

NOTICE OF MEETING

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

7:00 pm Wednesday, March 31, 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 January 27, 2021
5. Business arising from the previous minutes
6. Rental Committee Report
7. Facilities Management Committee Report
8. Finance Committee Report
 - a. Mortgage status
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:

ccochoosing.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 (7:00)
- 2.** Adoption of agenda
- 3.** Adoption of September 17, 2021 & February 24, 2021 minutes
- 4.** Declaration of conflict of interest
- 5.** Business arising from the previous minutes
 - a)** Membership fee
- 6.** Strategic Discussion
 - a)** CCOC Market rents (30 minutes)
- 7.** Urgent Motions & Recommendations
 - a)** TCE: Resolutions Subcommittee Terms of Reference
 - b)** Fin/Dev: Forward Ave project budget, schematic design
- 8.** Other Motions & Recommendations
 - a)** Exec: Renew Policy on Presentations from Guests
 - b)** FMC: Establish a working group on security cameras
 - c)** FMC: Renew Notice of Entry Policy
 - d)** Pers: Updated Terms of Reference and delegated authority table
 - e)** Rental: amended Internally Funded Subsidy Min Rent Policy
- 9.** Other Business
 - a)** Alternatives to Police
 - b)** Nominations Committee report
 - c)** New agenda, 2-hour meeting limit, board package composition
- 10.** Information Items
 - a)** Executive Committee minutes
 - b)** Development Committee minutes
 - c)** Facilities Management Committee minutes
 - d)** Finance Committee minutes
 - e)** Personnel Committee minutes (February and March)
 - f)** Rental Committee minutes
 - g)** Tenant & Community Engagement Committee minutes
 - h)** Governance Subcommittee minutes
- 11.** Adjournment (9:00)

Next Meeting: March 31, 2021

March, 2021

CCOC Anti-Oppression Statement

As Board and committee members,

We acknowledge that the land on which we gather is the traditional and unceded territory of the Anishinabe Nation and the Algonquin people, who have cared for this land for countless generations. We are grateful for the privilege of doing our work here, and are committed to Reconciliation.

We are also committed to:

- Listening actively;
- Being accountable for our actions and words at meetings, and encouraging continuous self-improvement;
- Being mindful when taking up time and space at meetings;
- Being respectful of the diverse and lived experiences of tenants, volunteers and staff;
- Empowering the leadership abilities of everyone at the meeting;
- Respecting correct pronouns (e.g. he/she/they/ze);
- Using compassionate language, specifically when speaking of inequities that disproportionately impact Indigenous communities, people of colour, persons with disabilities, people living in poverty, those with addiction and mental health challenges.

Minutes
CCOC/CCHC Board of Directors Meeting
Thursday, September 17, 2020
(online)

Present: Dallas Alderson (President/Chair), Kerry Beckett, Dougald Brown, Sarah Button, Josh Bueckert, Wayne Fan, Sarah Gelbard, Penny McCann, Shelley Robinson, AnaLori Smith, Jesse Steinberg, Chris Yordy

1. **Call to order & anti-oppression statement:** Dallas called the meeting to order at 8:30pm and a volunteer read the anti-oppression statement.
2. **Adoption of agenda** (moved/seconded/carried, Josh/Penny)
3. **Welcome and introductions for new Board members:** Board members introduced themselves.
4. **First Board Meeting & Orientation Workshop**
 - a) Board meeting 7pm, Wednesday September 30
 - b) Orientation Workshop: Staff will plan a basic orientation workshop as part of the September 30th Board meeting, and then a more in-depth follow-up workshop at a later date, to fit availability.
 - c) Board Briefing Book: <https://ccochohousing.org/book/> (password: board)
5. **Election of the Executive Committee**

The Executive Committee has 6 members including the President and meets at 7:30pm the second Monday of each month.

From the CCOC Bylaws:

“The board may from time to time appoint from among its number an executive committee consisting of such number of members, not fewer than three, as the board may determine. Each member of the executive committee shall serve during the pleasure of the board and, in any event, only so long as he or she shall be a director. The board may fill vacancies in the executive committee. If a vacancy occurs on the executive committee, the remaining members may exercise all its power so long as a quorum remains in office.”

“During the intervals between the meetings of the board, the executive committee shall possess and may exercise (subject to any regulations which the directors may from time to time impose) all the powers of the board in the management and direction of the affairs of the Corporation (save and except only such acts as must by law be performed by the directors themselves) in such

manner as the executive committee shall deem best for the interests of the Corporation in all cases in which specific directions shall not have been given by the board.”

- a) **Vice President** (automatically chairs Personnel, 5:30 second Monday each month):

From the CCOC Bylaws:

“The vice-president shall, in the absence or disability of the president, perform the duties and exercise the powers of the president and shall perform such other duties as the board may prescribe.”

AnaLori Smith was nominated and acclaimed as Vice-President.

- b) **Treasurer** (automatically chairs Finance):

From the CCOC Bylaws:

“The treasurer shall be responsible for the custody of the corporate funds and securities and for the keeping of full and accurate accounts of receipts and disbursements in books belonging to the Corporation and for depositing all monies and other valuable effects in the name and to the credit of the Corporation and in such depositories the board may designate from time to time. He or she shall be responsible for disbursing the funds of the Corporation as the board may order taking proper vouchers for such disbursements, and shall render to the president and directors at the regular meeting of the board, or whenever they may require it, an account of his or her transactions as treasurer and of the financial position of the Corporation. He or she shall also perform such other duties as the board may prescribe.”

Josh Bueckert was nominated and acclaimed as Treasurer.

- c) **Secretary** (automatically a member of Tenant & Community Engagement, 3rd Monday monthly):

From the CCOC Bylaws:

“The secretary shall act as clerk at meetings of the board and members and shall cause to be recorded all votes and shall be responsible for keeping minutes of all proceedings in the books kept for that purpose. He or she shall be responsible for giving or causing to be given notice of all meetings of the members and of the board, for keeping the documents and registers of the Corporation, and for the custody of the seal of the Corporation which he or she shall deliver only when

authorized by the board. He or she shall perform such other duties as the board may prescribe.”

Shelley Robinson was nominated and acclaimed as Secretary.

d) Members at Large (2):

Kerry Beckett and **Penny McCann** were nominated and acclaimed as members-at-large.

6. Appointment of Banking Officers

Motion: that the President, Treasurer, Vice-President, Secretary, Kerry Beckett, as well as Executive Director Ray Sullivan and Finance Director Maryse Martin be appointed as banking officers for the corporation.” (M/S/C, Sarah B/Penny)

7. Appointment of the Nominations and Appointment Subcommittee

The Nominations and Appointment Subcommittee is composed of 4 Board members, one of whom is the Secretary.

From the CCOC Bylaws:

“The board shall strike a nominating sub-committee to publicize the election, seek candidates and educate members in the duties and responsibilities of the board. The sub-committee shall endeavour to ensure that there are more candidates than the number of directors to be elected. At the meeting, any member may nominate additional candidates who qualify under section 12. In the case of a board vacancy between elections, the nominating sub-committee shall publicly seek candidates and make recommendations to the board for the board to appoint a replacement.”

Jesse Steinberg, Sarah Button, Sarah Gelbard and Shelley Robinson were unanimously appointed to the Nominations and Appointment Subcommittee.

8. Appointment of the Agent for CCHC

Recommended resolution “acknowledging that CCOC is appointed to act as the agent for CCHC in all matters of property and member management and that all staff act jointly as staff of CCHC and CCOC.” (m/s/c, Jesse/Chris)

9. Dates of Meetings

- a) **Board Meeting** - 7:00 pm on the last Wednesday of each month.
Next meeting - Wednesday September 30 - 7:00 pm

b) **Executive Committee** – 7:30 pm on the second Monday of each month.
Next meeting – Monday October 19.

10. **Other Business:** none

11. **Adjournment:** (m/c, Jesse)

Secretary

Date

DRAFT

**MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING
Wednesday, February 24, 2021 (Videoconference)**

Present: Dallas Alderson (President/Chair), Kerry Beckett, Dougald Brown, Josh Bueckert (Treasurer), Sarah Button, Wayne Fan, Sinda Garziz, Sarah Gelbard, Sandy Hung, Penny McCann, Shelley Robinson (Secretary), AnaLori Smith, Jesse Steinberg, Chris Yordy

Regrets: none

Staff: Fran Childs, Ray Sullivan, Tessa Trueman (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, Jesse Steinberg/Kerry Beckett)

3. Declaration of conflict of interest: None

4. Adoption of the Board minutes of January 27, 2021

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

5. Business arising from the previous minutes: None

6. Rental Committee Report (no meeting)

7. Facilities Management Committee Report: None

8. Finance Committee Report:

- a. 2020 Capital Spending: We went over the capital budget by \$35,000. However, the mortgage will be paid off this month and we can start paying back the debt to CCOC.

9. Other Business: None

10. Adjournment

The meeting was adjourned at 7:07 p.m. (M/C, Josh Bueckert)

**MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING
Wednesday, February 24, 2021 (Videoconference)**

Present: Dallas Alderson (President/Chair), Kerry Beckett, Dougald Brown, Josh Bueckert (Treasurer), Sarah Button, Wayne Fan, Sinda Garziz, Sarah Gelbard, Sandy Hung, Penny McCann, Shelley Robinson (Secretary), AnaLori Smith, Jesse Steinberg, Chris Yordy

Regrets: none

Staff: Fran Childs, Ray Sullivan, Tessa Trueman (recorder)

1. Call to order & Anti-Oppression Statement

Dallas called the meeting to order at 7:05 p.m. The Board read the Anti-Oppression statement.

2. Adoption of agenda

These agenda amendments were made:

- Personnel Committee Report will be adopted on consent
- Forward Avenue Risk Assessment is deferred to March
- Move all “Other Business” items to #5 after the declaration of conflict of interest
- Create an item 11b to discuss the activist group and alternatives to Police
- For this meeting, every attempt will be made to speed things up and defer non-essential items as required, so that the meeting can end at 9pm. There will be further discussion on the length of meetings at Executive Committee and the Governance Sub-Committee meeting.

The agenda was adopted as amended.

(M/S/C, Jesse Steinberg/Sarah Gelbard)

During the course of the meeting, the following items were also deferred to March due to time: Governance Sub-Committee Terms of Reference, TCE Alternatives to Police, Facilities Management Report items a and b.

3. Adoption of January 27, 2021 regular minutes

The January 27, 2021 minutes were adopted as presented. (M/S/C, Josh Bueckert/Kerry Beckett)

4. Declaration of conflict of interest: None

5. Other Business

a) CCOC Market Rents (Guest: Fran Childs)

Fran and Ray presented the topic of CCOC’s market rents, including “Turnover Rents”. The presentation is attached.

There was discussion on CCOC's social and business model (slide 18):

- Do we have a definition for "high income" tenants? No, however many government programs set "household income limits" (ex. \$48,000 for a 2-bedroom) that would prevent us from renting to any market rent tenant with an income higher than those limits. It only applies at move-in. CCOC does not apply household income limits.
- How do we currently ensure high income tenants don't benefit from living in non-profit housing, especially if we do not currently apply income ceilings? Because our market rents should be equal for comparable housing, high-income tenants don't benefit from living with CCOC over another landlord.
- The city has people in core housing need that are not being served. For example, there are many people who cannot afford a 1 bedroom apartment. Lowering market rents could help these people.
- To the point above, we cannot lower our market rents just to try to serve these populations. If we lower rents, higher-income people could take advantage of those prices. We would need to institute income testing or another means of insuring higher-income individuals don't take these low-market-rent units from those who need it.
- Accessibility issue: Supports are often clawed back, including housing support, once the individual starts making over \$30,000. This means that people with disabilities can't just take medium-paying jobs. In order to ensure their additional expenses are covered, they need to either take low-income jobs to keep their supports or take high-income jobs to pay for it all themselves. So just because they have a high income, does not necessarily mean they are not in financial need.
- Is it possible to circle back to these principles in an all-committee format? They touch on our mandate and principles. We could do an all-committee meeting eventually to discuss these further but it is a large event to organize and we need to start looking at the options before we set 2022 rents this coming summer.

Rent target alternatives discussion:

- How are the CMHC Rental Market Survey Zones determined? They are the CMHC zones, not the census zones.
- Will trying to keep up with market rent price us out of Centretown? In the short term, it could allow us to increase our subsidies but will it increase rents so much that moderate and low-income people won't be able to afford us without subsidy?
- Earlier, someone mentioned that anyone in the less than 25th income percentile category would require subsidies. Is it safe to assume that most or all of our 853 subsidized units would be in that "lowest" income category? Yes.
- I don't think we're ready to finalize anything before setting the 2022 rents. We need to keep discussing this.
- Are we developing affordable housing that is less and less affordable? Obviously, we don't want to see ever increasing market rents, but we also need to ensure our financial viability so that we can keep doing the work we are doing. It's a tricky balancing act of ensuring our longevity while also sticking to our mission.

The discussion will continue at the March meeting.

b) 2020 Rent arrears (Guest: Fran Childs)

Fran gave an update on CCOC's 2020 rent arrears.

The arrears are not significantly higher than normal but they are much more strongly oriented to current tenants than former tenants. More than 50% of these households have not previously had payment problems, so we can confidently say this is pandemic-related. The arrears keep growing, with some households nearing \$10,000. Finance and Rentals committees will have joint meeting in March where they will discuss arrears.

6. Business arising from the previous minutes

a) Pandemic update

Ray noted that many staff are at or past their breaking points. The pandemic has added a considerable amount of stress and workloads have increased. Many tenants and other residents of our neighbourhoods are also struggling and this creates added pressure on staff. In addition, this year is not typical with quite a few change initiatives that add even more work for staff (i.e. the merger, AROC etc.). Staff are not able to tackle any additional change initiatives at this time.

b) Membership fee

We have not yet heard back from legal counsel about this.

7. Executive Committee Report

a) Merger

i. Special members meeting proposed for March 24

The Taiga tenant meeting went very well, with about 20% tenant turnout. The news of the merger was well received.

The Board now needs to formally recommend amalgamation and the amalgamation agreement to the membership. We will need to call a special members meeting for this purpose.

The Board calls a special members meeting for March 24 at 7pm.

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

ii. Draft amalgamation agreement

The Board reviewed the draft agreement. There could be minor changes but the basic form and intent will not change.

The Board recommends the membership approve the amalgamation agreement.

(M/S/C, Penny McCann/Jesse Steinberg)

8. Finance Committee Report

a) Bad debt:

The Board moved that \$245 in bad debt be written off for January 2021.

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

b) Capital budget (tier 3):

The Board originally only approved tiers 1 and 2 of the 2021 CCOC Capital Budget. We were going to reassess in June 2021 for tier 3 but we fortuitously had three property tax reassessments, which has resulted in a tax refund of nearly 1 million dollars. Tier 3 will cost \$323,065.

The Board approves tier 3 of the 2021 CCOC Capital Budget totalling \$323,065.

(M/S/C, Josh Bueckert/Kerry Beckett)

c) Internal lending policy:

The Board reaffirmed the policy unchanged with a sunset date of January 2025.

(M/S/C, Josh Bueckert/Kerry Beckett)

9. Governance Sub-Committee

a) **Terms of Reference:** Deferred to March

10. Personnel Committee Report: Adopted on consent

11. Tenant and Community Engagement Committee Report

a) **Resolutions Committee Terms of Reference:**

Some language was added that would prevent a member resolution from leading to a change in current by-laws and policies. The Board sent it back to TCE for review.

b) **Alternatives to Police:** Deferred to March

12. Facilities Management Committee Report

a) **Working group on security and cameras:** Deferred to March

b) **Activist Group:** Deferred to March

13. Rental Committee Report (no meeting)

14. Development Committee Report

a) **Ottawa Official Plan:** The Board reviewed the highlights in the Development Committee minutes.

The Board supports sending the letter based on the content listed in the minutes.

(M/S/C, Jesse Steinberg/Penny McCann)

b) Forward Avenue risk assessment: Deferred to March

c) Lebreton MOU:

The Board reviewed the draft MOU for the partnership with Windmill Development Group. There is a minor adjustment needed to the description of Cahdco's relationship to CCOC.

The Board approved the partnership MOU between Windmill Development Group, CCOC, and Cahdco regarding the Lebreton Flats Library Parcel with the minor revision to Cahdco's description. (M/S/C, Penny McCann/Kerry Beckett)

15. Corporate Business

a) Nominations Committee:

The nominations committee discussed succession planning, specifically for Treasurer. Is anyone ready and willing to take on this role if required? Yes, there are at least two members who are not up for election who are also Finance Committee members.

b) Borrowing Resolutions: 147 Hinchey,

The Board reviewed the borrowing resolutions for 147 Hinchey, 264 Lisgar, and 10 Stevens. There is now a requirement for all board members to sign the resolutions instead of just two. Staff will be reaching out to all members to get this signed.

The Board approved three borrowing resolutions as presented.

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

1. (147 Hinchey)

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 **147 Hinchey Avenue, Ottawa** maturing on **May 1, 2021** in the approximate amount of **\$438,473.93**.

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 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.

2. 264 Lisgar

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 **264 Lisgar Street, Ottawa** maturing on **May 1, 2021** in the approximate amount of **\$1,857,309.38**.

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 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.

3. 10 Stevens

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 **10 Stevens Avenue, Ottawa** maturing on **May 1, 2021** in the approximate amount of **\$1,560,419.17**.

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 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.

16. Conference / Associations' Report: None

17. Adjournment:

The meeting adjourned at 9:04 p.m. (M/C, Josh Bueckert)

Next Meeting: March 31, 2021



Centretown Citizens
Ottawa Corporation

Board Discussion on Market Rents

February 24, 2021

Discussion notes and background:

- Existing-tenants' rent normally limited by Ontario Annual Rent Increase Guideline
- Social housing exempt from Guideline
- New tenant rents unregulated ("Turnover Rents")
- Discussion focuses on Turnover Rents



Relevant, but not part of tonight's discussion:

- Impact of portable housing allowances
- Changing profile of RGI tenants, and maybe market tenants too



(Draft Feb 21)

CCOC Mixed-income



Social Model:

- CCOC was created as an alternative to large, 100% subsidized public housing
- Mixed-income avoids stigma, is more flexible, and creates better quality homes

Business Model:

- CCOC cross subsidizes rents with market rent revenue
- Market rent revenue sustains CCOC operations (even at some RGI units)
- CCOC's long-term plan shows declining income vs expenses



(Draft Feb 21)

History of CCOC Market Rents

1974-1978: NHA Section 27 (15.1)

- First 11 properties (156 homes)
- Started with “Break-Even Rent”
- Moved to mixed-income:
 - 50% RGI (gov’t paid to BER**)
 - 50% Break-Even-Rent



** Rent subsidy paid up to CCOC market rents since 2000



(Draft Feb 21)

History of CCOC Market Rents

1978-1986: NHA Section 95 (56.1)

- Next 12 properties (325 homes)
- Mixed-income:
 - 30% RGI
 - 70% Market Rent
- Cross-subsidization





(Draft Feb 21)

History of CCOC Market Rents

Equity Issue: Break-Even Rent vs. Market Rent

- Sometimes Break-Even Rent $>$ Market Rent
- Neither is income tested
- Comparable homes should have comparable rents

CCOC changed Break-Even Rent to Market Rent

- CMHC informally agreed
- Gov't paid RGI was still to BER
- Over time generated better surpluses
- Led to new developments



History of CCOC Market Rents

1986-1995: Provincial Programs

- Next 18 properties (729 homes)
- Mixed-income:
 - 70% RGI
 - 30% Market Rent
- After 2000, RGI subsidy to “Benchmark Rents”**



** Benchmarked to 1999 CCOC market rents, increased annually by Ont. Rent Guideline



(Draft Feb 21)

History of CCOC Market Rents



1986-1995: Provincial Programs

455 Lisgar (last prov social housing, in 1995)

	1996		2021			
	CCOC MR	AMR (Ottawa)	CCOC MR (ave)	CCOC Turnover	AMR (Ottawa)	AMR (Downtown)
1-Bed	635	600	1000	1225	1244	1284
2-Bed	765	739	1207	1600	1517	1646
3-Bed	860	865	1512	1640	1850	1825



(Draft Feb 21)

History of CCOC Market Rents

2010-2012: Beaver Barracks (Affordable Housing Program)

- 4 properties (254 homes)
- Mixed-income:
 - 45% RGI (to CCOC MR)
 - 40% Market Rent: max AMR
 - 15% Below Market Rent (70% AMR)
 - BMR is income-tested





(Draft Feb 21)

History of CCOC Market Rents

Equity Issue: Beaver Barracks MR vs CCOC MR

CCOC Market Rents

2013	455 Lisgar	Beaver B.
1-Bed	866	960
2-Bed	1056	1285
3-Bed	1225	1430

- Market rents for some CCOC units met definition of BMR (70-80% of AMR)





(Draft Feb 21)

History of CCOC Market Rents

Equity Issue: CCOC Market Rents losing pace

- Same-size + same building = same rent
- Increasing gap with market rents (after loss of rent control)
- Multiple CCOC market rent increases above guideline

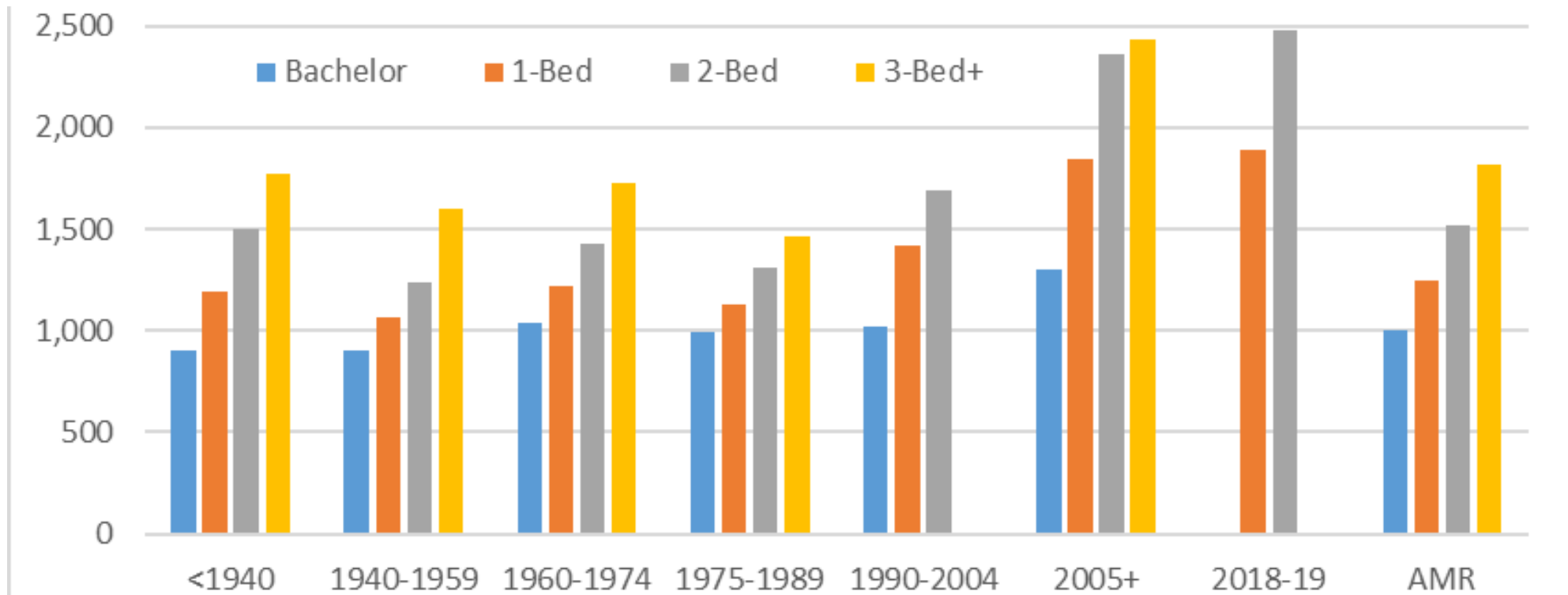
CCOC started adjusting rents on turnover

- Since 2011 increased ability to adjust on turnover
- Existing tenants only increase by Ont. Rent Guideline
- Recent years: turnover rents listed for approval
- Target now 90-100% of Zone (neighbourhood) AMR



Rental Market Trends

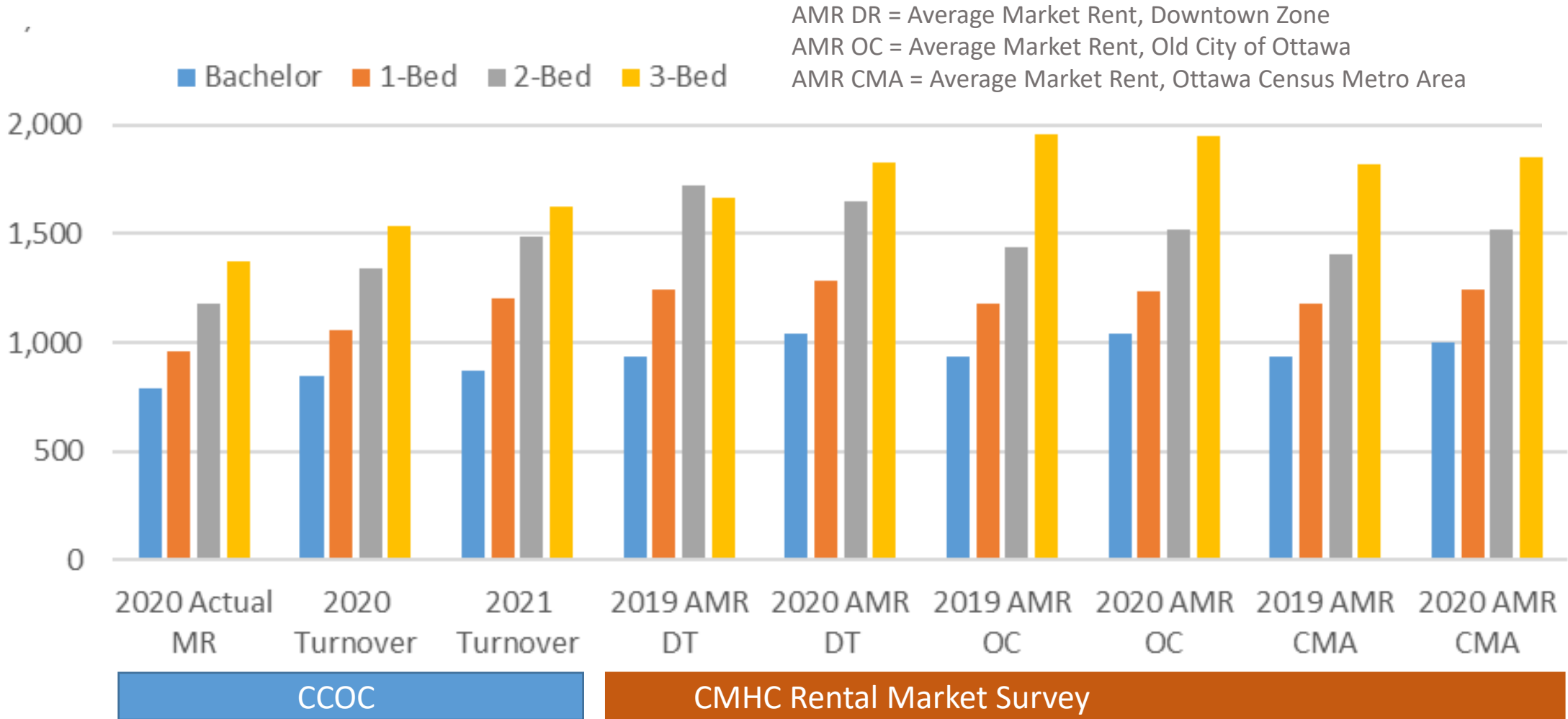
- Loss of affordable market housing
- 7 lost for every 1 home built under gov't progs
- Surge in secondary condo market (2005+)
- Surge in rental construction (2019+)





Rent Data

(Draft Feb 21)





(Draft Feb 21)

Rent Data

CCOC Turnover Rents vs. Market Rents

	Vacant AMR	AMR (CMHC)	Median Market Rent (CMHC)
Bachelor	-22%	-13%	-14%
1-Bed	-13%	-3%	0%
2-Bed	-23%	-2%	+7%
3-Bed	-18%	-12%	+2%



- All CMHC data is for Ottawa CMA
- CCOC targets are based on Zone (neighbourhood data)
- CMHC AMR for vacant apartments is 15% higher than AMR for occupied apartments
- AMR Vacant Apts is analagous to CCOC Turnover Rents (CCOC is 13-23% lower)
- Bachelor rents were suppressed in past years to maintain affordability
- CCOC 3-bed rents are lower vs CMHC (which is 3+ beds, so includes some 4-, 5-bed units)
- Vast majority CCOC 3-beds are subsidized



Rent Data

(Draft Feb 21)



Notes on market rent vs CCOC income from subsidized rents:

- Prov Reform RGI (516 units), income set to benchmarked rents, not CCOC market (**higher market rents don't impact income**)
- Rent Supp agreements RGI (208 units), income matches CCOC market rents (**higher market rents = higher income**)
- Internal Subsidy RGI (100-105 units), cost/revenue impact from market rents is only on paper (**higher market rents don't impact income**)



(Draft Feb 21)

CCOC Mixed-income



Social Model & Business Model:

(Board of Directors, October 1999)

- CCOC believes in mixed-income housing and does not impose “income ceilings” on its applicants for market rent units
- High income tenants should not benefit financially from living in non-profit housing
- CCOC market rents should be competitive with those in the private sector, to keep vacancy losses reasonable
- Comparable units should have similar market rents, regardless of the funding program
- Net surpluses should be used to further CCOC’s goal of creating, maintaining and promoting housing through:
 - additional rent subsidies
 - capital works to extend and improve the life of buildings
 - development of additional housing



(Draft Feb 21)

CCOC Mixed-income



Social Model & Business Model:

(Board of Directors, October 1999, plus recommended edits 2021)

- CCOC believes in mixed-income housing and does not impose “income ceilings” on its applicants for market rent units
- High income tenants should not benefit financially from living in non-profit housing
- CCOC market rents should be competitive with ~~those~~ [rents of comparable homes] in the private sector, *to keep vacancy losses reasonable*
- Comparable [CCOC] units should have similar market rents, regardless of the [original] funding program
- Net surpluses should be used to further CCOC’s goal of creating, maintaining and promoting housing through:
 - additional rent subsidies [maintain 50-60% subsidized tenants]
 - capital works to extend and improve the life of buildings
 - development of additional housing



(Draft Feb 21)

CCOC Mixed-income



Social Model & Business Model:

- “CCOC market rents should be competitive with rents of comparable homes in the private sector”

But what is the best measure of private market rents?



