

The next regular meeting of the CCOC/CCHC Board of Directors is:  
**7:00 pm Wednesday, September 29, 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 June 30 and July 28, 2021
5. Business arising from the previous minutes
6. New business
7. Adjournment

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

[ccochohousing.org/book](http://ccochohousing.org/book)

**Password: board**  
(it's case-sensitive)

## AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING

1. Call to order & Anti-Oppression Statement 2 min
2. Adoption of agenda 5 min
3. Adoption of June 30 and July 28, 2021 minutes 2 min
4. Declaration of conflict of interest 1 min
5. Strategic Discussion
  - a) CCOC and Security Cameras (FMC/Rentals/TCE) 20 min
6. Time-sensitive Motions & Recommendations
  - a) 2022 Staff Cost-of-Living Increases (Pers/Finance) 20 min
- [5 min break]
- b) Vaccination Policies (Pers) 30 min
7. Business arising from the previous minutes
  - a) Forward Avenue Funding & Financing (Dev) 5 min
  - b) LeBreton Flats RFP (Dev) 10 min
8. Other Motions & Recommendations
  - a) Personnel Committee Terms of Reference (Pers) 15 min
  - b) Geothermal Rates at Beaver Barracks (Finance) 5 min
9. Information Items
  - a) Executive Committee minutes (August & Sept)
  - b) Development Committee minutes (August & Sept)
  - c) Facilities Management Committee minutes (August joint meeting with TCE & Sept)
  - d) Finance Committee minutes (Sept)
  - e) Personnel Committee minutes (August, Sept not ready yet)
  - f) Rental Committee minutes (August & Sept)
  - g) Tenant & Community Engagement Committee minutes (Aug. joint meeting with FMC)
  - h) Governance Subcommittee (Sept)
10. Adjournment

**Next meeting: October 27, 2021**

**Minutes for the CCHC Board of Directors Meeting  
7:00 pm Wednesday, July 28, 2021 (Videoconference)**

**Present:** Sarah Button (Vice-President/Chair), Erica Braunovan, Dougald Brown, Wayne Fan, Sarah Gelbard, Sandy Hung, Courtney Lockhart, Penny McCann, Courtney Miller (Treasurer), AnaLori Smith (President), Jesse Steinberg, Chris Yordy

**Regrets:** Erin Sirett, Shelley Robinson (Secretary)

**Staff:** Ray Sullivan, Hannah Velle (Recorder)

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

Sarah called the meeting to order at 7:03. The board read the Anti-Oppression Statement.

**2. Adoption of agenda**

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

**3. Declaration of conflict of interest**

Courtney Lockhart declared a conflict of interest on the CHF Fix the Funding campaign Item.

**4. Adoption of the Board minutes of June 30, 2021**

Adoption of the minutes was deferred until the next meeting, as the wrong minutes were included in the Board package.

**5. Business arising from the previous minutes**

None.

**6. New business**

**a. CHF Fix the Funding Campaign**

Ray explained that this campaign does not directly apply to CCHC, but it affects CCOC's provincial portfolio and helps us support the broader social housing sector. Under the Housing Services Act when mortgages are paid back, the formula produces a negative operating subsidy. This removes the financial benefit of having paid off the mortgage at a time when buildings need to generate income for maintenance and upgrades. CCHC is federal so it will not be affected, however, this does affect many CCOC properties. The Board is being asked to pass a resolution and sign a letter to be part of the campaign.

**MOTION: We RESOLVE: THAT** our co-op endorses the Fix the Funding Formula for Co-ops campaign; that we call on the Government of Ontario to fix the funding formula in the new service agreement regulation that is under development so that the mortgage savings of Housing Services Act (HAS) co-ops can be reinvested in the repair and renewal of these communities once their mortgage is paid off; and that we commit to working with regional federations, CHF Canada and other housing allies to achieve these goals.

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

b. **2022 Rents**

Chris presented an update on 2022 rents. The Board had previously had a discussion on this and sent it back to the Finance and Rentals Committees for discussion. They have sent a motion back to be voted on. The Committees decided that turnover rents for market rent units are at the maximum level that people are willing to pay because of the pandemic. The Ontario Rent Increase Guideline for 2022 is 1.2%.

**MOTION:** That CCHC hold 2022 turnover rents at 2021 levels, and apply rent increase of 1.2% for lease renewals of existing members/tenants in 2022.

(M/S/C, Chris Yordy/Sandy Hung)

7. **Adjournment**

The meeting was adjourned at 7:11 pm.

(M/C, Jesse Steinberg)

**Next meeting: September 29, 2021**



**Minutes for the CCHC Board of Directors Meeting  
7:00 pm Wednesday, June 30, 2021 (Videoconference)**

**Present:** AnaLori Smith (President/Chair), Chris Yordy, Courtney Lockhart, Courtney Miller (Treasurer), Dougald Brown, Erica Braunovan, Erin Sirett, Jesse Steinberg, Penny McCann, Sarah Button (Vice-President), Sarah Gelbard, Shelley Robinson (Secretary)

**Regrets:** Sandy Hung, Wayne Fan

**Staff:** Ray Sullivan, Hannah Velle (Recorder)

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

AnaLori called the meeting to order at 7:02pm. The board read the Anti-Oppression statement and held a moment of silence for all survivors and for those who died at Indigenous residential schools.

**2. Adoption of agenda**

The agenda was adopted as presented. (M/S/C, Sarah Gelbard/Penny McCann)

**3. Declaration of conflict of interest**

None.

**4. Adoption of the Board minutes of May 26, 2021**

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

**5. Business arising from the previous minutes**

None.

**6. New business**

**a. CCHC membership fees (TCE)**

The question of whether the \$3 membership fee is a barrier was raised at the May TCE Committee Meeting. After legal consultation, it was determined that the board could set the membership fee at a fixed cost at their discretion or create a sliding scale, for example \$0-\$12. The fee has been \$3 since 1974, however in the pandemic, concerns came up that the fee may be a barrier to anyone without the means to pay it electronically. It was noted that the sliding scale could cause people to feel awkward disclosing what they could afford. On the suggestion of setting the fee at \$0, some Board members felt that \$3 was affordable, while others felt that the fee was a barrier to accessibility and affordability.

**MOTION:** that the CCHC membership fee at \$0.

(M/S/C, Shelley Robinson/Erin Sirett)

**7. Adjournment.**

The meeting was adjourned at 7:08 pm. (M/C, Penny McCann)

**Minutes for the CCOC Board of Directors Meeting  
Wednesday, July 28, 2021 (Videoconference)**

**Present:** Sarah Button (Vice-President/Chair), Erica Braunovan, Dougald Brown, Wayne Fan, Sarah Gelbard, Sandy Hung, Courtney Lockhart, Penny McCann, Courtney Miller (Treasurer), AnaLori Smith (President), Jesse Steinberg, Chris Yordy

**Regrets:** Erin Sirett, Shelley Robinson (Secretary)

**Staff:** Ray Sullivan, Hannah Velle (Recorder)

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

Sarah called the meeting to order at 7:11 pm. The Board read the Anti-Oppression Statement. Erica volunteered to act as timekeeper.

**2. Adoption of agenda**

Times were added to the agenda, as well as a break after the LeBreton Flats RFP item. The Pest Control Item and Personnel Items were added to the agenda.

The Board adopted the agenda as amended. (M/S/C, Penny McCann/Court Miller)

[During the course of the meeting, the following items were deferred to a later meeting due to time:  
8. b) Investment Policy, 8.c) September Board Meeting]

**3. Adoption of June 30, 2021 minutes**

Adoption of the minutes was deferred until the next meeting, as the wrong minutes were included in the Board package.

**4. Declaration of conflict of interest**

Sarah Button declared a conflict of interest on the LeBreton Flats RFP Item.

**5. Strategic Discussion**

**a) Personnel Committee Discussions**

Sarah Button updated the Board on this item. The Personnel Committee did a survey in the spring about the role of the committee and staff representatives. The survey results highlighted a lot of concerns and larger issues with the processes and role of the Committee. It identified a need to define a clear process for staff to escalate complaints or issues that arise in their roles. Staff had been bringing forward concerns through incorrect channels which signalled that there was not enough clarity on which channels were appropriate to raise complaints.

As a result, Personnel has made changes to their Terms of Reference. It has been determined that Personnel should be focused on policy direction and was never meant to be a forum for grievances. The role of staff representatives is also to be defined with more clarity.

The next step for Personnel Committee will be to revise the CCOC Employment Policies to define the escalation process for when complaints or issues arise.

**Discussion:** Some concerns were raised about the balance of staff and governance volunteers on the Committee. Ray explained the recruitment process for Committee members: staff representatives are on the Committee on a volunteer basis and are elected for a 1-year term; volunteer members are appointed by the Board, and come from a variety of backgrounds. Board members and those with expertise in the areas of Human Resources and labour laws are often recruited. Another concern was raised about this policy, as volunteers often approach issues from a policy background and their decisions or discussions may not reflect the reality for staff.

#### **b) Anti-Racism Organizational Change phase 2 overview**

Ray gave an update on Anti-Racist Organizational Change (AROC) to the Board to illustrate what we have accomplished so far and where we are heading. The goal for AROC is to create a sustained effort to have a culture shift at CCOC and remove systemic or structural barriers within the organization. Last week an RFQ was put out for a consultant for phase 2 of AROC. In this phase, the goal is to find out what CCOC is doing or not doing that needs to change, and to begin the change.

### **6. Time-sensitive Motions & Recommendations**

#### **a) 2022 Rents**

Chris presented an update on 2022 rents. The Board had previously had a discussion on market rents and sent it back to the Finance and Rentals Committees for discussion. They have sent a recommendation back for 2022. The Committees decided that turnover rents for market rent units are at the maximum level that people are willing to pay because of the pandemic. Ray said that we don't want to raise rents too much when we are still in a period of economic recovery. Chris added that CCOC has been having trouble renting two-bedroom apartments and at this point, the Rentals Committee is not interested in raising the turnover rents any further.

The Ontario Rent Increase Guidelines set maximum annual rent increases for existing tenants. For 2022, it is 1.2%. Social housing is exempt from these guidelines, however CCOC has followed them consistently for many years.

Ray explained that rent levels control 70-80% of CCOC's revenue. These rent increase rates are noticeably lower than the current 3-3.5% inflation rate, meaning expenses are increasing greater than revenues.

**MOTION:** That CCOC hold 2022 turnover rents at 2021 levels, and apply rent increase of 1.2% for lease renewals of existing tenants in 2022.

(M/S/C, Chris Yordy/Sandy Hung)

**b) Taiga Board nominations**

The Taiga Board has invited CCOC to nominate 3 of our own Board members to be elected at their AGM in September, as transition towards the merger. From September to December, Taiga meetings will align with Executive Committee meetings. The Board is comprised of 6 people. Shelley and Court have volunteered to join the Taiga Board and Chris Yordy volunteered as the third member.

**c) LeBreton Flats Development RFP**

The Board moved *in camera*. (M/S/C, Chris Yordy/Sarah Gelbard)

The Board moved *ex camera*. (M/S/C, Sarah Gelbard/Penny McCann)

**d) Forward Avenue Funding & Financing**

The Forward Ave development project was designed to create 49 homes without using any CCOC equity. Up until 3 months ago, this looked like it was going to work out, however, there has been a substantial increase in interest rates and construction materials costs which created a \$2.6 million gap in the budget. CCOC went to CMHC and the City to try to fill this gap, however, both were reluctant to make the first move. CCOC brought them both to the table to find a solution and came out with two scenarios being endorsed.

The first is that the City will give this property a 50% cut on property taxes, likely for a fixed term, and the City and CMHC will split the remaining \$800k gap between them. The condition on CCOC is to contribute \$250,000 in equity and reduce the debt coverage ratio from 1.1 to 1.07 (7% surplus instead of 10% surplus).

