

Chair: Shelley Robinson

In attendance: Mayada Bahubeshi, Jordan Edwards, Sinda Garziz, Lisa Hollingshead, Peter Thorn

Staff: Hannah Vlaar, Laine Johnson

Regrets: Sarah Eastwood, Ralf MacGrady, Terry Schoembs

1. Call to order 7:08 p.m.

2. Welcome and introductions

3. Adoption of the agenda (M/S/C Sinda Garziz/ Mayada Bahubeshi)

4. Adoption of the minutes of the meeting of Monday December 14, 2020 (M/S/C Peter Thorn/Sinda Garziz)

5. Business arising from previous minutes

a) Membership form and fee update

There was a good discussion at the December TCE committee meeting about the CCOC Membership form and what changes we would propose to the Board for 2021. The Committee recommended that the \$3.00 membership fee become a sliding scale with a suggested fee, or waived completely. While the fee is small, it could be a barrier to participation.

The Board is interested in creating a sliding scale or waiving the fee but wants to ensure whether legally CCOC can remove the fee structure and still comply with the Canada Not-for-Profit Corporations Act and the Ontario Corporations Act. This timeline implies that the changes will be investigated for 2022 but that the \$3.00 fee remains in effect for 2021. The Board supported the other revisions around volunteer engagement, so those updates were made to the 2021 Membership Form. The Membership Form is now online and payment process can be completed via e-transfer, which will hopefully ease access during COVID.

It was suggested the form could be updated slightly to reflect the fact that some returning members are being asked whether they want to 'join a committee' but there is no option to indicate that you are already a committee member. Hannah volunteered to make that change right away.

b) Policy and Guideline review outstanding from July 2020

There are three expired TCE policies that still need to be reviewed from our previous work in summer 2020. There is one guideline that also needs re-affirmation by March 2021. The outstanding policies and guidelines for review and approval are the following:

1. Resolutions Committee
2. Signage Design
3. Interior Common Area signage
4. Social Media Guidelines, Corporate and Personal

1. Resolutions Committee (discussion)

The committee reflected on how old the policy is and how long it has been since being reviewed. Does this imply it is less relevant? There was concern that if the Committee chooses to dissolve the policy, there would be no framework from which to discuss or defend a decision to bring a resolution to the AGM. There was agreement to proceed, but to indicate that this committee is only triggered if there are resolutions submitted in any given year.

The updates to the Terms of Reference should include:

- Under notices, duties and process, second bullet, change to read that the Resolutions Committee will read by-laws, policies and the CCOC mission/values. Clarify that if a resolution contravenes one or the other or both, the resolution will not be considered.
- Change to reflect we only call for resolutions once 60 days before the AGM.
- Describe a feedback mechanism so that the person who brings forward the resolution is given notice re. why the resolution does or does not move forward
- Changing notice by NewsNotes from 90 days to 120 days before the AGM (will only be possible in 2022, as we are already less than 120 days away from the 2021 AGM).

Motion: To continue the discussion, but to table the approval of the policy documents until they can be presented as amended at the next meeting. (M/S/C Peter Thorn/Mayada Bahubeshi)

TCE staff was given direction from TCE Committee that if, in addition to specific updates outlined by the Committee, if there are glaring inconsistencies that staff can identify further to this, that staff will suggest corrections in the revisions provided at the next TCE Committee meeting.

2. Signage Design

The updates to the Guideline should include:

- Add the suggestion that signs should include Braille
- Give examples for the different kinds of signs (plain language)
- Text must be bilingual (both official languages) and that it include other languages as necessary.

The Committee was asked whether there were any implications for providing signage in multiple languages when our corporation does not provide all communications materials in multiple languages. Is there a consistency issue? The Committee felt that signage was unique enough to warrant its own standards, if someone does not understand the signage they might get lost or hurt themselves. A focus on icons and symbols would circumvent the need for multiple languages, as they are universally recognized. It would also be well placed to build in some incremental bilingualism over time, but that that conversation should be tabled for another meeting.

1. Interior Common Area signage

The committee decided that this Guideline would be discussed section by section.

Good Neighbour:

- Not an explicit enough title, it refers to a communications campaign but may need an explainer
- Would also be helpful to have in more than French and English: people might look like poor neighbours when in reality they don't know the norms
- Could the lease signing be used as a touchpoint to offer Good Neighbour signage in multiple languages as a handout?

The Chair chose to move on to the next item in the interest of time. The Committee chose to bring the entirety of the Interior Common Area Signage Guideline to the next meeting for discussion before amending.

2. Social Media Guidelines, Corporate and Personal

- Update the guideline with 'TCE' from 'M&C' and bring the rest forward for discussion at the next meeting.

The Committee recommended to only review two policies in any one meeting to conserve energy.

6. New business

a) Staffing update

The TCE Committee was notified that Diba Hareer is no longer with CCOC.

7. Standing items

- a) Board & committees report
- b) Department report
- c) Items for board discussion

8. Announcements

a) TCE related community activities/events

The Committee wished Laine well for her parental leave.



415 Gilmour St., Suite 200, Ottawa ON K2P 2M8
415, rue Gilmour, pièce 200, Ottawa ON K2P 2M8
www.ccochousing.org 613-234-4065
info@ccochohousing.org

Participants wanted to participate in the CHTC webinar but the link was broken. TCE will repair this and re-send the link to everyone.