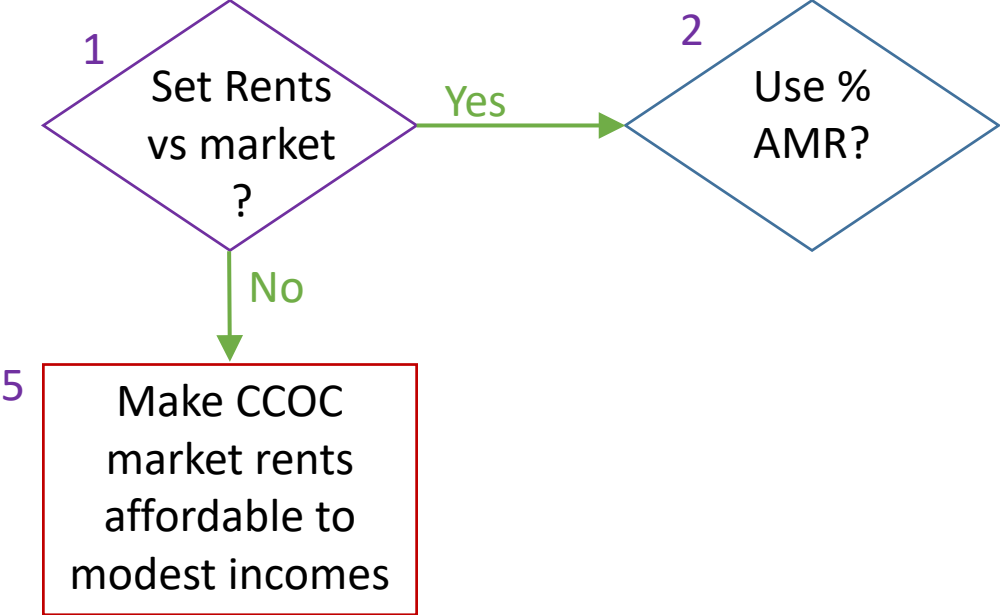
(Draft Feb 21)

Rent Target Alternatives

Cost-based: Break-Even Rent	Income-Based: Target income percentile	Market-based: AMR (City-wide)	Market-based: AMR (Zone/ Neighbourhood) * Current CCOC	Market-based: AMR 5-yr ave (Zone/ Neighbourhood)	Market-based: Median Market Rent (MMR)
Adding true cap reserve needs would increase MR (CCOC revenue currently not enough for cap ex needs)	Income percentile data not matched to household size (hard to use for Bachelor vs 3-Bed)	Private Market Rents inflate faster than income (become less affordable over time)	Private Market Rents inflate faster than income (become less affordable over time)	Softens effect of Private Market Rents inflate faster than income (become less affordable over time)	Private Market Rents inflate faster than income (become less affordable over time)
Limits ability to amass equity for new dev't	Bypasses rent inflation from for-profit landlords	Subject to skew from new high-end apts	Subject to skew from new high-end apts	Softens skew from new high-end apts	Softens skew from new high-end apts
	Income-based rent should be income-tested to avoid undue benefits for high-income tenants (i.e. MR vs BMR)	Doesn't capture high and low AMR by neighbourhood High-income tenants no undue benefit from non-profit	Captures relevant neighbourhood equivalents High-income tenants no undue benefit from non-profit	Captures relevant neighbourhood equivalents High-income tenants no undue benefit from non-profit	Data not available at neighbourhood level High-income tenants no undue benefit from non-profit

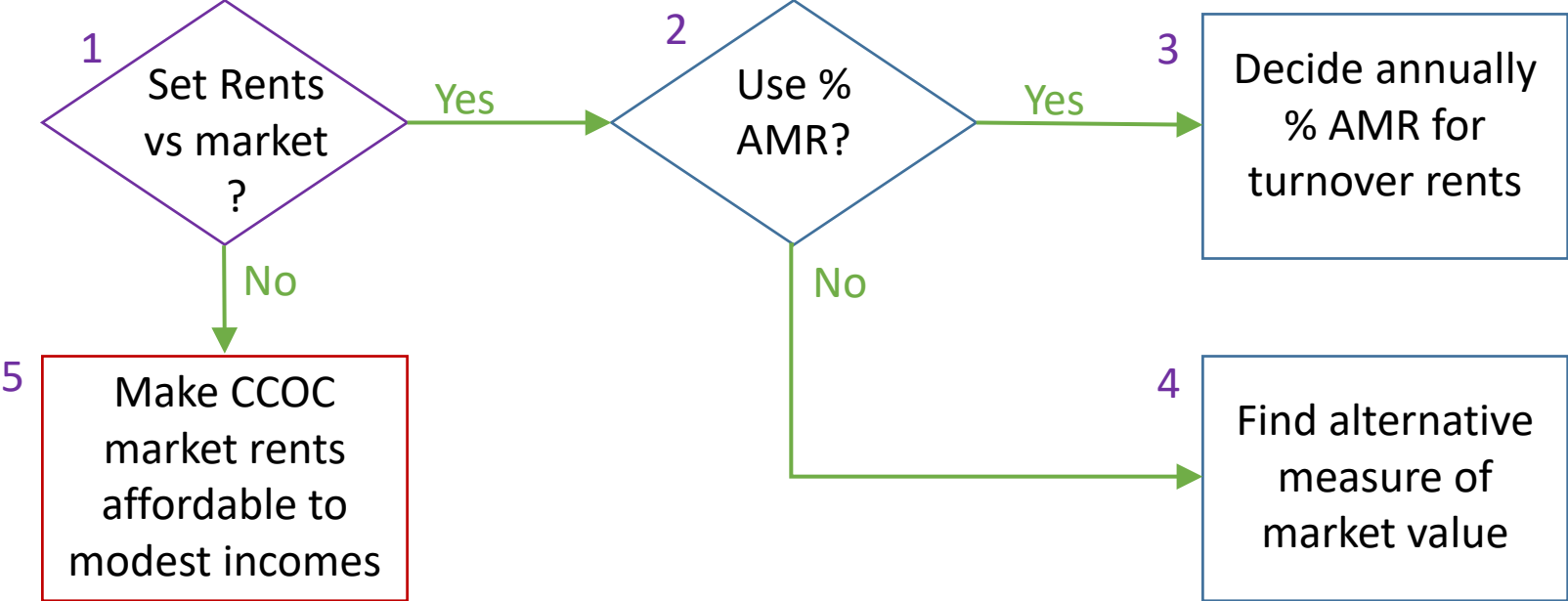


Market rent setting decision tree



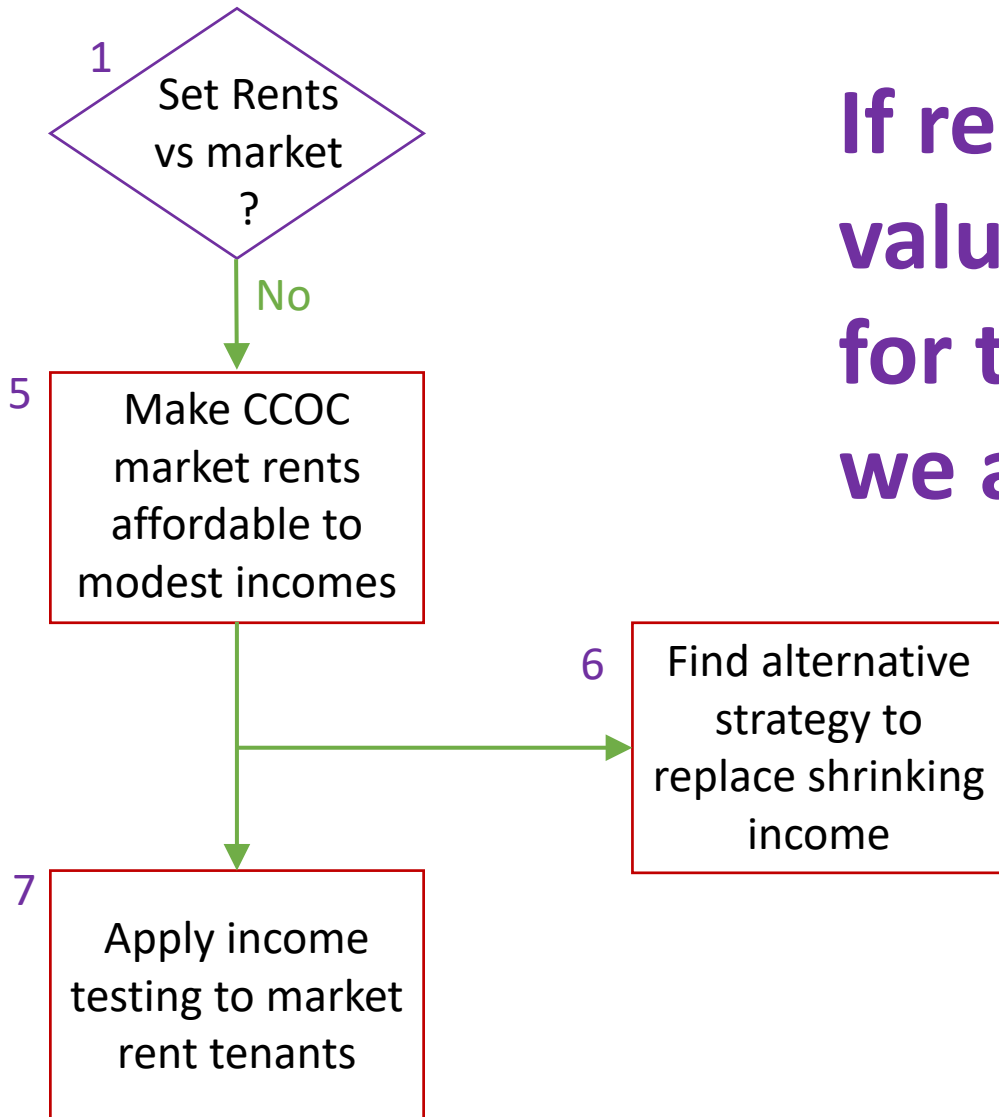
**Should CCOC
Market Rents be
pegged to some
measure of fair
market value?**

Market rent setting decision tree



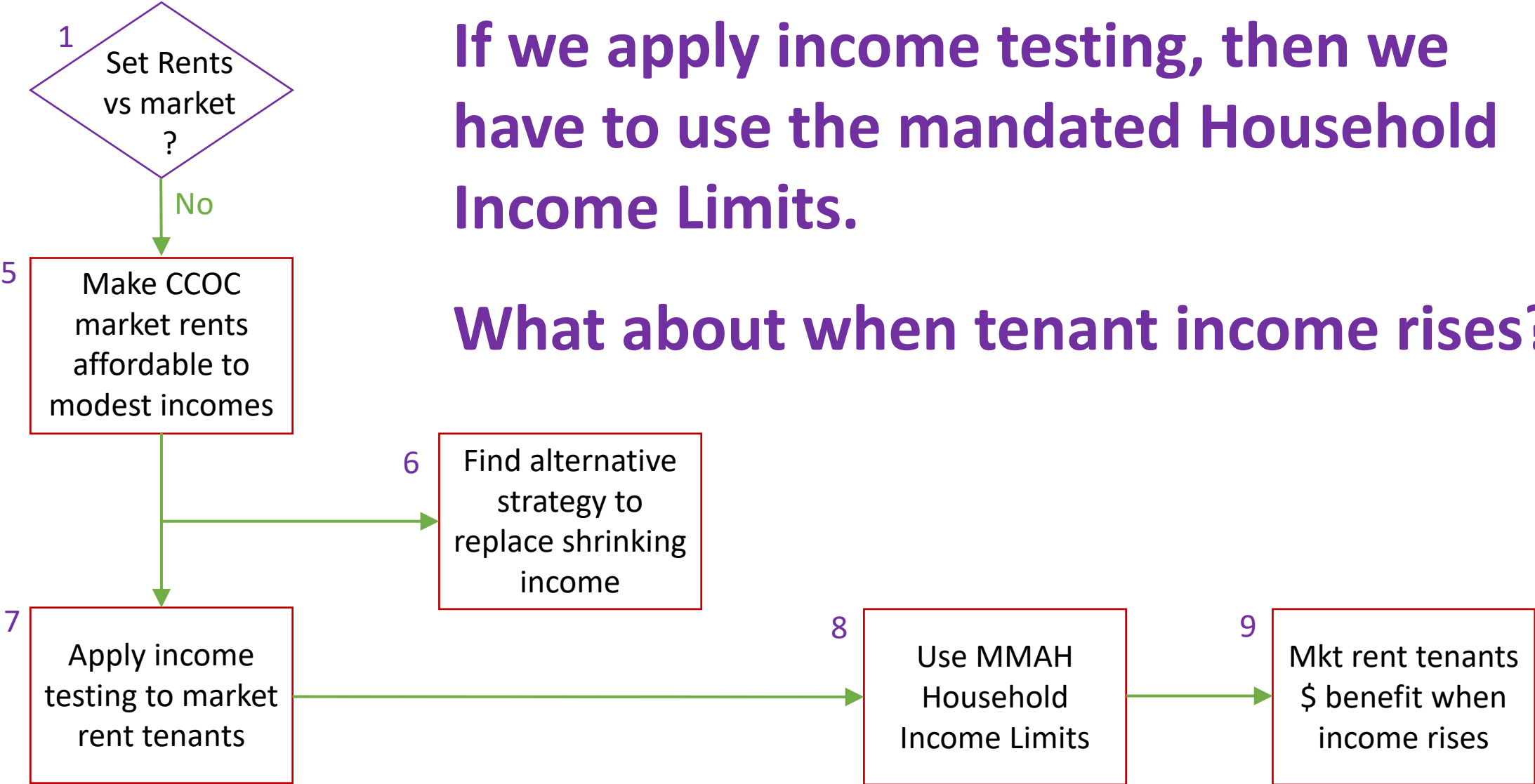
Is AMR the right measure of fair market value?

Market rent setting decision tree



If rents are lower than fair market value, it leads to financial benefit for those who don't need it, unless we apply income testing.

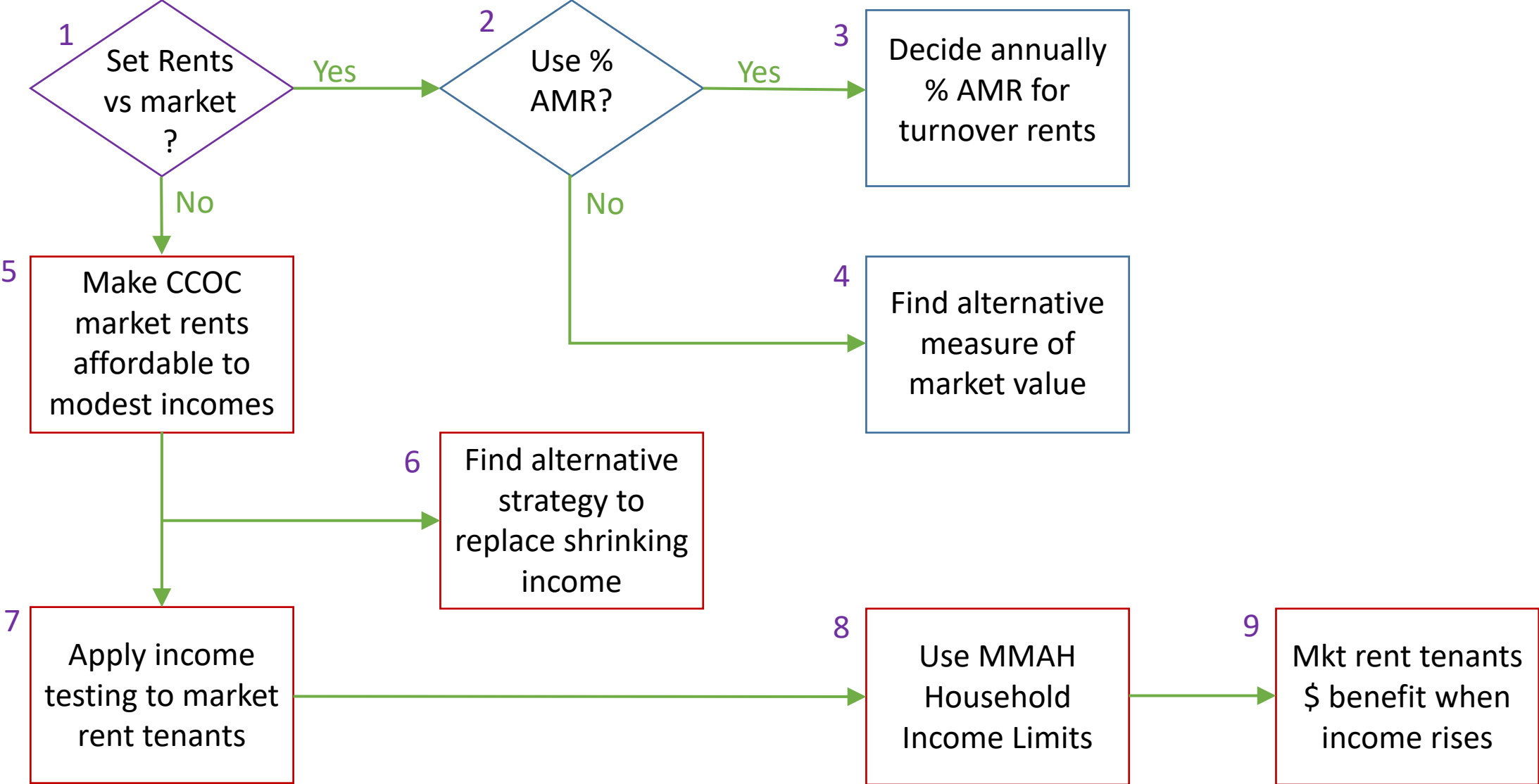
Market rent setting decision tree



If we apply income testing, then we have to use the mandated Household Income Limits.

What about when tenant income rises?

Market rent setting decision tree

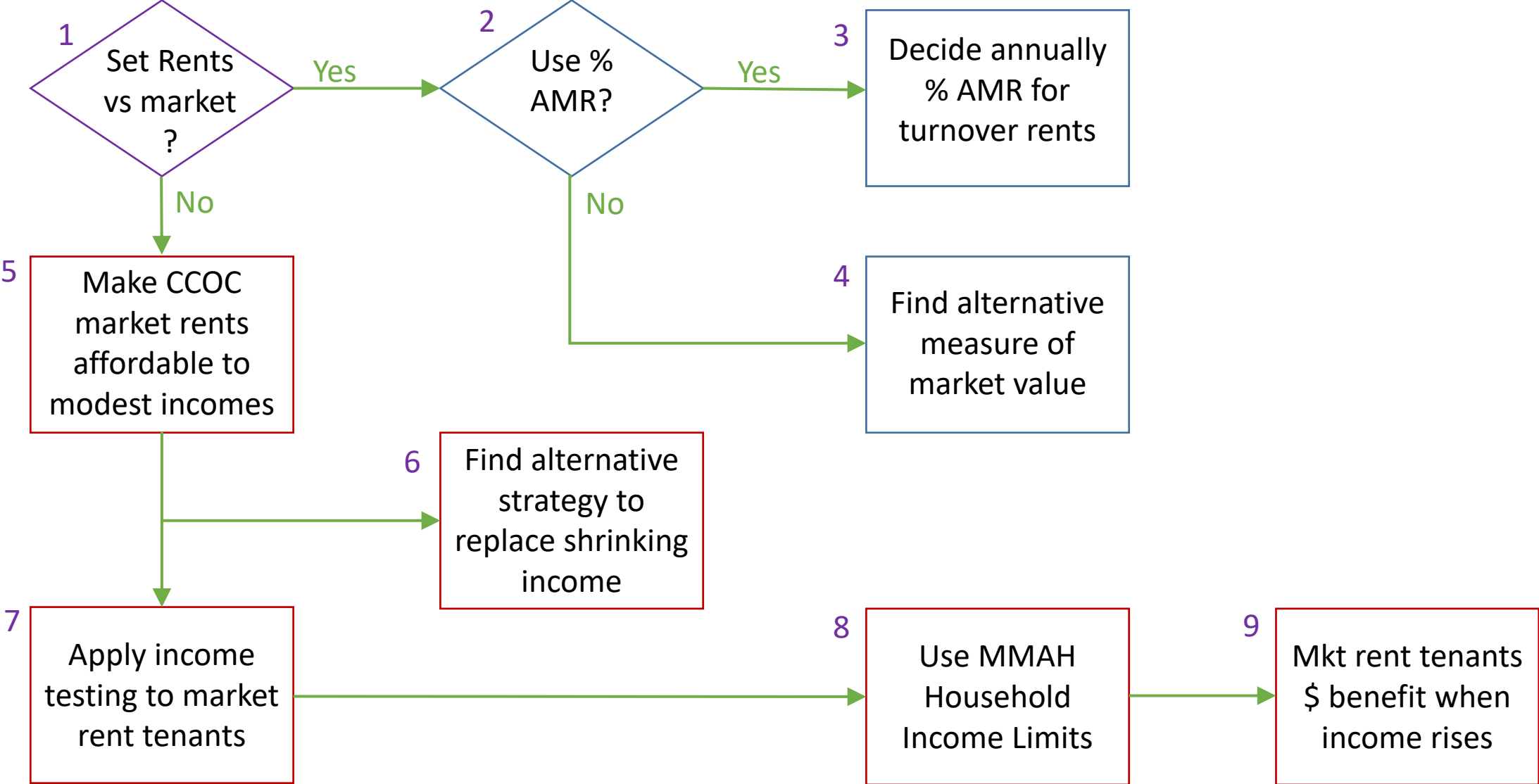


Household Income Limits (HILs) vs. Market Rents

	Bachelor	1-Bed	2-Bed	3-Bed	4+ Bed
Household Income Limits (2021)	\$37,500	\$46,000	\$55,000	\$66,500	\$76,000
Affordable Rent	\$938	\$1,150	\$1,375	\$1,663	\$1,900
Prov Bench Rent (455 Lisgar)		\$834	\$1,002	\$1,129	
Affordable to:		\$33,360	\$40,080	\$45,160	
Rentable range (bench to HILs)		\$33,360-\$46,000	\$40,080-\$55,000	\$45,160-\$66,500	
Lowest CCOC MR (455 Lisgar)		\$971	\$1,168	\$1,410	
		\$38,840	\$46,720	\$56,399	
Rentable range (Low MR to HILs)		\$38,840-\$46,000	\$46,720-\$55,000	\$56,399-\$66,500	
Ave CCOC MR (455 Lisgar)		\$985	\$1,189	\$1,490	
Affordable to:		\$39,400	\$47,560	\$59,599	
Rentable range (Ave MR to HILs)		\$39,400-\$46,000	\$47,560-\$55,000	\$59,599-\$66,500	

- HILs only apply to our Market Rent tenants in the Provincial Portfolio
- CCOC hasn't applied them
- The only apply at lease, signing
- HILs create a narrow range of incomes we can rent to

Market rent setting decision tree





Resolutions Committee Terms of Reference

Purpose:

The Resolutions Committee is responsible for ensuring that the tasks relating to resolutions submitted by the membership for consideration at the Annual General Meeting are completed within the required time frames and that notice of resolutions is communicated to the membership according to CCOC bylaws.

Composition:

The President, the Vice-President, the Secretary, the Treasurer, and the Executive Director shall form the committee. The Chair of the Committee will be appointed by the Committee members. Quorum for the Committee will be the President or Vice-President, Executive Director, and one other member of the committee.

Meeting:

The committee will meet no later than sixty (60) days prior to the Annual General Meeting and then as required until the completion of the resolutions process at the Annual General Meeting.

Submission of Resolutions:

Resolutions may be submitted at any time during the year. A call for resolutions will be made twice~~once~~ every year in the *NewsNotes* including at least ninetyone hundred and twenty (~~90~~120) days prior to the Annual General Meeting. Proposed resolutions must be received by the Committee no later than sixty (60) days prior to the Annual General Meeting in order to be considered at that Annual General Meeting. All proposed resolutions must be in writing and include the name of the mover.

Duties and Process (Prior to the Annual General Meeting):

- The committee will compile a list of proposed resolutions from the membership for the Annual General Meeting and classify them as a) Bylaw Changes or b) General Resolutions.

- The committee will review the Bylaws, [the CCOC Mission and Values](#) and/or other policy documents ~~and the CCOC Mission and Values~~, to ensure that the proposed resolution does not duplicate any policies of CCOC/CCHC and does not contravene the Mission and Values Statement.
- Proposed resolutions which duplicate current policy or which contravene the Mission and Values Statement will not be considered.
- The committee will forward the resolutions package to the Board of Directors with its recommendations (support, non-support, or proposed amendments) and the reason for the recommendation. Recommendations shall include an overview of the potential financial, corporate or operations impacts to the corporation.
- The Board of Directors will indicate whether it supports the resolution and the recommendation put forward by the Committee. One member of the Resolutions Committee will be appointed to explain this decision to the member who put forward the resolution so they may understand the decision.
- The committee will ensure that notice of proposed resolutions along with the Board's recommendation is sent out with the notice of the Annual General Meeting and that there is an agenda item dealing with resolutions.

Duties and Process (At the Annual General Meeting):

- The Chair of the committee or a delegate will present the resolutions and state the recommendations of the Board, including any amendments to the proposed resolution, and the reasons for that recommendation.
- Once the resolution has been presented, the member who ~~has~~ submitted the resolution shall be given the first opportunity to speak.
- Voting will be on the resolution and not on the Board's recommendation, except for proposed amendments.

Emergency Resolution:

Emergency Resolutions deal with urgent issues and matter which must be dealt with immediately and for which notice cannot be given. Such resolutions may only be placed before the membership by the Board of Directors. However, any member may contact the Board prior to the Annual General Meeting to request that an item be considered as an Emergency Resolution at the Board's discretion.

The chair of the committee or a delegate will present Emergency Resolutions at the Annual General Meeting and state any recommendations of the Board, and the reasons for that recommendation.

Board approved Aug/98

Board amended/Board approved Oct/02

Resolutions Not Considered at the Annual General Meeting:

Resolutions which were not considered at the Annual General Meeting either because they:

- a) ~~they~~ were received after the submission deadline ~~for submission~~, or
- b) ~~because they~~ were submitted to the Board as, but not considered to be, Emergency Resolutions,

will be forwarded to the incoming Board of Directors for consideration.