The second scenario is that the City and CMHC will split a full \$2M gap between them, however, CCOC still needs to lower the debt coverage ratio to 1.07 and put in \$250,000 in equity.

The \$250,000 from CCOC would have otherwise gone to future capital repairs at existing properties, but it will be structured as an internal loan, so the property will pay that sum back with interest. CCOC is also hoping to apply for another grant through FCM which could reduce the amount of equity we put in.

**MOTION:** apply for FCM Sustainable Affordable Housing (SAH) Study grant (value up to \$175,000). (M/S/C, Jesse Steinberg/Court Miller)

**MOTION:** contribute up to \$250k CCOC equity into the Forward Ave development project, to be converted to an internal loan after development is complete.

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

**e) Personnel**

**i. Recommendation on term/regular hires**

The most recent staff hired by CCOC to work on Cahdco business have been hired as term employees, not as regular employees. This was originally a risk-mitigation measure in case

Cahdco revenues can't support the staffing costs, and has been the practice each time Cahdco grows. Personnel wants to bring Development/Cahdco hiring policies in line with CCOC hiring policies and hire new staff as regular hires to give greater job stability.

**MOTION:** accept bringing hiring practices for Cahdco/Development into alignment with the rest of CCOC by hiring new employees as Regular (indeterminate) unless there is a specific time-limited reason to do otherwise.

(M/S/C, Wayne Fan/Dougald Brown)

## ii. Senior Maintenance Worker

Ray is recommending that the Board authorize hiring an additional Senior Maintenance Worker. CCOC expected to inherit the maintenance staff from Taiga, but did not, and is now facing a shortage of senior maintenance staff with people on leave and modified work accommodations. There is urgency that this be approved to ensure CCOC has the capacity to address anything that might arise with the new properties. Properties are charged hourly rates for field staff work, and there is no shortage of work needed.

It was noted that this decision seems to be operational, so there were questions about why it was coming to the Board. Ray answered that past boards had directed they must make decisions on adding FTEs. If the Board is to make these decisions, it would like more financial analysis in the future to make a decision.

**Motion:** Hire one additional Senior Maintenance Worker to account for growth due to Taiga merger and Forward Ave development

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

## iii. August Personnel decision new positions

The Board is being informed for transparency that the Executive Committee will be making a decision on potential new staff positions, given that the Board will not meet in August. There may be a need for a second full time capital projects staff and Corporate Services Supervisor position to provide more support to the Tenant Service Representatives.

## 7. Business arising from the previous minutes

### a) Personnel Committee Memberships

Personnel committee members are appointed by the Board (except for staff representatives which are nominated by the staff). Wayne and Dougald have recently joined the committee and there needs to be an official motion ratifying the volunteer membership.

**MOTION:** Confirm the following people as appointed volunteers:

Sarah Button (Chair as VP)

Dougald Brown (new)

Jane Dickinson (on hiatus during online meetings)

Wayne Fan (new)

Sara Hobbs

Bill Rooney

Zak Spelay

AnaLori Smith (for a couple months in transition)

(M/S/C, Penny McCann/Courtney Lockhart)

**b) Bad debts & Bad Debts delegation (Finance)**

The Finance Committee thinks that Board meetings should be reserved for more pressing issues than rubber stamping bad debts write offs. This is done to ensure that we are not overstating our assets and finance committee is more than comfortable taking on this role. This does not mean that finance will not chase these debts or that they will not be sent to collections.

**MOTION:** That \$3,655 in Bad Debts be written off for CCOC for June 2021.

(M/S/C, Court Miller/Sarah Gelbard)

**MOTION:** that the Board delegate decision-making authority to the Finance Committee for writing off bad debt.

(M/S/C, Court Miller/Chris Yordy)

**8. Other Motions & Recommendations**

**a) Pest Control**

AnaLori provided an apology for the breach of confidentiality in sharing Board members' email addresses with some tenants. She is concerned about accountability, service standards, clear and concise communication, transparency, and openness to human and technical errors. She posed the questions: How do board processes impact mental wellbeing of CCOC tenants daily? How can following of proper protocols still cause psychological stress? She further stated that CCOC must be proactive, not reactive and that right now there is a feeling like CCOC might not have the capacity to deal with this. She stated that CCOC may need to let things like the Unity contract go if we cannot give a safe and healthy living space to tenants. We need a human-centred lens around our policies.

Penny will work on adding a discussion about pest control and service standards to the FMC agenda for this month.

Ray answered some of the questions that the Board had posed earlier about pest control:

**Q:** What have the impacts of high turnover in the pest control roles been on delivery of the in-house pest control? Is there currently no pest control in place due to high turnover of in-house staff?

**A:** Temporary return to using Orkin, under supervision of Building Services Manager. Treatments and inspections continue. Treatment turn-around times are quicker than in past years.

**Q:** If turnover is impacting service, what are the interim measures in place to deal with current pest issues while CCOC is trying to stabilize the in-house pest-control offer?

**A:** Temporary return to using Orkin, under supervision of Building Services Manager. It adds stress to staff, but no interruption in service to tenants. There is a normal annual cycle of increased pests through Summer and early Fall.

**Q:** How does the number of pest cases compare to previous year? For example, similar to the PDF Penny provided [from the FMC meeting May report] but with annualized numbers for past five years or so?

**A:** One of the reasons we dumped Orkin was they didn't provide promised metrics, so we don't have historical data to compare to.

**Q:** Has the lag time between response to problem versus addressing the problem increased since CCOC brought pest control in-house? How does this year compare to last year?

**A:** No increase from past years. Currently booking treatment within 7-10 days. In past summers, with Orkin, we rose to 2-3 weeks.

**Q:** What is the service standard to respond to pest control issues? On the maintenance website, it states that any requests should be acknowledged within 24 hours. The website also lists multiple request tiers (e.g. Urgent, Priority, low, etc.), but pest control doesn't appear to fall explicitly into any of them.

**A:** Pest control is not a maintenance emergency. All tenant calls should be acknowledged within one working day. Pest control should be listed as a "Priority" maintenance call (up to 7 days response). Tenants need several days notice to prepare.

**Q:** Overview of the decision to bring pest control in-house. (Many board members weren't part of CCOC when we were struggling with the explosion in pest problems and service Orkin was providing, so it would likely help to explain the genesis and development of the in-house proposal and implementation.)

**A:** In house service: faster response times, better quality service, better data, more complete/holistic approach. Possibly at lower cost.

Board decision in **September 2020**

Implemented **April 2021**

**Q:** What is the implementation plan for the in-house pest control? How has this been communicated to tenants?

**A:** CCOC bought and equipped a special truck for pest control, staffed up (and trained) two pest control coordinator positions, and implemented the plan in April 2021.

There was very little communication with tenants, since the only difference tenants should notice is a different logo on the technician's shirt, and (over time) improved service.

**b) Investment Policy (Finance):** deferred to next meeting

**c) September Board meeting:** deferred to email discussion

Ray would like to discuss whether board members are interested, and feel safe enough, to have an in-person meeting in September. It could possibly be outdoors, and if people are comfortable we could also start earlier to allow some social time. The discussion is to be done over email with a survey or poll, recognizing that folks need time to think about this and may not feel comfortable sharing where they're at publicly. Ray also noted that Board members felt rushed today, so we need to explore ways to accommodate the volume of input that needs to happen to keep CCOC running.

## **9. Information Items**

- a)** Executive Committee minutes
- b)** Development Committee minutes
- c)** Facilities Management Committee minutes (no meeting)
- d)** Finance Committee minutes
- e)** Personnel Committee minutes
- f)** Rental Committee minutes
- g)** Tenant & Community Engagement Committee minutes (no meeting)
- h)** Governance Subcommittee

## **10. Adjournment**

The meeting was adjourned at 9:23pm.

(M/C, Sarah Gelbard)

**Next meeting: September 29, 2021**



**Minutes for the CCOC Board of Directors Meeting  
Wednesday, June 30, 2021 (Videoconference)**

**Present:** AnaLori Smith (President/Chair), Chris Yordy, Courtney Lockhart, Courtney Miller (Treasurer), Dougald Brown, Erica Braunovan, Erin Sirett, Jesse Steinberg, Penny McCann, Sarah Button (Vice-President), Sarah Gelbard, Shelley Robinson (Secretary)

**Regrets:** Sandy Hung, Wayne Fan

**Staff:** Ray Sullivan, Hannah Velle (Recorder)

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

AnaLori called the meeting to order at 7:08pm. The board read the Anti-Oppression statement and held a moment of silence for all survivors and for those who died at Indigenous residential schools.

**2. Adoption of agenda**

The agenda was adopted as presented.

(M/S/C, Jesse Steinberg/Erica Braunovan)

**3. Adoption of May 25, 2021 minutes**

The minutes from May 25, 2021 were adopted as presented.

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

**4. Declaration of conflict of interest**

Sarah Button declared a conflict of interest on the LeBreton Flats Development RFP Item.

**5. Strategic Discussion**

**a) LeBreton Flats Development RFP**

The Board moved *in camera*.

(M/S/C, Erin Sirett/Courtney Lockhart)

Ray briefed the Board on CCOC's participation in preparing a proposal for developing a small piece of land. The Board emphasized the importance on Indigenous engagement and consent. Further notes are recorded in *in camera* minutes.

The Board moved *ex camera*.

(M/S/C, Erin Sirett/Jesse Steinberg)

**6. Time-sensitive Motions & Recommendations**

None.

## 7. Business arising from the previous minutes

### a) Shopping cart pilot (FMC)

Penny gave some background. There was a resolution passed at the 2018 AGM which led to a shopping cart pilot being undertaken at 464 Metcalfe and 415 Gilmour. This pilot tenant-led project was working well up until the pandemic, when the carts disappeared.

An FMC committee member recently had some concerns about shopping cards where they live, in another building. The building in question is next to a Loblaws which leads to carts in the building creating a fire hazard, safety concern, and violation of city bylaws. The committee member felt CCOC was sending a message that this was acceptable through the pilot program. In May FMC proposed a motion to recommend the pilot program be ended as a result.

Ray clarified that the shopping cart pilot from the AGM was separate from long-standing issues with tenants stealing grocery carts and abandoning them in buildings. The pilot included labelled carts with signage and a designated spot in the parking garage, and was not communicated beyond the two test sites. The evaluation for the pilot found that 99% of the time the cart was put back correctly. Ray noted that it seems that the issues with shopping carts and the sanctioned pilot program had been conflated.

Ray posed a question to the Board: Is the Board comfortable reversing an AGM resolution? The Board wants to take member-led initiatives seriously, but it is also fair for the Board to assess pilots, and make a decision beyond the pilot. In this case the pilot seems to be over as the carts have disappeared anyway. The Board ultimately decided to wait until after the Facilities Management and Tenant & Community Engagement joint committee meeting in August to discuss this further and determine if there is any decision required.

### b) Bad debts delegation (Finance)

**MOTION:** That \$4,582.27 in Bad Debts be written off for CCOC for March 2021.

(M/S/C, Courtney Miller/Sarah Gelbard)

Court presented on delegating bad debts write off decisions to the Finance Committee. Court noted that there had been concerns raised about the length of board meetings, and given the administrative nature of bad debt write offs, this is something that could be delegated to the finance committee. He explained that writing off bad debt is an accounting entry – it doesn't mean that we release the debts – just so that the auditors don't misrepresent receivables. Finance is comfortable taking on this role and they want the Board to confirm.

The Board discussed that they might feel more comfortable with this if there was a cap. Court proposed a cap of \$5000 for rentals and \$10,000 for repairs and maintenance. Court will bring this feedback to the next Finance Committee meeting in July and bring a motion back to the Board.