Peter updated the Committee that the City is in its second phase for [Community Safety](#) consultations as well as for [snow clearance](#). You can go on the website and participate in the public consultations.

b) 2021 Meeting Schedule: Feb. 8, Mar. 15, Apr. 19

9. Adjournment (M/C Sinda Garziz)

**Facilities Management Committee
Meeting Minutes
January 20th, 2021**

Participants: James Clark (Chair), Michael Lambert, Mayada Bahubeshi, Dahlya Smolash, Penny McCann, Shelley Robinson, Kevin Judge

Guests: Alexander Miller (2nd Meeting), Rida Oulhaj (3rd meeting)

Regrets: Doug Campbell, David McCallum

Staff: Norm Turner, Kat LeBlanc (Minute Taker)

1. Call to Order: 7:05PM

2. Adoption of the Agenda & Anti Oppression Statement
(m/s/c Michael Lambert, Penny McCann) All Move

3. Items for Board Attention –

3.1. Approve minor updates to expired policies as suggested

MOTION to defer the renewal/approval of the Notice of Entry policy to a later date following a larger discussion, to approve the amendments on the Collections of Unpaid Maintenance Charges Policy, to refer the Landscaping Policy to the TCE department and to renew/approve the Work Place Safety Insurance Policy as suggested.

(m/s/c Michael Lambert, Kevin Judge)- All move

3.2. Security Issues Open Discussion

Discussion: Following the increase number of incidents in our buildings, and the possible acquisition of a building with CCTV, Norm lead a discussion regarding security options for our building such as cameras.

The committee discussed in detail their opinions on the matter and concluded that staff should do further research on the topic to present the committee with a proper business proposal at a later date. They also agreed that these security issues could overlap with TCE and that CCOC may benefit from a third party to look into strategies that could be put in place that aligns with CCOC values. The committee also suggested that CCOC may also benefit from a dedicated staff who is working on this project/ security in general. The committee recommended a consent process in the future to determine if tenants are comfortable with added security similar to how we transitioned some buildings to non-smoking.

MOTION to direct staff to do further research/study into the topic of security to present this information to the Board of Directors at a later date. (m/s/c Michael Lambert, Shelley Robinson)- All Move

4. Approval of meeting minutes -

(m/s/c Dahlya Smolash, Kevin Judge) Move

5. Consent Items

5.1. Committee Summary

Discussion: Clarification on the acronym CAP from the Finance Committee Summary. Clarification on the Board of Directors' summary regarding the change to the membership fee.

5.2. Capital Projects Report

Discussion: Norm provided some additional information regarding the on-going project at 258 Lisgar specially about receiving a second opinion regarding the work that was complete. The committee suggested looking into a study regarding the energy we are saving following the LED retrofitting at various buildings in order to determine how feasible the project is.

5.3. LTB Status Report

5.4. Chargeback Report

Discussion: The committee noted that there may be a correlation in the increase in Blocked Drain calls with people being home because of the lock-down.

5.5. Service Delivery Standards

Discussion: The committee quickly discussed on our current service level and the impact on the field staff. It was suggested to add quarterly/yearly stats to the document to get a better understanding of the numbers from the month.

5.6. Maintenance Variance Report

Discussion: The committee asked for clarification on the variance regarding turnovers. Norm assumes that the higher number of turnovers are related to tenants relocating to have more space due to being home more often. The committee asked if it might be possible to add the number of turnovers and cost per turnover to the document to get a better idea with average cost per unit

(m/s/c Penny McCaan, Kevin Judge)- All Move

6. Approve Annual Cycle of Activities

MOTION to approve the annual cycle of activities as presented without amendments. (m/s/c) Michael Lambert, Penny McCaan- All Move

7. Approve minor updates to expired policies as suggested

7.1.1. Notice of Entry: Sunset July 2020

The committee discussed conflicting information in the policy regarding permission to enter and suggested deferring the approval/ renewal of the policy to a later date after staff review the policy.

7.1.2. Awarding Contracts: Sunset June 2020

This policy will be reviewed/revamped by Finance and will be discussed at a later date after they have reviewed it.

7.1.3. Collections of Unpaid Maintenance Charges: Sunset February 2020

The committee approved the amendment the title of Finance Manager.

7.1.4. Landscaping: Sunset June 2019

The committee suggested referring this policy to the TCE department as part of a larger discussion regarding landscaping budgets.

7.1.5. Workplace Safety Insurance: Sunset December 2018

Renew/Approve as suggested.

MOTION to defer the renewal/approval of the Notice of Entry policy to a later date following a larger discussion, to approve the amendments on the Collections of Unpaid Maintenance Charges Policy, to refer the Landscaping Policy to the TCE department and to renew/approve the Work Place Safety Insurance Policy as suggested.