CCOC Development Committee Meeting

Forward Avenue Update

March 9, 2021

Schedule

February	March	April	May	June
<p>Net Zero Design Charrette</p>	<p>66% Contract Documents Demolition Permit Application Minor Variance Application Construction Estimate Class C</p>	<p>Demolition Commences Issued for Permit Drawings Apply for Building Permit Minor Variance Approval Construction Estimate Class B Preliminary Estimate Class A</p>	<p>99% Contract Documents End of Site Plan Review Process City of Ottawa release of Building Permit Issued for Tender Drawings Issued for Construction Drawings Final Class A Budget</p>	<p>Construction start</p>

DEVELOPMENT
COMMITTEE
MOTIONS

SCHEMATIC
DESIGN

PROJECT
BUDGET

Development Committee Motions

Development Committee Motions

- Motion to recommend **Schematic Design & Site Plan** to be approved by CCOC Board at next meeting (March 31st)
- Motion to recommend **Class D / Baseline Project Budget** to be approved by CCOC Board at next meeting (March 31st)

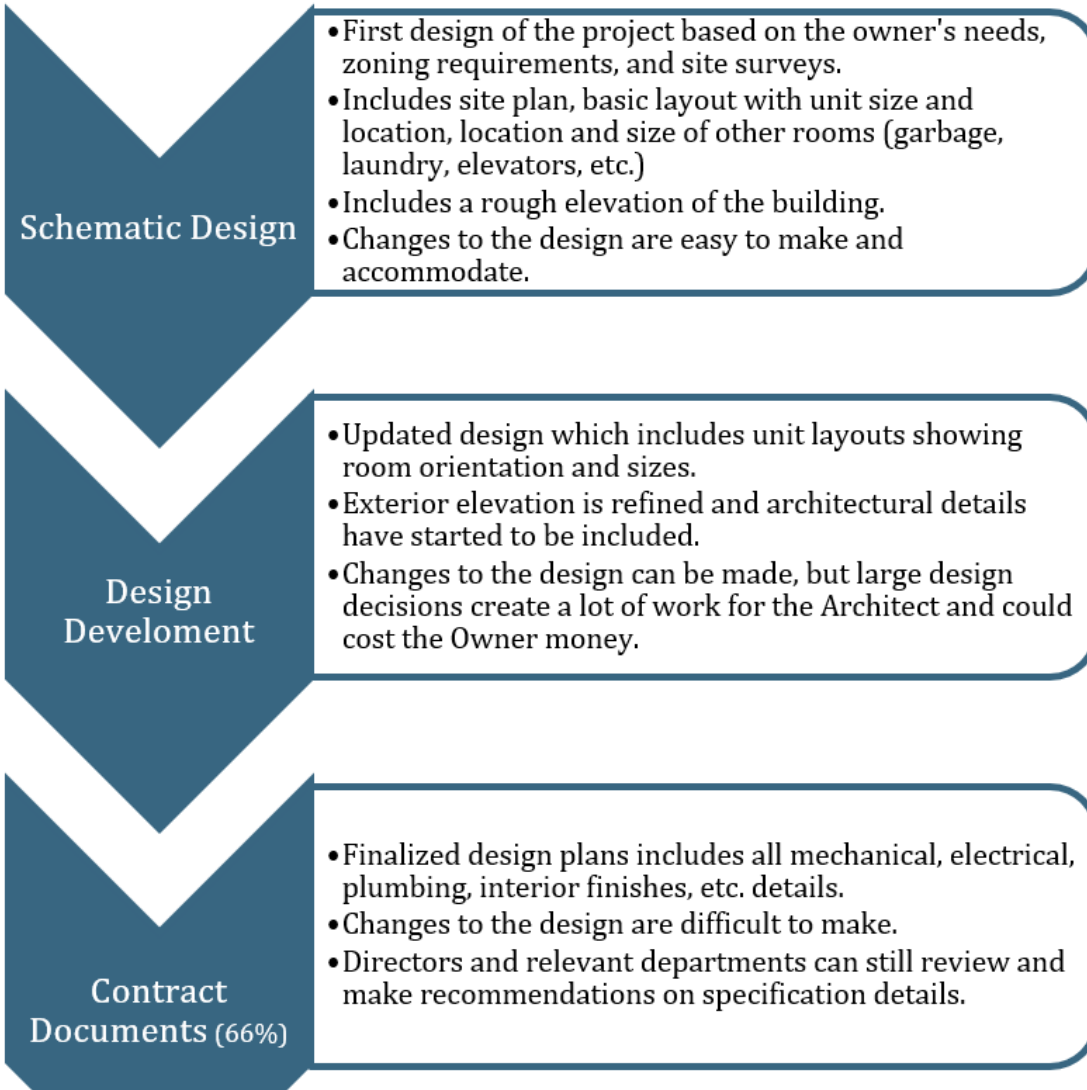
DEVELOPMENT
COMMITTEE
MOTIONS

**SCHEMATIC
DESIGN**

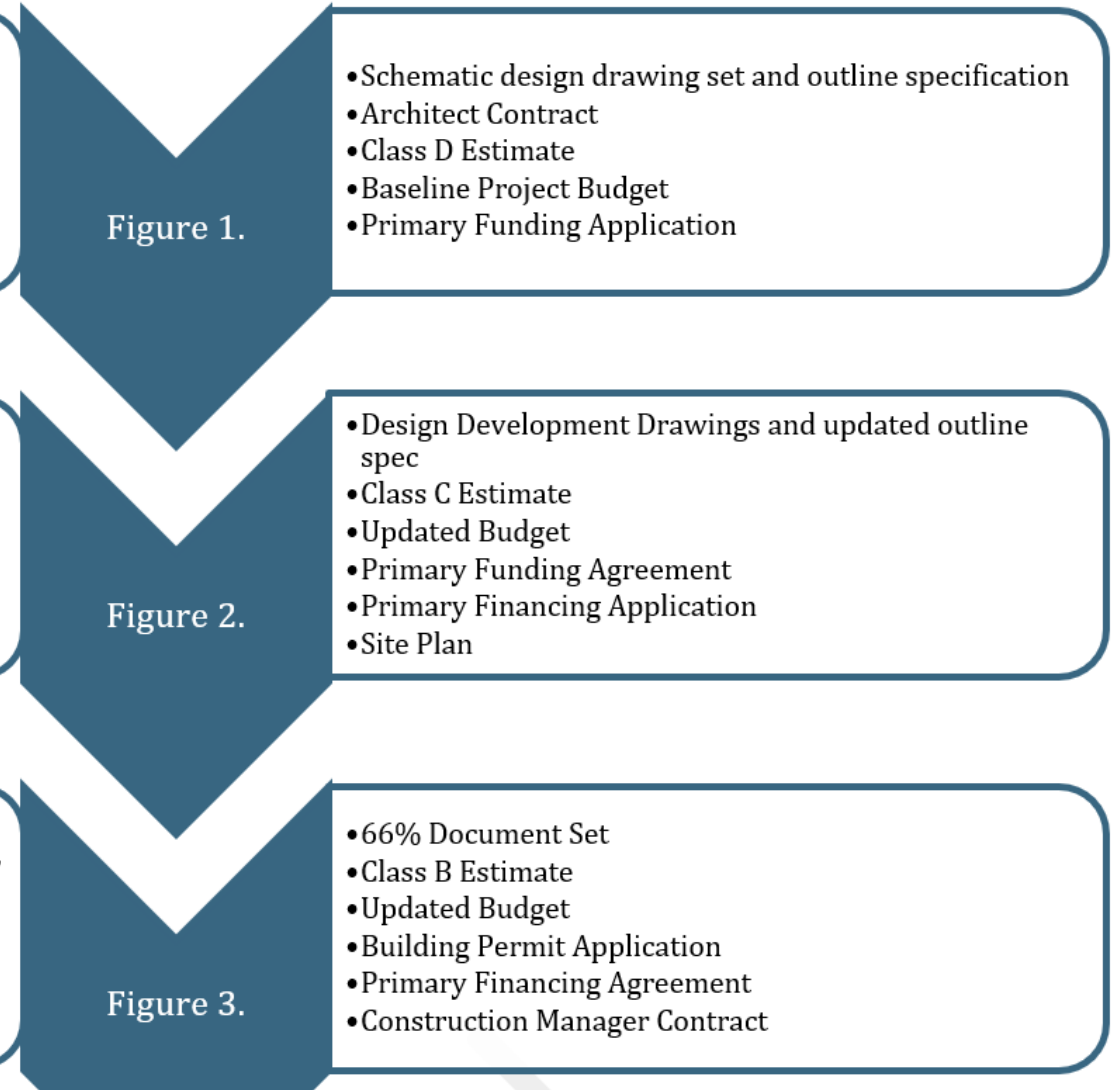
PROJECT
BUDGET

Schematic Design

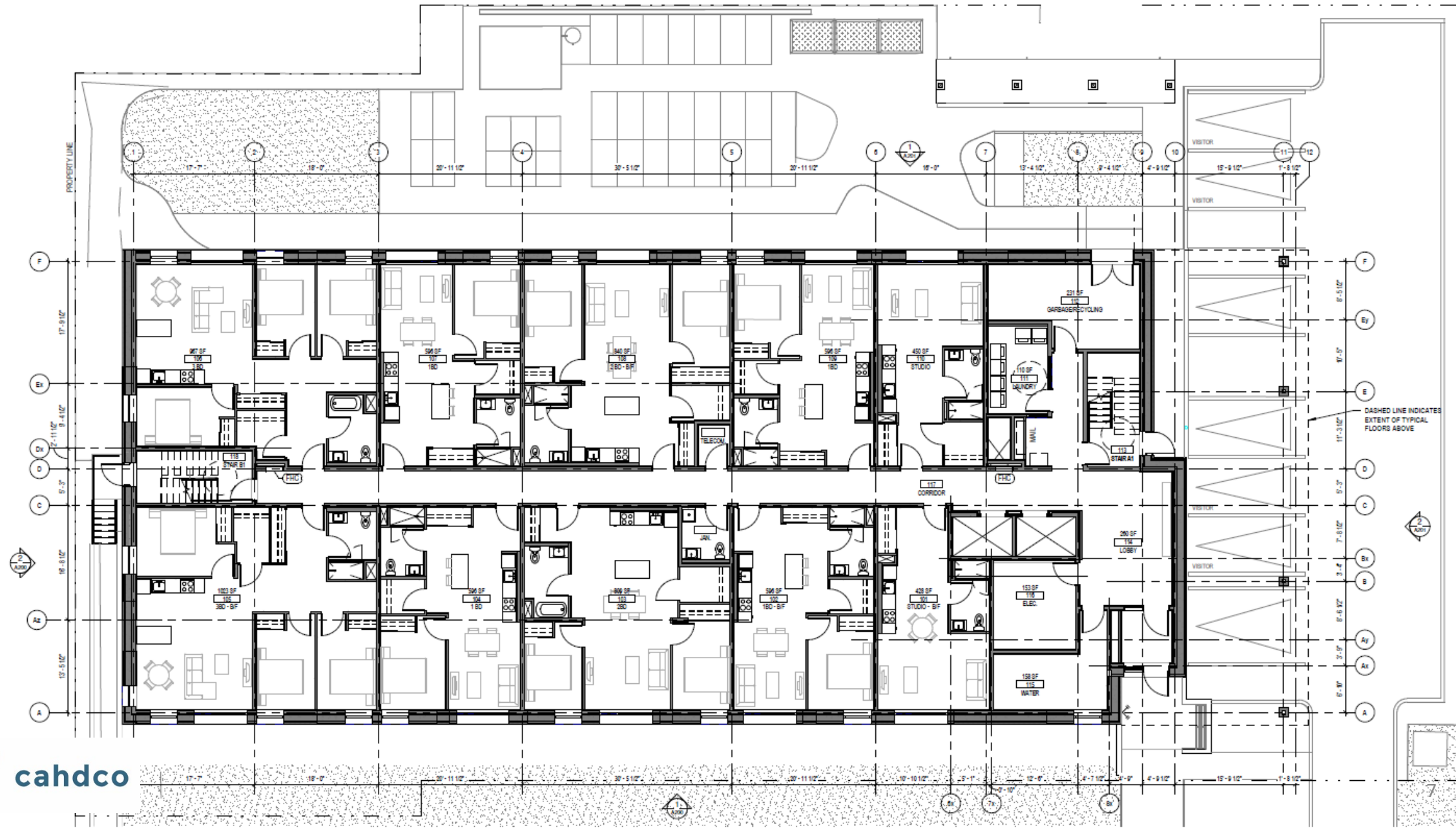
Phases of Development



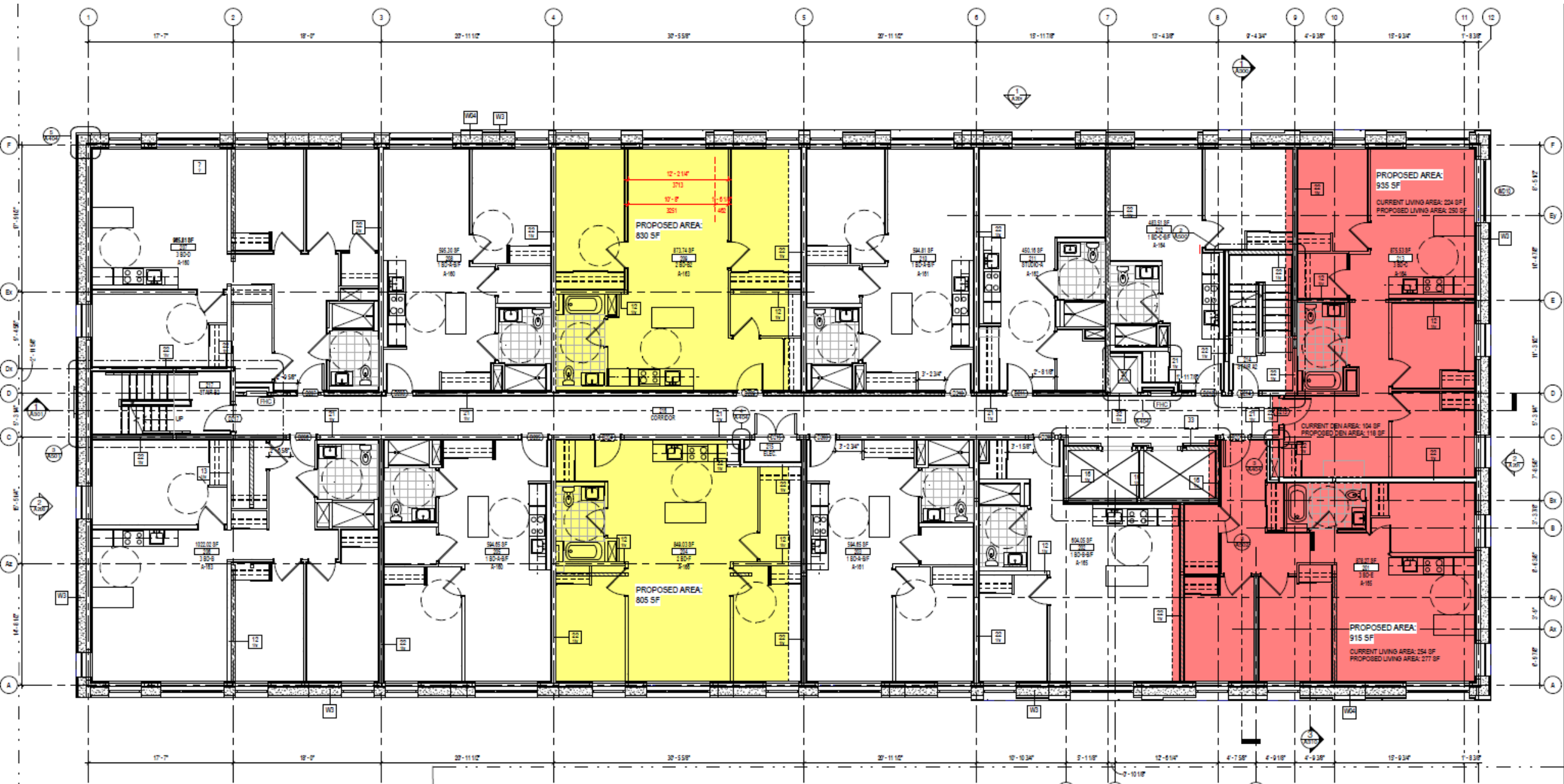
Relevant Documents



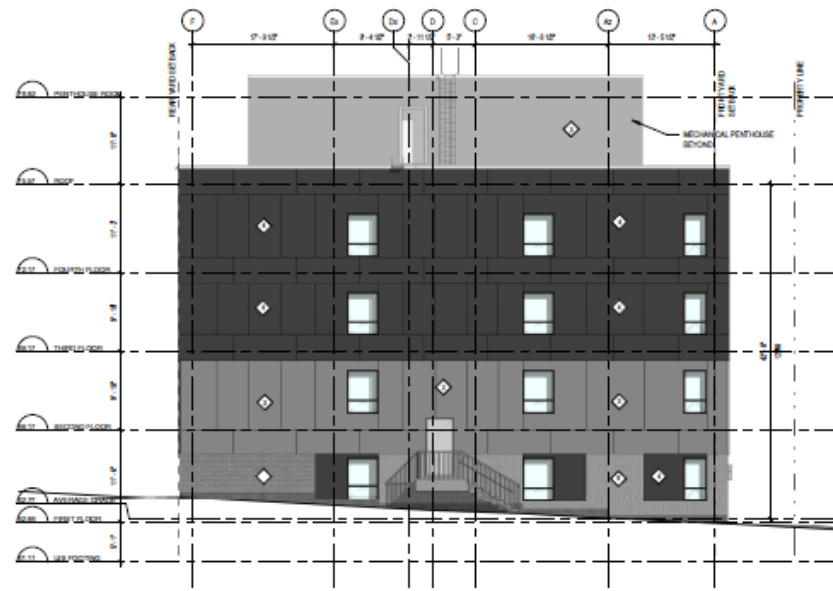
First Floor



Second, Third, & Fourth Floors



Elevations



2 NORTH ELEVATION
A200 1/8" = 1'-0"



2 SOUTH ELEVATION
A201 1/8" = 1'-0"

Development Committee Motions

- Motion to recommend Schematic Design & Site Plan to be approved by CCOC Board at next meeting (March 31st)

DEVELOPMENT
COMMITTEE
MOTIONS

SCHEMATIC
DESIGN

PROJECT
BUDGET

Project Budget

Project Budget

PROJECT COSTS		Total
Land Costs (Value + Closing Costs)	\$	2,719,645
Hard Costs	\$	15,756,497
Soft Costs (Including Financing)	\$	1,478,021
Contingencies	\$	1,734,532
HST (Including NP Rebate)	\$	502,249
Total Project Cost	\$	22,190,943
SOURCES AND USES		Total
Action Ottawa Grant	\$	7,340,215
CMHC Seed Grant	\$	52,500
CMHC Grant	\$	1,109,547
Section 37	\$	226,200
Funding Gap	\$	0
City Land Contribution	\$	1,700,000
Mortgage Financing	\$	12,566,062
FCM Grant	\$	25,000
FCM Financing	\$	0
Total Sources	\$	23,019,525
Surplus / (Shortfall)	\$	828,581

Operating Budget

REVENUES	Annual
Rent	\$ 673,046
Vacancy Loss	\$ (13,461)
Partner Rent Supplement	\$ 62,748
Laundry and Parking	\$ 14,184
Total Revenues	\$ 736,517
OPERATING EXPENSES	
Property Tax	\$ 90,000
Administration	\$ 97,804
Maintenance	\$ 102,900
Other	\$ 38,386
Reserve Replacement	\$ 29,400
Total Expenses	\$ 358,490
HST	\$ 6,101
Total Expenses with HST	\$ 364,591
NET OPERATING INCOME	
Net Operating Income	\$ 371,926
CMHC Mortgage Financing	\$ 338,114
Operating Surplus	\$ 33,811
DCR	1.10

Development Committee Motions

- Motion to recommend Class D / Baseline Project Budget to be approved by CCOC Board at next meeting (March 31st)



Presentations from guests at board and committee meetings

CCOC values

- working together as tenants, members and staff in ways which are responsible and supportive;
- decisions which are open and inclusive in the way they are made, communicated and implemented.

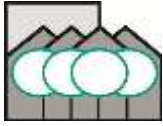
Tenants, members and others are welcome to attend committee and board meetings as guests and observers. Guests may ask questions and express opinions on approved agenda topics, but are not eligible to vote.

Tenants, members and others who wish to make a presentation to the board or to a committee must specify the topic and goal of their presentation at least two business days in advance. Any written materials must be submitted at least two business days in advance.

Advance notice gives staff and committee members time to prepare so that the committee's and guest's time is used productively.

The chair of the committee, or in the case of the board, the President, will have discretion to add the presentation to the agenda or to refer the topic to another committee or venue.

To ensure there are no barriers to staff accessing the personnel committee, this policy does not apply to staff presenting to the personnel committee.



Notice of Entry

When giving tenants notice that staff will be entering their unit, CCOC will specify a time of entry as “between 8:00 a.m. and 12:00 p.m.” or “between 12:00 p.m. and 4:00 p.m.”

Background

Residential Tenancy Act (RTA):

The RTA covers the obligations of landlords to give notice when entering a tenant’s unit as follows:

Entry without Notice

Entry without notice, emergency, consent

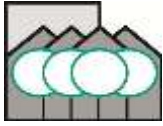
26. (1) A landlord may enter a rental unit at any time without written notice,
- (a) in cases of emergency; or
 - (b) if the tenant consents to the entry at the time of entry. 2006, c. 17, s. 26 (1).
- (....)

Entry to show rental unit to prospective tenants

- (3) A landlord may enter the rental unit without written notice to show the unit to prospective tenants if,
- (a) the landlord and tenant have agreed that the tenancy will be terminated or one of them has given notice of termination to the other;
 - (b) the landlord enters the unit between the hours of 8 a.m. and 8 p.m.; and
 - (c) before entering, the landlord informs or makes a reasonable effort to inform the tenant of the intention to do so. 2006, c. 17, s. 26 (3).

Entry with Notice

27. (1) A landlord may enter a rental unit in accordance with written notice given to the tenant at least 24 hours before the time of entry under the following circumstances:
1. To carry out a repair or replacement or do work in the rental unit.



2. To allow a potential mortgagee or insurer of the residential complex to view the rental unit.
3. To allow a person who holds a certificate of authorization within the meaning of the Professional Engineers Act or a certificate of practice within the meaning of the Architects Act or another qualified person to make a physical inspection of the rental unit to satisfy a requirement imposed under subsection 9 (4) of the Condominium Act, 1998.
4. To carry out an inspection of the rental unit, if,
 - i. the inspection is for the purpose of determining whether or not the rental unit is in a good state of repair and fit for habitation and complies with health, safety, housing and maintenance standards, consistent with the landlord's obligations under subsection 20 (1) or section 161, and
 - ii. it is reasonable to carry out the inspection.
5. For any other reasonable reason for entry specified in the tenancy agreement. 2006, c. 17, s. 27 (1).

Contents of notice

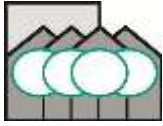
(3) The written notice under subsection (1) or (2) shall specify the reason for entry, the day of entry and a time of entry between the hours of 8 a.m. and 8 p.m. 2006, c. 17, s. 27 (3).

Current Practice: (modifications italicized)

Maintenance Office staff estimate that when CCOC enters tenant units it is almost always at the tenant's request, so that for approximately 90% of the time our staff go in, it is to perform work which the tenant has asked us to do.

The exceptions to this are mainly for the following:

- emergencies
- annual fire testing
- pre-move-out inspection reports



- CMHC or other government inspections
- CCOC inspections
- special maintenance or replacement reserve work

When performing the work noted above, with the exception of emergencies, CCOC gives the tenant 24 hour written notice. Currently, the notice usually states that we will be entering the unit between 8:00 am to 4:00 p.m., although we are sometimes more specific when appointment times are know or requested. *Under the new policy the notice will specify morning or afternoon. As a matter of procedure, we will continue to specify a time more closely whenever possible.* This will depend on the type of work being performed, whether third party contractors or inspectors are involved, whether we are entering one, a few or all units in the same building.

The great majority of requests CCOC receives for repairs come by way of tenants calling the office. The person taking the call will ask for details of the work required and will usually ask: “Is it OK to go in if you’re not home?” If the person answers in the affirmative, this information is entered on the work order. If the tenant has a specific request around entry, staff will make appropriate accommodations and put a note on the work order. These requests might be related to a specific day/time, the fact that the unit has an alarm system, that there are pets to watch out for, or simply, the tenant wishes to be home. In some cases, the work order will be issued with a directive to give 24 hours written notice. If a tenant wishes to be home while the work they requested is being carried out, staff will make an appointment for a more specific day and time or will make a note on the work order for the maintenance staff to call the tenant. *In the future, again as a matter of procedure, the question regarding entry will be followed by: “... or do you require 24-hour written notice?”(or similar phrase) to alert the tenant to the possible option available and allow him/her the opportunity to make a decision on the matter, particularly if the work is not expected to be undertaken in the immediate future*



Personnel Committee Terms of Reference

Purpose:

To develop terms of employment and personnel policies within the goals and structures of the Corporation and to ensure that these are carried out by the appropriate people when necessary.

Composition:

As per general policy on Standing Committees and Board Composition.

Meetings:

As per general policy on Standing Committees and Board Composition.

Special Provisions:

The two staff members will count as one committee member for the purposes of quorum. Should only one staff representative be present, they shall count as one member for purpose of quorum. Members who are staff representatives will not be present during in-camera portions of meetings that deal with individual staff members unless the individual staff member being discussed has requested their presence. Absence of staff representatives will not affect quorum as long as notice of the meeting was given.

Duties:

- Provide policy advice and strategic direction to CCOC's human resources functions
- Advise and make recommendations to the board on policies, major initiatives and strategic priorities for human resources
- Receive information and review changes to relevant employment laws and practices.
- Develop and update, as required, personnel policies, job descriptions, employee benefits, evaluation procedures, grievance procedures, hiring and firing procedures.
- Ensure input from staff, relevant volunteers and Board in the development, review and implementation of personnel matters described above.
- Ensure periodic (quarterly) review of staff leave and overtime
- Ensure periodic (quarterly) review of staff employment status

- Ensure that staff evaluations are carried out and that recommendations for salaries and benefits are made in a timely fashion with respect to budget preparation.
- Ensure that job descriptions and employment standards are up-to-date.
- Ensure that grievances are dealt with promptly and that appropriate people are consulted in the process.
- Ensure that necessary records are kept.
- Ensure confidentiality of staff evaluations and similar matters.
- Deal with any other personnel matters referred by staff, Board and Committees.

Roles & Responsibilities Regarding Personnel Related Activities & Issues

Unless noted, all actions and decisions must be approved by the Board of Directors.

In unusual circumstances, the Board may deal with any matter unilaterally.

Personnel Related Activities & Issues	Responsibility	Required input
<p>1. Staff Structure</p> <ul style="list-style-type: none"> • developing and revising CCOC’s departmental structure defining roles and reporting structure (including multiple job classifications) • changing the number of Regular or Term staff • defining levels of responsibility (individual job classifications) • defining qualification requirements for staff positions • approving and amending job descriptions • changing the configuration of staff within a department 	<ul style="list-style-type: none"> Board* Board* Personnel Department Directors Personnel Department Director 	<ul style="list-style-type: none"> Personnel/Committees/ Department Directors Personnel/Committees/ Department Directors Department Directors Committee Committee/Executive Director
<p>2. Hiring Term and Regular staff</p> <ul style="list-style-type: none"> • Preparing/issuing employment notices, receiving applications, setting up hiring committee, screening applicants, interviews, checking references, informing all applicants, contacting with selected applicant: • Engaging casual staff • Conducting probation review and terminating probation 	<ul style="list-style-type: none"> Department Directors/Supervisors Department Directors/Supervisors Department Directors/Supervisors 	<ul style="list-style-type: none"> Executive Director Executive Director
<p>3. Salaries and Terms of Employment</p> <ul style="list-style-type: none"> • maintaining CCOC Policies of Employment • setting annual adjustments to staff salaries and payments • setting annual fixed rates (mileage, family care, beeper, etc.) 	<ul style="list-style-type: none"> Personnel Board* Executive Director 	<ul style="list-style-type: none"> Staff Finance Director/ Executive Director Personnel

<ul style="list-style-type: none"> granting exceptions for individual circumstances 	Executive Director	Advise Personnel as needed/***
<p>4. Conflict Resolution</p> <ul style="list-style-type: none"> defining conflict resolution mechanism providing advice to individual staff settling unresolved conflicts 	Personnel Department Directors/Supervisors Executive Director	Staff *** ***
<p>5. Performance Standards</p> <ul style="list-style-type: none"> Developing and monitoring staff appraisal procedures conducting annual staff appraisals: <ul style="list-style-type: none"> - Executive Director - for Department Directors - for staff developing annual departmental and staff work plans identifying & implementing a training and staff professional development program initiating and conducting employee performance-related probation procedure staff termination <ul style="list-style-type: none"> - for cause - without cause 	Personnel President Executive Director Department Directors/Supervisors Department Directors Executive Director Executive Director/*** Executive Director Executive Director	Committees Staff/Personnel Department Directors (or Supervisors in consultation with Department Director) Advise Personnel Chair & Executive Committee Advise Personnel Chair & Executive Committee

* The Executive Committee may act on behalf of the Board

*** If a staff member requests, the Personnel Committee (or a representative) will participate in, or review the action. These actions are not referred to the Board unless they have a direct and significant financial impact.

- Ensure that job descriptions and employment standards are up-to-date.
- Ensure that grievances are dealt with promptly and that appropriate people are consulted in the process.
- Ensure that necessary records are kept.
- Ensure confidentiality of staff evaluations and similar matters.
- Deal with any other personnel matters referred by staff, Board and Committees.

Roles & Responsibilities Regarding Personnel Related Activities & Issues

Unless noted, all actions and decisions must be approved by the Board of Directors. In unusual circumstances, the Board may deal with any matter unilaterally.