## 8. Other Motions & Recommendations

### a) Memo on vertical expansion (FMC)

Penny briefed the Board that CCOC is applying for a grant through the Community Housing Transformation Centre to explore building up an additional storey on the roof of some apartment buildings, adding new apartments to already existing buildings. We are looking into whether there is a financial and engineering case to make this happen. This could be cheaper than constructing a new building as the foundation and services for the building are already there. It also makes sense for buildings that need roof and elevator replacements anyway. The Board expressed interest and encouragement.

### b) Replacement Reserve Policy (Finance)

Court proposed that the Board make the cosmetic and terminology changes on page 80 of the board package, subject to revision 5 years from now.

**MOTION:** That Board approve the updated Replacement Reserve Policy with a new sunset date of June 2026.

(M/S/C, Court Miller/Sarah Button)

### c) Defer tendering auditors (Finance)

Court proposed that the Board defer tendering for new auditors. CCOC has been with Baker-Tilley since 2016. CCOC was supposed to seek a new auditor this year. There is no legal limit on how long we can have an auditor, though it is a good practice for transparency. Due to the Taiga merger and its complexity, Court is bringing a motion to retain Baker-Tilley for this year. Baker-Tilley is also Taiga's auditor and that will make the mergers a bit simpler.

**MOTION:** That the Board approve a one-year deferral on the tender process for new auditors to ease the merger transition, and to start the tender process in 2023.

(M/S/C, Court Miller/Penny McCann)

### d) CCOC/CCHC membership fees (TCE)

The question of whether the \$3 membership fee is a barrier was raised at the May TCE Committee Meeting. After legal consultation, it was determined that the board could set the membership fee at a fixed cost at their discretion or create a sliding scale, for example \$0-\$12. The fee has been \$3 since 1974, however in the pandemic, concerns came up that the fee may be a barrier to anyone without the means to pay it electronically. It was noted that the sliding scale could cause people to feel awkward disclosing what they could afford. On the suggestion of setting the fee at \$0, some Board members felt that \$3 was affordable, while others felt that the fee was a barrier to accessibility and affordability.

**MOTION:** that the CCOC membership fee at \$0.

(M/S/C, Shelley Robinson/Erin Sirett)

**e) Good Neighbour Award Guideline (TCE)**

Courtney informed the Board that changes had been made to the Good Neighbour Award Guidelines. Only the winner will be recognized going forward. This is a guideline and did not require board approval. There was no Board discussion on this point.

**9. Information Items (All Adopted on Consent)**

- a) Executive Committee minutes
- b) Development Committee minutes (May and June)
- c) Facilities Management Committee minutes
- d) Finance Committee minutes
- e) Personnel Committee minutes (May)
- f) Rental Committee minutes
- g) Tenant & Community Engagement Committee minutes (May and June)
- h) Governance Subcommittee

**10. Additional Items**

- a) Taiga- Ray noted that CCOC takes over property management at midnight
- b) Board wants an update on charitable status- Ray said there was no news/updates yet
- c) CCOC Board of Directors Contact Sheet- privacy concerns were raised about who has access to the sheet with people's home addresses and contact information. Ray said it is compiled to know who is on the board and is given just to lenders and government authorities with questions about who is on the board. Ray will remove the copy from the Board package online.

**11. Adjournment – 9:09 pm. (M/S/C, Chris Yordy/Courtney Lockhart)**

**Next meeting: 7pm July 28, 2021**

# Annual Salary Adjustments

1. COLA
2. Performance pay

**C.O.L.A. = Cost of Living Adjustment**

**A CCOC practice for annual increases to make up for inflation, based on the Consumer Price Index (C.P.I.)**

# Annual Salary Adjustments

1. COLA
2. Performance pay

## **Performance pay** (section 9.3 Policies of Employment)

9.3.1.1 **Good Performance = 2%**

9.3.1.2 **Exemplary Performance = 3%**

9.3.1.3 **Less Than Good Performance = 0%** (must be documented in advance)

**Eligible after first six months employment**

# Annual Salary Adjustments

## Affordability

### 1. COLA

## 9.2 Cost of Living Adjustments

The Board intends to annually adjust salary ranges and salaries for all regular and term employees by an amount which reflects increases in the cost of living. Such adjustments are subject to CCOC's ability to afford them. If, in any year, the Board perceives that cost of living increases cannot be provided, consultation with employees will take place before the Board makes a final decision.

Generally, the Board will not reduce salaries in years of negative inflation.

# Annual Salary Adjustments

## Affordability

### 2. Performance pay

#### 9.3.3 Consideration of Affordability

Salary increases noted in 9.3.1. and 9.3.2. are subject to CCOC's ability to afford them. If, in any year, the Board perceives that salary increases cannot be provided, consultation with employees will take place before the Board makes a final decision.

In the years where the Board perceives that budgets will allow increases for cost of living adjustments or salary increases, but not both, staff will receive cost of living adjustments.



# Annual Salary Adjustments

## COLA

<b>C.P.I.</b>	<b>May 2020 to May 2021</b>	<b>June 2020 to June 2021</b>	<b>July 2020 to July 2021</b>	<b>Average</b>
<b>Canada</b>	3.6%	3.1%	3.7%	3.5%
<b>Ontario</b>	3.7%	3.2%	3.5%	3.5%
<b>Ottawa</b>	4.7%	4.1%	4.6%	4.5%

<https://www150.statcan.gc.ca/t1/tbl1/en/cv.action?pid=1810000402>

## 2.3 Cost of Living Adjustments (COLA) - Section 9.2

When the Board determines that it can adjust salary ranges, COLA will be based on the average of the May, June, and July Consumer Price Index for Ottawa. Increases would be effective as of the next January 1st.

# Annual Salary Adjustments

## October 2020:

The board approved a 1% COLA and 1% performance pay increase for good performance (1.5% for exemplary performance).

Responding to a 0% rent guideline increase (2022 Rent Guideline = 1.2%).

<b>C.P.I.</b>					
2019-2020	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>
<b>Canada</b>	-0.2	-0.4	0.7	0.1	0.1
<b>Ontario</b>	-0.1	-0.4	0.4	0.0	0.1
<b>Ottawa</b>	0.8	0.3	1.2	0.9	0.9

## CCOC - 2022 Annual Salary Adjustments

	Avg 1% performance raise	Avg 2% performance raise*	No performance Pay
<b>1% COLA</b>	2% pay increase (most staff) \$76K	3% pay increase (most staff) \$109K	1% pay increase \$42K
<b>1.5% COLA</b>	2.5% pay increase (most staff) \$97K	3.5% pay increase (most staff) \$130K	1.5% pay increase \$63K
<b>2.0% COLA</b>	3.0% pay increase (most staff) \$119K	4.0% pay increase (most staff) \$152K	2.0% pay increase \$86K
<b>2.5% COLA</b>	3.5% pay increase (most staff) \$140K	4.5% pay increase (most staff) \$173K	2.5% pay increase \$107K
<b>3.0% COLA</b>	4.0% pay increase (most staff) \$161K	5.0% pay increase (most staff) \$194K	3.0% pay increase \$128K
<b>3.5% COLA</b>	4.5% pay increase (most staff) \$180K	5.5% pay increase (most staff) \$214K	3.5% pay increase \$147K
<b>4.0% COLA</b>	5.0% pay increase (most staff) \$203K	6.0% pay increase (most staff) \$236K	4.0% pay increase \$170K
<b>4.5% COLA*</b>	5.5% pay increase (most staff) \$221K	6.5% pay increase (most staff) <b>Default*</b> \$254K	4.5% pay increase \$188K
<b>No COLA</b>	1.0% pay increase (most staff) \$34K	2.0% pay increase (most staff) \$68K	0% pay increase

\* As per current employment policy. Will result in \$254K increase in salaries in 2022.

Performance pay applies to regular employees with at least 6 months of continuous active service.

Note that rents are increasing 1.2% in 2022 or \$152K (rent freeze in 2021)

## CCOC COLA Adjustments

<b>Year</b>	<b>May CPI*</b>	<b>June CPI*</b>	<b>July CPI*</b>	<b>Board Approved for Yr+1**</b>
2016	1.4%	1.1%	0.9%	1.10%
2017	1.0%	1.0%	1.0%	1.00%
2018	2.3%	2.5%	3.2%	2.50%
2019	2.3%	1.9%	2.1%	2.00%
2020	0.3%	1.2%	0.9%	1.00%
2021	4.7%	4.1%	4.6%	TBC

\*Ottawa CPI

\*\* Increases effective as of the next January 1st.

## CCOC COLA Adjustments

<b>Year</b>	<b>May CPI*</b>	<b>June CPI*</b>	<b>July CPI*</b>	<b>Board Approved for Yr+1**</b>
2016	1.4%	1.1%	0.9%	1.10%
2017	1.0%	1.0%	1.0%	1.00%
2018	2.3%	2.5%	3.2%	2.50%
2019	2.3%	1.9%	2.1%	2.00%
2020	0.3%	1.2%	0.9%	1.00%
2021	4.7%	4.1%	4.6%	TBC

\*Ottawa CPI

\*\* Increases effective as of the next January 1st.

Memo (draft)

## Recommendations on Security Cameras at CCOC Properties

To: FMC, Rentals, TCE  
From: Security cameras working group  
Date: September 10, 2021

---

### 1. Introduction and Background

CCOC has resisted installing security cameras in the past, more by tradition than by policy. We have instead relied on active engaged tenants and neighbours to keep vigilant and watchful. Many tenants support this approach while other tenants have consistently asked us to install surveillance cameras and we should not dismiss those requests and concerns.

Two recent developments have called specific attention to the CCOC security strategy and a more policy-directed approach to surveillance camera systems:

- i. *Additional security concerns and pressures related to ongoing Covid-19 pandemic:* Over the past 18 months, as a greater number of people have struggled through hardship and desperation, and normal patterns of community engagement and watchfulness have been disrupted by stay-at-home orders, we have seen a much greater level of trespassing and theft at a greater number of properties. Staff and tenants are increasingly reporting people sleeping in stairwells and lobbies and see needles and possessions left behind. This has led to an increase in requests from CCOC tenants for increased security measures including requests for surveillance camera systems.
- ii. *The upcoming addition of 2100 Scott Street to the CCOC property management portfolio:* Under the terms of the contract CCOC will inherit and will continue operation of the existing camera surveillance system at 2100 Scott.

At the request of FMC, TCE and Rental Committees, a special working group has been tasked with researching and evaluating the security concerns and strategies about surveillance camera systems at CCOC properties so that committees can discuss the issue and make recommendations for a Board decision.

## 2. Responsibility and Risk

As a responsible landlord and landlord of choice, CCOC accepts a basic responsibility to keep trespassers out of common areas and to meet a reasonable expectation of safety within CCOC properties. Failure to meet tenant's expectations for safety will lead to higher turnover, vacancy losses and damage to CCOC's reputation.

Not all camera systems are created equally. Several concepts in urban design could roll out with cameras (or substitute for them) with minimal impact on tenant experience. There are also many cases where cameras with or without recording systems could serve as a deterrent to crime.

While it is not possible to undertake a complete benefit cost analysis of camera installation at this time, it appears that there are both pros and cons to camera installation. The pros are tenant safety and ability to identify trespassers. The cons are increased passive surveillance in public places and preserving tenant anonymity in entranceways.

According to Ontario Law, it is legal to use CCTV or cameras in public building spaces, but not private apartments of those buildings. The option exists to have citizen (CCOC) monitoring of cameras without police monitoring of CCTV systems. Camera installation does not equate to police control or yielding to increased police presence on premises – might in fact decrease the need for police presence.

Though it was not the objective of this literature review, pros appear to outweigh the cons when it comes to having redesign or a camera system in place. It should remain a guiding principle to avoid having camera surveillance on tenant apartments and private spaces when tenants are living there.