(m/s/c Michael Lambert, Kevin Judge)- All move

7.2. Review results from Google Doodle Survey (James)

Discussion: James reviewed the results from the Google Doodle Survey regarding deep dive topics for upcoming meetings. It was suggested to tackle one topic per meeting. Topics suggested were- garbage/ fire safety/ green certifications/ passive house/ impact on maintenance issue/ lesson learned from Arlington/ green landscaping/ elevators/pest control/ plumbing

8. Directors Summary

8.1. Security Issues Open Discussion

Discussion: Following the increase number of incidents in our buildings, and the possible acquisition of a building with CCTV, Norm lead a discussion regarding security options for our building such as cameras.

The committee members agreed that something like this should be considered as they have also noticed an increase in dangerous activities in our buildings. Several committee members expressed that they would feel more comfortable with cameras in their building in key locations such as the lobby/ main entrances.

Norm added that he would like to see a budget line dedicated to security improvements such as cameras for our difficult buildings and physical improvements such as upgrades to the entryphone systems (moving them outside).

The committee discussed in detail their opinions on the matter and concluded that staff should do further research on the topic to present the committee with a proper business proposal at a later date. They also agreed that these security issues could overlap with TCE and that CCOC may benefit from a third party to look into strategies that could be put in place that aligns with CCOC values. The committee also suggested that CCOC may also benefit from a dedicated staff who is working on this project/ security in general. The committee recommended a consent process in the future to determine if tenants are comfortable with added security similar to how we transitioned some buildings to non-smoking.

MOTION to direct staff to do further research/study into the topic of security to present this information to the board at a later date.

(m/s/c Michael Lambert, Shelley Robinson)- All Move

9. Next Meeting: Wednesday, February 17th 2021 at 7:00PM

10. Adjournment: **9:15PM (kevin)**

**Work Order Service Standards
December 2020**

Row Labels	# Completed	# Not Completed on Time	%Not Completed on Time	% Completed on Time	Trend
Emergency/Urgent (24 hrs)	478	20	4%	96%	-0.6%
Priority (7 days)	348	9	3%	97%	1.2%
Low (14 days)	48	5	10%	90%	8.5%
Other (21 days)	38	4	11%	89%	10.5%
Turnover (45 days)	27	0	0%	100%	0.0%
Pending (1 year)	73	0	0%	100%	0.0%
Grand Total	1012	38	4%	96%	0%

CCOC + CCHC Non-staff Maintenance Costs

Report Period: Nov 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	212,924	184,015	(28,909)	220,366	2,520,348	2,033,050	(487,298)	2,229,437
Insuite R&M	79,497	57,391	(22,106)	63,309	620,558	631,301	10,743	683,454
Turnover R&M	54,063	42,739	(11,324)	40,050	419,989	470,129	50,140	416,691
Redecorating	-	7,461	7,461	7,500	975	82,071	81,096	12,721
Other	(1,794)	971	2,765	(6,998)	(1,418)	10,681	12,099	(20,626)
Total Maintenance Expenses	344,690	292,577	(52,113)	324,227	3,560,452	3,227,232	(333,220)	3,321,677

-10.33%

*Other includes capital admin consultant, chargebacks, tenants refunds, and other misc. expenses

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

Fire deficiencies at property 17 and generator repair at property 22
 Higher HVAC repairs than anticipated. AMU repairs at property 11 and 21.
 Mass replacement of automatic door opener remotes at one building
 City requested that we inspect backflows at all East properties

Insuite Repairs:

\$7,900 reallocated to capital in December
 Annual smoke detector inspections done at all West properties
 Higher number of plumbing repairs than expected. More blocked drains could be due to people being at home more during Covid.

Turnover Repairs:

Higher number of turnovers than anticipated

Rental Committee Meeting **January 19, 2021**

Rental Committee: Christopher Yordy (Chair), Cynara Desbarats, Dahlya Smolash, Sulaina Bonabana, Alisher Perez, Kerry Beckett, David Brooks, Helena Brown

Regrets: Vera Theokritoff, Alison Kar, Daniel & Michelle Boyer, Teresa Schoembs

Staff: Fran Childs, Linda Camilleri (staff recorder)

Call to Order: 6:35 p.m.

1. Anti-oppression Statement

2. Acceptance of the Agenda

3. Adoption of the December minutes

m/s/c Desbarats/Bonabana

4. 2020 Vacancy and Turnover Reports: Fran reviewed the reports data, covering high-level highlights/summaries with the members. Move outs for 2020 are at an all-time low of 179; however, vacancy (the amount of time an apartment is empty between tenants) is higher than 2019 due to changes in processes related to the pandemic.

David enquired about the vacancy and turnover stats and wondered whether our move out percentages are similar to those in the private market. He specifically asked whether there is a certain percentage of a building moving out that would or should trigger concern. For benchmarking and comparison, we will reach out to private sector for comparable data. We talked about the fact that concern about the number of move outs would depend on the reasons for moving out and the feedback from tenants moving out to a certain extent. In 2020, we have had higher numbers of move outs for three reasons: people buying homes (8% in 2020 vs 1% in 2019), people leaving Ottawa (12% vs 9%), and people passing away (11% vs 3%). It should be noted that to our knowledge, deaths were not directly associated with Covid.

5. 2020 department Work Infographic: The data covered staff training, meeting with tenants and community partners and support agencies, committees/work groups/internal reviews, and special projects. It showed that although 2020 challenged Rentals in many areas, we accomplished a lot. All members fed back their gratitude to Rental Staff for their hard work and adaptability though a challenging year.