Personnel Related Activities & Issues	Responsibility	Required input (in sequence)
1. Staff Structure		
<ul style="list-style-type: none"> • Developing and revising CCOC's departmental structure defining roles and reporting structure (including multiple job classifications) 	Board*	<ol style="list-style-type: none"> 1. Director HR 2. ED & Department Directors 3. Relevant Committee(s) 4. Personnel
<ul style="list-style-type: none"> • Changing the number of Regular or Term staff 	Board*	<ol style="list-style-type: none"> 1. ED & Department Directors 2. Relevant Committee(s)
<ul style="list-style-type: none"> • Approving and amending job descriptions: defining levels of responsibility (individual job classifications), defining qualification requirements for staff positions 	Personnel	<ol style="list-style-type: none"> 1. ED 2. Department Directors 3. Personnel
<ul style="list-style-type: none"> • Changing the assignments of staff within a department (no change in job description) 	Department Director	
2. Hiring Term and Regular staff		
<ul style="list-style-type: none"> • Preparing/issuing employment notices 	HR & Corp Serv Dept	
<ul style="list-style-type: none"> • Setting up hiring committee, screening applicants, interviews, checking references, informing all applicants, contacting with selected applicant 	Hiring Manager	HR & Corp Serv Dept Ad Hoc Hiring Committee
<ul style="list-style-type: none"> • Offer letters and compensation offers 	HR Director	ED

• Engaging casual staff, compensation offers	Department Directors	HR & Corp Serv Director
• Conducting midpoint and endpoint probation review and successfully terminating probation	Department Directors/Supervisors	HR & Corp Serv Dept
• Unsuccessful probation decision	Hiring Manager	Dept Director HR & Corp Serv Director
• Appointing acting positions (less than six months)	Supervisor to the position	Supervisor to the position
• Appointing acting positions (greater than six months)	Supervisor to the position	Dept Director Ad Hoc Hiring Committee
3. Salaries and Terms of Employment		
• Maintaining CCOC Policies of Employment	Personnel	1. HR Director 2. Executive Director
• Setting annual adjustments to staff salaries and payments	Board*	1. HR Director 2. Personnel
• Setting annual fixed rates (mileage, family care, beeper, etc.)	HR Director	Personnel
• Granting exceptions for individual circumstances	HR Director	Executive Director Advise Personnel as needed
4. Conflict resolution		
• Defining conflict resolution mechanism	Personnel	HR Director
• Settling unresolved conflicts, decision to go to mediation	HR Director	
5. Performance standards		
• Conducting annual staff appraisals: <ul style="list-style-type: none"> ○ Executive director ○ Other staff 	President	Executive Committee
	Supervisor	HR Director
• Developing annual departmental and staff work plans	Department Directors	Committees

<ul style="list-style-type: none"> • Identifying & implementing a training and staff professional development program 	HR Director	Staff/Personnel
<ul style="list-style-type: none"> • Initiating and conducting employee performance-related probation procedure 	HR Director	Executive Director Department Directors (or Supervisors in consultation with Department Director)
<ul style="list-style-type: none"> • Staff termination: <ul style="list-style-type: none"> ○ Department directors 	Executive Director	Advise Personnel Chair & Executive Committee
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ○ Other staff 	Executive Director	HR Director / Dept Director

* The Executive Committee may act on behalf of the Board



Internally Funded Subsidy Minimum Rent & Rent Calculations

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

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

Tenants receiving Social Assistance from the Ontario Disability Support Program will have rent calculated based on the maximum shelter allowance for ODSP [according to household size](#) with adjustments for utilities in accordance with Housing Services Act utility scales.

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

Approved by the Board October 1995, amendment approved April 2000.

Updated and approved by the Board June 2020.

Sunset date June 2025

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

Monday, March 8, 2021

(By Video Conference)

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

Staff: Ray Sullivan

1. **Call to order & anti-oppression statement:** 7:37
2. **Approval of the agenda:** (moved/seconded/carried, Josh/Shelley)
3. **Approval of regular minutes from February 8, 2021:** (m/s/c, Penny/Kerry)
4. **Reviewing Department Directors' meeting:** Ray gave a verbal report on the February 18 meeting, led by Andree-Ann our HR & Corporate Services Director. It focused on staff engagement and the management climate we wish to foster. Andree-Ann walked us all through a new and improved performance management and professional development system. She has is really upping our game in HR.
5. **Business Arising:**
 - a) **Taiga Property Management Agreement**

Background: CCOC has agreed to act as Property Manager, reporting to the Taiga Board, from July 1 to December 31 until the amalgamation is completed. Staff are seeking approval to sign a property management on behalf of CCOC.

Motion: Acting on behalf of the Board, the Executive Committee authorized Ray to sign a property management agreement with Taiga Non-Profit.
(m/s/c, Shelley/Kerry)
6. **New Business:**
 - a) **Policy on Presentations from Guests**

Background: The existing policy reached its sunset date and needs renewal. Staff do not recommend any changes. See attached.

Discussion: Shelley asked about situations where the same guest might ask to attend successive Board meetings. Ray answered that technically our Board meetings are open to any guests, and that this policy only applies to *presentations* from guests.

Motion: The committee recommends that the Board reaffirm the Policy on Presentations from Guests, resetting the sunset date to March 2026.

(m/s/c, Kerry/AnaLori)

b) Agenda Preparation and Timing of Board Meetings

Background: Board members have requested that we limit Board meetings to two hours. Staff needs to direction on how to best accomplish this.

Discussion:

- Board meetings have felt longer online, and with more complex and strategic discussions. When board meetings were in-person it was easier to read body language and gauge when people are tired and losing focus.
- Some committee members remember even longer meetings when they first joined the board.
- Can we structure the agenda differently?: start with deep dives and strategic discussions (timed), then motions that are time-sensitive, then other motions, then information items.
- When we split the market rent discussion between two meetings, that was useful to allow ideas to simmer and thoughts to steep.
- Using a timekeeper and having a timed agenda would help.
- Board members could be invited to share questions and comments in advance, before the meeting.
- It's hard for the chair to cut people off or limit discussion
- Do we really need to have reports from each committee on the agenda? We could break up the structure we currently have.
- We could ask committees to identify "how much time should the board spend on this item?" or rather than ask what items are for the board's attention (which could be everything), ask what items they need a decision or comment from the Board
- We need to make these changes to make the board more accessible and representative
- Accommodation, accessibility and equity are non-negotiable.

The committee agreed to experiment with a reformatted agenda for the March 31 CCHC/CCOC Board meeting.

7. Programs/Policy:

a) Expiry of Provincial Mortgages (EOM)

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

Update: The City of Ottawa recently approved a workplan for Housing Services; it has this item completed Q4 2022. That's too late. Ray has been working with the Ottawa Social Housing Network (OSHN) on a series of local EOM workshops, and with the Ontario Non-Profit Housing Association (ONPHA) on a provincial series. The good news is that CCOC isn't in a tiny group paying close attention to this anymore, the bad news that it's coming 5 years too late.

8. Residential Tenancies Act (RTA) Proceedings:

- a) **Non-payment:** The committee reviewed the list and moved "that staff be authorized to proceed to take further action by bringing a case approved in February to the LTB (L1)"
- b) **Other reasons:** Staff have no new recommendations, but can report that a tenant who was causing substantial interference at 464 Metcalfe has been re-housed outside of CCOC.

9. Strategic Plan: no news

10. Cahdco Update: no news

11. Other business:

a) **Upcoming Board schedule**

- March:**
 - Forward Ave redevelopment
 - CCOC Market Rents (continued)
- April:**
 - CAP redevelopment,
 - AGM resolutions & potential by-law changes
 - Privacy and confidentiality practices and policies (may get bumped)

12. Adjournment: 8:53 (m/c, Josh)

Development Committee Meeting Minutes

Tuesday, March 9, 7:00 PM
Conducted remotely via GoToMeeting

Present: Penny McCann (Chair, CCOC Board Member), Sarah Button (CCOC Board Member), Sarah Gelbard (CCOC Board Member), Brent Walden, David McCallum, Ginnig Wong, Gisèle Doyle, Mary Huang, Rod Manchee, Rida Oulhaj (Guest), Graeme Hussey (Staff), Kyla Tanner (Staff), Paige Waldock (Staff/Minute-taker)

Regrets: Jesse Steinberg (CCOC Board Member), Abra Adamo, Alannah Bird, Court Miller, Elliot Sherman, John Kingsley, Natalie Duchesne, Stéphanie Bohdanow, Abdourahim Ismail (Guest), Nicholas Damer (Guest), Dennis Carr (OCLT Board Member)

1. **Call to Order & Anti-Oppression Statement:** 7:05 pm
2. **Approval of Agenda** (m/s/c Sarah B/Sarah G/ All)
 - Move Agenda Item 10 to Item 12
3. **Approval of Regular Minutes – Attached February 9, 2021** (m/s/c David/Gisèle/ All)
4. **Declarations of Conflict of Interest**
 - None declared.
5. **Introductions and Announcements**
 - Run for Board of Directors – **Verbal report**
 - The CCOC AGM is approaching. This is the opportunity for anyone who might be interested in joining the board to consider running. Half of the board members are elected each year. It is a two year term.
 - If anyone has questions they can reach out to Sarah G.
 - Special Members Meeting March 24, 2021 – **Verbal report**
 - Taiga non-profit is merging with CCOC. Special CCOC member's meeting on March 24, 2021 approve merger.
6. **Business Arising**
 - Policy Review Update – **Verbal report**
 - Verbal report by David McCallum.
 - The sub-committee is producing a living document for the development policies.
 - There are 5 existing policy documents. The working group would like to consolidate the documents. The endeavour would be to create a framework for the development committee to follow.
 - The development strategy, terms of reference, and project charter will be



reviewed to make sure that everything is cohesive.

- David asked the committee for high level values for development policy:
 - Suggested values include accessibility, mixed income including subsidized, environmental standard, good design practices, adaptable, community within building and neighbourhood, aging in place.
- David asked for comments on geographic location & boundaries:
 - Equitable access to transit and cycling is important to CCOC values.
 - Land is more expensive and harder to find in the downtown core, but closer to services, transit, and amenities.
 - CCOC should densifying new development near existing properties that are further away from the core.
- David asked the group for comments on if there should be a policy on design review and on the development committee's role in the development of the project charter.
- **ACTION: The questions will be shared with the group after the meeting so that they can share their comments afterwards.**

7. Government Policy & Program

- City of Ottawa Official Plan Review – **Draft letter to be distributed**
 - Sarah drafted a letter to be shared with the Planning, Infrastructure and Economic Development Department at the City of Ottawa
 - The letter outlines who CCOC is and then describes the what CCOC supports and what can be improved in the draft City of Ottawa Official Plan.
 - Sarah reviewed the letter with the committee.
 - The committee suggested adding commentary on community benefits agreement. The also suggested including commentary on Senior income levels.
 - The committee is interested in looking into the effect on the pandemic on vacancy rates downtown as people try to move into the suburbs. The letter does not touch on this item and responds on a higher level. Sarah welcomes any data anyone has on this.
 - The letter is due this Friday the 12th.
 - Other community groups are including a comment on the tight timeline and complexity of the feedback process. Sarah will add this to the letter.

8. Report of Board & Committees (Consent Agenda)

- Committee Summaries – **Attached**

9. CCOC Development Projects

- CCOC Forward Avenue Update – **Report attached**
 - There is a new updated schedule that Kyla shared with the committee. Some items were pushed a month, but construction start is still June. The team is currently working on the 66% drawings.



- The Construction manager is working on the demolition permit application. The goal is to start remediation by the end of the April when the building permit is expected.
- Kyla reviewed the drawings with the committee. The site plan has been submitted and the project is moving toward building permit. Comments included:
 - David is going to share some comments on the PV design with Kyla via email.
 - With the removing of the side door, is someone who needs accessibility parking able to easily access the parking? What is the slope, access?
 - Should pocket doors be added to the bathrooms for accessibility if someone is approaching from the way that the door swings?
 - Currently, there are 7 parking spots. 4 spots are required for visitor parking spots by the zoning. 3 are allocated to residents.
 - Light the walking path to the door by the cars well, it could become a dark corner.
- Kyla reviewed the baseline budget with the committee.
- The budget currently shows a capital surplus. Once the budget is finalized, the mortgage will be reduced to match the need so that there is no capital surplus, but a greater planned operating surplus.
- The budget is very conservative with contingencies of 10%, a modest interest rate, and an extremely reliable construction manager.
- **MOTION: To recommend the baseline budget (Class D) for approval by the board (Sarah B/ David/ All)**
- **MOTION: To recommend the Schematic Design and Site plan for Approval by the Board (Sarah B/ Sarah G/ All)**
- Ottawa Community Land Trust & RH-7 – **Verbal report and discussion**
 - Kyla updated the committee on the OCLT.
 - The CHTC (Centre Housing Transformation Centre) gave the group a grant that aided in the project start-up.
 - Cahdco was hired as the Project Manager and Kyla is the PM.
 - January 2021 they incorporated with three board members. Laine Johnson, CCOC Tenant Community Engagement Director; Dennis Carr, former CCOC development coordinator; and Jovette Fournier, CHASEO Executive Director.
 - The vision is to bring land under ownership of the OCLT to hold it for affordable housing in perpetuity. They will be the owner, not the operators. They will need partnerships.
 - There is land at LeBreton Flats owned by CMHC that non-profits and co-ops currently lease, since the 1980s. They are looking to try and have this land transferred to the OCLT.
 - There are 7 rooming houses that are coming up for sale. The current owner would



like the affordability to continue. The City of Ottawa is interested in supporting the OCLT as owner.

- CCOC is currently one of the partners that is being considered for the operations of the rooming house site. Other groups are being looked at to provide further supports, such as Options Bytown.
- The term and cost of any land lease is still being determined and will likely be flexible on a site to site basis.
- There are no restrictions that a for-profit group could benefit from a lease of land from the OCLT but it would have to provide affordable housing to align with the OCLT's goals and mission.

10. Report from Cahdco – Verbal report

- Background: Update on active and new Cahdco client projects.
 - The RHI applications are still awaiting a response.
 - A new PM has been hired to replace Kiefer. Her name is Danna See-Har.
 - Cahdco received a community foundation grant of \$70,000 to cover some of the costs associated with the Affordable Home Ownership project.

11. Items for Future Discussion

- An article on the Ottawa Community Housing Mosaic project has been shared. It will be a topic at next month's meeting.

12. Approval of In-Camera Minutes – Attached February 9, 2021

- Rida left the meeting.
- **MOTION: Approve the In-camera Minutes from February 9th (Sarah G/ Rod/ All)**

13. Items to Highlight for the Board

- Motions from the Forward project discussion.
- The letter to the City for consent.

14. Agenda Items or Decisions for Next/Future Meetings

- CAP Sites
- Policy Review – questions will be shared in advance if necessary

15. Adjournment: 8:55pm

(m/c David)

Next Development Committee Meeting: Tuesday, April 13, 2021



159 Forward Ave

Monthly Project Report



Date: 5 March 2021

To (Attention): CCOC Development Committee

From: Kyla Tanner, Project Manager, Cahdco

Re: **March 2021 Project Report**

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

The project team held the integrated design charrette with Posterity Group and Co-Energy. The CMHC Co-Investment Letter of Intent (LOI) and a commitment letter for additional funding from the City based on 147 Forward purchase were both received.

Project Scope

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

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

Unit Composition	Average Market Rent (AMR)	Below Market Rent (BMR)	Ontario Disability Support Program (ODSP)	Total
Bachelor		5	0	5
1- Bedroom	3	12	7	22
2- Bedroom	4	4	0	8
3- Bedroom	5	9	0	14
Total	12 (24.5%)	30 (61.2%)	7 (14.3%)	49

- An integrated design charrette was held on February 23rd. As a result of the charrette, CCOC has asked Posterity Group to identify CCOC's predicted energy consumption separate from the tenants' predicted consumption.
- CCOC is not asking CoEnergy for more solar Photo Voltaic (PV) modelling until the results from Posterity Group are provided. The design team may be able to provide sufficient information related to solar modelling.
- The consultant organizing the charrette has applied to Federation of Canadian Municipalities (FCM) for a 'studies' grant that will help cover the costs of the charrette.
- The Phase 1 ESA for 147 Forward was shared with the City.

Project Schedule

February	March	April	May	June
Net Zero Design Charrette	66% Contract Documents Issued for Permit Drawings Demolition Permit Application Apply for Building Permit Minor Variance Application Construction Estimate Class C Construction Estimate Class B	99% Contract Documents Demolition Commences Issued for Tender Drawings Minor Variance Approval Preliminary Estimate Class A	End of Site Plan Review Process City of Ottawa release of Building Permit Issued for Construction Drawings Final Class A Budget	Construction start

- Site Plan Control was resubmitted on January 27. Site Plan Rationale was resubmitted February 4. CCOC is waiting for the technical comments from the City.
- A Notice of Demolition was submitted to the Heritage Planning department for 147 Forward Avenue. The City notified the team last minute that it is on the Heritage Register.
- A Demolition Agreement was received from the City, but the Construction Manager must still submit a demolition permit.

Project Budget

- MBC created a Class D estimate based off the drawings prepared by Figurr and similar projects they've constructed previously.
- The CMHC Average Market Rent rates were updated with 2020 data.
- CCOC submitted a draw request for their CMHC SEED funding (\$52,500).
- CMHC shared an LOI for Co-Investment funding and financing.
- The City of Ottawa shared a commitment letter for the additional Action Ottawa funding for the additional units created with the purchase of 147 Forward. It guarantees \$2.34 Million.

PROJECT COSTS	Total
Land Costs (Value + Closing Costs)	\$ 2,719,645
Hard Costs	\$ 15,756,497
Soft Costs (Including Financing)	\$ 1,636,225
Contingencies	\$ 1,750,352
HST (Including NP Rebate)	\$ 502,482
Total Project Cost	\$ 22,365,201

SOURCES AND USES	Total
Action Ottawa Grant	\$ 7,340,215
CMHC Seed Grant	\$ 52,500
CMHC Grant	\$ 608,925
Section 37	\$ 226,200
Funding Gap	\$ 233,861
City Land Contribution	\$ 1,700,000
Mortgage Financing	\$ 12,178,500
FCM Grant	\$ 25,000
FCM Financing	\$ 0
Total Sources	\$ 22,365,201
Surplus / (Shortfall)	\$ 0

CMHC MORTGAGE FINANCING	Terms
Principal	\$ 12,178,500
Interest Rate	1.25%
Amortization Period	50
Term	10
Number of Payments Per Year	12
Total Number of Payments	600
Payment Per Period	\$ 27,307
Total Cost of Loan	\$ 16,384,299
Annual Mortgage Payments	\$ 327,686

Qualitative Risk Assessment

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

#	Risk Item	Description	Potential Impact	Mitigation Options
1	Escalation of Capital Costs	An increase in the hard or soft costs of the project	With a fixed NOI this will increase the demand for equity or other sources of funding	<ul style="list-style-type: none"> Value Engineer the project Introduce additional sources of funding
2	AO contribution for additional units	The City of Ottawa might not fulfill their Letter of Commitment	This would decrease the anticipated grant contribution for the project by \$2,340,000	<ul style="list-style-type: none"> Sign a contribution agreement for \$2,340,000 Increase rent for the unsponsored 18 units to AMR to increase debt financing capacity
3	Interest Rate Escalation	An increase in CMHC's interest rate above the 1.25% that we're modelling	This would impact the initial assumptions that formed the basis of the project and similar to item #1 additional funding would be required	<ul style="list-style-type: none"> Push to secure financing quickly while rates are low Introduce additional sources of funding Value Engineer the project
4	Decrease in CMHC Grant Contribution	CMHC approves less than the anticipated 5% grant	This would impact the financial sources of the project	<ul style="list-style-type: none"> Sign CMHC term sheet Introduce additional sources of funding Increase the financing for the project to overcome any loss in sources
5	COVID-19 Pandemic	Delays in approvals, funding, and/or construction	Delays in the start of construction, the manufacturing of materials, or a delay in funding could positively or negatively influence the project.	<ul style="list-style-type: none"> Facilitate open dialogue with funders, construction manager, and regulators to review changes in the industry and react as necessary Prepare optional bridge financing
6	Limited Available Cash Flow	Cost factors outside of this project reduce the cash flow available to CCOC	Project delay due to inability to cash flow costs of construction	<ul style="list-style-type: none"> Sign CMHC term sheet Pursue 3rd party bridge financing
7	Escalation of Utility Costs	The utility costs are not covered by the energy generated (solar panels)	CCOC operational costs would become greater than budgeted	<ul style="list-style-type: none"> Work with consultants to optimize energy production and consumption Consider Passive House design instead of Net Zero Pursue on-site energy production (Net-Zero for a portion of the building) to allow CCOC to eliminate most of their own utility bills and possibly allow them to provide benefits to some of their tenants
8	Complicated Utility Administration	The utility charges to CCOC and onto tenants are complicated due to energy generation on site	CCOC staff are burdened with the responsibility for complicated utility charges to tenants	<ul style="list-style-type: none"> Choose an appropriate 3rd party company to do sub-metering of utilities Format to have one utility bill for the whole project paid for by CCOC Charge rents that are inclusive of utilities (i.e. \$50/month)

Authority Matrix *

	Dev. Comm	Fin. Comm	Facilities Comm	Rental Comm	Executive Committee / Board	Exec. Director**	Directors**	Project Manager	Date of Expected Approval	Date Approval Made	Notes
Project Milestones											
Project Charter	R	F	I	I	A	F	F	R	September-19	December-19	
Pre-Design Development Targets	R	F	F	F	A	F	F	F	September-19	September-20	Reapproved with 147 Forward design to 49 units
Preliminary Schedule	I	I	I	I	I	F	F	A	February-21		Updated approval date due to 147 Forward purchase Delay due to energy design charrette
Schematic Design	R	I	I	I	A	F	F	F	October-20		Updated approval date due to 147 Forward purchase
Class D / Baseline Project Budget	R	R	I	I	A	F	F	F	December-20		Updated approval date due to 147 Forward purchase
Site Plan	F	I	I	I	A	F	F	R	February-21		Updated approval date due to 147 Forward purchase
Design and Development	F	F	F	F	F	F	A	R	-	-	Ongoing monthly updates
Class C / Budget Update	I	-	-	-	I	A	R	R	February-21		Updated approval date due to 147 Forward purchase Delay due to energy design charrette
Contract Documents 66%	I	-	-	-	I	A	R	R	March-21		Updated approval date due to 147 Forward purchase
Class B / Budget Update	I	-	-	-	I	A	F	R	March-21		Updated approval date due to 147 Forward purchase
Issued for Building Permit	I	-	-	-	I	A	F	R	March-21		Updated approval date due to 147 Forward purchase Applied for building permit
Contract Document 99% (Tender set)	I	-	-	-	I	A	I	R	April-21		Updated approval date due to 147 Forward purchase
Class A / Budget Update	I	-	-	-	I	A	F	R	April-21		Updated approval date due to 147 Forward purchase
Issued for Construction	I	-	-	-	I	A	I	R	June-21		Updated approval date due to 147 Forward purchase
Baseline Schedule	I	I	I	I	I	A	F	R	June-21		Updated approval date due to 147 Forward purchase
Rent-up Activities	I	I	I	A	I	I	R	F	TBC		
Procurement											
Architect	I	I	I	I	I	A	F	R	July-19	January-20	Contract signed in January, but work for AO submission
Construction Manager	I	I	I	I	I	A	F	R	January-20	April-20	LOI received March 2020. Signed in April.
Other Consultants	I	I	I	I	I	A	I	R	Ongoing	Ongoing	
Financial											
Primary Funding Application	R	R	I	I	A	F	F	F	October-19	September-19	
Funding Agreement ***	I	R	I	I	A	F	F	F	December-19	December-19	Board approved purchase of 159 Forward for \$1 February 2020
Financing Application	I	R	I	I	A	F	F	F	January-20		Board was told about it in April 2020, but no formal motion followed (COVID took over conversations)
Financing Agreement ***	I	R	I	I	A	F	F	F	May-21		Updated approval date due to 147 Forward purchase
Equity Contribution Commitment	I	R	I	I	A	F	F	F	-	-	
Fixed Price Contract	I	-	-	-	I	A	F	R	June-21		Updated approval date due to 147 Forward purchase
Events/Unforeseen											
Monthly Reports	I	I	I	I	I	I	I	A	-	-	
Political Announcements	I	I	I	I	I	A	F	I	-	-	
Risk Event (Budget)	I	I	-	-	I	A	F	R	-	-	
Risk Event (Schedule)	I	-	-	-	I	A	F	R	-	-	
Opportunity Event (Budget)	I	I	-	-	I	A	F	R	-	-	Board approved purchase of 147 Forward in June 2020
Opportunity Event (Schedule)	I	-	-	-	I	A	F	R	-	-	
Everyday Decisions	-	-	-	-	-	-	-	A	-	-	

* Protocols :
 If there is an instance that is beyond the scope of this matrix the directors and executive director will determine the approval process
 Any Approvals or Feedback given by the committees must be in the form of a motion with a vote
 All Feedback from committees is to be brought back to the Development Department for consideration and review, so additional information can be brought to the Board
 At subsequent meetings, Feedback from previous meeting has to be addressed in the agenda as Information
 ** The Directors and Executive Directors have the responsibility to consult the Board when necessary
 *** Due to the often tight timelines for financial and funding agreements, motions to approve may have occur via email if meeting dates do not align with the requirements of the agreement.

Phases of Development

Relevant Documents

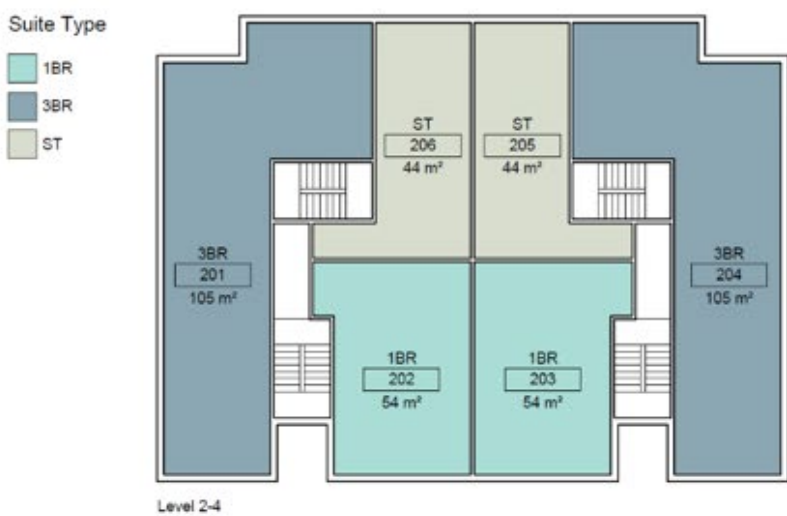


Figure 1.

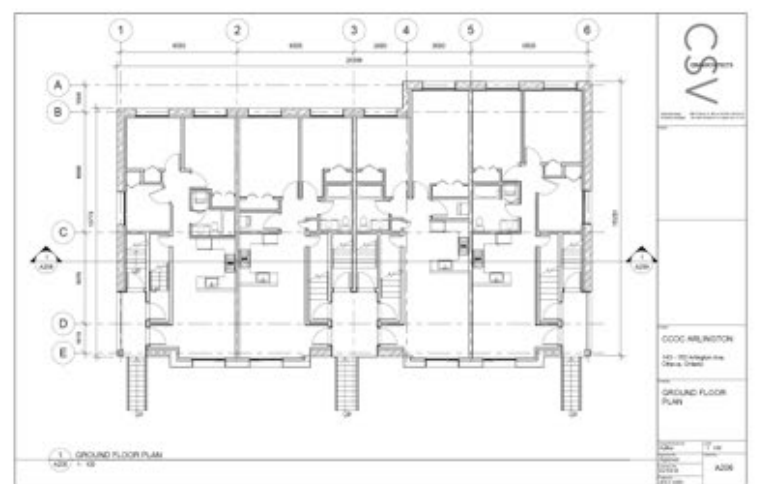


Figure 2.

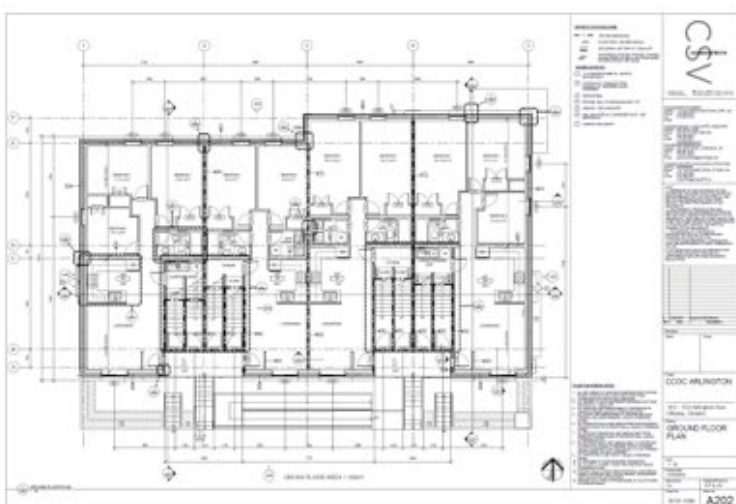


Figure 3.

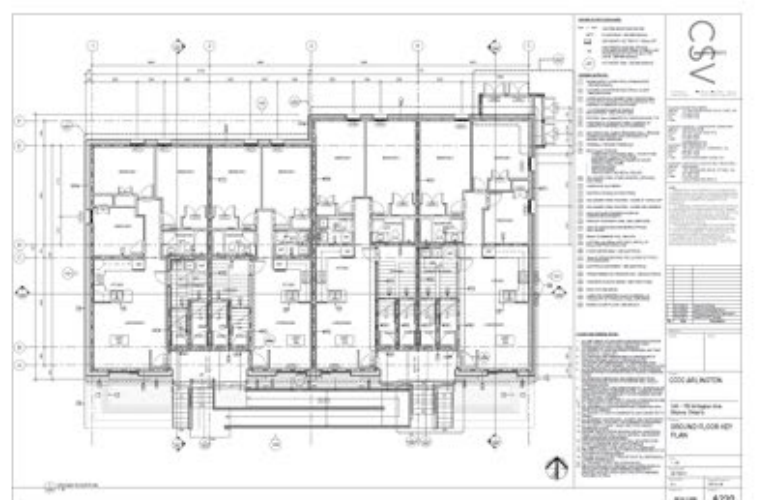


Figure 4.

Stephen Willis
General Manager
Planning, Infrastructure and Economic Development
City of Ottawa
110 Laurier Avenue West
Ottawa, ON K1P 1J1

March 12, 2021

Dear Steve,

Centretown Citizens Ottawa Corporation (CCOC) is a tenant and member directed private non-profit housing organisation that provides housing to low and moderate income people. Our Development Committee has been considering the City of Ottawa Official Plan Review, and has offered input at various points throughout the process. CCOC has consistently supported a vision for affordability, equity, and inclusion in the Official Plan, and we continue to reiterate the comments we provided in our September 2019 response on the “Five Big Moves”.

There are many things in the draft Official Plan that are commendable. However, the affordable housing crisis in our city requires that we go further in developing a plan that recognizes affordability and equity as basic principles of growth planning and community design.