If you are keen and would like to read more:

- Effectiveness: ([CCTV surveillance for crime prevention - Piza - 2019](#) )
- Human rights: ([CCTV and Human Rights, Goold 2010](#))
- Crime Prevention Through Environmental Design (CPTED) Annotated Bibliography: <https://www.cpted.net/resources/Online%20Learning%20Centre/CPTEDbiblio1975-2010.pdf>
- Saskatoon case study of CPTED design factors: [https://www.saskatoon.ca/sites/default/files/documents/community-services/planning-development/neighbourhood-planning/neighbourhood-safety/CPTED%20Guidelines\\_WEB.pdf](https://www.saskatoon.ca/sites/default/files/documents/community-services/planning-development/neighbourhood-planning/neighbourhood-safety/CPTED%20Guidelines_WEB.pdf)

### 3. Surveillance Camera Options

There are various types of applications for security cameras in buildings:

**Lobby channel:** closed-circuit cameras that allow tenants to watch the feed live from their televisions. This might be an older system that is less common now.

**Passive recording cameras:** these are the most frequently used as they rely on simple recording and cost around \$250 per camera plus PVR. (2100 Scott Street uses a passive recording system) CCOC staff would need to review footage to find information if needed. No one monitors the recordings.

**Active cameras:** Usually monitored outside of “office hours” which enable the operator (a company, not CCOC) to call police or ask trespassers to leave through 2-way communication. These can also have a passive mode to record comings and goings or for evidence. Installation costs are similar to passive cameras but each camera will have monthly costs around \$90 for monitoring. Fewer cameras are normally used and are installed around the perimeter of a building – so 3-4 per building vs 4-6 per floor for passive cameras.

**Virtual concierge:** This is the most thorough option and the most expensive. It allows a virtual meet and greet of all visitors and visitors can be checked out by calling the tenant if needed before entry is allowed. This service typically provides everything under “Active cameras” as well as periodic live “virtual patrols.” Typically this service is reserved for either very high end condos or very problematic buildings where the cost is less than having lobby staff or security. The cost of this system is significant. Monitoring alone would be \$1500 to \$2000 per month.



## 4. Alternative Measures

### Physical Measures

- Exterior entry-phone systems limiting access to the airlock, and reducing tailgating opportunities. Typically under \$10,000 per property unless door upgrades are required. These have proved successful in some of our buildings and have shown improvements where deployed.
- Fob entry, although similar to keys insecurity levels the benefit of fobs is the ability to track us and deactivate fobs that have been lost or sold on. Expect \$9000 -\$10,000 per building.
- Single entry points, by making fire doors exit only and alarming the strikes access can be restricted forcing tenants and visitors to the front entrance. This would cost \$1000-\$2000 per door. If we also enhance the idea of a single entry point with the use of maglocks that disengage when the fire alarm is triggered, we can strengthen control over the flow of traffic in/out of the building. Maglock systems can easily run \$5000 per door.

### Improved Lighting

- Improved lighting in common areas particularly parking lots makes “lurking” more difficult and “light bombing” areas which are attractive for sleeping or drug use can discourage use.
- Attention to landscaping reducing areas to hide
- Using Crime Prevention Through Environmental Design (CPTED) principles creating an environment where it is more difficult to carry out criminal activity.

### Tenant Education

- We should consider producing safety related materials for tenants and consider outreach:
  - Neither the tenants nor our staff are the police, so they should not approach trespassers or attempt to remove anyone from a building.
  - Tenants should be careful of allowing people to follow them in when entering or to push past when exiting a building. Provide clear options to tenants about how to avoid these situations. Educate tenants about secondary entrances and exits if they exist.
  - Buzzing people in. Don't be fooled by someone buzzing a number of units claiming to be the post office or a delivery driver.

## 5. Three CCOC Security Case Studies

### 145 Clarence

7-story building in Byward Market, connected to City parking garage.

#### Complaints

- Trespassers in stairs, lobby, airlocks (formerly the building with the highest regular incidence)

#### Actions

- 2011 CEPTED audit with Ottawa Police. Added convex mirrors and windows to stairwell doors.
- 2013 redesigned front doors so that both sets are locked and moved enterphone panel outside

#### Results

- Trespassing activity has dropped considerably, with very few complaints from tenants or reports from staff.

### 210 Gloucester

12-story building in Centretown; connected to another social housing provider's building; connected to City parking garage.

#### Complaints

- Trespassers in stairs, lobby, airlocks
- Thefts of packages
- Regular fire alarms (not connected to our building, but connected to other provider's building/parking garage)
- Messes found in stairs (body fluids, drug paraphernalia)

#### Actions

- Tenant meeting with community police in 2018 – tried to encourage tenants to call police
- March 2019 Gave OPS agent status (they can access building to remove trespassers without staff giving access)
- April 2019 Eviction notice to one household tied to some of the trespassers
- Fall 2019 Staff did door knocks and delivered notices about safety/security to all tenants
- 2 different households involved in disturbances/home takeover/anti-social guests (2020); connected tenants to support; police involved; trying to negotiate tenants to move out (even if evicted, evictions not enforceable during the pandemic)
- Repeated follow ups about the same issues at different times
- Moving enterphone outside to remove access to airlock (complete as of August 2021)
- Did not engage with security company (other buildings with higher priority issues at the time)

#### Results

- Issues not resolved permanently
- One tenant passed away from suspected overdose (likely connected to anti-social guests)
- Continued follow ups for remaining tenant linked to anti-social guests (complicated situation)
- Continued complaints from tenants and staff about trespassers
- This building usually has a higher turnover rate, so unclear whether that is connected to the issues or not

## **110 Nelson**

7-story building in Lowertown near vacant commercial property and several parking lots. Close to many homeless shelters and safe injection sites – a large number of vulnerable people in the neighbourhood in general.

### **Complaints:**

- Trespassing regularly – in the building, in the airlock, in the covered recycling area outdoors
- Drug paraphernalia and use in building, especially stairwells
- Body fluids in stairwells and airlock repeatedly
- Repeated visits from some trespassers

### **Actions:**

- Nov 2019 – served N5s to 2 households connected to trespassers
- Sent building safety/security notice by email
- Staff did a stake out at the building to try to witness what was happening (reports that trespassers were just yanking on the front door and getting in)
  - Subsequent repairs to door to make sure it was more difficult to get in
- December 2019 – agent status for OPS and hired private security to patrol the building temporarily over the holiday period when staff were less available
- Regular communication with community police (multiple times per week) to loop them in for support – police would park near building to do paperwork in their car and be a presence
- April 2020 – sent out updated security notice by email to all tenants
- March 2020 – served second N5 to one of the households who was still involved in the trespassers/activity at the building
- Activity died down
- October 2020 – hearing at LTB; order issued to maintain no disturbances for 1 year
- March 2021 – trespassing activity heightened again, sent out security notice by email again
- April 2021 - household connected to illegal activity moved out
- We are moving the enterphone outdoors so that guests do not have access to the airlock (complete as of Sept 2021)

### **Results:**

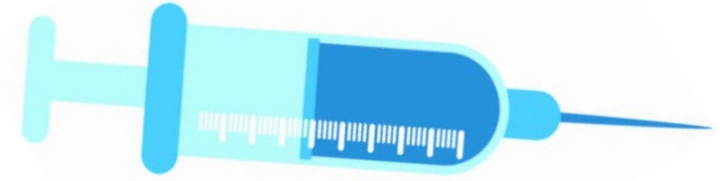
- Issues not resolved permanently
- Things have died down since the household moved out but not completely resolved.
- A couple of the regular trespassers are still gaining access to building and there are still body fluids, etc being found in the building air lock/stair wells at least monthly if not more
- Continued complaints from tenants and staff about trespassers
- This building usually has had a higher turnover rate, and some households moving out have specifically noted that they no longer feel safe in the neighbourhood or no longer felt safe in the building due to the trespassing activity

## 6. Conclusion and questions

- a) Safety issues should be addressed at a building by building level
- b) Employ alternatives measures first:
  - a. CPTED with tenant participation <https://www.cptedontario.com/>
  - b. Redesign entries to move entry systems outside of airlocks, improve common area lighting
  - c. Investigate possible links to tenants (tenants inviting unwanted guests)
- c) Should we consider cameras if above measures fail? How do we measure failure? Should we require tenant consultation first? Do we set a threshold of buy in from tenants at a particular building before we proceed?

## 7. Question for committees:

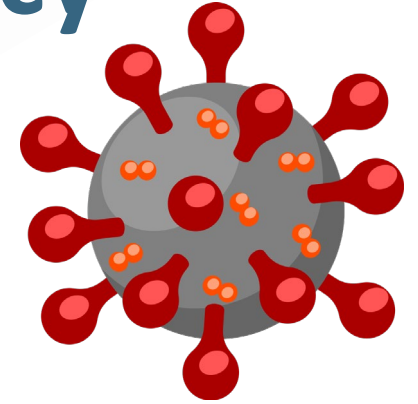
- a. Should CCOC use cameras to address safety issues?
- b. Should CCOC take a pro/anti camera stance? How would this line up with CCOC's existing Mission and Values?
- c. What is the Committee's recommendation to the Board? What further questions should the Board consider?



# Proposed (Interim) CCOC Vaccination Policy

## Why?

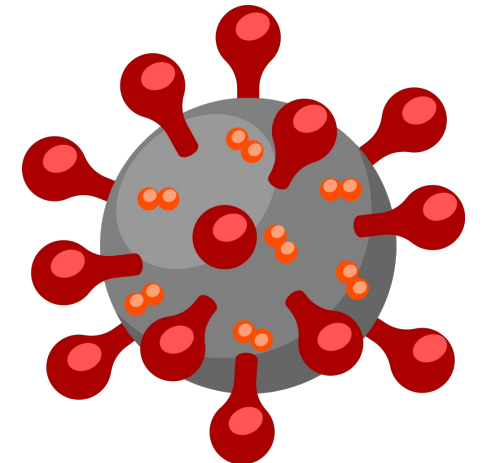
- CCOC has a legal obligation to protect the health & safety of staff
- We also need to do what we can to protect the health and safety of tenants
- On Sept 2, Ottawa Public Health “strongly recommended” that “all employers implement workplace vaccination policies”
- New variants of COVID-19 are more transmissible and more deadly (and more could be coming)
- Vaccines are new, effective tools to protect staff health & safety in the workplace



# Proposed (Interim) CCOC Vaccination Policy

## Work to date

- Review of Ottawa Public Health [guidelines for employers](#)
- Consultation with Ottawa Community Housing (announced vaccine mandate for staff and contractors on August 20)
- Review of policies shared by other organizations
- Consultation with CCOC legal counsel
- Draft policy based heavily on template supplied by counsel
- Sept 13 Personnel Committee recommended policy to Board



# Proposed (Interim) CCOC Vaccination Policy

## Policy Summary

### All Staff have to be fully vaccinated by November 1

- Give notice to staff right away of pending policy
- Allow 45 days from initial notice to comply

### Exemptions

- Only for health/medical conditions, and religion/creed
- Must be accepted by CCOC in an accommodation letter

### Privacy

- Record only policy compliance status, not vaccination records
- Locked and confidential list, limited access
- Records destroyed when no longer needed



# Proposed (Interim) CCOC Vaccination Policy

## Questions and Answers

**Q: Who has to be vaccinated?**

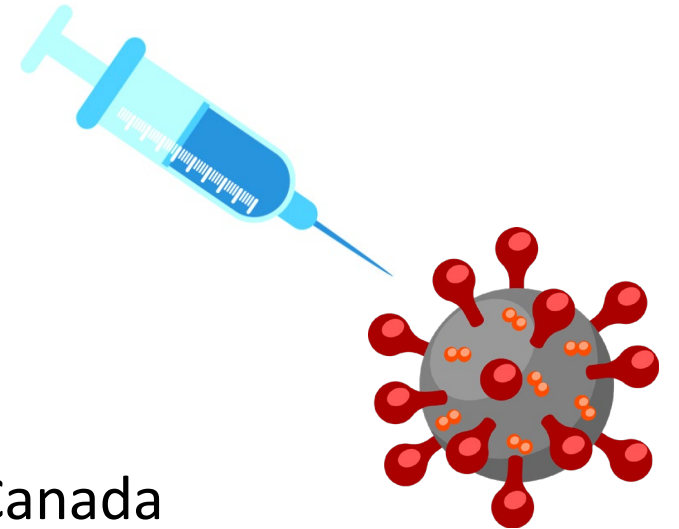
**A:** All Staff (Regular, Term, Casual, Building Representatives)