6. 2021 Department Workplan: We discussed early plans for the 2021 workplan and beyond. Some items from 2020 will still need to be deferred until in-person work can resume post-pandemic. Fran raised the following as items that will be included:

- Look at Singles Buildings – are there opportunities to work with Community Partners to increase supportive housing options while also creating capacity within department as we scale up
- 2021 Rent Freeze & RGI impacts – adapting letters, communications and setting up processes and plans for impacts around the rent freeze for tenants with subsidies (all changes are to be effective Jan 1, 2022 as things stand at this moment).
- Community Partner Service Agreements and Relationships – prioritize meeting with Cornerstone this year.
- Support the team as we manage the transition of adding new tenants and units through a merger that is set to happen in 2021.
- The Integrated Housing System Software (IHS) is to launch in 2021. We need to reserve capacity to learn this new system. It will roll our reporting to the city, the centralized waiting list (The Registry list) and more all into one new software.

Fran gave kudos to the Rental Committee for having reviewed 30 policies in the last 3 years. We celebrated that there are no policies expiring in 2021. Fran asked the Committee members if there are things they would like to dive into in 2021. Members fed back additional items they would like to see included and possibly going into deeper dives on legal and demographics (looking at the TCE tenant survey results). As not all members know all of the Rental staff, the committee said it would be helpful to have department staff do a quick 5-minute introduction at some point this year.

7. Announcements & Updates:

- a) Staff Updates:** We reviewed who has joined or left the CCOC team.
- b) Anti-Racist Organizational Change Update:** last sessions of foundational training for staff are taking place this month, allowing all staff to have an equivalent knowledge base as the process continues.
- c) LTB Update:** Michael Thiele (CCOC's lawyer for Landlord Tenant Board matters) has advised nonpayment of rent cases are being heard. However, we have not received any hearing dates for a few months even for nonpayment and both Rent Collections (N4 Notice) and Rental Officers (N5 Notice) are still waiting hearing dates. Since pandemic, we had no hearings for N5 notices, frustrating for tenants who are being disturbed and staff with no other means to take action. Rental team is continuing to work closely with Ottawa Police for serious situations.
- d) Sharing back from last month's Board meeting by our Chair, Chris:**
 - pandemic now in grey zone
 - membership renewal
 - members to continue advocating

8. Monthly Reports

- a) **Vacancy & Turnover Reports:** Reviewed. Vacancy rate is 1.9%, higher than the city average of 1.8%. Extenuating circumstances due to vacation of Rental Officers being off in December, which in turn affected the number of apartments rented. January and February move outs are appearing to remain low, so this will help get the vacancy rate back down again.
- b) **Legal Tracking Reports:** Reviewed.
- c) **Accounts Receivable Stats:** Reviewed. For active current tenants the amount owing each month has been steadily increasing, is higher than any other year in comparison. COVID has affected tenants' ability to pay rent, as each month progresses their arrears figures increase. Delays at the LTB are also making the balances owing even larger than they would normally be.

9. Board and Committee Reports: We will circulate the report along with the minutes

10. Any Other Business/Board Focus on Rental Business:

Adjournment 8:30pm

Yearly CCOC Turnovers by Vacancy Rates and Vacancy Months

Year	Total Units	# of TO	Turnover Rate %	Rental Vacancy Months	Total Vacancy Months	Average VC Mo. Per TO
2020	1585	179	11%	122	271	1.51
2019	1585	198	12%	96	259	1.31
2018	1573	194	12%	74	214	1.10
2017	1590	215	13%	65	251	1.16
2016	1596	239	15%	118	313	1.24
2015	1595	246	15%	67	302	1.23
2014	1595	252	16%	33	223	0.89
2013	1595	224	14%	37	238	1.06
2012	1501	254	17%	47	235	1.11
2011	1503	225	15%	51	251	1.12
2010	1343	218	16%	45	246	1.13
2009	1314	208	15%	34	212	1.02
2008	1314	232	18%	30	300	1.29
2007	1314	249	19%	8	228	0.92
2006	1314	264	20%	64	265	1.00
2005	1314	253	20%	37	227	0.90
2004	1291	252	19%	36	212	0.84
2003	1291	232	18%			
2002	1291	232	18%	19		
2001	1278	165	13%	10	79	0.48
2000	1268	242	19%	45	163	0.67

SOURCE: CCOC Files, 2000-2020/fc

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

Last update: January 15, 2021/fc

RENTAL DEPARTMENT REPORT

December 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	12	7	15	19	21	21	17	157
Transfers (incl. overhoused)	4	1	3	0	1	1	1	1	6	6	1	2	27
Registry W/L	9	4	1	3	0	5	1	6	8	2	8	6	53
Referrals	7	2	1	1	2	5	5	5	4	9	5	3	49
Insitu MR to RGI	0	0	0	0	0	0	0	0	0	0	0	0	0
Websites/Twitter	1	0	1	3	1	1	0	3	0	3	4	4	21
Former Tenant	0	0	0	0	0	0	0	0	1	1	3	2	7
Move outs by month	13	11	6	10	10	11	20	16	18	26	19	19	179
Vacancy Rate by month	0.3 %	0.4%	0.4%	0.7%	1.0%	0.9%	1.6%	1.3%	1.6%	1.5%	1.4%	1.9%	Avg: 1.1%
Benchmark 1: units rented should equal number of move outs	8	-4	0	-3	-6	1	-13	-1	1	-5	2	-2	5/12 months hit benchmark
Benchmark 2: CCOC vacancy rate should be lower than Ottawa's vacancy rate (1.8%)	-1.5	-1.4	-1.4	-1.1	-0.8	-0.9	-0.2	-0.5	-0.2	-0.3	-0.4	+0.1	11/12 months hit benchmark