This letter outlines several items in the draft Official Plan that CCOC supports, and suggestions for how these positive elements could be strengthened. The letter also includes several calls for things CCOC would like to see included that would support moving Ottawa toward a vision of affordable and equitable future growth.

CCOC supports...

- CCOC supports the links between the draft Official Plan and the Ten-year Housing and Homelessness Plan. The Ten-year Housing and Homelessness Plan provides broader support and context for the housing affordability policies contained in the Official Plan, and CCOC would like to see these connections made more explicit, for example by including the targets from the Ten-year Housing and



Homelessness Plan in the Official Plan. This would reinforce an “all-of-City” approach to addressing housing affordability.

- CCOC supports the gender equity lens applied in the draft Official Plan (Section 2.2.5). However, we believe this should go further, and CCOC strongly suggests adding additional equity lenses to encompass anti-racism and accessibility. The COVID-19 pandemic has highlighted the deep inequities faced by black and racialized groups in Ottawa, particularly in health and employment. The failure to mention the barriers faced by those and other equity-seeking groups, as well as the additional barriers faced by those with intersectional identities, in participating fully in our City is unacceptable.
- CCOC strongly supports the commitment to an Inclusionary Zoning bylaw, and we stand ready to assist in developing a bylaw that is balanced and effective.
- CCOC strongly supports the inclusion of rental housing loss protections (Section 4.2.3). We recognize that stronger protections would likely require the creation of a new Rental Replacement Bylaw, but CCOC would also be in support of stronger protection for existing rental stock and protection against renovictions.
- CCOC strongly supports the specific protection of rooming house units, group homes, and transitional housing as-of-right in all areas where residential uses are permitted (Section 4.2.4). Highlighting the needs of those whose incomes are below the 6th decile and other vulnerable groups is a useful threshold to direct measurable action.
- CCOC strongly supports the co-location of affordable housing with City facilities (Section 4.4.4), and recommends that non-profit and co-operative housing providers be prioritized as partners for these projects to ensure truly affordable units are created at these sites.

CCOC calls for...

In addition to the items above, CCOC would like to see the following elements added or strengthened substantially.

- CCOC calls for the new Official Plan to **list more tools** to “*maximize the ability to provide affordable housing throughout the city*” (Section 4.2.2) to support the ongoing future growth in affordable non-profit and co-operative housing stock. In addition, CCOC calls for the new Official Plan to **include property tax relief** and **community benefits agreements** as part of the toolkit to enable deeply affordable housing.
- CCOC calls for the new Official Plan to **establish clear targets and reporting requirements for affordable housing** in line with the Ten-year Housing and Homelessness Plan. The Ten-year Housing and Homelessness Plan sets the following targets for Ottawa: between 7% and 10% of all new units built should be affordable to households at or below the 30th income percentile, and between 3% and 5% of all new housing units built should be affordable to households between the 30th and 60th

percentiles. These targets are likely too modest to deliver real change in housing affordability levels over the planning period, but at minimum the Official Plan and the Ten-year Housing and Homelessness Plan targets should match. This repeats the request in our September 2019 “Five Big Moves” letter for clear targets tied to specific strategies and requirements for regular reporting on progress against these targets. Section 2.2.2 includes the following wording: *“As livability and affordability are key to the City’s continued economic vitality and competitiveness they should be monitored as the City grows to ensure that these advantages are maintained and enhanced”*. This would be the ideal place to add clear targets for how affordability will be monitored and protected.

- CCOC calls for the new Official Plan to **establish a clear definition of affordability**. CCOC supports the shift to a new definition of “unit” as a bedroom rather than a dwelling, but we recommend that this be leveraged into a new definition of “affordable housing” by combining the two concepts. “Affordable housing” for the 30th income percentile (\$59,136 in Ottawa) results in an “affordable” rent of \$1478/month under the current definition, however a monthly rent of \$1478 would be above current average market rents for single unit households (under the new definition), but good affordability for a four-unit household (a 4-bedroom apartment, for example). A definition of housing affordability that better recognizes a spectrum of need and supports low, moderate and middle-income households is required, along with further measures or definitions for deep affordability, including considering using the 20th income percentile when calculating affordability for households composed of one individual. A clear definition of deep affordability that reflects the affordability challenges facing those on fixed incomes, including seniors and people who receive ODSP, would further support the vision of an equitable and inclusive Ottawa.
- CCOC calls for **additional integration between the Official Plan and the Ten-year Housing and Homelessness Strategy**. Specifically, the following elements should be included in the Official Plan: ensuring that public land, including surplus city, provincial and federal land, is leveraged to create new affordable housing; the elimination of chronic homelessness, including for Indigenous residents and veterans; and the support of housing and homelessness initiatives through the Development Charges ByLaw. There are also opportunities to link the Official Plan and the Community Safety and Wellbeing (CSWB) Plan currently under development given all six local priorities for the CSWB are relevant to the Official Plan.

General Comments

CCOC would like the Official Plan to include a more nuanced discussion of the potential unintended consequences of growth by paying greater attention to the risks intensification poses for the affordable housing system. The new Official Plan replaces the term “intensification” with “regeneration”, and while CCOC supports the concept of 15-minute

neighbourhoods in principle, the current draft policies appear insufficient to prevent low-income households from being displaced from existing 15-minute neighbourhoods as new development targets these areas. Increased residential densities and intensification alone will not deliver affordability, and support for mixed-income housing developments (not only mixed-use) and a variety of housing choices is essential. We are also concerned that the draft Plan does not acknowledge or address the negative public perceptions (“Not In My Backyard” or Nimbyism) that can stymie affordable housing development and reinforce systemic inequities, even when these developments are strongly supported in policy. Existing 15-minute neighbourhoods should be protected, and amenities and facilities that support the creation of new 15-minute neighbourhoods should be directed to transforming or evolving areas. Sufficient green space should also be protected and/or provided, especially in dense communities.

There is a related risk in “Big Policy Move 5: Embed economic development into the framework of our planning policies”, which conflates economic growth with positive outcomes for all. Having “*the choice to work closer to where [you] live*” is not the same as being able to afford to live near your work. A focus on the knowledge economy and attracting highly-skilled labour without a complementary acknowledgement of and support for essential service workers, and the attendant impacts on diversity and income levels will exacerbate the inequities the COVID-19 pandemic has laid bare.

A systematic approach to affordable housing and transit planning has been recommended by CCOC and others throughout the development of the new Official Plan. In the current draft Official Plan, it appears that small units are being targeted for transit-oriented hubs, while larger units with more bedrooms are targeted to corridors and neighbourhoods. This may discourage the creation of affordable family units with good transit access. We would like to reiterate the call from our September 2019 “Five Big Moves” letter: By bringing affordable housing and transit together, we get the most out of investments in each: we ensure that affordable housing maximizes the opportunity of residents to participate in the social and economic life of the city, and we ensure that public transit is well-used by riders who most depend on the system. To this end, the Official Plan should commit to maximizing equitable transit-oriented development and insist on the need for affordable housing that suits a diversity of household configurations and incomes in station areas.

Closing thoughts

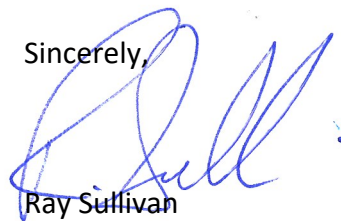
CCOC would also like to express our frustration, shared with other groups in the city, with the short timelines for review of the draft Official Plan Review, particularly in light of the ongoing COVID-19 pandemic and associated restrictions. The 275-page (plus maps and annexes) draft Official Plan introduces significant policy changes and a new approach to planning for the city. As previously described in this letter, the draft Plan is also lacking in clear targets and reporting requirements to allow us to measure how the quality of life we value in our communities will be supported under the new Plan. The timeline for comments on this critical policy document, from mid-November to mid-March, in the midst of the pandemic when Ottawa experienced its

highest case counts to date and was under a stay-at-home order, was woefully inadequate, and the continued “business as usual” approach to the Official Plan Review process at this time ignores the very real load that is being carried by Ottawans.

In addition, the draft Official Plan is founded on data and projections that predate the pandemic. The city has previous experience with premature plans: the current Official Plan was based on data and projections from before the dot-com crash in the early 2000s, and many of the projections contained in that plan proved to be inaccurate. We would caution against similar haste at this time as there has not yet been an opportunity to fully understand pandemic-driven behaviour changes in employment, housing choices, and commuting patterns that may affect the trends underpinning assumptions for the current draft Official Plan.

The draft Official Plan has made great strides in highlighting the important connections between urban planning, housing affordability and good social and economic outcomes. CCOC strongly supports many of the new policy directions, and we offer this feedback in the belief that together we can build an even better Ottawa for everyone who lives here. We would be pleased to discuss any of these ideas further with you or your staff.

Sincerely,



Ray Sullivan
Executive Director

**Facilities Management Committee
Meeting Agenda
March 17th, 2021**

Participants: James Clark, Michael Lambert, Dahlya Smolash, Penny McCann, Mayada Bahubeshi, Rida Oulhaj

Guests: Sharon Zvonar (4th meeting), Vladimir Gorodkov (2nd meeting),

Regrets: Shelley Robinson, Kevin Judge

Staff: Norm Turner, Kat LeBlanc (minute taker)

1. Call to Order: 7:04PM

2. Adoption of the Agenda & Anti Oppression Statement

(m/s/c Penny McCann, Dahlya Smolash)

3. Declaration of Conflict of Interest – N/A

4. Approval of meeting minutes from February 17th 2021

(m/s/c Michael Lambert, Mayada Bahubeshi)

5. What decisions or comments do you need from the Board? –

5.1. MOTION to present the Notice of Entry Policy to the Board of Directors in order to renew the Notice of Entry Policy as is.

(m/s/c Michael Lambert, Mayada Bahubeshi)- All Move

6. Consent Items

6.1. Committee Summary: No discussion

6.2. Capital Projects Report: The committee asked for clarification on the red numbers in the report: the red is actual costs or predicted actuals of the projects. Krish has put a lot more detail into this new report and the committee enjoyed and appreciated the level of detail. Norm added that Krish has been bringing in a lot of savings to CCOC by negotiating a better price with the contractors often. He has a good sense of the cost of a project and understands when he should be pushing for a better price.

6.3. LTB Status Report: No discussion

6.4. Chargeback Report No discussion

- 6.5. **Service Delivery Standards** James asked about our current service standards level and Norm confirmed that we are currently (internally) in the Red Level and not much has changed since last month. CCOC typically works one level up in terms of precautions.
- 6.6. **Maintenance Variance Report** The committee commented on the number of turnovers for the month of January. Norm added that we had a few that were in bad shape and needed some extra work.
- 6.7. **New Anti-Oppression Statement** No discussion

(m/s/c Michael Lambert, Rida Oulhaj) -All Move

7. Directors Summary (verbal)

- 7.1. **Notice of Entry Policy:** After a discussion with Fran from the Rental department it was suggested that we adopt/renew/reapprove the Notice of Entry Policy as is. The issue regarding multiple re-entries should be dealt with as a process and not as a policy. The committee agreed after some discussion and made a motion to reapprove/ renew the existing policy as is.

MOTION to present the Notice of Entry Policy to the Board of Directors in order to renew the Notice of Entry Policy as is.

(m/s/c Michael Lambert, Mayada Bahubeshi)- All Move

- 7.2. **Chargeback Plumbing/ Blocked Drains Summary :** Over the past few months, the committee has discussed in detail the number of blocked drain chargebacks that were being processed by the Operations Coordinators. Kat created a summary of the chargebacks from 2019 onwards and Norm notes that we are not seeing an emerging pattern of blocked drains. The issue we are noticing is that if we have one month with a few extras, these outliers change the data significantly.
- 7.3. **Security update, call for participants in working group:** Ray has asked for volunteers for a security working group in order to coordinate an approach to this ongoing issue. The working group will be looking into physical security measures that can be put in place in our buildings as well as ways to educate tenants.

The committee asked about the level of commitment needed for this working group and Norm noted that the group would be meeting relatively frequently as this is an important issue at the moment. Please let us know if you're interested in joining by emailing Norm. Mayada expressed interest in contributing.

- 7.4. **Rooming House opportunity** CCOC may have an opportunity to acquire 7 rooming houses. CCOC would be working alongside a supportive housing provider who will be looking after the day-to-day operations of the homes. At the moment, we don't know the state of these buildings but Norm may be taking a tour of them shortly to get a better idea. The committee raised some concern about the reputational risk of acquiring/owning rooming houses.

- 7.5. Taiga Update and Special Meeting up coming** On Wednesday March 24th, CCOC will be holding a Special Meeting to vote on the merger with Taiga Housing. We are encouraging everyone to attend. Norm added that the board has overseen the work that was done and has recommended the merger. The building at 2100 Scott St is very similar to a lot of our current buildings, however it does have a few more amenities in the sense that there is more storage rooms and meeting rooms available.
- 7.6. Forward Avenue Floor Plans:** Norm presented the new floors plans for Forward Avenue as an FYI to the committee. There has been a slight change in floor plates for code and engineering reasons, no material effects on unit sizes
- 7.7. Board operations** The Board of Directors have expressed an interest to get their meetings down in time. They have asked us to be more explicit in our resolutions to them Penny added that the next board meetings agenda will be reordered and explained to us the reason behind it. The board would like more clear cut resolutions moving forward.

MOTION to receive director's summary as presented by Norm.

(m/s/c Michael Lambert, Rida Oulhaj) – All move

- 8. Next Meeting:** Wednesday, April 21st, 2021: Deep Dive Topic for this next meeting Recycling and Garbage
- 9. Adjournment: 8:20PM (m/Rida Oulhaj)**

**Finance Committee
Minutes
March 16, 2021**

Finance committee: Josh Bueckert (chair), Court Miller, Andrew McNeill, Sandy Hung, Rod Manchee, Linda Camilleri, Wayne Fan

Guest: Mary Lynn Brian (1st meeting)

Regrets: Vladimir Gorodkov, Alisher Perez, David Boushey, Nicole Rogers, Michael Holmes, Mary Huang

Staff: Maryse Martin, Arianne Charlebois, Kyla Tanner

Motions for Board Approval

CCOC Motions for Board Approval

MOTION: The Finance Committee recommends that the Board of Directors approves Class D/Baseline Project Budget.

(M/S/C, Rod Manchee/Andrew McNeill)

-
- 1. Call to Order at 7:03 pm and Anti-Oppression Statement – Read and Acknowledged**
 - 2. Declaration of Conflict of Interest:** Andrew declared a conflict of interest for item 7 and was not present for the in camera session.
 - 3. Adoption of the Agenda**

(M/S/C, Court Miller/Andrew McNeill)
 - 4. Approval of meeting minutes**
 - Finance Meeting February 18, 2021

(M/S/C, Rod Manchee/Court Miller)
 - 5. Notices/Announcements**

- Run for the Board of Directors
 - Anybody who is interested in running for the Board should let Josh or Maryse know and they will connect you to the right person. You'll be asked to submit a short bio. Seven of the fourteen Board members are elected at the AGM each year.
 - If you have any questions about being on the Board, Josh is happy to answer them.
- MOU with Cahdco renewed
 - The MOU is now on a three-year renewal term.
 - Transactions with Cahdco are settled on monthly basis.

6. Forward Development

- Kyla Tanner from Cahdco presented an overview about the Forward Avenue project.
- We have reached 66% completion of contract documents, and construction is scheduled to start in June.
- Kyla presented plans for each floor of the building, as well as the elevations. The property includes a mix of bachelor, 1-bedroom, 2-bedroom, and 3-bedroom homes, a few parking spots, bicycle racks, and community gardens. The second, third, and fourth floors include a cantilever that hangs over the parking spots, allowing us to include more 3-bedroom homes. The building will have 49 units.
- Kyla also presented the project budget.
 - The land was donated by the city, so \$1.7M of the \$2.7M land costs were covered by this donation.
 - The project is expected to receive grants from Action Ottawa, CMHC, and the Federation of Canadian Municipalities.
 - The budget currently shows no funding gap and an overall surplus of \$828K. Once the budget is finalized, the mortgage will be reduced to match the need so that there is no capital surplus, but a greater planned operating surplus.
 - The project currently has a debt service ratio of 1.1.
- The committee saw the CMHC letter of intent Schedule "A", which sets out the maximum amount of contributions from CMHC. The maximum in forgivable loans is \$1,118,859, and the maximum in repayable loans is \$14,129,402.
- We are setting up bridge financing to finance the project until we get to the first CMHC draw.
- Andrew asked about the basis for the \$90K estimate for property taxes. We're basing our estimate on 160 Argyle, and applied the per unit rate to the 49 units at Forward. There is no assumption of any tax exemption.
 - Andrew asked what impact property value reassessment could have, and asked when the last assessment was done in 160 Argyle. [Update provided herein after the meeting:](#)
 - This property is part of Beaver Barracks (BB) which was last assessed as of Jan 1, 2016. In February 2021, Altus has successfully negotiated with MPAC a significant reduction in the assessed value (from \$57M to \$42M), resulting in total tax savings of \$559K for the 2017-2021 taxation years. This credit is expected on our final 2021 tax bill later this year. As such, our current projection for Forward tax is very conservative as it is based on the old assessment.

- Property tax for BB is allocated to the related 4 properties (464 Metcalfe, 160 Argyle, 111 Catherine and 100 Victory Gardens Pvt) based on unit number.

MOTION: The Finance Committee recommends that the Board of Directors approves Class D/Baseline Project Budget.

(M/S/C, Rod Manchee/Andrew McNeill)

7. New Business

- OCLT rooming house opportunity
 - *Andrew McNeill and our guest Mary-Lynn Brian left for the in camera portion of the meeting. The committee moved in camera at 7:25pm.*
- *The committee moved ex camera at 7:35pm.*

(M/S/C, Andrew McNeill/Court Miller)

(M/S/C, Court Miller/Rod Manchee)

8. Next meeting/Deferrals

- Next meeting: April 15, 2021

9. Motion to Adjourn #1 - Finance Portion:

The meeting ended at 7:37 p.m. (M/C, Rod Manchee)

Joint Finance and Rental Committee
Minutes
March 16 2021

Finance committee: Josh Bueckert (chair), Court Miller, Andrew McNeill, Rod Manchee, Wayne Fan, Sandy Hung

Guest: Mary Lynn Brian (1st meeting)

Regrets: Vladimir Gorodkov, Alisher Perez, David Boushey, Nicole Rogers, Michael Holmes, Mary Huang, Linda Camilleri

Rental committee: Chris Yordy (chair), Kerry Beckett, Dahlya Smolash, Cynara Desbarats, Sulaina Bonabana, Teresa Schoembs

Staff: Maryse Martin (Finance), Arianne Charlebois (Finance), Fran Childs (Rentals)

1. Call to Order: Joint Committee 7:47 p.m.

2. Adoption of the Agenda

(M/S/C, Kerry Beckett/Andrew McNeill)

3. Special members meeting for Taiga

- Maryse reminded the committees that the special meeting on the merger with Taiga is next Wednesday, March 24th, at 7:00pm.
- The package was sent to members last week by mail. New members should reach out to Ray if they haven't received a package. If you have any specific questions, telling CCOC in advance will help us prepare for the meeting.

4. Deep dive on Arrears and vacancy

- Fran presented a snapshot as of December 31, 2020.
- A few notes:
 - Amounts owing refer to arrears that are 30+ days old. We do not report on 0-30 days owing balances.
 - Many tenants are not paying their balance in full on the first of the month. CCOC has had a lot of flexibility throughout the pandemic that we didn't allow in the past.
 - There are significant delays to get Landlord Tenant Board (LTB) hearing dates, which allow balances owing to grow.
 - The Covid vs non-Covid designations are based on what tenants have disclosed to us. If tenants haven't disclosed one way or the other, these arrears are in the Unknown category.

- Arrears:
 - The arrears have increased significantly in 2020. Other housing providers are experiencing the same jump in arrears.
 - The total amount owing is higher for market rent households, since these rents are higher. However, households with subsidies account for about 2/3 of the total number of households with arrears.
 - About half of the arrears total are from tenants who do not have a history of payment problems. About 2/3 of household with arrears have no history of payment problems.
 - A large percentage of arrears in the past were from invoices for maintenance work, especially after tenants moved out. With Covid, we've seen a significant amount of arrears coming from rent instead.
 - Some tenants have paid no rent or very little rent in almost a year.
 - Staff have applied to the LTB and are waiting on hearing dates for eight households. These eight households have accumulated arrears of over \$50K. Currently \$8,300 of arrears are being added monthly by these eight households.
- Monthly vacancy/turnover reports:
 - CCOC's vacancy rate is still well below the average vacancy rate for Ottawa, but we're seeing a change in how quickly homes are being rented.
 - The Rental Committee reviews a list of homes on notice and those that are vacant each month.
 - A couple of apartments have been empty for 100 days, which was unheard of in past years. This is despite having lots of showings and even applications that are later being withdrawn. Staff have also been having a lot of long phone calls with prospective tenants, who have many questions but don't go on to view the unit.
 - Josh asked when the Days Vacant count starts. It is from their move-out date (so it includes 2 to 4 weeks of Facilities work in the apartment).
 - Prior to the pandemic, we do a pre-move out inspection within a week of the tenant giving notice to get a sense of the work to be done. Once the inspection is done and we know the availability date, it can be posted and shown. This makes it easy to rent by the availability date. Currently, we do an inspection only after the tenant moves out. This often leaves rental staff with a week or two to rent the apartment. Many prospective tenants aren't able to commit to an apartment this early when they need to give two months' notice on another apartment.
 - The Rental department has come up with a strategy to get apartments rented as quickly as possible. In the first week of posting, we encourage all interested people to view the apartment and avoid getting into long conversations with prospective applicants who haven't seen apartments first. After a week of posting, Rental Officers negotiate on move in dates. The goal is to have a tenant move in as soon as possible.
 - Some of the turnover rents have been lowered for units that have been sitting vacant for a long time. In analyzing them more closely, the jump from 2020 turnover rent to 2021 turnover rent was high (despite still falling in our target of 90-95% of zone AMR)
 - Fran presented the Rent Incentive Policy. Staff are authorized to offer a rent incentive of up to one month's rent when a) the CMHC vacancy rate for the area is above 2%, and b) the

unit is unrented one month before the availability date. We meet these criteria for all units right now, but are still trying to rent apartments before offering rent incentives. The incentive is usually spread out over few months, no more than 8 months, to ensure retention of the tenant.

- AR stats report:
 - Vacancy costs continue to rise each month.
 - There is no bad debt to write off for February.
 - As with previous months during Covid, active tenants make up the majority of arrears so far in 2021.
 - The bad debt budget for 2021 is about double the 2020 budget.
 - Josh asked whether it would be possible to get some of the unit numbers attached to the AR stats, for example the number of vacant units and how long they've been vacant. Staff will take a look at incorporating this data into the report.
 - Chris asked whether we've seen a change in transfer rates during the pandemic. Fran explained that these have been tricky during the pandemic because of the short turnaround time in renting apartments and our desire to avoid creating a new vacancy by filling a vacancy with a transfer. We've been doing fewer transfers as a result.
 - Committee members thanked the presenters. It was great to see the perspective from another department/committee. It was also helpful to see the impact of the pandemic in the numbers we well as the strategies in place to deal with it.

10. Motion to Adjourn

The meeting ended at 8:28p.m. (M/C, Chris Yordy)

**Finance Committee
In Camera Minutes
March 16, 2021**

Finance committee: Josh Bueckert (chair), Court Miller, Sandy Hung, Rod Manchee, Linda Camilleri, Wayne Fan

Regrets: Vladimir Gorodkov, Alisher Perez, David Boushey, Nicole Rogers, Michael Holmes, Mary Huang, Andrew McNeill

Staff: Maryse Martin, Arianne Charlebois

7. New Business: OCLT rooming house opportunity

- The Ottawa Community Land Trust (OCLT) has been offered an opportunity to buy seven rooming houses (6 in Centretown and 1 in Hitonburg) for a combined total of 187 units.
- The City of Ottawa has verbally committed financial support to help with the purchase.
- The OCLT has been meeting with various affordable housing providers to create partnerships to operate the housing. So far CCOC and Options Bytown are interested. In this case, Options Bytown would operate the units and provide support, and CCOC's role would be capital asset management.
- There are still many unknowns at this time, including the purchase price, how much support the City will provide, who will be the leaseholder should OCLT move forward with the purchase, etc. More information will be provided at later meetings.

CCOC PERSONNEL COMMITTEE

MINUTES

5:30pm, Monday, February 8, 2021

The meeting was held online via GoToMeeting

Present: Bill Rooney, Dougald Brown, AnaLori Smith (chair), Zak Spelay, Sara Hobbs, Kevin Judge

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

1. **Call to order:** 5:34pm
2. **Reading of the anti-oppression statement:** Completed
3. **Approval of the agenda:** (M/S/C, B. Rooney/D. Brown)
4. **Approval of the January 11, 2021 minutes:** (M/S/C, Z. Spelay/B. Rooney)

5. **Staffing Updates:**

We have hired Kevin Judge as a casual to help support the Rentals Department while one staff member is on leave.

We have hired Amina, another Building Rep, to help support the service desk as a casual while we are short-staffed.

We have also hired Julie Pelletier as a casual TSR to help at the service desk. We are hiring for the role of TSR on a permanent basis but decided to hire a casual while we are short-staffed. The regular staff hiring process will take another few weeks.

We have posted for the position of TCE Facilitator. Originally, we had hired internally for the role but she decided to stay in her current role for personal reasons.

We've posted the following positions and hope to have interviews soon: General Maintenance Worker, Building Cleaner, Project Manager, Communications Officer, and Painter & Decorator.

6. **Training:**

a) **Anti-discrimination and anti-oppression training:** see report – for discussion.

All staff have completed step 1 of the training. Kaafi prepared a report of staff feedback and removed all identifying information so that we can assess the effectiveness of the training. The report was circulated to members.

Some staff felt the training was a bit lackluster, while others felt it was useful. The point of this training was to get all staff on the same page about racism and discrimination so it makes sense that those with more experience or training in this area might have felt it was just scratching the surface. There will be at least one more follow up training and they will be able to delve more deeply now that everyone is "speaking the same language".

The goal of this whole process is to make a cultural shift. Training is a small part of that but there is much more work we need to do.

7. **New Business:** Staff Representatives notified Personnel Chair and staff that they were stepping down from Personnel Committee. AnaLori will follow up with Pascal and Ricky.

8. **Business Arising:**

a) **Volunteer Program Evaluation** (Guest Speaker: Hannah V. – 5:45pm for 10min)

Hannah Vlaar attended the meeting as a guest presenter.

We received three year funding for “transforming tenant engagement” and we are just ending year one.

The tenant satisfaction survey was completed in March 2020, right at the start of the pandemic. We had a 40% response rate, which is pretty good considering we couldn’t do the in person outreach we planned. This is the first survey where we asked for tenants to provide their demographic information (it was optional). A lot of research went into creating the questions to ensure we were asking respectfully and without bias. The next step is to see how our tenant population compares to our volunteer population by doing a volunteer survey. The goal is to increase diversity and inclusion among our volunteers. This will allow us to improve our volunteer engagement and the organization as a whole.

To be clear, this is a “pulling in” approach, not “pushing out”. We’re not trying to say we have too many of “x” type of person and kick people out. We want to look at which groups are not currently involved and find out why. We can then engage those populations so that everyone has representation at the table.

How does this relate to the anti-racism and anti-discrimination training that all staff and volunteers are undergoing? It’s all related. We’re using Connect2Knowledge in this process. They are going to help us with impact measurement so we can see whether we create real change. This impact measurement will carry throughout to ensure staff remain engaged and we achieve the goals we set.

Hannah Vlaar left the meeting.

b) **Pandemic:** update

The province announced an extension of the lockdown to next Tuesday (February 16). Assuming the province returns to the colour coding system after that, CCOC’s pandemic group will meet to decide how to proceed.

We returned to giving field staff a ½-day off for every four full working days to help them rest and cope during the current lockdown. This started on January 18 and will continue until at least February 15, 2021. We will reassess when the lockdown is lifted.

- c) **Performance Management:** launch of 2021 cycle in February
The goal is to send an email to all staff about it this week and launch it in February. We also need better tools for SMART objectives. AAC is working on that this week.

9. **Staff meetings:**

All Staff: January 13, 2021, next meeting is March

Health & Safety: next meeting Feb 11, 2021

10. **Committee summaries:** Nothing to note

11. **Other business:**

- a) **Work plan 2021:** for discussion and approval

This item was deferred to March to allow time for proper discussion.

- b) **Terms of reference** (Guest Speaker: Ray S. – 6:15pm) for review, discussion, and approval

The appendix on the Personnel Terms of Reference were last updated before we had a Director of Human Resources. The appendix has been updated in order to delegate several items to this role. It also clarifies what input is needed from which sources.

For acting appointments of greater than 6 months, should we create an ad hoc hiring committee?

- Yes, members feel a hiring committee should be created if it's going to be longer than 6 months.
- This is easy to do when it's a known leave period (like a parental leave) but is tricky for leaves that keep getting extended. For example, if someone is on medical leave, their doctor assesses them every 4-8 weeks before determining if they can return to work. Members still felt like every effort should be made to create a hiring committee when possible. If it reaches 6 months, start the process.
- For acting assignments, especially of unknown duration, it's valuable to hold internal competitions only. This will give staff a more rounded CCOC experience. Even if it end up being just a few weeks, staff can learn a lot about the different departments and roles.

The committee recommends that the Board adopt the changes to the committee Terms of Reference as presented. (M/S/C, Z. Spelay/S. Hobbs)

- c) **In camera item #1 Professional Development Approval**– Staff to leave for the rest of the meeting
T. Trueman left the meeting. Minutes recorded separately.