**Q: When do all staff have to be fully vaccinated against COVID-19?**

**A:** Before November 1, two shots as recommended by Health Canada

**Q: What if Health Canada changes vaccine recommendation?**

**A:** The our policy will also change, to match Health Canada recommendations





# Proposed (Interim) CCOC Vaccination Policy

## Questions and Answers

**Q: Are there exemptions?**

**A:** Yes – only for medical or religious accommodation

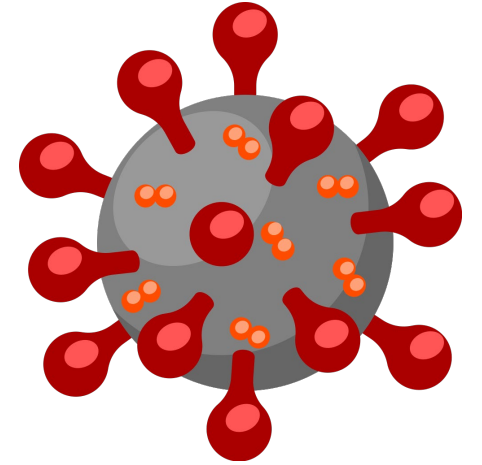
**Q: How do I get an exemption?**

**A:** For medical accommodation, you need a letter from a Doctor of Medicine or Nurse Practitioner saying they advise **against vaccination** for you (we don't need to know why)

**A:** “Religion includes the practices, beliefs and observances that are part of a faith or religion. It does not include personal moral, ethical or political views. Nor does it include religions that promote violence or hate towards others, or that violate criminal law.” (OHRT)

**Q: Can I get an exemption because I don't trust the vaccines?**

**A:** No



# Proposed (Interim) CCOC Vaccination Policy

## Questions and Answers



### Q: How do I get an accommodation ?

**A:** You need to ask, and CCOC needs to confirm the accommodation in a letter. If you think you will need an accommodation, ask as soon as possible. **Don't wait for November 1.** It will take time and discussion to figure out what the accommodation will be. Accommodation could include regular testing, modified duties or other ways to protect health of staff and tenants.

### Q: What happens if I am not fully vaccinated and don't have an accommodation letter on November 1?

**A:** You will get a written notice with a deadline to comply. You may not be able to work between November 1 and when you are in compliance.

# Proposed (Interim) CCOC Vaccination Policy

## Questions and Answers

**Q: What happens if I don't have a vaccine and don't have an accommodation?**

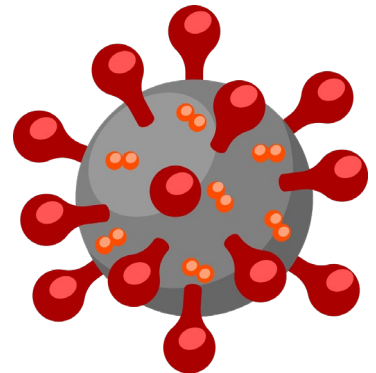
**A:** If we can't work out an accommodation, and you don't get vaccinated, you may not be able to keep working for CCOC.

**Q: Is the policy in place right now?**

**A:** Not yet. The Board will make that decision on September 29. We're telling everyone now so that they have time to plan, and know what's coming.

**Q: How will CCOC keep the information?**

**A:** We will not retain any health or vaccination records, only a list of who is in compliance (and who is not) and the date information was verified.



# Proposed (Interim) CCOC Vaccination Policy

## Questions and Answers



### **Q: Will we still have to wear masks?**

**A:** Yes. Vaccination is just one more tool. The other tools (like masks and distancing) are still important, and CCOC will still have rules about those things.

### **Q: Will tenants have to get vaccinated?**

**A:** No. We would like all tenants to also be vaccinated, but we don't have the authority to make that happen.

### **Q: What about contractors?**

**A:** Maybe. The Board will also look at a policy for contractors, and maybe for volunteers too. We're still working on that.

# Proposed (Interim) CCOC Vaccination Policy

## Interim Policy on Covid-19 Vaccination

### Purpose

Under the *Ontario Health and Safety Act*, CCOC as an employer has a legal obligation to keep employees safe. As a responsible landlord, CCOC also wishes and is required to protect the health and safety of our tenants.

For this reason, all CCOC employees, including Regular, Term, Casual, Building Representative (for the purposes of this policy all collectively referred to as “Staff”) are required to obtain any of the Health Canada approved COVID-19 vaccinations as soon as any one of them becomes available.

### General Information

COVID-19 is highly contagious and is potentially lethal.

On September 2, 2021, Ottawa Public Health released a statement strongly recommending that all Ottawa employers implement workplace vaccination policies to reduce the risk of COVID-19 transmission.

The COVID -19 vaccines:

- can reduce your risk of getting the virus and make your symptoms milder if you do get it;
- have been approved by Health Canada and are considered to be up to 95% effective in preventing an employee from getting COVID-19; and
- are an important tool to help stop the spread of the virus and allow individuals, families and workers to safely resume normal life.

Only vaccines that Health Canada determines to be safe and effective have been approved for use in Canada and are available in Ontario.

This means the vaccines:

- were tested on a large number of people through extensive clinical trials;
- have met all the requirements for approval, including safety; and
- will be monitored for any adverse reactions that may occur after vaccination and appropriate measures will be taken.

# Proposed (Interim) CCOC Vaccination Policy

CCOC accepts that experts around the world overwhelmingly agree the vaccine is safe, that the benefits to staff outweigh the risks, and that we will protect ourselves and others by getting the vaccine.

## Procedures

Subject to the Exemptions listed below in section 5), all current CCOC staff are required to obtain full COVID-19 vaccination, meeting Health Canada recommendations.

All current CCOC staff are required to show documentary proof of their full vaccination (2 doses) on or before November 1, 2021.

Subject to the Exemptions listed below in section 5), newly hired staff will be required to show a medical certificate verifying the date they received the full vaccine (2 doses) prior to their first day of employment.

## Privacy

CCOC will collect and use all such information in strict compliance with applicable privacy laws.

CCOC will record vaccination status, however, will not retain actual copies of vaccination records.

All information will be kept in a secure location, will not be shared (except as required by law or public health directives), and will be destroyed as soon as it is no longer needed, or when this policy is repealed, whichever comes first.

# Proposed (Interim) CCOC Vaccination Policy

## 5. Exemptions

### 5.1 Health Reasons or Disability

Staff may be exempted from getting the vaccine if they submit a medical certificate from the staff's treating Doctor of Medicine or Licensed Nurse Practitioner certifying that the staff is advised NOT to get the vaccine based on a medical condition.

CCOC will not require staff to disclose any specific medical diagnosis or condition.

CCOC may request updated medical information as is reasonable in the circumstances.

### 5.2 Human Rights Code

Staff may also be entitled to an exemption based on creed or religion, as they are defined under the Ontario *Human Rights Code*. Personal or philosophical objections to vaccinations are not considered sufficient justification for granting an exemption.

### 5.3 Accommodation

CCOC will engage with an employee entitled to an exemption in a cooperative process to determine if reasonable accommodation is possible, including alternative ways a person might continue to work safely. This may consist of an individual assessment based on the specific facts regarding the employee's duties and the employer's needs.

CCOC will comply with the Ontario *Human Rights Code* with respect to any exemption requests that require accommodations, up to the point of undue hardship.

Exemptions must be confirmed in writing from CCOC.

# Proposed (Interim) CCOC Vaccination Policy

## 6. Consequences of Non-Compliance

Subject to the Exemptions in section 5, staff who unjustifiably refuse to get the COVID-19 vaccine will receive a written notice giving them reasonable time to be in compliance by receiving the vaccine or booking a vaccination appointment. Thereafter, if the staff remains non-compliant without justification, the staff may be subject to discipline, up to and including termination from employment.

## 7. Continued Safety Precautions

All staff (regardless of whether they get the vaccine or not) are required to continue to adhere to CCOC's mandated safety precautions regarding masking and other PPE, physical distancing and hand washing until further notice. While the vaccine will reduce the likelihood of COVID-19 infection, it is not yet known if the vaccine prevents people from transmitting the virus. You may still be contagious after getting the vaccine.

## 8. Effective Dates

This policy will come into effect from October 1, 2021, to September 30, 2022, and may be renewed thereafter without further notice.

This policy will be reviewed on a regular basis and will be subject to revision based on changing circumstances including new emerging infectious diseases or pandemics or variants of concern, updated provincial and local public health guidance relating to Covid-19, and to conform to Health Canada recommendations for COVID-19 vaccination.

The Board of Directors may choose to repeal the policy before September 30, 2022, or to renew the policy after that date, subject to pandemic conditions.





# 159 Forward Ave

## Monthly Project Report



**Date:** 27 August 2021

**To (Attention):** CCOC Development Committee

**From:** Kyla Tanner, Project Manager, Cahdco

**Re:** **September 2021 Project Report**

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

Project tender process closed on August 17. The team is to review bids on the 31<sup>st</sup>. The team is addressing final comments from the City related to site plan application.

### **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. BMR is measured as 70% of CMHC AMR.
5. Achieving a minimum of 100% universal accessibility and/or 20% Barrier-Free design;
6. 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	4	11	7	22
2- Bedroom	4	4	0	8
3- Bedroom	11	3	0	14
<b>Total</b>	<b>19 (38.8%)</b>	<b>23 (46.9%)</b>	<b>7 (14.3%)</b>	<b>49</b>

## Project Schedule

June	July	August	September
Demolition Commenced (June 15)	Issued for Tender Drawings (July 16)	Tender closes (August 17)	End of Site Plan Review Process
Minor Variance Approval (June 16 – July 5)	Construction Estimate Class B (July 30)	Final Class A Budget (August 31)	City of Ottawa release of Building Permit
			Construction Start

- Building Permit drawings were submitted to the City on May 4 and we received initial comments.
- The Minor Variance application appeal time ended on July 15 without any comments.
- Signed a CCDC 5b contract with MBC
- The tender process closed on August 17. The team is reviewing bids on August 31 to form the Class A budget and final fixed price contract.
- Paterson Group is responding to comments from the City for the site plan review related to the ESA conducted on 147 Forward in September 2020.

## Project Budget

- MBC provided a Class C budget that is ~\$1.4M more than the Class D budget.
- CMHC interest rates are increasing, so we are now modelling a 2% interest rate instead of 1.25%.
- CCOC met with CMHC and the City to bridge the \$2.6M shortfall. The following was agreed upon by all parties:
  - **Scenario 1:** CMHC repayable loan gets increased to ~\$12.25M (~ 1.07 DCR @ 2% interest rate). CMHC & the City of Ottawa fund the shortfall with top-up contributions of ~ \$400K each. The City agreed to a 50% property tax relief for 20 years. This will go before Council in September. CCOC provides a cash contribution of \$250K.
  - **Scenario 2:** If the City is unable to secure the tax relief, the CMHC repayable loan can only be increased to \$11M. CMHC & the City of Ottawa fund the shortfall with top-up contributions of ~ \$1.03M each. CCOC will provide a cash contribution of \$250K.