Why did move out totals change? Move Outs by month were corrected to reflect actuals at end of year. All block lease move outs were excluded (6 move outs total). Any parking-only move outs were excluded. There were two situations where we signed a new lease with someone who was an occupant in the apartment and those were excluded. There were two times when someone's move out date changed so the number shifted months.

2. Vacancies & Turnovers:

December Move Outs: 19

January Move Outs (so far): 9

February Move Outs (so far): 8

As of January 14, 2021, the CCOC vacancy rate is 1.9% with 30 empty units in our 1585 "rentable units". Our vacancy rate is **above** the **City of Ottawa average vacancy rate of 1.8%** (CMHC, Rental Market Report, Jan 2020). There are extenuating circumstances in December (3/4 Rental Officers had 2 weeks' vacation at the end of December which lowered the number of apartments rented significantly).

3. N5's & Evictions November/December:

- There are 6 active N5s. No new N5s were served since last meeting.
- We are still waiting for a hearing for one file that was filed with the LTB in September – issues are ongoing at the building.

RENTAL REPORT: VACANCIES AND TURNOVERS
January 2021 MEETING (data as of January 14th)

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0031a	3	287 Loretta	0	\$ 760.00	\$ 825.00	2020-10-04	2020-10-31	current	moved in Dec 30
0011	801	258 Lisgar	2	\$ 1,238.00	\$ 1,450.00	2020-10-31	2020-11-30	current	moved in Dec 15
0039	303	415 Gilmour	1	\$ 985.00	\$ 1,225.00	2020-10-31	2020-11-30	future	move in Feb 1
0037a	114	145 Clarence	2	\$ 1,136.00	\$ 1,500.00	2020-10-31	2020-11-30	current	move in Dec 30
0064	303	54 Primrose	0	\$ 770.00	\$ 825.00	2020-11-15	2020-12-15	current	moved in Dec 15
0065	604	464 Metcalfe	0	\$ 826.00	\$ 900.00	2020-11-15	2020-12-15	current	moved in Dec 18
0022	808	210 Gloucester	1	\$ 1,080.00	\$ 1,080.00	2020-11-30	2020-12-31	current	moved in Dec 15
0039	308	415 Gilmour	1	\$ 1,100.00	\$ 1,124.00	2020-11-30	2020-12-31	future	move in Jan 22
0014b	754	Albert	3	\$ 1,294.00	\$ 1,600.00	2020-11-30	2020-12-30	current	move in Dec 30
0037a	314	145 Clarence	2	\$ 1,136.00	\$ 1,500.00	2020-11-30	2021-01-29	future	move in Feb 1
0060	11	140 Bronson	2	\$ 1,196.00	\$ 1,350.00	2020-11-30	2020-12-30	current	moved in Dec 30

Units re-rented: 11

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0017	210	170 Booth	2	\$ 1,180.00	\$ 1,600.00	2021-01-31	2021-02-26	0	Notice
0022	407	210 Gloucester	1	\$ 923.00	\$ 1,175.00	2021-01-31	2021-02-26	0	Notice
0060	14	140 Bronson	1	\$ 867.00	\$ 1,175.00	2021-01-31	2021-02-26	0	Notice
0065	414	464 Metcalfe	0	\$ 822.00	\$ 900.00	2021-01-31	2021-02-26	0	Notice
0016b	7	33 Rochester	2	\$ 1,207.00	\$ 1,550.00	2021-01-31	2021-02-26	0	Notice
0067a	411	111 Catherine	2	\$ 1,484.00	\$ 1,650.00	2021-01-31	2021-02-26	0	Notice
0067a	507	111 Catherine	1	\$ 1,097.00	\$ 1,270.00	2021-01-31	2021-02-26	0	Notice
0037a	304	145 Clarence	2	\$ 1,142.00	\$ 1,500.00	2021-01-31	2021-02-26	0	Notice
0023	401	20 Robinson	2	\$ 1,124.00	\$ 1,350.00	2021-02-01	2021-02-26	0	Notice
0067a	505	111 Catherine	2	\$ 1,508.00	\$ 1,650.00	2021-02-12	2021-03-31	0	Notice
0027	502	520 Bronson	2	\$ 1,073.00	\$ 1,600.00	2021-02-28	2021-03-31	0	Notice
0040	609	151 Parkdale	1	\$ 975.00	\$ 1,225.00	2021-02-28	2021-03-31	0	Notice
0021	701	345 Waverley	1	\$ 1,006.00	\$ 1,225.00	2021-02-28	2021-03-31	0	Notice
0013a	17-608	Percy School-MaLaren St	3	\$ 1,301.00	\$ 1,640.00	2021-02-28	2021-03-31	0	Notice
0021	605	345 Waverley	0	\$ 759.00	\$ 900.00	2021-02-28	2021-03-31	0	Notice
0031b	289	289-293 Loretta	3	\$ 1,450.00	\$ 1,620.00	2021-02-28	2021-03-31	0	Notice
0009	202	50 James	2	\$ 1,431.00	\$ 1,500.00	2021-03-15	2021-04-15	0	Notice
0026	103	110 Nelson	1	\$ 915.00	\$ 1,175.00	2021-03-31	2021-04-30	0	Notice
0012b	2-390	Kent	2	\$ 1,159.00	\$ 1,550.00	2021-03-31	2021-04-30	0	Notice