- d) **In camera item #2 Job Re-Evaluation Request** (Guest Speaker): Minutes recorded separately.

12. **Adjournment:** Recorded separately.

Next meeting: 5:30pm, March 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



LEARNING ASSESSMENT

PRESENTED BY
KAAFI CONSULTING

Centretown Citizens Ottawa Corporation Learning Assessment and Post-delivery Initial report

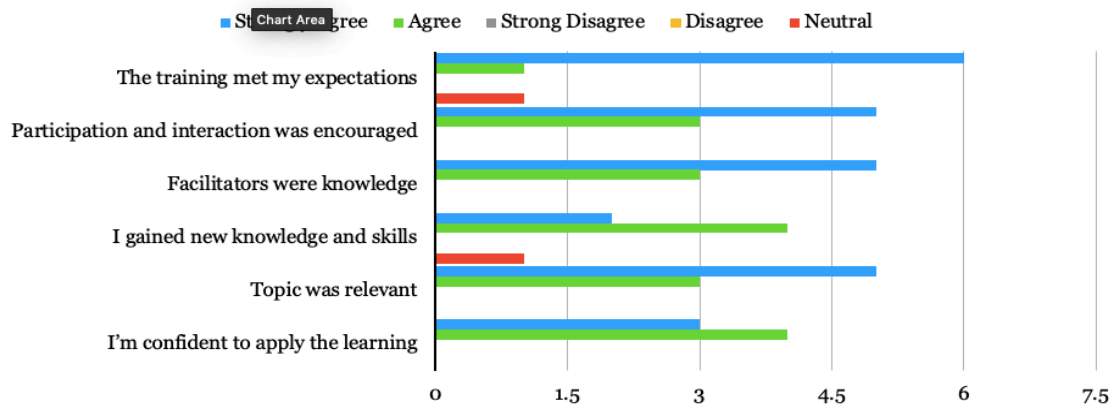
A. INTRODUCTION

If we do not know how to meaningfully talk about racism, our actions will move in misleading directions.
Angela Davis

This document is an initial report on the CCOC anti-racism and anti-oppression employee training delivered by Kaafi facilitators thus far. Feedback sheets were distributed to the employees after the training sessions to give them opportunities to provide their feedback and express their views on the training. The information below is based on data collected from the 8 responses to the feedback forms distributed.

B. OVERALL FEEDBACK

- Employees have had an overall positive reaction to training. See the chart below for specific reactions to different aspect of the training.
- Employees expressed liking the training content and felt the training was relevant for their work and an effective use of their time.



- Participants were very happy that they had an opportunity to discuss anti-racism and responded well to the opening and reflections and express their experiences.

- Some participants expressed discomfort in talking about racism and the struggles they have in the workplace.

C. MOST IMPORTANT THINGS LEARNED

I learned more about my colleagues' lived experiences.

To think about my own background and how that influences what I say and do.

That saying we are all humankind can deflect the fact that we all have unique, individual characteristics that make us different.

Intersectionality: the interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

The most relevant piece of information for me was the "white supremacy in the workplace" article that was shared. Everything else was more theoretically/ broad/historical) thing that other people do), but this article is something that applies directly to me and included a lot of thing that I do myself.

Microaggressions and a detailed knowledge of racism and oppression.

I learned that there are many types of racism I want to be aware of and that racism can be perceived differently depending on the individual.

Thinking about more covert forms of racism/white supremacy

D. KNOWLEDGE APPLICATION

I will continue to keep an open mind when meeting new people. Use caution and the right words when speaking with others. To always, stay mindful of other people's walks of life.

Being more conscious when speaking with tenants about what their background might be and how that affects what they are asking of me and what I can do to help them.

I will use what I learned to self-monitor my participation in interactions with POC a little bit more thoroughly.

I will make sure to apply the knowledge I gained from this training at workplace as well as in day to day life.

I hope I'll be better able to identify and abide using micro-aggressions and other forms of subtle racism. I also like the tip to explicit say to people I'm not say this because you're black/female/gay, etc.

E. SUGGESTIONS FOR IMPROVEMENT

Some people didn't seem to engage, perhaps in part because it was a mandatory training or they didn't feel comfortable. While it is a very important subject that must be included in staff training, it seems like staff were not prepared to engage the material.

I think it was well thought out and engaging.

It was great overall and my suggestions, I would be difficult to implement based on the various nuances within this topic. Specifically, when presenting on micro-aggressions, implicit bias and tokenism, it would be helpful tools have suggestions for how white people could approach POC with their genuine interest but without it being perceived as a form of racism. How can a white person ask a question out of genuine curiosity, and it not have a microaggressive connotation? How can we check ourselves for and overwrite implicit bias? How can a workplace ensure when it is hiring, that it is doing so from an equality standpoint instead of one of tokenism?

I wish there has been more time for discussion. I understand why we have to go over the definitions and history to make sure everyone is starting with the same knowledge, but I didn't feel like I learned much new information. I learned the most from the discussions.

F. OTHER COMMENTS

As discussed during the training that it is not easy to discuss this topic. I would say more organization[s] should come forward to get their members trained and encourage them to discuss racism, discrimination and oppression.

There's a strong added value for CCOC to invest in training that can support professional growth for staff. I believe a positive growth tangent exists for optimal value for the training when team dynamics as a value set are incorporated in the design. It's about giving staff the choice and aligning training sessions that why feel they can get the most out of and supporting the design of their experience with CCOC.

Thanks for such a mindful training - lots [of] think about a[nd] learn!

Thank you so much for all the work you've put into teaching us about these very important issues. We will know this is just the beginning of a very long road but there is light at the end of the tunnel thanks to the work you do.

F. FACILITATOR'S REFLECTIONS

1. Opening exercises

- The opening exercises were effective and went over quite well.
- Participants responded positively to these were warm-up and getting to know each other exercises as it gave them the space to name/discuss an array of people in their lives.
- The exercises gave participants opportunities to learn about each other and to think about belonging, in/out group, culture etc.
- They also highlighted people's struggles, complicated historical backgrounds, and ongoing negotiations of space within two cultures. Having the exercises one after the other was beneficial as it brought participants into deeper understanding of the group; though gradually.

2. Key terms

- The group did seem to be familiar with the key terms. It is suggested that we move through them more quickly to give sufficient space to discussing daily racism like microaggressions and to have more space for personal reflections.
- Most of the participants had knowledge of the concepts of racism and oppression in Canada. We are now thinking that shortening this section making sure we encourage questions; in case we are with a group that is not as aware.

3. Unlearning racism reflection exercises

- We will make more space to allow the participants to discuss the concepts of micro-aggressions and do the microaggressions exercise in breakout rooms.
- There was a high interest in the discussion of strategies for unlearning.
- Explore possibilities for continuing the discussions on how racism shows up in the workplace and on strategies for unlearning racism.

G. FINAL THOUGHTS

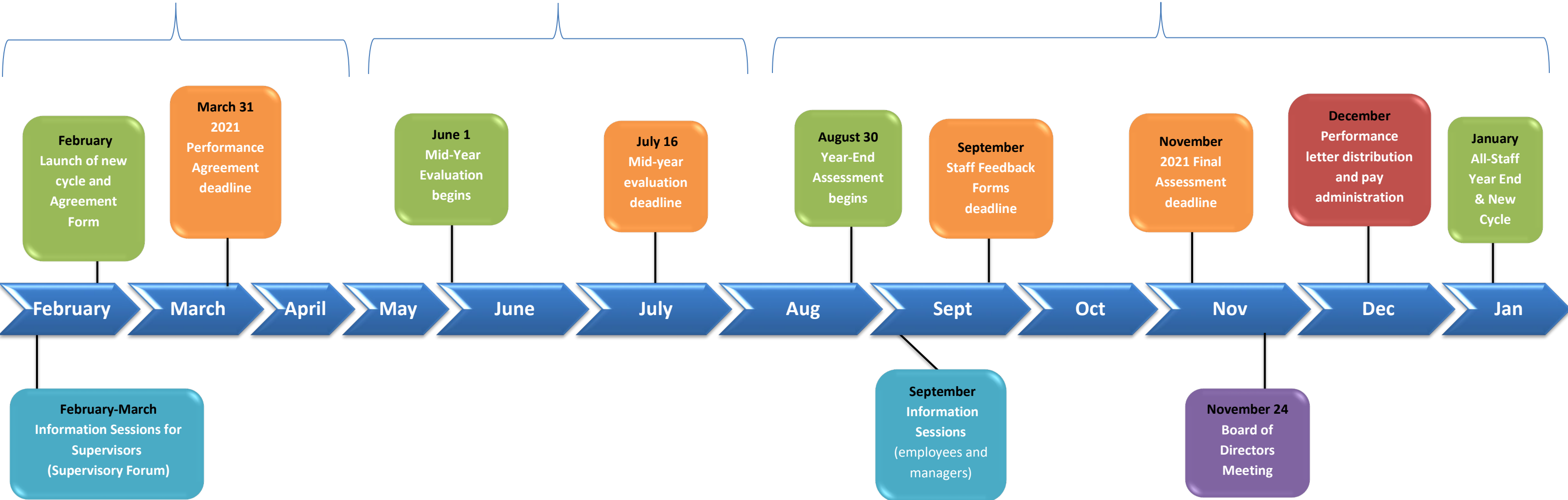
- Explore opportunities to do some deep self-reflections by using Cognitive Dissonance as a tool to help understand why/how racist beliefs are reproduced and upheld even without awareness or desire to uphold them.
- Staff teams did not seem to have had opportunities to connect with each other and departments appear to work in silos and are not connected as a full organization. Therefore, it is critically important to discuss team building actions and to find ways to build and strengthen relationship across racial backgrounds and departments.

2021 Performance and Talent Management Timeline

Close of Year-end 2020 | Launch of 2021

Mid-year 2021

Close year-end 2021
Launch of 2022



Legend:

- Communications
- Deadlines
- Meetings
- Training / Info Sessions
- Performance Pay

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

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.

If the Personal Learning Plan was not completed, please provide the reason
 Retirement Planning Extended Absence Other : Specify

Mandatory Training (i.e.: Conflict resolution and deescalation, anti-discrimination and anti-oppression, WHMIS)
 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

- 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 Objectives

What are your short term career goals? Where do you see yourself in 2 to 5 years? Employees and supervisors are encouraged to discuss career aspirations and to document their career objectives below in order to identify learning opportunities, chart their careers, and share their knowledge.

--

Performance Agreement			
I have discussed the content of this performance agreement: work objectives, the personal learning plan, and career objectives 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:			

PERFORMANCE MANAGEMENT

SUPERVISOR'S GUIDE FOR THE ADMINISTRATION OF THE YEAR-END EVALUATION

Introduction

This guide contains information on the administration of the year-end performance evaluation.

Supervisors are responsible for scheduling the conversation with all their direct reports.

Purpose of Year-End Performance Evaluation

It is an opportunity for supervisors and employees to reflect on the past year, to discuss the employee's progress in achieving performance expectations/work objectives and to highlight accomplishments.

Employees should receive feedback on their performance throughout the year. At a minimum, a written evaluation is prepared by the employee's supervisor, at the end of the cycle, and recorded in the personnel file (original signed hard or soft document is to be submitted to the Executive Director – see the deadlines identified in the “Timelines” document).

The year-end conversation ensures that the evaluation takes into account the employee's comments (self-assessment) as well as the perceptions of the supervisor. Considering feedback from multiple sources (tenants, clients, contractors, colleagues, peers, stakeholders and subordinates) increases the validity, transparency and robustness of the performance evaluation.

Evaluation Form

Describes the employee's accomplishments relative to objectives set for them, as well as key behaviours/performance indicators. There are two (2) forms:

- Office Employees
- Field and Maintenance Employees

The evaluation should describe the relative scope and complexity of the specific challenges the employee faced during the year, the employee's potential for future growth, and any observed

performance gaps. All observations should be meaningful, i.e., relate directly to the relevant objectives, and reflect what occurred over the entire review period. Tips for writing effective comments are provided in Annex A.

Assessing Performance at CCOC

Supervisors do **not** assign ratings on the evaluation form nor should they discuss a “rating” with employees. The Inter-Departmental Review meetings review will assess performance of all employees and validate the consistency of evaluations within CCOC.

The following questions can assist in validating consistent evaluation:

- In your departmental context, what things contributed to achievements/shortcomings? What is the accountability of employees for successes/misses overall?
- What is the difference between good and exemplary performance. Is it merely the scope of the employee’s contributions (i.e. Impact beyond the team), or is it something more?
- Is it possible for an employee to have problems demonstrating expected behaviours (CCOC Values), but still be evaluated as an exemplary performer? If so, under what circumstances?
- Is it enough to not display bad behaviours, or must there be concrete examples of good behaviours for an employee to be successful?
- What is the difference between meeting and “not meeting” expectations? What does it mean to be “well below” expected measures or standards?
- If determined that performance or behaviours were below expectations, what measures were taken to support the employee? [more on managing unsatisfactory performance below]
- Is it possible for an employee to “miss the mark” on an objective, but still be identified as an exemplary performer? If so, under what circumstances?

The following questions can assist in developing common perspectives, and provide a starting point for considerations in the application of performance evaluation

- What was the employee’s level of accountability and challenge relative to their peers?
 - Have similar standards of evidence and performance been applied to employees with similar roles?
 - What was the relative complexity of the CCOC’s goals and the employee’s objectives towards those goals?
 - How did this employee’s performance contribute to the achievement of CCOC’s success?
-

- What factors contributed to this employee's achievements/shortcomings? What actions did they take to address feedback received throughout the year?

Objective/Goal Setting

Objectives and expectations should not be adjusted for unsatisfactory performance.

Performance objectives may be amended when:

- Change in circumstances jeopardizes ability to achieve the objective;
- The objective is no longer a priority and/or a new priority is in place;
- Unforeseen opportunity has arisen that should be reflected in the performance evaluation.

The supervisor and the employee should collaboratively make changes to work objectives or performance measures throughout the year using track changes.

Making these changes together will also ensure there is a common understanding of what the amended objectives and performance measures mean.

Managing Unsatisfactory Performance

A performance improvement plan is used to document specific steps to support employees by helping them get on track. It becomes an essential tool to support an employee's success.

It can be established at any time throughout the year when an employee is at risk of not meeting their work objectives.

A performance improvement plan is required if the evaluation indicates that the employee has not met work objectives.

Supervisors are encouraged to consult the Director of Corporate Services & Human Resources to determine next steps.

APPENDIX A

Tips for Writing Effective Comments

Comments in a performance evaluation are a permanent record that reflects not only on the employee's performance but also on the supervisor who wrote them. They should be written professionally, objectively and constructively.

The comments should address:

- How well the employee performed the assigned objectives, as measured against the performance measures or standards;
- Areas of performance that improved over the assessment period; and
- Areas of performance that might need further improvement.

The comments should:

- **Be objective:** Focus on performance as assessed against the measures, observed and factors within the employee's control that led to successfully achieving the objective or not. Note anything outside the employee's control that provides important context to the performance story (refrain from referring to personal circumstances; refer instead to unusual volume of work, delay in required training, etc.).
- **Be consistent with ongoing feedback:** Make sure that written comments on performance reflect feedback provided *throughout* the year.
- **Be comprehensive:** Cover the whole year, not just recent events. Summarize key accomplishments and shortcomings, with specific and relevant examples. Illustrate how accomplishments or shortcomings affected the work overall.
 - If you have not observed an employee's performance for at least 6 months, a joint-evaluation should be conducted with the previous supervisor.
- **Be factual:** Performance comments should never speculate on any aspect of performance, including employee motivation.
- **Be specific:** Ensure your meaning is clear. Do not leave room for interpretation or misunderstanding.
- **End on a positive note:** Provide encouraging comments that will conclude on a positive note to provide motivation to the employee to improve.

Do	Do Not
Keep the comments professional and clear.	Use colourful language, overgeneralize, or use extreme adjectives or adverbs.
Use comments that can be understood by somebody who is not entirely familiar with the work or the work environment.	Use acronyms or terminology that others will not understand.

Instead of...	Try...
“Has an excellent understanding of the principles of administration and has applied this knowledge to the benefit of the dept.”	“Has an excellent understanding of administration, demonstrated by the recent admin review where he made a significant contribution to developing new procedures. Their suggestions have resulted in new procedures that have increased overall departmental efficiency and have been identified as an organizational best practice.”
“An effective supervisor who supports her employees in achieving performance goals.”	“Spent time with her employees and conducted regular performance discussions throughout the year. Provides constructive guidance and supports employees in achieving their performance. Morale has improved in her area, largely thanks to her ongoing efforts to engage employees in monitoring and discussing performance issues and successes.”
“Is a warm, friendly employee who enjoys connecting with colleagues. Has a good personality and is liked by most with whom he has contact.”	“He has developed good relationships with his colleagues and makes considerable efforts to communicate with everyone. Excellent capacity to work with others: he enthusiastically contributes to team-building initiatives and was a key member of the informal recognition advisory group.”
“Is a bit disorganized and needs to give clearer direction to her staff.”	“Her organizational skills need to be developed to improve effectiveness in order to provide clear direction to her staff. Her staff were not clearly informed and left with a poor understanding of changes made to travel and hospitality policy this year. As a result, there were several errors in travel authority requests and approval delays. More proactive planning on her part will help reduce similar issues next year.”
“Must find the line between being friendly and being professional.”	“While her staff found her approachable and open, she has been coached on the need to find an appropriate balance between her concern for her staff and the need to remain objective. A recent issue made her realize that she may become too closely involved with employees’ personal problems, and she is working on establishing distance in personal matters.”
“Was disciplined three times this year for insubordination.”	“Experiences difficulty in working effectively with others. Frequently challenges authority in an inappropriate manner, using loud and confrontational language.” (References to disciplinary actions should not be included in a performance evaluation.)
“Work is full of errors.”	“Many reports provided this year contained an unacceptable number of statistical errors: only 5 of 15 reports submitted were accepted without requiring further review. This cut into the manager’s time.
“Good customer service skills.”	“Actively listens to customers to understand their needs and expectations, and works within established service standards to meet them.”

The following are illustrative examples of supervisor comments:

Performance	Achievements against objectives	Demonstration of CCOC Values and Leadership
Unsatisfactory	<p>In repeated instances, the employee demonstrated performance deficiencies such as poor quality work and missed deadlines, which detracted from achieving goals.</p> <p>The employee received extra guidance and significant organizational support such as training, regular coaching sessions and bi-weekly progress meetings. Expectations were clear and attainable, and there were no external problems or barriers to success. Notwithstanding these efforts, the performance of this employee did not meet expectations.</p>	<p>The employee overlooked key issues which resulted in an inconsistent implementation of organizational strategies. They failed to provide authentic, evidence based advice. These shortcomings resulted in a negative impact on the success of the Department and the organization.</p> <p>The employee took little to no action to address or bring forward situations requiring attention during the year.</p>
	<p>The employee delivered results which fell below expectations, given the resources and organizational support that had been made available.</p> <p>The employee generally delivered upon objectives in non-complex situations. When faced with adversity, the employee relied excessively on the support of others to resolve situations. They sometimes allowed day-to-day issues to interfere with implementation of longer-term initiatives.</p>	<p>The employee experienced difficulty monitoring and controlling the initiatives for which they were responsible. They did not take all of the appropriate measures to address or bring forward situations requiring attention.</p> <p>The employee focused on process over results which impacted negatively on their overall ability to deliver upon commitments.</p>
Good	<p>The employee consistently delivered on his/her commitments. Results achieved were of high-quality based on measures of quality, quantity and timeliness.</p> <p>When faced with challenges within the scope of their responsibility, the employee found innovative and pragmatic solutions, championed their adoption, and implemented appropriate and effective strategies.</p>	<p>The employee built and nurtured effective and collaborative relationships to advance organizational or divisional objectives.</p> <p>The employee applied conscientious use of financial and organizational resources, engaged with colleagues, stakeholders and partners in finding solutions, made challenging decisions, and took the appropriate action at the opportune times.</p>
	<p>The employee led the directorate's contribution in support of a key organizational goal. Through sound project management, effective planning, outreach, and leadership, the employee successfully undertook additional responsibilities while maintaining high-</p>	<p>In response to complex and unexpected challenges that arose during the year, the employee successfully mobilized and managed available resources to deliver effectively upon organizational objectives.</p>

	<p>quality results in their core areas of responsibility.</p>	<p>In challenging circumstances, the employee demonstrated and encouraged performance excellence among their subordinates and/or peers. The employee engaged and supported employees in adapting to the scope and rapid pace of organizational change.</p>
<p>Exemplary</p>	<p>The employee spearheaded efforts to identify and implement strategies to improve operational efficiency which resulted in substantial financial savings for CCOC. Through exemplary leadership and tireless effort, they delivered the highest level of service quality throughout the year.</p>	<p>The employee averted a potential major crisis during the year through their deliberate and open approach to engaging with partners and stakeholders and by focussing on the greater CCOC and affordable housing perspective.</p>



Personnel Committee Terms of Reference

Purpose:

To develop terms of employment and personnel policies within the goals and structures of the Corporation and to ensure that these are carried out by the appropriate people when necessary.

Composition:

As per general policy on Standing Committees and Board Composition.

Meetings:

As per general policy on Standing Committees and Board Composition.

Special Provisions:

The two staff members will count as one committee member for the purposes of quorum. Should only one staff representative be present, they shall count as one member for purpose of quorum. Members who are staff representatives will not be present during in-camera portions of meetings that deal with individual staff members unless the individual staff member being discussed has requested their presence. Absence of staff representatives will not affect quorum as long as notice of the meeting was given.

Duties:

- Provide policy advice and strategic direction to CCOC's human resources functions
- Advise and make recommendations to the board on policies, major initiatives and strategic priorities for human resources
- Receive information and review changes to relevant employment laws and practices.
- Develop and update, as required, personnel policies, job descriptions, employee benefits, evaluation procedures, grievance procedures, hiring and firing procedures.
- Ensure input from staff, relevant volunteers and Board in the development, review and implementation of personnel matters described above.
- Ensure periodic (quarterly) review of staff leave and overtime
- Ensure periodic (quarterly) review of staff employment status
- Ensure that staff evaluations are carried out and that recommendations for salaries and benefits are made in a timely fashion with respect to budget preparation.

- Ensure that job descriptions and employment standards are up-to-date.
- Ensure that grievances are dealt with promptly and that appropriate people are consulted in the process.
- Ensure that necessary records are kept.
- Ensure confidentiality of staff evaluations and similar matters.
- Deal with any other personnel matters referred by staff, Board and Committees.

Roles & Responsibilities Regarding Personnel Related Activities & Issues

Unless noted, all actions and decisions must be approved by the Board of Directors. In unusual circumstances, the Board may deal with any matter unilaterally.

Personnel Related Activities & Issues	Responsibility	Required input (in sequence)
1. Staff Structure		
<ul style="list-style-type: none"> • Developing and revising CCOC's departmental structure defining roles and reporting structure (including multiple job classifications) 	Board*	<ol style="list-style-type: none"> 1. Director HR 2. ED & Department Directors 3. Relevant Committee(s) 4. Personnel
<ul style="list-style-type: none"> • Changing the number of Regular or Term staff 	Board*	<ol style="list-style-type: none"> 1. ED & Department Directors 2. Relevant Committee(s)
<ul style="list-style-type: none"> • Approving and amending job descriptions: defining levels of responsibility (individual job classifications), defining qualification requirements for staff positions 	Personnel	<ol style="list-style-type: none"> 1. ED 2. Department Directors 3. Personnel
<ul style="list-style-type: none"> • Changing the assignments of staff within a department (no change in job description) 	Department Director	
2. Hiring Term and Regular staff		
<ul style="list-style-type: none"> • Preparing/issuing employment notices 	HR & Corp Serv Dept	
<ul style="list-style-type: none"> • Setting up hiring committee, screening applicants, interviews, checking references, informing all applicants, contacting with selected applicant 	Hiring Manager	HR & Corp Serv Dept Ad Hoc Hiring Committee
<ul style="list-style-type: none"> • Offer letters and compensation offers 	HR Director	ED

• Engaging casual staff, compensation offers	Department Directors	HR & Corp Serv Director
• Conducting midpoint and endpoint probation review and successfully terminating probation	Department Directors/Supervisors	HR & Corp Serv Dept
• Unsuccessful probation decision	Hiring Manager	Dept Director HR & Corp Serv Director
• Appointing acting positions (less than six months)	Supervisor to the position	Supervisor to the position
• Appointing acting positions (greater than six months)	Supervisor to the position	Dept Director Ad Hoc Hiring Committee
3. Salaries and Terms of Employment		
• Maintaining CCOC Policies of Employment	Personnel	1. HR Director 2. Executive Director
• Setting annual adjustments to staff salaries and payments	Board*	1. HR Director 2. Personnel
• Setting annual fixed rates (mileage, family care, beeper, etc.)	HR Director	Personnel
• Granting exceptions for individual circumstances	HR Director	Executive Director Advise Personnel as needed
4. Conflict resolution		
• Defining conflict resolution mechanism	Personnel	HR Director
• Settling unresolved conflicts, decision to go to mediation	HR Director	
5. Performance standards		
• Conducting annual staff appraisals: <ul style="list-style-type: none"> ○ Executive director ○ Other staff 	President	Executive Committee
	Supervisor	HR Director
• Developing annual departmental and staff work plans	Department Directors	Committees

<ul style="list-style-type: none"> • Identifying & implementing a training and staff professional development program 	HR Director	Staff/Personnel
<ul style="list-style-type: none"> • Initiating and conducting employee performance-related probation procedure 	HR Director	Executive Director Department Directors (or Supervisors in consultation with Department Director)
<ul style="list-style-type: none"> • Staff termination: <ul style="list-style-type: none"> ○ Department directors 	Executive Director	Advise Personnel Chair & Executive Committee
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ○ Other staff 	Executive Director	HR Director / Dept Director

* The Executive Committee may act on behalf of the Board

Personnel Committee review

Note: this is just an outline, a draft, to enable discussion.

What is Personnel Committee and what does it do?

Personnel Committee discusses all matters related to CCOC staff, from recruitment & selection to employee wellness, to compensation & benefits. Comprised of two staff members and subject matter volunteers, the Committee's goal is to make recommendations towards improving the staff experience. This committee is closed to drop-in visitors.

Current Composition:

- Chair: Vice President of the Board of Directors

- Voting members:
 - o Currently, 5 volunteer members – recommended by the Board of Directors

 - o Two (2) staff representatives (Staff representatives are elected by all staff and appointed for 1 year)
 - Office representative
 - Field representative (vacant)

- Non-voting members:
 - o Department support: HR & Corporate Services (HR Director)
 - o Recorder (HR Administrator)

Why are we reviewing Personnel Committee (background information):

- In the past few years staff representative recruitment has been difficult (little to no interest in joining the Committee)
- Staff engagement is important to informed decision making.
- Current voting structure does not provide the necessary space for staff:
 - o limited to 2 votes, 2 members: limited voice
 - o Increasing staff votes creates a more collaborative and inclusive, open decision-making (in line with CCOC Values)
- Current/past members have observed that the Committee is efficient but could benefit from better discussion.
 - o Having additional members would increase dialogue (more people, more talk)
 - o Plus, these additional members being staff would provide valuable insight to volunteers.

Proposed review:

- Equal representation of voting members:
 - o 5 volunteers and
 - o 5 staff representatives
 - Minimum one (1) which will be an office staff member
 - Minimum one (1) of which will be a field staff member
 - Excludes Director level employees.

- Committee would be opened to staff to join discussions (closed to non-volunteer tenant members)
 - o Committee sits every second Monday of the month from 5:30-7pm (no change)
 - o Agenda would be shared with staff beforehand so they can see if a topic is of interest.

- All committee members would receive an orientation on CCOC governance and staff representatives would receive a brief HR orientation.

Next steps:

- Staff anonymous & confidential survey: in favour of review or against (with comment box)
- Survey results will inform Personnel Committee recommendation to the Board
- The Board will review and recommend an outcome (final authority).

Rental Committee Meeting
March 16, 2021

Rental Committee: Christopher Yordy (Chair), Cynara Desbarats, Kerry Beckett, Sulaina Bonabana, Dahlya Smolash, Teresa Schoembs

Regrets: Vera Theokritoff, Alison Kar, Daniel & Michelle Boyer, Alisher Perez, Helena Brown

Staff: Fran Childs

Minutes recorded after by Allison Hockin

Call to Order: 6:35 p.m.

- 1. Anti-oppression Statement:** Kerry noted that this is an old anti-oppression statement. Fran will make a note and look into this.
- 2. Acceptance of the Agenda:** Fran noted a small agenda change (addition of call for volunteers to help on Security Working Group). Chris said there would be a break between this meeting and the joint meeting with Finance. Fran added that the monthly reports would be reviewed at the joint meeting.
- 3. Adoption of the January minutes** **m/s/c Beckett/Desbarats**
- 4. Internally-Funded Subsidies Minimum Rent Policy:** Fran said this policy was reviewed not long ago but we have had a few questions from tenants following the provincial changes so the policy is coming back to the committee. In the past, a tenant's rent could increase or decrease as often as their income changed, which is no longer the case, and some tenants have asked why their rent cannot be reduced. For some tenants, their rent cannot be reduced because of the Internally-Funded Subsidies Policy. The small change to the policy addresses household size, which was not clear in the previous policy. This allows the policy to be applied consistently across properties. Fran clarified that the amount of subsidy that CCOC would pay is lower if the family size is larger. Rental staff can explain these minimum rents if a household has any questions.