PROJECT COSTS		Total
Land Costs (Value + Closing Costs)	\$	2,684,516
Hard Costs	\$	17,193,281
Soft Costs (Including Financing)	\$	1,561,512
Contingencies	\$	1,885,559
HST (Including NP Rebate)	\$	544,612
<b>Total Project Cost</b>		<b>\$ 23,869,481</b>
SOURCES AND USES		Total
Action Ottawa Grant	\$	7,740,215
CMHC Seed Grant	\$	52,500
CMHC Co-Investment Grant	\$	1,593,474
Section 37	\$	226,200
CCOC Equity	\$	250,000
City Land Contribution	\$	1,700,000
CMHC Co-Investment Financing	\$	12,301,254
FCM Planning Grant	\$	25,000
FCM Financing	\$	0
<b>Total Sources</b>		<b>\$ 23,888,643</b>
Surplus / (Shortfall)	\$	19,163

## 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	Likelihood	Value of Risk (\$)
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"> <li>Value Engineer the project</li> <li>Introduce additional sources of funding</li> </ul>	Class D to Class C: 10% escalation of costs  Class C to Class B escalation: <b>1.8% escalation of costs</b>  Class B to A escalation: low risk	10% escalation = \$1.4M  <b>1.8% = \$304,000</b>  No cost anticipated with low risk
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"> <li>Sign a contribution agreement for \$2,340,000</li> <li>Increase rent for the unsponsored 18 units to AMR to increase debt financing capacity</li> </ul>	Low Risk	No cost anticipated
3	Interest Rate Escalation	An increase in CMHC's interest rate above the 2% 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"> <li>Push to secure financing quickly while rates are low</li> <li>Introduce additional sources of funding</li> <li>Value Engineer the project</li> </ul>	Medium Risk	0.25% = ~\$500,000-~\$700,000
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"> <li>Sign CMHC term sheet</li> <li>Introduce additional sources of funding</li> <li>Increase the financing for the project to overcome any loss in sources</li> </ul>	Low Risk	No cost anticipated (CMHC is looking into increasing the grant contribution)
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"> <li>Facilitate open dialogue with funders, construction manager, and regulators to review changes in the industry and react as necessary</li> <li>Prepare optional bridge financing</li> </ul>	Low Risk	No cost anticipated (risk is being mitigated)
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"> <li>Sign CMHC term sheet</li> <li>Secured 3<sup>rd</sup> party bridge financing</li> </ul>	Low Risk	Cost of interest rate from increased bridge financing ~\$10,000
7	Escalation of Utility Costs upon completion of the building	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"> <li>Work with consultants to optimize energy production and consumption</li> <li>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</li> </ul>	Low Risk	No cost anticipated (modelling demonstrates enough generation – option to not have solar panels and save capital costs)

# 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
<b>Project Milestones</b>											
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	March-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	March-21	Updated approval date due to 147 Forward purchase
Class D / Baseline Project Budget	R	R	I	I	A	F	F	F	December-20	March-21	Updated approval date due to 147 Forward purchase
Site Plan	F	I	I	I	A	F	F	R	February-21	March-21	Updated approval date due to 147 Forward purchase
Design and Development	F	F	F	F	F	F	A	R	February-21	March-21	Updated approval date due to 147 Forward purchase
Class C / Budget Update	I	-	-	-	I	A	R	R	February-21	May-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	May-21	Updated approval date due to 147 Forward purchase
Class B / Budget Update	I	-	-	-	I	A	F	R	July-21	August-21	Updated approval date due to 147 Forward purchase
Issued for Building Permit	I	-	-	-	I	A	F	R	March-21	May-21	Updated approval date due to 147 Forward purchase Applied for building permit
Contract Document 99% (Tender set)	I	-	-	-	I	A	I	R	July-21	July-21	Updated approval date due to 147 Forward purchase
Class A / Budget Update	I	-	-	-	I	A	F	R	August-21		Updated approval date due to 147 Forward purchase
Issued for Construction	I	-	-	-	I	A	I	R	September-21		Updated approval date due to 147 Forward purchase
Baseline Schedule	I	I	I	I	I	A	F	R	September-21		Updated approval date due to 147 Forward purchase
Rent-up Activities	I	I	I	A	I	I	R	F	TBC		
<b>Procurement</b>											
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	
<b>Financial</b>											
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	April-20	
Financing Agreement ***	I	R	I	I	A	F	F	F	September-21		Updated approval date due to 147 Forward purchase
Equity Contribution Commitment	I	R	I	I	A	F	F	F	August-21	Jul-21	Updated approval date due to 147 Forward purchase
Fixed Price Contract	I	-	-	-	I	A	F	R	August-21		Updated approval date due to 147 Forward purchase
<b>n</b>											
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	-	-	

Legend			
I	F	R	A
Information Only	Feedback	Recommendation	Approval

Phases of Development

Relevant Documents

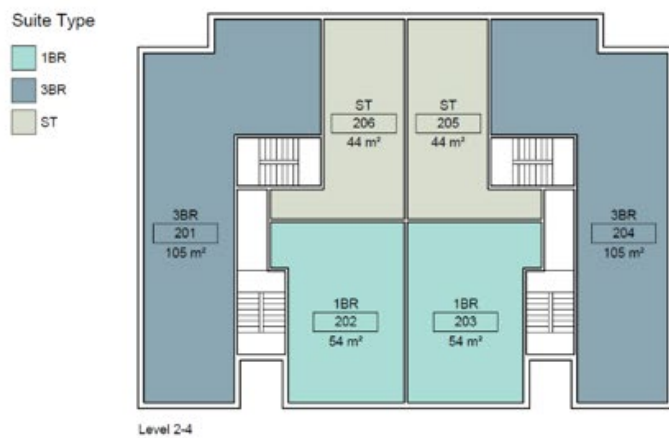


Figure 1.

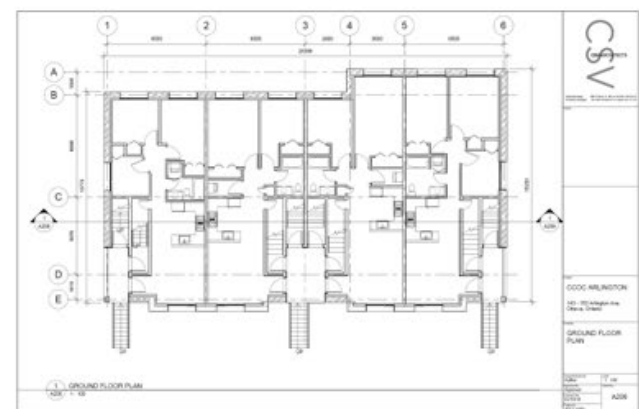


Figure 2.

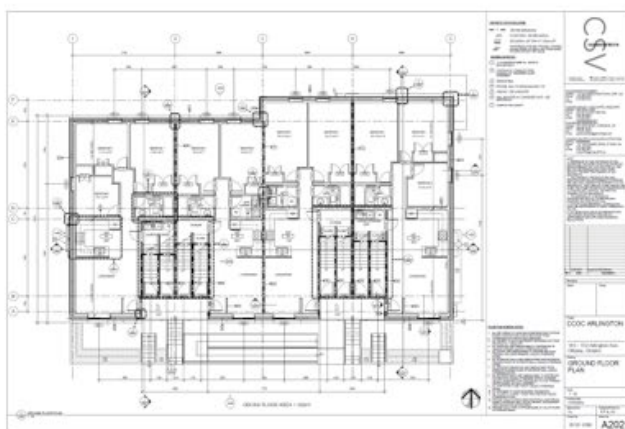


Figure 3.

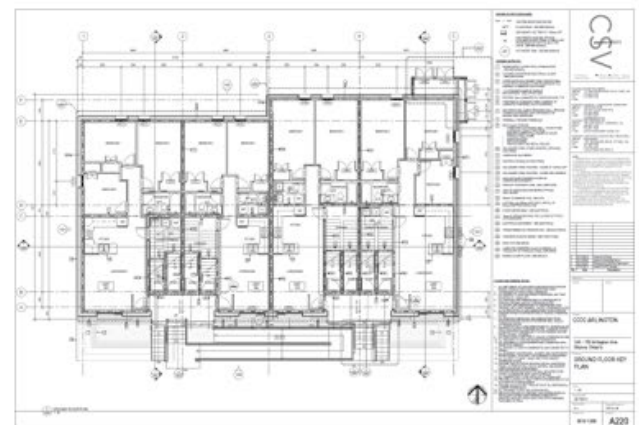


Figure 4.

CONFIDENTIAL





# 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.

The committee is primarily policy-based and makes recommendations to the Board, or makes decisions within the authority delegated from the Board.

## Composition:

As per general policy on Standing Committees and Board Composition.

*(which says: "Personnel Committee: Up to 8 members are appointed by the Board of which 1 is a member of the Executive but is neither the Treasurer nor Secretary, and 1 is another member of the Board. In addition, 2 staff representatives elected by staff for a 1 year term. A minimum of 3 will constitute a quorum.")*

## Role of Staff Representatives:

Staff representatives are full voting members of the committee. They are elected by staff for a 1-year term and can be re-elected without limit. At least one staff representative must be from among office workers and at least one must be from among field staff.

Their role is to provide a staff perspective on terms of employment and personnel policies, and any decisions to be made by the committee. Staff representatives are not responsible for conflict resolution, receiving and resolving complaints or acting as representative of individual staff to CCOC managers.

Staff representatives hold the same responsibility as other committee members to maintain confidentiality and privacy of discussions held *in-camera*. To protect the privacy of individual staff, staff representatives will not be present during *in-camera* portions of meetings that deal with individual staff members (such as requests for leave or professional development) if the individual staff member being discussed has requested their absence, or there is a clear conflict of interest.

## Meetings:

As per general policy on Standing Committees and Board Composition.

## 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 by management 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 a process is in place to deal with grievances 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)
<p><b>1. Staff Structure</b></p> <ul style="list-style-type: none"> <li>• developing and revising CCOC’s departmental structure defining roles and reporting structure (including multiple job classifications)</li> <li>• changing the number of Regular or Term staff</li> <li>• approving and amending job descriptions: defining levels of responsibility (individual job classifications), defining qualification requirements for staff position</li> <li>• changing the assignments of staff within a department (no change in job description)</li> </ul>	<p>Board*</p> <p>Board*</p> <p>Personnel</p> <p>Department Director</p>	<p>1. Director HR 2. ED &amp; Department Directors 3. Relevant Committee(s) 4. Personnel</p> <p>1. ED &amp; Department Directors 2. Relevant Committee(s)</p> <p>1. ED Department Directors 3. Personnel</p>
<p><b>2. Hiring Term and Regular staff</b></p> <ul style="list-style-type: none"> <li>• Preparing/issuing employment notices,</li> <li>• setting up hiring committee, screening applicants, interviews, checking references, informing all applicants, contacting with selected applicant</li> <li>• Offer letters and compensation offers</li> <li>• Engaging casual staff, compensation offers</li> </ul>	<p>HR &amp; Corp Serv Dept</p> <p>Hiring Manager</p> <p>HR Director</p> <p>Department Directors</p>	<p>HR &amp; Corp Serv Dept</p> <p>Ad Hoc Hiring Committee</p> <p>ED</p> <p>HR &amp; Corp Serv Director</p>