UNITS ON NOTICE BUT NOT YET RENTED: 19

January Move Outs (So far): 9

February Move Outs (So far): 8

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Days Vacant	Notes
0026	404	110 Nelson	2	\$ 1,111.00	\$ 1,310.00	2020-09-30	2020-10-31	106	on offer - accessible with a tub - has been hard to find someone but Filsan may have done it via Housing Help!
0026	402	110 Nelson	1	\$ 912.00	\$ 1,080.00	2020-10-31	2020-11-30	75	multiple offers
0065	301	464 Metcalfe	2	\$ 1,474.00	\$ 1,650.00	2020-11-30	2020-12-31	45	application
0023	305	20 Robinson	3	\$ 1,450.00	\$ 1,600.00	2020-11-30	2020-12-31	45	on web
0009	604	50 James	3	\$ 1,280.00	\$ 1,600.00	2020-11-30	2020-12-31	45	on offer (short staff)
0017	510	170 Booth	2	\$ 1,156.00	\$ 1,600.00	2020-11-30	2020-12-31	45	on web
0017	409	170 Booth	2	\$ 1,180.00	\$ 1,600.00	2020-11-30	2020-12-31	45	on web
0022	406	210 Gloucester	1	\$ 893.00	\$ 1,175.00	2020-11-30	2020-12-31	45	just showable this week
0025	5	369 Stewart	R	\$ 570.00	\$ 570.00	2020-11-30	2020-12-31	45	Options Bytown referral
0034	1103	264 Lisgar	1	\$ 930.00	\$ 1,175.00	2020-11-30	2020-12-31	45	on web
0039	310	415 Gilmour	2	\$ 1,197.00	\$ 1,600.00	2020-11-30	2020-12-31	45	on web
0064	301	54 Primrose	0	\$ 790.00	\$ 825.00	2020-11-30	2021-01-29	45	not showable
0067a	710	111 Catherine	2	\$ 1,474.00	\$ 1,650.00	2020-12-05	2020-12-31	40	on web
0040	102	151 Parkdale	3	\$ 1,640.00	\$ 1,640.00	2020-12-10	2021-01-15	35	on offer (short staff)
0071	304	240 Presland Rd	1	\$ 777.00	\$ 950.00	2020-12-31	2021-01-15	14	
0037a	113	145 Clarence	1	\$ 1,175.00	\$ 1,175.00	2020-12-31	2021-01-15	14	not showable
0071	102	240 Presland Rd	2	\$ 1,080.00	\$ 1,080.00	2020-12-31	2021-01-29	14	not showable
0037a	306	145 Clarence	1	\$ 907.00	\$ 1,175.00	2020-12-31	2021-01-30	14	not showable
0060	1	140 Bronson	0	\$ 767.00	\$ 825.00	2020-12-31	2021-01-30	14	
0068	6-100	100-200 Victory Gdns Pvt	2	\$ 1,514.00	\$ 1,650.00	2020-12-31	2021-01-30	14	
0017	507	170 Booth	1	\$ 969.00	\$ 1,225.00	2020-12-31	2021-01-30	14	
0014b	748	Albert	3	\$ 1,600.00	\$ 1,600.00	2020-12-31	2021-01-30	14	
0011	310	258 Lisgar	1	\$ 1,225.00	\$ 1,225.00	2020-12-31	2021-01-30	14	
0040	504	151 Parkdale	1	\$ 1,225.00	\$ 1,225.00	2020-12-31	2021-01-30	14	
0022	508	210 Gloucester	1	\$ 1,175.00	\$ 1,175.00	2020-12-31	2021-01-30	14	not showable
0028a	105	341 Lyon	0	\$ 825.00	\$ 825.00	2020-12-31	2021-01-30	14	not showable
0033	12	147 Hinchey	2	\$ 1,500.00	\$ 1,500.00	2020-12-31	2021-01-30	14	on offer (short staff)
0034	401	264 Lisgar	3	\$ 1,600.00	\$ 1,600.00	2020-12-31	2021-01-30	14	not showable
0040	208	151 Parkdale	3	\$ 1,344.00	\$ 1,640.00	2020-12-31	2021-02-26	14	
0039	317	415 Gilmour	2	\$ 1,190.00	\$ 1,600.00	2021-01-09	2021-02-08	5	

Empty Units: 30 (not counting one where vacancy period is paid for)

lines in blue indicate a block lease or situation where the vacancy period is paid for by a community partner