MOTION: To accept the addition of the words "according to household size" in two places in the Internally Funded Subsidy Minimum Rent policy. **m/s/c/ Beckett/Desbarats**

- 5. 2020 CMHC Rental Market Report:** Fran said she would provide a high-level overview of the report. A more detailed analysis comparing the rents in this report to CCOC's rents will come in the summer, when we approve the rents for 2022. The vacancy rate is now 3.9%, which is more than double the rate from last year. The pandemic has had a large impact on the vacancy rate, including fewer students renting. CCOC has had more tenants move out in the last year because they were buying homes or moving out of Ottawa to live with family. Job losses have likely also factored into this. Sandy Hill, Lowertown and other downtown areas were the most affected by the changing vacancy rate, which are all areas where CCOC has buildings. Rental staff have noticed a change in the market and how prospective tenants reach out about vacancies, too.

Fran reviewed the city-wide average rents from the report and compared them to the rents from 2018 and 2019. CCOC tries to match rents to the zone rents; the city-wide rents are usually lower than these zone rents. There is still steady growth in rents, despite the vacancy rate, with a slight drop in the two-bedroom rents. Fran noted that two-bedroom units have become harder for CCOC to rent; these units are remaining vacant the longest. Dahlya thought this could be because fewer people want a roommate during the pandemic (especially a stranger) and couples in two-bedroom units are buying houses.

6. Announcements & Updates:

- a) **Staff Updates:** We reviewed who has joined or left the CCOC team.
- b) **Run for the Board:** TCE wanted to remind everyone that it is time to consider running for the Board. Kerry spoke about her experience being a Board member. There will be more information next month, too, and anyone interested can reach out to TCE. Chris reminded everyone to get their membership if they want to run for the Board.
- c) **Forward Update:** Demolition will hopefully start in June 2021 with rent-up to start in 2023. The building will have around 50 apartments spread over four floors with two elevators. The designs are almost finalized and the aim is to have a net-zero building (the energy produced by the building is equal to or more than the energy used).
- d) **Security Working Group:** Fran said there has been a change during the pandemic in the types of safety and security issues at CCOC properties, which has led to an increased demand for cameras from tenants. CCOC has never had cameras before and has relied on engaging tenants and having a shared responsibility for building security. In order to be fair and responsive to tenants, we can no longer dismiss the suggestion of cameras. The Taiga property has cameras, which has also reignited the conversation. CCOC staff are looking for volunteers to do research and get some background information to create a memo before any changes or suggestions are brought to the Board. Being on the working group would involve doing some research but would not likely involve too many more meetings. Chris and Kerry are interested in joining and Fran said others could confirm their interest before Thursday. Kerry expressed some trepidation about the effectiveness of cameras.

RENTAL COMMITTEE

March 16, 2021

e) Sharing back from last month’s Board meeting by our Chair, Chris:

- All-members meeting on March 24th for Taiga; all members are welcome to attend and participate
- Continued work on anti-oppression initiatives

7. In camera – Ottawa Community Land Trust

The committee moved in camera to get more information about some rooming houses coming up for sale to possibly be purchased by the OCLT.

m/s/c Beckett/Desbarats

The committee moved ex camera.

m/s/c Beckett/Desbarats

8. Board and Committee Highlights: We will circulate the report along with the minutes.

9. Any Other Business/Board Focus on Rental Business: One policy change for Board attention.

Adjournment 7:27pm

m/s/c Smolash/Schoembs

Joint Meeting with Finance

March 16, 2021

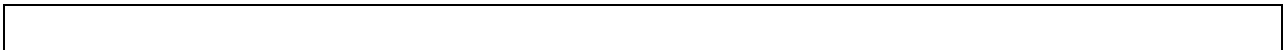
Rental Committee: Christopher Yordy, Cynara Desbarats, Kerry Beckett, Sulaina Bonabana, Dahlya Smolash, Teresa Schoembs

Finance Committee: Josh Bueckert (Chair), Andrew McNeill, Court Miller, Rod Manchee, Wayne Fan

Regrets: Vera Theokritoff, Alison Kar, Daniel & Michelle Boyer, Alisher Perez, David Brooks, Helena Brown

Staff: Fran Childs, Maryse Martin, Arianne Charlebois

Minutes recorded after by Allison Hockin



Call to Order: 7:47 p.m.

1. Acceptance of the Agenda:

m/s/c/ Beckett/McNeill

2. Taiga & Special Members Meeting: Maryse reminded everyone that there is a special meeting to approve the merger with Taiga on March 24th at 7pm. All members should have

received a package by e-mail or mail about this sometime last week. Any questions can be sent to Ray's attention. Kerry did not receive anything but will check her mail.

3. Deep Dive on Arrears and Vacancy:

- a) Arrears Picture as of December 2020:** Fran said this presentation is similar to what was presented to the Board at the end of February. CCOC staff have been working with tenants as best as possible around arrears repayment. There is a significant time delay to get a hearing through the LTB compared to pre-pandemic. Arrears labeled as COVID-related are based on information received from tenants. Fran clarified that the totals on the slides do not match the AR report from December due payments that were received between when the two reports were created.

Arrears have changed with the pandemic, in part due to the delay in getting a hearing through the LTB. Fran reviewed the amounts owing from market rent versus subsidized tenants, as well as the number of households owing money between the two groups. About two thirds of the households in arrears right now have never had payment problems in the past, which accounts for 50% of the total arrears owing. The majority of arrears owing right now is rent, instead of large chargebacks like in previous years. The total amount of arrears is higher in the west-side portfolio (west of Bank St), in part due to a larger number of subsidized tenants living east of Bank St.

Several tenants with the highest arrears now have LTB hearings scheduled, after a 6-month delay between application and hearing time. Some households have not paid rent in nearly a year. LTB delays may make it harder for tenants to pay off such a large amount of arrears.

- b) Vacancy and Turnover Report:** Every month, Rental staff track how many apartments were rented and how new tenants heard about CCOC, the number of move-outs per month, and how many apartments are vacant (to calculate the vacancy rate). Rental Committee reviews monthly which apartments were rented between meetings and how many move-outs are upcoming.
- c) Market shifts in 2021 and CCOC responses:** Some apartments are sitting vacant for longer, since the rental market has softened. Josh heard that the vacancy cost was increasing in part because CCOC was only showing apartments once they were empty and wanted clarification about the number of days vacant. Fran clarified that the count of days vacant in Yardi starts as soon as someone moves out, so typically we would have 15-30 days of vacancy per apartment that is being used for Facilities to do the turnover work. Fran explained some of the changes in operations that have resulted from the pandemic and CCOC trying to keep both staff and tenants safe; previously Rental Staff had almost 2 months to rent an apartment before it was vacant. Rental Staff are using a timed approach to renting apartments and looking at rent incentives for apartments that have been sitting vacant for longer than 60 days. Rental Staff

check in weekly with Fran about all vacancies. Chris appreciated getting information about what Rental Staff are doing to shift their procedures throughout the pandemic.

d) Accounts Receivables Stats: Maryse provided an overview of the February numbers, noting that there are no bad debts written off this month. Fran noted that we have budgeted for double the annual bad debt write-offs for 2021. Josh asked if it would be possible to get some unit numbers in the AR stats related to vacant units. Fran and Maryse will look into the best way to capture this information accurately. Chris asked about transfers and Fran said that transfers have been tricky during the pandemic because we are not showing apartments until they are vacant, which doesn't leave us with enough to accommodate transfers in most cases. Fran explained that all tenants who transfer pay the new turnover rent, and we have a few units that have had their turnover rents revised to help with rent-up. Fran reviewed the month-by-month vacancy costs for 2020, noting that the pandemic and the new turnover rents accounted for higher vacancy costs later in the year. The joint committees thanked Fran and Maryse for the additional information. Josh noted a long discussion at a recent Board meeting about how close we would like to get CCOC rents to the AMRs in Ottawa, and that the Board opinion about this might be slowly shifting as the rental market changes.

Adjournment 8:28pm

m/c Yordy



Internally Funded Subsidy Minimum Rent & Rent Calculations

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

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

Tenants receiving Social Assistance from the Ontario Disability Support Program will have rent calculated based on the maximum shelter allowance for ODSP [according to household size](#) with adjustments for utilities in accordance with Housing Services Act utility scales.

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

Approved by the Board October 1995, amendment approved April 2000.

Updated and approved by the Board June 2020.

Sunset date June 2025

RENTAL DEPARTMENT REPORT

Reporting on: February 2021

1. CCOC Units Rented by Source and Unit Turnovers:

Source	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Totals	11	13											24
Transfers (incl. overhoused)	1	2											3
Registry W/L	4	4											8
Referrals	4	2											6
Insitu MR to RGI	0	0											0
Websites/Twitter	0	3											3
Former Tenant	2	2											4
Move outs by month	11	12											23
Vacancy Rate by month	1.7%	1.6%											Avg: 1.65%
Benchmark 1: units rented should equal number of move outs	0	1											2/2 months
Benchmark 2: CCOC vacancy rate should be lower than Ottawa's vacancy rate (3.9%)	-2.2%	-2.3%											2/2 months

2. Vacancies & Turnovers:

February Move Outs: 12

March Move Outs (so far): 13

April Move Outs (so far): 7

As of March 9, 2021, the CCOC vacancy rate is 1.6% with 26 empty units in our 1585 "rentable units".

3. N5's & Evictions February/March:

- There are 5 active N5s. No new N5s were served since last meeting.
- 2 of the 5 N5s are set to expire by end of March and those households have corrected the issues.
- One person for whom we had a hearing in March has moved out before the hearing date.

RENTAL REPORT: VACANCIES AND TURNOVERS
March 2021 MEETING (data as of March 9th)

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0026	404	110 Nelson	2	\$ 1,111.00	\$ 1,310.00	2020-09-30	2020-10-31	current	
0026	402	110 Nelson	1	\$ 912.00	\$ 1,080.00	2020-10-31	2020-11-30	current	
0065	301	464 Metcalfe	2	\$ 1,474.00	\$ 1,650.00	2020-11-30	2020-12-31	current	
0009	604	50 James	3	\$ 1,280.00	\$ 1,600.00	2020-11-30	2020-12-31	current	
0022	406	210 Gloucester	1	\$ 893.00	\$ 1,175.00	2020-11-30	2020-12-31	current	
0034	1103	264 Lisgar	1	\$ 930.00	\$ 1,175.00	2020-11-30	2020-12-31	current	
0023	305	20 Robnson	3	\$ 1,450.00	\$ 1,600.00	2020-11-30	2020-12-31	future	move in May 1
0039	310	415 Gilmour	2	\$ 1,197.00	\$ 1,600.00	2020-11-30	2020-12-31	current	
0064	301	54 Primrose	0	\$ 790.00	\$ 825.00	2020-11-30	2021-01-29	current	
0040	102	151 Parkdale	3	\$ 1,640.00	\$ 1,640.00	2020-12-10	2021-01-15	current	
0071	304	240 Presland Rd	1	\$ 777.00	\$ 950.00	2020-12-31	2021-01-15	current	
0037a	113	145 Clarence	1	\$ 1,175.00	\$ 1,175.00	2020-12-31	2021-01-15	current	
0071	102	240 Presland Rd	2	\$ 1,080.00	\$ 1,080.00	2020-12-31	2021-01-29	current	
0060	1	140 Bronson	0	\$ 767.00	\$ 825.00	2020-12-31	2021-01-30	current	
0068	6-100	100-200 Victory Gdns Pvt	2	\$ 1,514.00	\$ 1,650.00	2020-12-31	2021-01-30	current	
0017	507	170 Booth	1	\$ 969.00	\$ 1,225.00	2020-12-31	2021-01-30	current	
0014b	748	Albert	3	\$ 1,600.00	\$ 1,600.00	2020-12-31	2021-01-30	current	
0040	504	151 Parkdale	1	\$ 1,225.00	\$ 1,225.00	2020-12-31	2021-01-30	current	
0028a	105	341 Lyon	0	\$ 825.00	\$ 825.00	2020-12-31	2021-01-30	current	
0034	401	264 Lisgar	3	\$ 1,600.00	\$ 1,600.00	2020-12-31	2021-01-30	current	
0064	2	54 Primrose	0	\$ 790.00	\$ 825.00	2021-03-01	2021-04-01	future	

Units re-rented: 20

(includes things that would have been reported at Feb committee that was cancelled)

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0067a	401	111 Catherine	0	\$ 845.00	\$ 900.00	2021-03-15	2021-03-31	0	Notice
0065	708	464 Metcalfe	2	\$ 1,475.00	\$ 1,650.00	2021-03-15	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
0067a	103	111 Catherine	0	\$ 829.00	\$ 900.00	2021-03-31	2021-04-30	0	Notice
0065	610	464 Metcalfe	1	\$ 1,114.00	\$ 1,270.00	2021-03-31	2021-05-30	0	Notice
0035	406	10 Stevens	2	\$ 1,020.00	\$ 1,120.00	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
0052	1	163 James	0	\$ 542.00	\$ 560.00	2021-03-31	2021-04-30	0	Notice
0026	702	110 Nelson	1	\$ 1,104.00	\$ 1,175.00	2021-03-31	2021-04-30	0	Notice
0061	8	123 Stirling	0	\$ 800.00	\$ 900.00	2021-03-31	2021-04-30	0	Notice
0039	505	415 Gilmour	2	\$ 1,207.00	\$ 1,600.00	2021-04-30	2021-05-30	0	Notice
0064	102	54 Primrose	0	\$ 761.00	\$ 825.00	2021-04-30	2021-05-30	0	Notice
0064	307	54 Primrose	0	\$ 770.00	\$ 825.00	2021-04-30	2021-05-30	0	Notice
0023	406	20 Robnson	2	\$ 1,310.00	\$ 1,350.00	2021-04-30	2021-05-30	0	Notice
0039	306	415 Gilmour	2	\$ 1,450.00	\$ 1,600.00	2021-04-30	2021-05-30	0	Notice
0022	402	210 Gloucester	2	\$ 1,420.00	\$ 1,500.00	2021-04-30	2021-05-30	0	Notice
0064	305	54 Primrose	0	\$ 762.00	\$ 825.00	2021-05-15	2021-06-14	0	Notice

UNITS ON NOTICE BUT NOT YET RENTED: 18

March Move Outs (So far): 13

April Move Outs (So far): 7

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Days Vacant	Notes
0025	5	369 Stewart	R	\$ 570.00	\$ 570.00	2020-11-30	2020-12-31	99	Options Bytown referral
0017	510	170 Booth	2	\$ 1,156.00	\$ 1,600.00	2020-11-30	2020-12-31	99	on web
0017	409	170 Booth	2	\$ 1,180.00	\$ 1,600.00	2020-11-30	2020-12-31	99	on web
0067a	710	111 Catherine	2	\$ 1,474.00	\$ 1,650.00	2020-12-05	2020-12-31	94	have had applications withdrawn
0037a	306	145 Clarence	1	\$ 907.00	\$ 1,175.00	2020-12-31	2021-01-30	68	not showable
0011	310	258 Lisgar	1	\$ 1,225.00	\$ 1,225.00	2020-12-31	2021-01-30	68	on web
0022	508	210 Gloucester	1	\$ 1,175.00	\$ 1,175.00	2020-12-31	2021-01-30	68	not showable
0033	12	147 Hinchey	2	\$ 1,500.00	\$ 1,500.00	2020-12-31	2021-01-30	68	on web
0040	208	151 Parkdale	3	\$ 1,344.00	\$ 1,640.00	2020-12-31	2021-02-26	68	not showable
0039	317	415 Gilmour	2	\$ 1,190.00	\$ 1,600.00	2021-01-09	2021-02-08	59	approved applicant withdrew, back on offer
0064	207	54 Primrose	0	\$ 825.00	\$ 825.00	2021-01-31	2021-02-26	37	on offer
0016b	7	33 Rochester	2	\$ 1,500.00	\$ 1,500.00	2021-01-31	2021-03-02	37	on web
0017	210	170 Booth	2	\$ 1,525.00	\$ 1,525.00	2021-01-31	2021-03-02	37	on web
0060	14	140 Bronson	1	\$ 1,175.00	\$ 1,175.00	2021-01-31	2021-03-02	37	on web
0065	706	464 Metcalfe	3	\$ 1,665.00	\$ 1,665.00	2021-01-31	2021-04-01	37	short notice move out, on offer
0023	401	20 Robnson	2	\$ 1,350.00	\$ 1,350.00	2021-02-01	2021-03-03	36	on web
0067a	505	111 Catherine	2	\$ 1,650.00	\$ 1,650.00	2021-02-12	2021-02-26	25	on offer
0021	605	345 Waverley	0	\$ 759.00	\$ 900.00	2021-02-28	2021-03-15	9	have a lead
0040	609	151 Parkdale	1	\$ 975.00	\$ 1,225.00	2021-02-28	2021-03-30	9	
0027	502	520 Bronson	2	\$ 1,073.00	\$ 1,500.00	2021-02-28	2021-03-30	9	not showable
0027	503	520 Bronson	2	\$ 1,073.00	\$ 1,500.00	2021-02-28	2021-03-30	9	not showable, PCIL referral
0031b	289	289-293 Loretta	3	\$ 1,450.00	\$ 1,620.00	2021-02-28	2021-03-30	9	
0021	701	345 Waverley	1	\$ 1,006.00	\$ 1,225.00	2021-02-28	2021-03-30	9	have a lead
0013a	11-604	Percy School-MacLaren St	3	\$ 1,285.00	\$ 1,640.00	2021-02-28	2021-03-30	9	
0013a	17-608	Percy School-MacLaren St	3	\$ 1,301.00	\$ 1,640.00	2021-02-28	2021-03-30	9	
0071	404	240 Presland Rd	1	\$ 789.00	\$ 950.00	2021-02-28	2021-03-30	9	not showable
0065	613	464 Metcalfe	0	\$ 875.00	\$ 900.00	2021-03-01	2021-04-30	8	not showable

Empty Units: 26 (not counting 2 community partner referral/block lease)

Rental Committee

MARCH 16, 2021

6:30PM

Internally-Funded Subsidy Minimum Rent Policy

Slight clarification proposed

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

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

Rental staff propose clarifying the wording to add “**according to household size**” into each of these paragraphs at the point indicated since this is not explicitly clear the way we worded the policy.

Maximum Shelter Rates

Source: Ontario Reg. 301/11 (?) under OW Act effective September 30, 2018
Ontario Reg. 303/11 (?) under ODSP Act effective September 30, 2018

Benefit Unit Size	Ontario Works OW	Ontario Disability Support Program ODSP
1	\$390	\$497
2	\$642	\$781
3	\$697	\$846
4	\$756	\$918
5	\$815	\$991
6 or more	\$844	\$1,026

Motion

Call for a motion to approve this new wording? Alternate wording based on our conversations tonight?

Internally Funded Subsidy Minimum Rent & Rent Calculations

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

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

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

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

2020 CMHC Market Rental Report

Vacancy Rate Increased

October 2019 – overall vacancy rate in Ottawa was 1.8%

October 2020 – overall vacancy rate in Ottawa was 3.9%

What are the factors?

- the vacancy rate rose in more centrally located areas – affected by reduced student and young professionals' demand. Impacts in outer suburbs were less (this isn't where CCOC operates)
- Job losses amount the 15-24 age group and reduced international migration, as well as international student flows affected rental demand
- Areas like Sandy Hill/Lowertown (significant share of students) saw the highest and strongest growth in vacancy

CMHC Ottawa City-wide Average Rents 2018-2020

Size of Apartment	2018	2019	2020
Studio/Bachelor	\$890.50	\$948.00	\$1000.00
1 bedroom	\$1135.00	\$1241.50	\$1244.00
2 bedroom	\$1440.00	\$1534.00	\$1517.00
3 bedroom	\$1635.00	\$1874.50	\$1850.00

Arrears Deep Dive

Definitions

This is a snapshot in time as of December 31, 2020

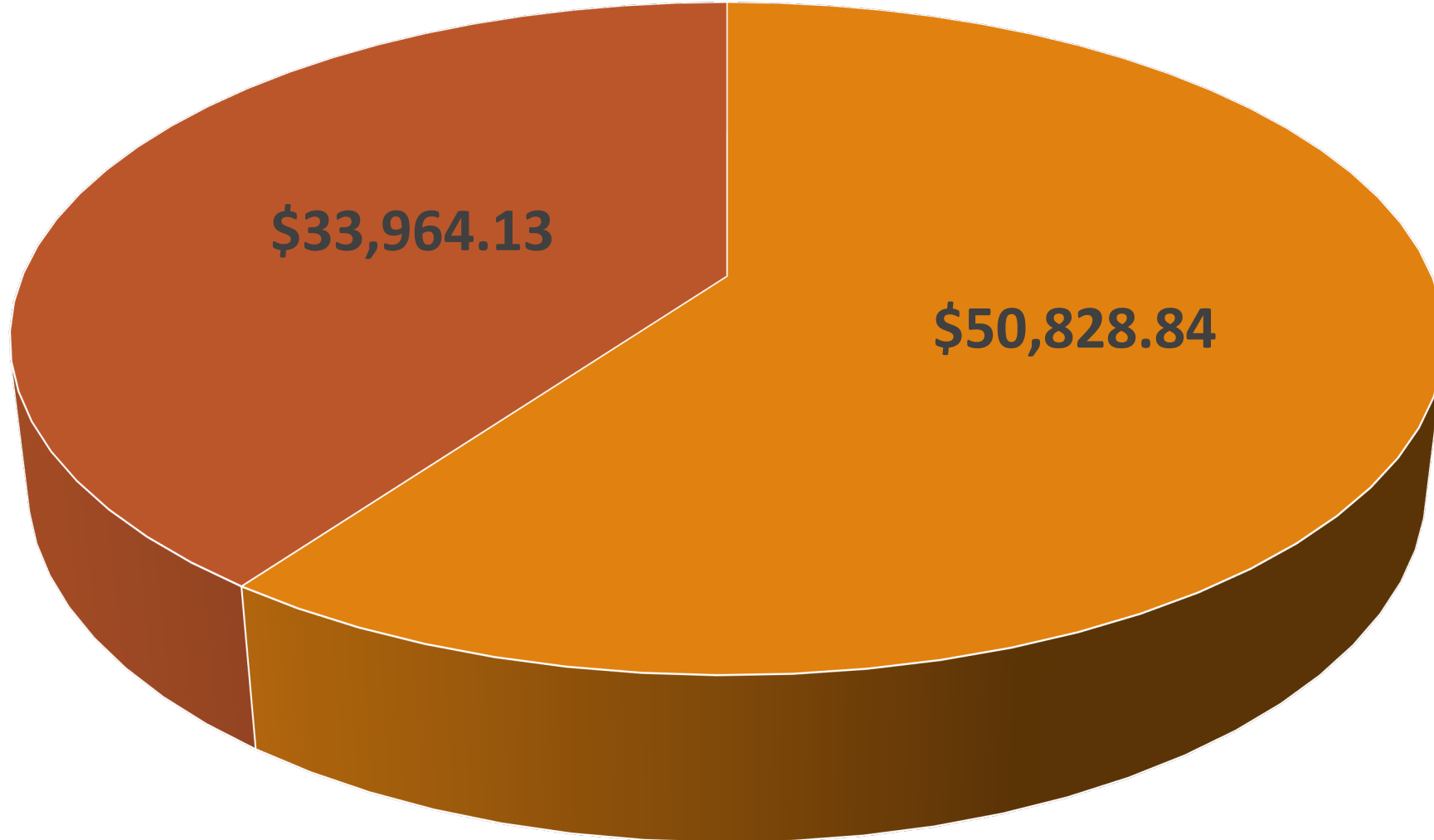
Amount owing is 30 + days old only. We do not report on 0-30 days owing balances (considered current outstanding).

Many tenants are not paying their balance in full on the first of the month. Lots of payment flexibility that we would have never allowed before the pandemic.

Still significant delays to get hearing dates at Landlord and Tenant Board; so balances continue to grow as we have no way to address these situations

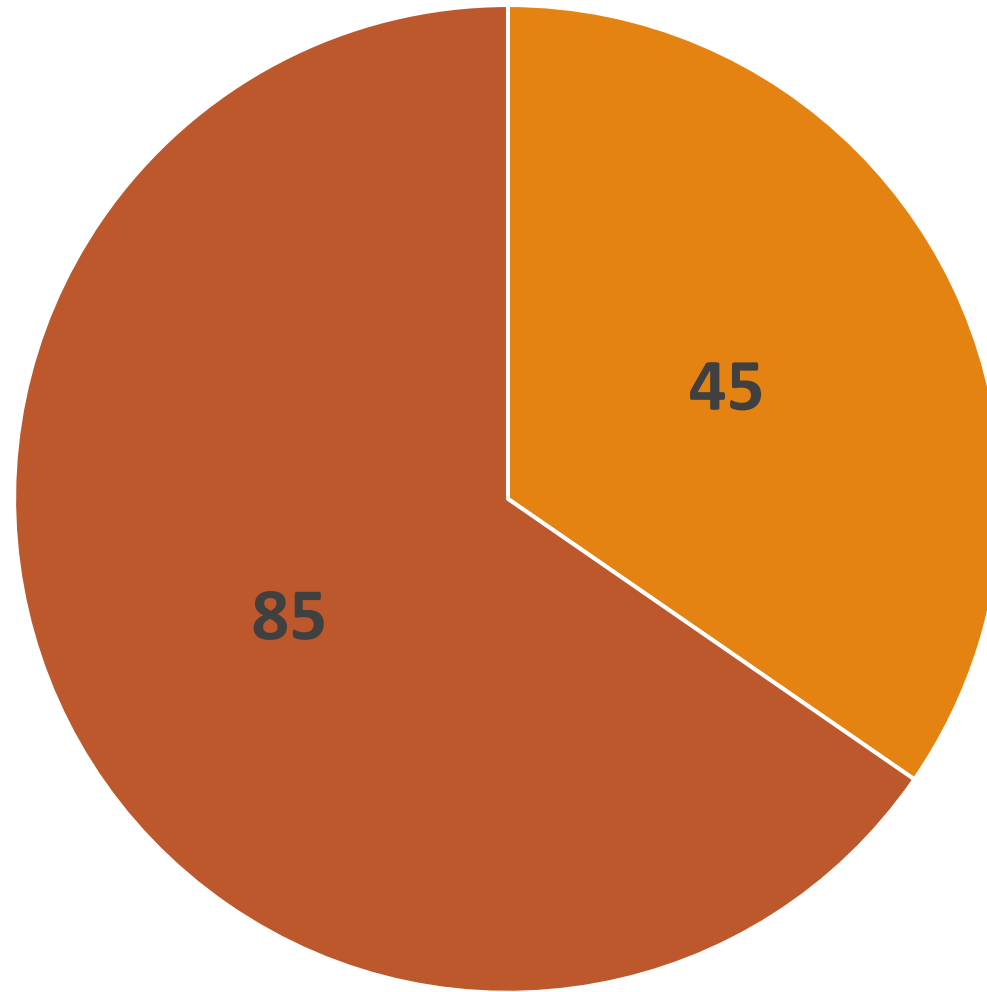
Covid vs non-covid – we based these classifications on information received from tenants about their situation