<ul style="list-style-type: none"> <li>• Conducting midpoint and endpoint probation review and successfully terminating probation</li> <li>• Unsuccessful probation decision</li> <li>• Appointing acting positions (less than six months)</li> <li>• Appointing acting positions (greater than six months)</li> </ul>	<p>Department Directors/Supervisors</p> <p>Hiring Manager</p> <p>Supervisor to the position</p> <p>Supervisor to the position</p>	<p>HR &amp; Corp Serv Dept</p> <p>Dept Director HR &amp; Corp Serv Director</p> <p>Supervisor to the position</p> <p>Dept Director Ad Hoc Hiring Committee</p>
<p><b>3. Salaries and Terms of Employment</b></p> <ul style="list-style-type: none"> <li>• maintaining CCOC Policies of Employment</li> <li>• setting annual adjustments to staff salaries and payments</li> <li>• setting annual fixed rates (mileage, family care, beeper, etc.)</li> <li>• granting exceptions for individual circumstances</li> </ul>	<p>Personnel</p> <p>Board*</p> <p>HR Director</p> <p>HR Director</p>	<p>1. HR Director 2. Executive Director</p> <p>1. HR Director 2. Personnel</p> <p>Personnel</p> <p>Executive Director Advise Personnel as needed</p>
<p><b>4. Conflict Resolution</b></p> <ul style="list-style-type: none"> <li>• defining conflict resolution mechanism</li> <li>• settling unresolved conflicts, decision to go to mediation</li> </ul>	<p>Personnel</p> <p>HR Director</p>	<p>HR Director</p>
<p><b>5. Performance Standards</b></p> <ul style="list-style-type: none"> <li>• conducting annual staff appraisals: <ul style="list-style-type: none"> <li>- Executive Director</li> <li>Other staff</li> </ul> </li> </ul>	<p>President</p> <p>Supervisor</p>	<p>Executive Committee</p> <p>HR Director</p>

<ul style="list-style-type: none"> <li>• developing annual departmental and staff work plans</li> </ul>	Department Directors	Committees
<ul style="list-style-type: none"> <li>• identifying &amp; implementing a training and staff professional development programs</li> </ul>	HR Director	Staff/Personnel
<ul style="list-style-type: none"> <li>• initiating and conducting employee performance-related probation procedure</li> </ul>	HR Director	Department Directors (or Supervisors in consultation with Department Director) Executive Director
<ul style="list-style-type: none"> <li>• Termination of staff                             <ul style="list-style-type: none"> <li>- Staff</li> <li>- Department Directors</li> </ul> </li> </ul>	Executive Director  Executive Director	HR Director / Dept Director  Advise Personnel Chair & Executive Committee

\* The Executive Committee may act on behalf of the Board

CCOC/CCHC EXECUTIVE COMMITTEE

**Minutes**

Monday, August 9, 2021

(By Video Conference)

**Present:** AnaLori Smith (Chair), Sarah Button, Courtney Lockhart, Court Miller, Shelley Robinson, Erin Sirett, Ray Sullivan (staff/recorder)

1. **Call to order & anti-oppression statement:** 7:57
2. **Approval of the agenda:** (Moved/Seconded/Carried, Sarah/Erin)
3. **Approval of regular minutes from July 12, 2021:** (M/S/C, Court/Sarah)
4. **Reviewing Department Directors' meeting:** Ray summarized the meeting from July 15, when Dept. Directors discussed: a staffing proposal (6a on tonight's Executive agenda), the timing of development projects and other large initiatives and making sure they don't collide, and a review of the draft office re-opening plan.
5. **Business Arising:** none
6. **New Business:**
  - a) **Recommendation from Personnel** on new positions  
Earlier the same night, Personnel Committee considered a proposal for creating two new positions: 1) a second Capital Projects Manager, and 2) a Corporate Services Supervisor.  
CCOC first created a full-time capital projects manager in 2011. Since 2018 we have supplemented that with various part time staff or contractors. Added to the volume of capital projects, we have a need for more focused capital planning and forecasting.
    - CCOC has an increasing number and value of capital repair projects in the foreseeable future.
    - A greater number are funded by grants, requiring more reporting.
    - The City of Ottawa now makes grants conditional on maintaining Asset Planner software up-to-date, which is time consuming and burdensome.
    - Tenant communication is important for disruptive projects and needs to be resourced.A committee member asked if tenant communication is part of the job description. Ray answered that we want to use the existing job description, but

we might come back in a few months with updates [added to minutes: the existing job description includes “Communicating with tenants on the status of work and attending meetings”.] Another committee member highlighted the importance of remaining a landlord of choice, especially for low-income tenants who have fewer choices.

Ray estimates net cost at \$45k-\$60k/year (salary plus all benefits).

CCOC created a Corporate Services Supervisor position in 2017, combining responsibilities previously done by the Executive Director (human resources, personnel committee, policies of employment, training & prof dev, supervise front desk), the retiring M&C Coordinator (board minutes, corporate records, policy book, board/committee briefing book, archives, AGM business), and the Finance Director (supervise payroll officer, WSIB/EI/OMERS etc., benefits admin, IT admin & support). It wrongly underemphasized core HR functions, and the need to focus more on that area is now clear. This leaves fewer resources for the other original responsibilities. More specifically, we need the capacity for a more hands-on supervisor supporting the Tenant Service Representatives (TSRs) at the Service Desk.

The new Corporate Services Supervisor position would report to the Director of HR and Corporate Services and supervise the TSRs. They will also act as a general Office Manager, and corporate secretary. The new role will allow the HR&CS Director to focus more on core HR matters.

Ray estimates net cost at \$75k/year (salary plus all benefits).

Personnel Committee supports creating the position.

In the future, Executive committee would like to see more financial analysis as part of staffing proposals.

**Motion:** that Executive Committee, acting on behalf of the Board, approve creating a new Corporate Services Supervisor position and a second Capital Projects Manager position. (M/S/C, Sarah/Court)

**7. Programs/Policy:** no update

**8. Residential Tenancies Act (RTA) Proceedings:**

- a) **Non-payment:** The committee reviewed the list and moved “that staff be authorized to proceed with eviction processes for non-payment in the case of 3 tenants”. (M/S/C, Court/Sarah)

- b) **Other reasons:** no new cases

**9. Strategic Plan:**

- a) **Workplan Update:** deferred to next meeting  
b) **Strategic Plan planning:** deferred to next meeting

**10. Cahdco Update:** no update

**11. Other business:**

a) **Board Agenda Planning:** deferred to next meeting

b) ***In camera item:*** The committee moved *in camera* at 8:47 to discuss human resources matters (M/S/C, Court/Sarah). Ray left the meeting. There are no further notes.

**12. Adjournment:** 9:55pm

**Next meeting: September 13, 2021**

CCOC/CCHC EXECUTIVE COMMITTEE

**Minutes**

Monday, September 13, 2021

(By Video Conference)

**Present:** AnaLori Smith (Chair), Sarah Button, Courtney Lockhart, Court Miller, Erin Sirett, Ray Sullivan (staff/recorder)

**Regrets:** Shelley Robinson

1. **Call to order & anti-oppression statement:** 7:32
2. **Approval of the agenda:** AnaLori asked that item 11a also include the ongoing monthly schedule of Executive Committee meetings. The committee adopted the agenda as amended. (Moved/Seconded/Carried, Court/Courtney)
3. **Approval of regular minutes from August 9, 2021:** approved unanimously as presented.
4. **Reviewing Department Directors' meeting:** Directors met August 19 to review year-to-date financial statements
5. **Business Arising:** none
6. **New Business:**
  - a) **2022 Exec budget:**

Ray presented a draft Exec budget for review:  
\$36k for memberships and subscriptions (now includes CHF & CHASEO)  
\$15k for legal  
\$65k for Anti-Racism Organizational Change  
\$10k for strategic planning consultant

The committee approved forwarding this draft budget to Finance Committee for inclusion in the 2022 Admin budget. (m/s/c, Courtney/Sarah)

**b) LeBreton Flats Update**

Sarah Button declared a conflict-of-interest; she works for CMHC, which is a co-evaluator in the RFP, along with NCC.

The committee moved *in camera* for an update from Ray. (m/s/c, Courtney/Court)

- “One Planet Living Lebreton” proposal submitted this morning to NCC, following Board approval of the general concept plan in July
- ~ 250 “affordable” CCOC apts, including for Wabano and Perley Health
- Up to 100 Cahdco affordable homeownership condos
- NCC decision late 2021 / early 2022
- Construction no sooner than 2024, rent-up 2026
- Includes Algonquin Nations Benefit Plan, and general Community Benefits Plan

The committee moved *ex camera* to resume the meeting. (m/s/c, Courtney/Court)  
There are no further *in camera* notes.

**c) Ontario Non-Profit Corporations Act**

**Background:** In 2010 the Ontario Legislature passed a new [Not-for-Profit Corporations Act](https://theonn.ca/our-work/our-regulatory-environment/onca/), but it was never enacted/proclaimed. The government has announced it will finally be proclaimed in October. Non-profits will have three years after that to comply. CCOC is incorporated under the Ontario Corporations Act, and will have to re-incorporate under the new Act with new By-Laws before October 2024. More information: <https://theonn.ca/our-work/our-regulatory-environment/onca/>

**Discussion:** the committee noted the implementation time and that CCOC will have to target an upcoming AGM for new bylaws and incorporation motions, maybe May 2023.

**7. Programs/Policy:** no update

**8. Residential Tenancies Act (RTA) Proceedings:**

- a) **Non-payment:** The committee reviewed the list and moved “that staff be authorized to proceed with eviction processes for non-payment in the case of 3 tenants”. (M/S/C, Court/Erin)
- b) **Other reasons:** Ray updated the committee on previous cases, including one particularly challenging one that has created a safety risk.

**9. Strategic Plan:**

- a) **Workplan Update:** Ray updated the committee on progress made under the 2019-2022 workplan.
- b) **Strategic Plan planning**  
**Discussion:** Ray asked the committee for direction on the scope of the next strategic plan. Is this about linking current initiatives into a strategic context as an interim measure? Or is it about developing a new 5-year strategic plan? Can we organize bigger consultations without the benefit of in-person meetings?



Committee members commented:

- It's like we're building the airplane while flying it during the pandemic
- Might need more than a 2-year interim plan. There is uncertainty, but we still need to think about the future
- Hard to facilitate under pandemic, but necessary
- Much has changed with CCOC in the term of the current strat plan (2012-2022). Let's find a way to do it. We can hire a consultant in necessary
- Grappling with big things right now, and some others on the horizon
- With Board term limits, we need to shorten the time frames so there is an opportunity for new board members to give direction.
- A shorter strat plan takes pressure off 3-year workplan in the next cycle
- We won't know when we're "post-pandemic"
- Staff and vols may be tired and exhausted, but we still need to face significant decisions – need to make sure changes that are coming are the changes we want to see: Need to be proactive not reactive
- Good timing to revisit wording of Mission & Values statement to feed in to new bylaws under the NP Corporations Act
- Need to assess progress on existing strat plan and be accountable for "walking the talk", make sure we live up to our values
- Fresh perspectives on the Board open up opportunities for reflection and accountability, strat planning is also a good opportunity for more reflection and accountability at the Board
- Might be useful to have a discussion or training on how to have honest conversations, for everyone to feel safe and willing to have open conversations, a rapport-building exercise

**10. Cahdco Update:** With LeBreton opportunity, Cahdco is exploring details of Affordable Homeownership and having good conversations about depth vs breadth of affordability.

**11. Other business:**

- a) October meeting date and monthly meeting dates:** second Monday in October is Thanksgiving. For October the meeting will shift to Oct 18. For future months, do Personnel and Exec have to be the same night (and back-to-back)? Exec members who are also on Personnel find this makes for a long and draining night. Exec meets mid-month so there is (almost always) a 2-week cycle between Exec and the Board and decisions can be timely. Although it doesn't have to be Mondays, there are generally other committees meeting each of the other week nights. Sarah will raise the issue at the next Personnel Committee meeting
- b) Board Agenda Planning:** deferred from last meeting  
Timed agendas and timekeeper should be regular feature.  
When the Board approves the agenda at the start of the

meeting, it will be the Board's responsibility to also approve the time allocations. All board members, as highlighted in the anti-oppressions statement, need to "be mindful when taking up time and space at meetings"

September 29: tenant presentation

October 27: CAP redevelopment

November 24: Budget and long-term financial plan,

Transforming Tenant Engagement report,

December 22(?):

Future: Security cameras memo (working its way slowly)  
Data and privacy (what do we want to consider?)  
Evictions process (what do we want to consider?)