Development Committee Meeting Minutes

Tuesday, January 19, 7:00 PM
Conducted remotely via GoToMeeting

Present: Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Button (CCOC Board Member), Brent Walden, Court Miller, David McCallum, Gisèle Doyle, John Kingsley, Natalie Duchesne, Rod Manchee, Stéphanie Bohdanow, Ginnig Wong (Guest), Graeme Hussey (Staff), Jana Bawaba (Staff/Minute-taker)

Regrets: Sarah Gelbard (CCOC Board Member), Abra Adamo, Alannah Bird, Elliot Sherman, Mary Huang

1. **Call to Order & Anti-Oppression Statement:** 7:02 pm
 - Anti-Oppression Statement will be amended to replace “board” with “committee.”
2. **Approval of Agenda** (m/s/c Jesse/David)
3. **Approval of Regular Minutes – Attached December 8, 2020** (m/s/c Jesse/David)
4. **Declarations of Conflict of Interest**
 - Stephanie declared a conflict of interest for Item #10b – NCC LeBreton Flats RFQ Update. There wasn’t any confidential information shared at this meeting.
5. **Announcements**
 - Kiefer has left his position as Project Manager at CCOC/Cahdco. The committee wishes him the best. The department is currently in the process of hiring a new Project Manager.
 - Reminder to renew CCOC memberships. Attendees must be members to participate in committee meetings.
6. **Business Arising**
 - CCOC Forward Avenue Update – **Report attached**
 - The team is planning a design charrette with consultants to help with planning for Net Zero development. The charrette will be held in February.
 - Currently in the process of resubmitting Site Plan Control to the City.
 - The team continues to work on securing financing through CMHC’s Co-Investment program.
 - Construction is anticipated to begin in June 2021.
 - Policy Review – **Verbal report**
 - The policy review working committee met and began discussing how best to review the committee policies.



- Key outcomes include:
 - Developing a more streamlined set of documents to guide the committee.
 - Come up with a set of variables to consider for development.
 - Updating design guidelines.
 - Discussing decision-making process and authority, to be reflected in policies.
 - The working group estimates the process of updating the policies will take 4-5 months, and will continue to provide updates to development committee monthly.
 - These documents could be helpful in onboarding committee members and staff.
- 7. Government Policy & Program – none discussed**
- 8. Report of Board & Committees**
- Committee Summaries – **Attached**
 - The committee reviewed committee summaries.
- 9. Report from Cahdco – Verbal report**
- Background: Update on active and new Cahdco client projects. Highlights include:
 - Several Cahdco clients are waiting to hear if they are successful in receiving funding through CMHC’s Rapid Housing Initiative program.
- 10. In-Camera Items**
- The committee opted **not** to go in camera for two items (CAP Sites Update and NCC LeBreton Flats RFQ Update). No in-camera minutes this month.
 - CAP Sites Update – **Verbal report**
 - Design concepts are progressing, incorporating setbacks, committee feedback, etc.
 - Updated concepts and pro formas will be brought to the committee for discussion, likely next month.
 - A go/no-go decision is anticipated in March.
 - NCC LeBreton Flats RFQ Update – **Verbal report**
 - The RFQ deadline has been extended to February.
 - CCOC has been approached by organisations looking to partner on the RFQ, and CCOC came up with a set of criteria for good partnership. CCOC has since selected a partner, ensuring values are aligned and criteria are met.
 - The RFQ team has spoken with a non-profit who focuses on Indigenous housing regarding potential partnership
 - Approval of In-Camera Minutes December 8, 2020 – **To be distributed** (m/s/c Sarah B./ Gisèle)
 - **MOTION:** Move in camera. (m/s/c Sarah B./David)
 - **MOTION:** Move out of camera (m/s/c Sarah B./David)
- 11. Items to Highlight for the Board**
- Forward Avenue



**Centretown Citizens
Ottawa Corporation**

415 Gilmour St., Suite 200, Ottawa ON K2P 2M8
415, rue Gilmour, pièce 200, Ottawa ON K2P 2M8
www.ccochousing.org 613-234-4065
info@ccochohousing.org

12. Agenda Items or Decisions for Next/Future Meetings

- Policy review
- Arlington lessons learned
- Other discussion topics:
 - Ottawa Community Housing Mosaic development – mixed-income model similar to CCOC
 - Ottawa Community Land Trust
 - City of Ottawa Official Plan review
 - Ageing in place framework to return for discussion with feedback from other CCOC committees – note that there is a shift in terminology to “ageing in community”

13. Adjournment: 8:03 pm (m/s/c Sarah B./John)

Next Development Committee Meeting: Tuesday, February 9, 2021 (TBC)

RESOLUTION OF THE BOARD OF DIRECTORS
of

(the “[Corporation]1”)

WHEREAS the Directors of the Corporation are authorized from time to time to borrow money upon the credit of the Corporation and it is in the best interests of the Corporation that the Directors exercise such authority.