Arrears by Market vs Subsidy - Total Amount Owning



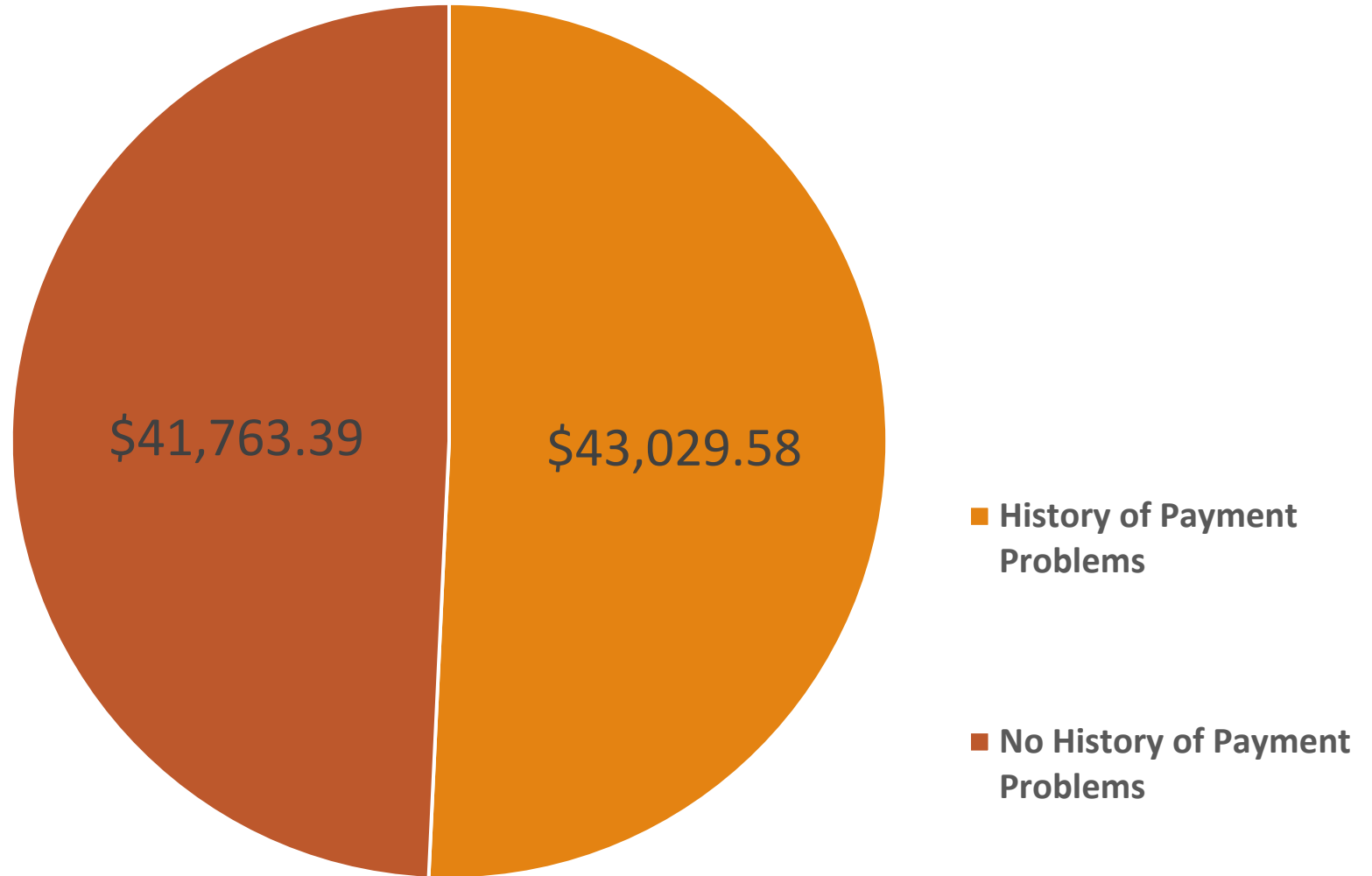
■ market ■ subsidy

Arrears by Market vs Subsidy - Number of Households

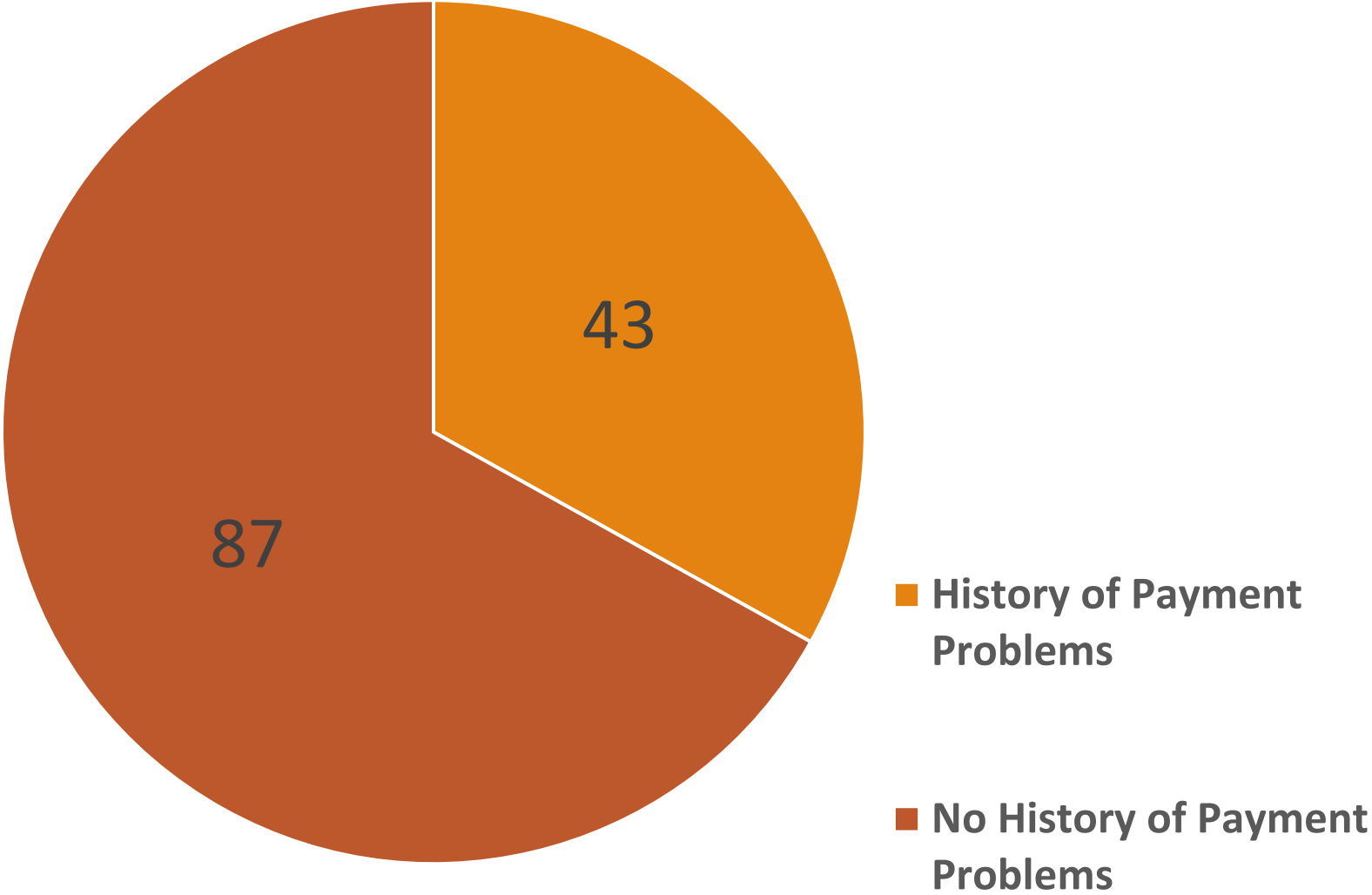


■ market ■ subsidy

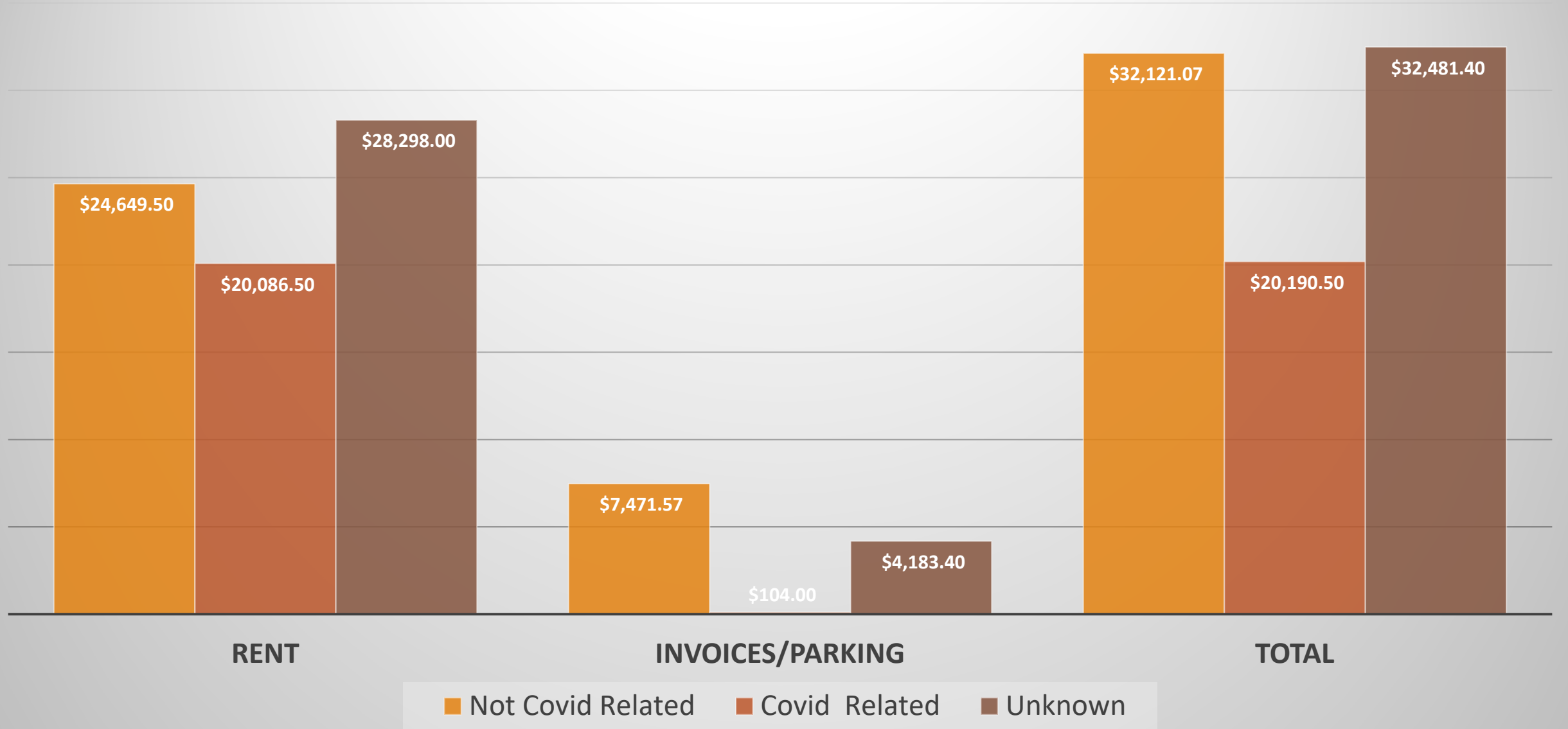
Arrears by Payment History - Total Amount Owning



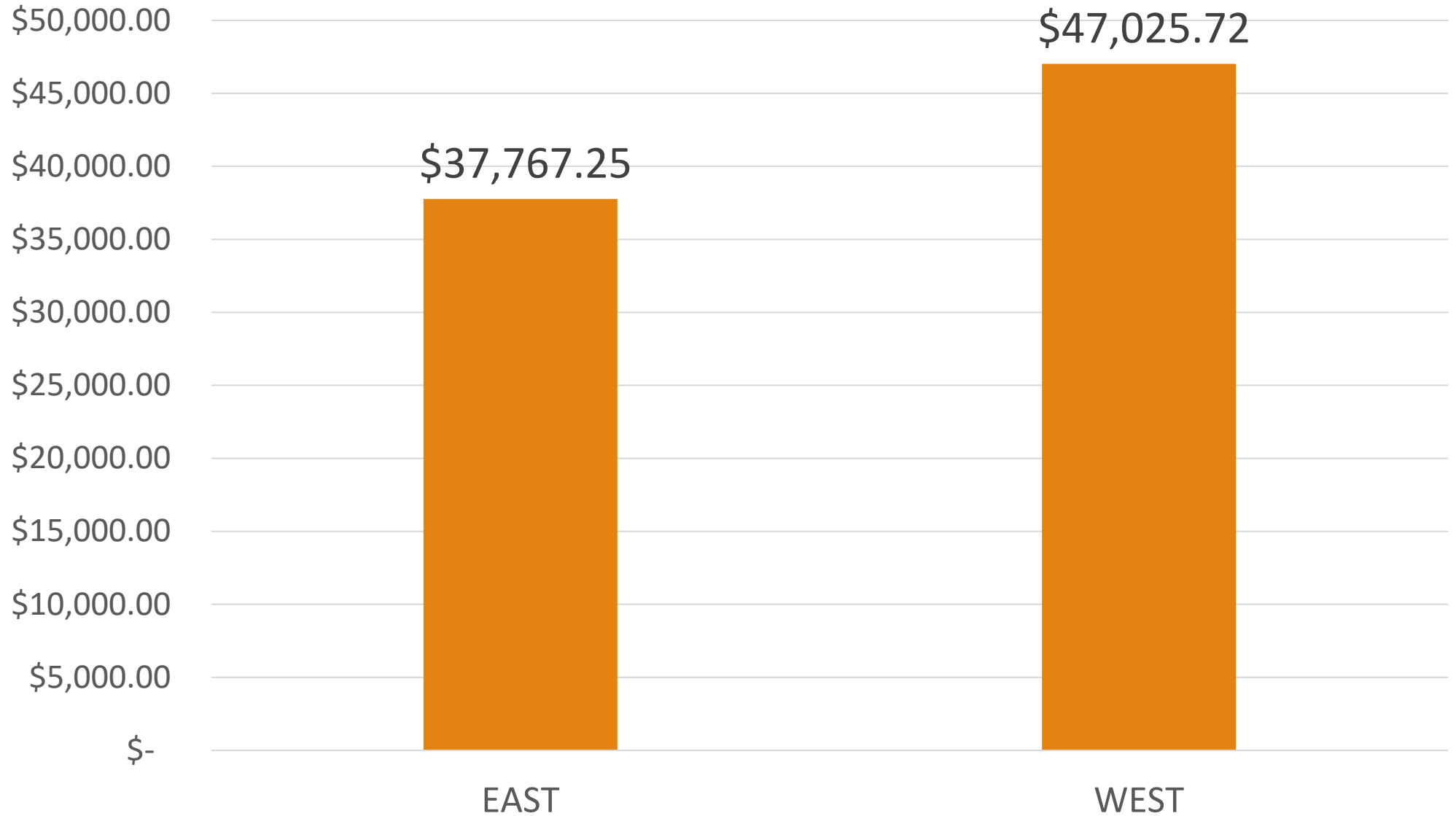
Arrears by Payment History - Number of Households



Amount Owing - Impact of Covid & What is Owing



Total Rent Owing by Portfolio



East vs West – Top Amounts Outstanding

East Top 5	Details	West Top 5	Details
\$4010.00	Back rent, payment schedule in place	\$8501.00	No rent paid since March 2020; waiting for an LTB hearing
\$3294.00	No rent paid since September 2020; waiting on LTB hearing	\$7696.00	No rent paid since March 2020; waiting for an LTB hearing
\$2709.00	No rent paid since August 2020; waiting on LTB hearing	\$5418.00	No rent paid since August; waiting for an LTB hearing
\$2575.00	Ongoing rent shortages	\$4724.00	Back rent; there is an ongoing payment plan in place
\$2302.00	Rent March – October 2020, payment schedule in place that will be paid off by end of Feb 2021	\$3089.00	No rent paid since April 2020; waiting for an LTB hearing

Market Shifts in 2021 & CCOC Response

What we've seen

- Since the pandemic restrictions are still in place and we are waiting for apartments to be empty before we inspect them and start showing them, it drastically reduces the lead time for Rentals to find new tenants by the availability date.
 - **In the past:** Tenant gives notice for May 31st on or before April 1st; by mid-April we know what work needs to be done based on inspection and we know availability date so we can post the apartment for rent or start making offers if it has a subsidy. Easy to rent by availability date of June 15th or July 1st.
 - **Now:** Tenant gives notice for May 31st on or before April 1st. Week of June 1-4 we do inspection and know availability date and work to be done. Difficult to rent by availability date of June 15th or July 1st.
- Combined with that, in 2021 we've started to see the market shift. Lots of people reaching out for information on listings, very few people following through on showings. Applications are slow coming in. Longer times to get something rented as a result.
- CCOC has weathered a softer market in the past, but the pandemic layer is new.

What are we doing?

We've come up with a strategy to get apartments rented as quickly as possible:

- **First week an apartment is posted online** – encourage all interested people to VIEW the apartment- don't commit to a move in date past the posted date during the first week without approval
- try to avoid getting into long conversations with prospective applicants who haven't seen apartments first since we've been burned on investing time and then applicants never view.
- **After one week of posting** – negotiate move in dates. Always have the goal of the earliest move in date possible. Try for 1 month past the posted date, but you have the flexibility to negotiate up to 2 months past the posted availability date. If someone is asking for more than 2 months in the future, seek approval
- **If we still hit 60+ days empty** – add a rent incentive – Rental Officer and Director will design rent incentive together

Rent Incentives Policy

Rent Incentives

Staff is authorized to offer a rent incentive of up to one month's rent when the following situations apply:

The unit is unrented one month before date of availability; *and*

- A. the vacancy rate (CMHC data) for that area is more than 2%; *or*
- B. the unit is in a building where the previous month's vacancy costs are more than 3% of the budgeted potential market rent revenue.

The incentive can be structured in any way the staff see fit, with the exception of offering the first month free. The incentive can be used for any month of the lease (save the first), can be spread out over a period of no more than 8 months or can be used to reduce parking fees. The Director of the Rental Department approves all rent incentives and reports these to the Rental Committee.

Accounts Receivable Stats

YEAR 2021																	
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-21	\$88,128.38	\$5,031.54	\$93,159.92	2			5	0	\$70.00	\$175.00	\$245.00	\$2,132.00	\$1,060,318.00	\$39,583.00	57%	2.31%	2.31%
Feb-21	\$83,588.96	\$9,583.34	\$93,172.30	3			8	0	\$0.00	\$0.00	\$0.00	\$1,400.00					
Mar-21			\$0.00								\$0.00						
Apr-21			\$0.00								\$0.00						
May-21			\$0.00								\$0.00						
Jun-21			\$0.00								\$0.00						
Jul-21			\$0.00								\$0.00						
Aug-21			\$0.00								\$0.00						
Sep-21			\$0.00								\$0.00						
Oct-21			\$0.00								\$0.00						
Nov-21			\$0.00								\$0.00						
Dec-21			\$0.00								\$0.00						
	\$85,858.67	\$7,307.44	\$15,527.69	5	0	0	13	0	\$70.00	\$175.00	\$245.00	\$3,532.00	\$1,060,318.00	\$39,583.00	57%	2.31%	2.31%

Rent arrears % of rents payable	8.79%	Annual bad debt budget	\$103,026.00	<-based on Jan 2021
YTD Rent bad debt % of rents payable	0.01%	Bad debt % of budget	-3.19%	<-based on Jan 2021

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

2020 Vacancy Costs (AR Report)

	VACANCY COSTS				MARKET RENTS	
	Market	RGI	Month	YTD	Current	YTD
Jan-20	8,135	10,344	18,479	\$18,479.00	\$1,655,648.00	\$1,655,648.00
Feb-20	5,645	8,657	14,302	\$32,781.00	\$1,666,495.00	\$3,322,143.00
Mar-20	4,290	7,786	12,076	\$44,857.00	\$1,669,424.00	\$4,991,567.00
Apr-20	3,412	10,801	14,213	\$59,070.00	\$1,672,078.00	\$6,663,645.00
May-20	6,047	10,438	16,485	\$75,555.00	\$1,675,421.00	\$8,339,066.00
Jun-20	9,909	11,090	20,999	\$96,554.00	\$1,678,274.00	\$10,017,340.00
Jul-20	14,472	7,846	22,318	\$118,872.00	\$1,682,415.00	\$11,699,755.00
Aug-20	20,568	9,255	29,823	\$148,695.00	\$1,686,482.00	\$13,386,237.00
Sep-20	24,851	10,196	35,047	\$183,742.00	\$1,691,190.00	\$15,077,427.00
Oct-20	23,517	10,754	34,271	\$218,013.00	\$1,695,434.00	\$16,772,861.00
Nov-20	14,655	20,583	35,238	\$253,251.00	\$1,700,759.00	\$18,473,620.00
Dec-20	20,371	13,498	33,869	\$287,120.00	\$1,706,736.00	\$20,180,356.00
	155,872	131,248	287,120	\$287,120.00	\$20,180,356.00	\$20,180,356.00

2021 Vacancy Costs (AR Report)

	VACANCY COSTS				MARKET RENTS	
	Market	RGI	Month	YTD	Current	YTD
Jan-21	22,717	16,866	39,583	\$39,583.00	\$1,713,760.00	\$1,713,760.00
Feb-21			0	\$39,583.00		\$1,713,760.00
Mar-21			0	\$39,583.00		\$1,713,760.00
Apr-21			0	\$39,583.00		\$1,713,760.00
May-21			0	\$39,583.00		\$1,713,760.00
Jun-21			0	\$39,583.00		\$1,713,760.00
Jul-21			0	\$39,583.00		\$1,713,760.00
Aug-21			0	\$39,583.00		\$1,713,760.00
Sep-21			0	\$39,583.00		\$1,713,760.00
Oct-21			0	\$39,583.00		\$1,713,760.00
Nov-21			0	\$39,583.00		\$1,713,760.00
Dec-21			0	\$39,583.00		\$1,713,760.00
	22,717	16,866	39,583	\$39,583.00	\$1,713,760.00	\$1,713,760.00

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF MONDAY MARCH 15, 2021
7pm, Go To Meetings (online)**

Chair: Jordan Edwards

In attendance: Mayada Bahubeshi, Lisa Hollingshead, Shelley Robinson, Peter Thorn

Staff: Laura Penney (recorder), Hannah Vlaar

Guests: Abdourahim Ismail, Ashlin Kelly

Regrets: Sinda Garziz, Ralf MacGrady, Linda Morrison, Lauren Saikaly, Terri Schoembs, Doris Zastre

1. **Call to order** 7:14 p.m. (after doing the introductions)
2. **Welcome and introductions**
3. **Read CCOC's Anti-Oppression statement**
4. **Adoption of the agenda**
The agenda was adopted as presented. (M/S/C Lisa Hollingshead/ Shelley Robinson)
5. **Adoption of the minutes of the meeting of Monday February 8, 2021**
Correction from staff on item 5a, that "Composition to include all of the Executive Committee" should read "Composition to include all of the table officers" to accurately reflect the Committee's changes to the Terms of Reference.
The committee noted that the term "table officers" is not language that everyone is familiar with and we should strive to use plain language.

Amendment from Peter to note in the minutes that the chair acknowledged the meeting was being held on Algonquin land.

The minutes were adopted as amended. (M/S/C Peter Thorn/ Mayada Bahubeshi)

Lisa Hollingshead: Abstain
6. **Business arising from previous minutes**
 - a) **Resolutions Committee Terms of Reference – sent back to TCE for second review from the Board**

At the February TCE meeting, the committee made changes to the expired Resolutions Committee Terms of Reference. These went to the Board for final approval, but the Board sent them back to the TCE committee for a second review. Under "Duties and Process" the Board pointed out that sometimes a member might put forward a resolution that contravenes CCOC's bylaws, intentionally

to change the bylaws. The board feels this is a healthy structure, and the edits the TCE committee proposed would not allow members to change the bylaws via a resolution. The Board suggests that the TCE committee maintain the language of the original document on this point. Aside from this point, the Board did not have any issues with the suggested changes.

The committee agreed with this suggestion and decided to keep the original language on this point and make small formatting changes (making the second sentence a separate bullet point and moving “the CCOC Mission and Values”).

Motion: To adopt the following amendments to the revised Resolutions Committee Terms of Reference under “Duties and Processes” with all else remaining the same and with referral to the Board for approval.

- The committee will review the Bylaws, [the CCOC Mission and Values](#) and/or other policy documents, ~~and the CCOC Mission and Values~~, to ensure that the proposed resolution does not duplicate any policies of CCOC/CCHC and does not contravene the Mission and Values Statement.
- Proposed resolutions which duplicate ~~or contravene current by-laws, policies~~ [policy](#), ~~and/or~~ which contravene the Mission and Values Statement will not be considered.

(M/S/C Peter Thorn/ Lisa Hollingshead)

7. New business

a) TCE 2021 workplan

Hannah presented the TCE workplan for review. In particular, she asked the committee to identify high priority items.

High Priority: The Gardening program and Plant Days, especially in the current times. The Neighbours Network is also especially valuable during Covid to help address isolation and build engagement. Anti-Racist Organizational Change and Reconciliation work were also noted as crucial.

Lower Priority: Improving the inefficient Meeting Room booking process would be helpful but has lower tenant impact. Reviewing the waste program in collaboration with the Facilities Management department needs to happen but could be done in a more or less fulsome way. The history book and video project is not pressing in terms of impact on tenants, however it has been lingering for some time.

b) Create 2021 Doug DesBrisay Good Neighbour Award Subcommittee

In the past, the subcommittee has met one hour before the April TCE committee meeting to select the winner of the Good Neighbour Award (known as the Dougie). The TCE committee discussed alternative ways to select the winner which would allow more members to participate but would not require members to attend another meeting. In 2020, the TCE committee had a discussion with all committee members at the April meeting and made a final decision via email. Members liked the opportunity to review nominees and discuss all together. Similar to last year, TCE committee members were not inclined to create a separate committee for this process but to fold the decision in to the April meeting.

Jordan suggested it would be nice to have a video explaining the Dougie. While there isn't capacity to create a video this year, it is something to consider for the future. This could also be done as part of a series of videos TCE creates covering other topics like waste sorting.

Motion: Instead of creating a subcommittee, the DDGNA will be selected by two rounds of voting. Before the April TCE committee meeting, staff will send the full list of nominees to committee members, who will vote for their five top choices. Staff will collect responses and present the overall top five candidates at the April committee meeting for discussion. Following the meeting, committee members will vote again via email to select the 2021 winner.

(M/S/C Shelley Robinson/ Lisa Hollingshead)

c) Run for the Board of Directors

Hannah reminded the committee about the upcoming election for CCOC's Board of Directors. Board members are elected at the Annual General Meeting, which is scheduled for May 20, 2021. If committee members are interested in running for the Board or want more information, they can follow up with Hannah.

d) Safety Working Group

A Safety Working Group is going to be created to discuss the option of using security cameras and general safety/security at CCOC properties. CCOC has not used security cameras in the past but tenants are requesting them now more than ever. Staff are looking for input from the committees, tenants, and the Board. The schedule for the working group remains to be determined. More information will be shared with the committee following the meeting. Anyone interested in joining the working group is encouraged to follow up with Hannah.

Jordan shared that any security cameras installed at CCOC properties should be managed by CCOC.

8. Standing items

a) **Board & committees report**

No comments

b) **Department report**

No comments

c) **What decisions or comments do you need from the Board?**

A second review of the changes to the Resolutions committee Terms of Reference.

9. Announcements

a) TCE related community activities/events

[Taiga Merger: CCOC member meeting](#)

b) 2021 Meeting Schedule: Apr. 19, May 17, June 21

10. Adjournment- 8:49 p.m.

(M/C Peter Thorn)

CCOC/CCHC Governance Sub-Committee

Minutes

Wednesday March 3, 2021 (Online)

Present: Sarah Button (Chair), Erica Braunovan, Sarah Gelbard, Penny McCann, Shelley Robinson, AnaLori Smith

Staff: Ray Sullivan

Regrets: Abra Adamo, Lee Pepper, Sinda Garziz

1. Call to order: 7:05

- I. Land acknowledgement & anti-oppression statement: Sarah B. read the anti-oppression statement, with some modifications and suggested we could work to better live out the things expressed in the statement, and consider updating the language. The original statement has been a great first step, and it would be good to have more collaborators revisit and see where it can be improved over time. The committee calls on the Board to revisit the anti-oppression statement.
- II. Select timekeeper: Sarah G volunteered

2. Agenda Preparation and Timing of Board Meetings:

AnaLori shared that she felt pushed into a corner and humiliated by the e-mail response to her request for shorter board meetings. She had carefully written her email and laid her heart out. The tone of the reply was that accommodating people with disabilities is too much trouble. It was hurtful to pit accommodation against other people's needs. She believes there should be an apology in front of the Board.

Shelley said that she had read an article shared by CCOC's anti-racism and anti-oppression training consultant (Kaafi Consulting) on how devotion to structure and the written word can be part of the culture of white supremacy (<https://www.showingupforracialjustice.org/white-supremacy-culture-characteristics.html>). When accommodation is raised, it shouldn't be questioned. It is based on equity, not a relationship.

Sarah B noted that we need to move from an equity lens to an equity foundation.

Penny added that meetings under the pandemic have expanded in length (in-person tended to be shorter), but they were still inequitable for AnaLori when in-person. We will need to consider hybrid meetings where some are online and some in-person. We need to address the structural element of the format for meetings. Does the Board have to make all the decisions?

Another member pointed out that the Board has requested “deep dives” and more strategic discussion, but we still have business to do to “keep the lights on”. We may be reaching a breaking point.

It is the role of the Governance Sub-Committee to flag these issues and challenge each other on what we’re learning in this space, and bring it to other spaces.

There is inconsistency in where some things are allowed to happen *ad hoc*, and others have to be planned ahead of time.

Sarah B summarized four issue areas:

- I. The “nuts & bolts” of running meetings
- II. The culture of following structure and rules, and the need to be respectful and create a trusting environment
- III. Inconsistency in application of rules
- IV. The non-negotiability of equity and accommodation

AnaLori would like support in requesting an apology. The committee offered to write a letter to the whole Board, for Ray to follow up. AnaLori supported that approach.

3. By-Law Review (10 minutes)

Penny, Shelley and Sarah B have been reviewing bylaws.

- There are several instances where gendered language (he/she) can be replaced with gender-inclusive pronouns (they/them/their)
- Allow ability of electronic notice for meetings, and electronic meetings
- Bylaws refer to “application for membership” and board approving memberships, but this has not been the practice for greater than 20 years
- A reference to the “disability of the president” (section 30) needs to be changed
- Lists of in-laws for conflict-of-interest can be condensed

4. Term Limits

Sarah B, as chair, asked “what is the problem we are trying to solve?” The draft resolution prepared by Lee and AnaLori lists:

- Allow more tenants and community members the opportunity to join the Board

- Help the Board of Directors look more like the community CCOC/CCHC serves: diverse in age, ethnicity, gender, ability, and life experiences
- Benefit from the new ideas, energy, and community connections that new members bring to the Board
- Avoid having a small group of long-standing board members, which can make it more difficult for new Board members to feel welcome and participate fully, and can create an overly familiar relationship between Board members and staff
- Encourage former Board members to transition to other important roles on CCOC's committees or in the community
- Align with general best practices for Boards of Directors.

Penny suggested a limit of three 2-year terms [before having to leave for another engagement]. Committee members discussed the balance between continuity, and new ideas/experiences and stronger representation.

Sarah B, Shelley and Penny will connect with Lee and AnaLori on what bylaw amendments could support the resolution.

5. Next meeting

- a. 7pm – 8:30pm, April 7, 2021: Ray will see if anyone who isn't in attendance wants to take a turn at chair. Shelley volunteered to chair if nobody else comes forward.
- b. Next topics will be: continuation of Bylaws and Terms limits, Board culture and meeting format.

6. Adjournment: 8:30