NOW THEREFORE BE IT RESOLVED THAT:

1. The Corporation approved at a meeting of the Board of Directors held on _____, the execution and delivery by the Corporation of a Loan/Contribution Agreement dated _____ (“**Agreement**”) to be made between Canada Mortgage and Housing Corporation (“**CMHC**”) and the Corporation providing for funding in the total principal amount of _____ (\$_____) Dollars (“**Funding Amount**”) for the Project.
2. Any two directors or officers of the Board of Directors of the Corporation, or any combination thereof, are hereby authorized for and on behalf of the Corporation to execute or cause to be executed under its corporate seal or otherwise, the Agreement and such other documentation as required by the Agreement, with such alterations, additions, amendments and deletions as may be approved by such persons executing the same whose signature shall be conclusive of such authorization.
3. Such directors or officers of the Board of Directors of the Corporation, are hereby authorized for and in the name of the Corporation to execute and deliver under the corporate seal or otherwise all such other documents and to do all such other acts and things as may be necessary or desirable to give effect to this Resolution and to perform the obligations of the Corporation.

Dated the _____ day of _____, 2020.

****The signatories of the Seed Funding Agreement(s) must provide a signature sample below****

Name:
Title:

Name:
Title:

or

Dated the _____ day of _____, 2020.

Motion #
CARRIED (by electronic vote)

Abstain:

1 To be adjusted by joint solicitor depending on the nature of the Borrower.



159 Forward Ave

Monthly Project Report



Date: January 19, 2020

To (Attention): CCOC Development Committee

From: Kiefer Maracle, Project Manager, Cahdco

Re: December 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 49 units of affordable housing on the site of the City's former Forward Family Shelter at 159 Forward Ave.

Recent Activity

Pursuing Net Zero Design

- The Forward project is pursuing a net-zero design.
- **An integrated design charrette is being arranged to help develop next steps and action to achieve net zero and to determine costing.**
- **CCOC will be pursuing a solar study from Co-Energy to assist with the Net Zero calculation.**

General Project Updates:

- CCOC's Development and Rental committees have approved the updated design and are awaiting an updated costing of the project.
- MBC has provided class D estimate. The proforma has been updated with the class D information.
- Updated information has been submitted to CMHC to proceed with underwriting for the co-investment financing and grant.
- **CCOC is submitting a draw request for their CMHC SEED funding.**
- **A cash flow has been produced.**

Required Site Studies and Demolition:

- **Site plan is being resubmitted in Mid-January.**
- **A Designated Substances Survey will be procured for 147 Forward to facilitate demolition.**

Next Steps:

- The City will work to have 147 Forward included in their existing demolition agreement with CCOC. From there demolition of both buildings will be scheduled for April 2021.
- **CCOC has purchased the rear lane behind 147 Forward from the City.**
- **Kyla Tanner is now the Directing PM on this project, Kyla will be assisted by Paige.**

**BORROWING RESOLUTION OF THE DIRECTORS OF CORPORATION
OF
CENTRETOWN CITIZENS OTTAWA CORPORATION**

WHEREAS CENTRETOWN CITIZENS OTTAWA CORPORATION (the “Corporation” and/or “Housing Provider”) has requested the Ministry of Municipal Affairs and Housing (the “Ministry”) to arrange on its behalf a refinancing of the existing charge/mortgage of land (the “Mortgage”) for its project municipally known as **110 Nelson Street, Ottawa** maturing on **April 1, 2021** in the approximate amount of **\$707,040.80**.

AND WHEREAS the Ministry has agreed to arrange said mortgage financing and the Housing Provider agrees to be bound for those purposes by the terms and conditions contained in the said Mortgage, or any amendments thereto.

THEREFORE BE IT RESOLVED THAT:

- I. The Housing Provider hereby authorizes the Ministry to solicit and arrange on its behalf such mortgage(s) or mortgage facilities with a lender or its authorized agent (the “Lender”) as it deems necessary, appropriate or advisable for the project identified above and for the maturity date aforementioned;
- II. The Housing Provider hereby agrees to be bound to the Lender for such mortgage purposes and upon the terms and conditions contained in the said Mortgage, or any amendments thereto, and the Housing Provider hereby further agrees to mortgage its property and assets to secure its present and future obligations under the said Mortgage, or any amendments thereto, to the Lender, as deemed necessary or advisable;
- III. The Housing Provider hereby authorizes the designated signing Officers to enter into such agreement or agreements amending the terms of the said Mortgage and to deliver to the Lender such document or documents as may be deemed necessary, advisable or required by the Lender to give effect thereto;
- IV. The Housing Provider hereby confirms that this Resolution has been ratified and approved by its Board of Directors and it agrees to deliver this resolution to the Ministry and to the Lender; and



415 Gilmour St., Suite 200, Ottawa ON K2P 2M8
415, rue Gilmour, pièce 200, Ottawa ON K2P 2M8
www.ccochousing.org 613-234-4065
info@ccohousing.org

The Housing Provider further confirms that this resolution shall continue in force and effect until written notice to the contrary is delivered to the Lender and the Ministry with receipt acknowledged by the Lender and the Ministry.

I HEREBY CERTIFY that the foregoing is a true copy of a Resolution passed by the Board of Directors of the Housing Provider on the _____ day of _____, 2021, which Resolution was duly enacted in the manner authorized by law and in conformity with the constating documents of the Housing Provider and that this Resolution has not been amended and continues to be in full force and effect.

Dated at Ottawa this _____ day of _____, 2021

CENTRETOWN CITIZENS OTTAWA CORPORATION

Name:

Name:

Title:

Title:

We have the authority to bind the subject Corporation