**12. Adjournment:** 9:23 (m/c, Sarah)

**Next meeting: October 18, 2021**



## **Development Committee Meeting Minutes**

Tuesday, September 14, 7:00 PM  
Conducted remotely via MS Teams

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**Present:** Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Gelbard (CCOC Board Member), Elliot Sherman, Ginnig Wong, Gisèle Doyle, Mary Huang, Rida Oulhaj, Rod Manchee, Daniela Veisman (guest), Graeme Hussey (Staff), Ellen McGowan (Staff/Minute-taker)

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### **1. Call to Order & Anti-Oppression Statement**

7:04 PM

### **2. Approval of Agenda (Rida/Jesse m/s/c)**

### **3. Approval of Regular Minutes (Rod/Rida m/s/c) – Attached August 10, 2021**

### **4. Announcements**

- ONPHA Conference Registration Reminder – **Verbal report**
  - The ONPHA conference is taking place November 10-12, virtually.
  - Contact Graeme if you are interested in attending.
- CCOC Property Tour – **Flyer attached**
  - The CCOC Property Tour is taking place on Saturday September 18 from 10:00 am to 1:00 pm.
  - The tour starts and ends in front of 415 Gilmour.
  - Register online or contact Delena (ext. 240).

### **5. Declarations of Conflict of Interest**

No declarations.

### **6. Government Policy & Program**

- The City is going through the process of developing a new Official Plan. CCOC has commented on a few occasions.

### **7. Report of Board & Committees**

- Committee Summaries – **Attached**
- CCOC Development Policy Working Group
  - Nothing to report this month.

### **8. CCOC Development Projects**

- CCOC Forward Avenue Update – **PM report attached**
  - Graeme provided an update on Forward Avenue. He noted that the Class A budget came in about \$500,000 less than the Class B budget.
  - Both CMHC and the City provided more support to bridge the budget gap.



- The City agreed to a 50% property tax relief for 20 years. This is going before Council this week for approval.
  - Bedrock excavation and site work begins next week.
  - Mary asked if the rising price of lumber impacted the project budget.
  - Rida inquired about the nature of the Environmental Site Assessment (ESA) comments.
  - LeBreton Flats - **Verbal report**
    - Graeme said that submissions to the NCC's RFP for LeBreton Flats were due on September 13.
    - Successful proponent teams will present their concepts to the NCC.
- 9. New Business**
- Community Benefits Agreements
    - Ellen presented an overview of Community Benefits Agreements.
    - Mary presented on the Ottawa Community Benefits Network.
- 10. Approval of In-Camera Minutes (Sarah/Rida m/s/c) – Presented August 10, 2021**
- 11. Report from Cahdco – Verbal report**
- Graeme provided a verbal report from Cahdco. Two new interns have joined the team this fall—one based in Ottawa, another based in Halifax. In total, Cahdco has four interns: two full-time, two part-time.
  - The team was busy this summer with several applications and deadlines.
  - The team just submitted a response to the NCC RFP for LeBreton Flats. Affordable home ownership is a focus of that proposal.
  - Cahdco had two clients apply to the CMHC Rapid Housing Initiative. This deadline was at the end of August.
  - Cahdco also applied to the CMHC Housing Supply Challenge. If awarded, this funding will be used to promote organizations like CCOC to create a related corporation like Cahdco.
  - Rida asked if coaching other organizations would result in fewer clients for Cahdco. Graeme replied that Cahdco does not anticipate coaching organizations in Ottawa or Eastern Ontario.
  - Mary asked how much funding is offered under the CMHC Housing Supply Challenge. Graeme explained that the next step is for CMHC to shortlist up to 30 applicants and provide a small grant for these groups to develop their proposal. Next spring, these groups will submit a second application. Funding is divided into three categories: small, medium, and large. Projects under the small category can expect to receive \$500,000. Cahdco's application would fall under this category.
- 12. Items for Future Discussion**
- Mass timber vs. concrete construction
  - Governance Committee – October/November



**Centretown Citizens  
Ottawa Corporation**

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415, rue Gilmour, pièce 200, Ottawa ON K2P 2M8  
[www.ccochousing.org](http://www.ccochousing.org) 613-234-4065  
[info@ccochohousing.org](mailto:info@ccochohousing.org)

**13. Items to Highlight or Decisions for the Board**

No items or decisions.

**14. Adjournment**

The meeting was adjourned at 8:37 PM (**Gisele m/s/c**)

**Next Development Committee Meeting: Tuesday, October 12, 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 Anishinaabe 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.



## **Development Committee Meeting Minutes – In Camera**

Tuesday, September 14, 7:00 PM  
Conducted remotely via Microsoft Teams

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**Present:** Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Gelbard (CCOC Board Member), Elliot Sherman, Ginnig Wong, Gisèle Doyle, Mary Huang, Rida Oulhaj, Rod Manchee, Daniela Veisman (guest), Graeme Hussey (Staff), Ellen McGowan (Staff/Minute-taker)

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### **9. In-Camera Items**

- **MOTION:** Move in-camera (**Sarah/Jesse m/s/c**)
- Approval of in-camera minutes (**Sarah /Rida m/s/c**) – Presented August 10, 2021
- LeBreton Flats Community Benefits Plan - **Verbal report**
  - Ellen presented a brief overview of the LeBreton Flats Workforce Development and Community Benefits Plan, which was submitted as part of the response to the NCC's RFP.
  - Upon award, the team will partner with the Ottawa Community Benefits Network (OCBN), Centre for Social Enterprise Development (CSED), and United Way East Ontario to integrate a range of community benefits into the Library Parcel project.
  - At a high level, the plan centres on four themes: 1) employment, training, and apprenticeship opportunities; 2) local businesses and social enterprises; 3) contribution to the public realm; and 4) long-term community benefits.
- **MOTION:** Move out of camera (**Mary /Rida m/s/c**)



## **Development Committee Meeting Minutes**

Tuesday, August 10, 7:00 PM  
Conducted remotely via MS Teams

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**Present:** Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Gelbard (CCOC Board Member), Alannah Bird, Elliot Sherman, Ginnig Wong, Mary Huang, Rida Oulhaj, Rod Manchee, Graeme Hussey (Staff), Aisha Ahmed (Staff/Minute-taker)

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1. **Call to Order & Anti-Oppression Statement** 7:02pm
  - Rida read the anti-oppression statement.
2. **Approval of Agenda** (m/s/c Sarah Gilbert/Rod)
  - Item of “Development Policy Working Group” to always be a constant item in future agendas.
  - Agenda approved.
3. **Approval of Regular Minutes – Attached July 13, 2021** (m/s/c Alannah/Jesse)
  - Minutes approved.
4. **Announcements**
  - ONPHA Conference Registration Reminder – **Verbal report**
    - The conference will be in late October and will be virtual. Deadline for registration is September 27<sup>th</sup>. Interested members should contact Graeme.
5. **Declarations of Conflict of Interest**
  - No declaration of conflict.
6. **Government Policy & Program**
  - Mary noted that there is a Vote Housing Initiative that committee members should be aware of.
7. **Report of Board & Committees**
  - Committee Summaries – **Attached**
    - Penny noted that the contents of the TCE’s Aging in Place report were interesting.
  - CCOC Development Policy Working Group
    - Nothing to report currently. Updates coming in the following weeks.
8. **CCOC Development Projects**
  - CCOC Forward Avenue Update – **PM report attached**
    - The financial gap caused by COVID induced instability has been bridged. CMHC, the city of Ottawa, and CCOC have been supportive. In August we are finalizing our planning applications and real construction will begin in





September.

- Project viability will not be affected by property tax reduction.
- Jesse noted that the property tax relief would be a good precedent.
- Rida asked if the grant will be decreased assuming that, following the tender, the cost of the project is reduced? Graeme answered that we will likely not finalize the agreement with CMHC till the end of this calendar year. All projects that get to this point either have to postpone construction for months, or begin construction at their risk before drawing from CMHC funds. Waiting also implicates a risk of increase in construction cost in following year.
- Mary noted that there's a possibility that CMHC might ask for up to 100% collateral. Graeme explained that non-profit housing groups usually do not face this issue.
- Elliot asked if a soil test has been conducted. Graeme answered that yes, these tests have been done in earlier stages.

#### 9. In Camera Items

- **MOTION:** Move in-camera (m/s/c Jesse /Sarah Gilbert)
- LeBreton Flats - **Verbal report**
- **MOTION:** Proceed with LeBreton Flats RFP (m/s/c Jesse/Alannah/All)
- Approval of in-camera minutes (m/s/c Alannah/Rod/ All) – **Presented June 8, 2021**
- **MOTION:** Move out of camera (m/s/c Jesse/Sarah Gilbert) – **Presented July 13, 2021**

#### 10. Report from Cahdco – **Verbal report**

- Ellen and David have transitioned from being interns to being project coordinators. Summer interns, Aisha and Lauren, to continue as part time interns in the Fall in addition to 2 new interns that will be hired in coming weeks.
- Cahdco is applying to a CMHC program called the Housing Supply Challenge. This program is looking to support the feasibility and predevelopment stages of projects. Cahdco to coach others on how to create non-profit housing development corporations.

#### 11. Items for Future Discussion

- Ottawa Community Benefits Network – September
- OCH Mosiaq Project – September
- Difference between mass timber vs concrete construction – October
- Governance committee – October/ November
- Aging in Community – December
- Innovative ideas for environmental sustainability – January
- Lessons Learned from Arlington project
- Possibility of engaging interns to contribute to these discussion topics.

- Sarah suggested that we should have these as discussions rather than presentations.

**12. Items to Highlight or Decisions for the Board**

- The motion regarding LeBreton Flats to be highlighted for the Executive Board

**13. Adjournment: 8:15pm**

(m/s/c Alannah/Rod)

**Next Development Committee Meeting: Tuesday, September 14, 2021**

**Facilities Management Committee  
Meeting Minutes  
Wed, Sept 15, 2021**

**Participants:** James Clark (chair), Mayada Bahubeshi, Michael Lambert, Rida Oulhaj, Penny McCann, Sharon Svonar

**Guests:**

**Staff:** Norm Turner, Crystal Gleason (minute taker)

**1. Call to Order: 7:10**

**2. Anti-oppression Statement**

*As Board and committee members,*

*We acknowledge that the land on which we gather is the traditional and unseeded 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.*

**3. Adoption of the Agenda & Anti Oppression Statement**

**(m/s/c Penny McCann, Michael Lambert)**

**4. Declaration of Conflict of Interest - None**

**5. Approval of meeting minutes from August 2021**

**(m/s/c Michael Lambert, Penny McCann)**

## **6. What decisions or comments do you need from the Board?**

Committee Motion on Cameras at building:

The Facilities Management Committee adopts and accepts the report for information however, as a last resort. A proper policy also needs to be formulated to explain the implementation process, how the information will be accessed and how it will be stored.

Committee Motion on Capital Budget:

To endorse the 2022 capital budget (which will now pass to the Finance committee and the board for discussion)

## **7. Consent Items**

### **7.1. Committee Summary**

### **7.2. Capital Projects Report**

**Discussion:** A committee member discussed item 16. They wanted to know if the number on the report should be 120,000 rather than 1,200,000. It should have been. Another discussion started regarding item 11 which is the topic of the fire pump replacement for 258 Lisgar and wanted an update on this project's process. Norm mentioned that it is now in Enbridge's hands. As well on item 11, the boiler update was discussed. Norm stated that nothing was conclusive yet, it is in the lawyers' hands.

### **7.3. LTB Status Report**

**Discussion:** The N7 will now likely be given to the police. A committee member also mentioned that staff safety such as going into units and the threats against staff just be discussed in more depth at a later date.

### **7.4. Chargeback Report**

**Discussion:** A member of the committee had questions regarding the chargeback with a portable washing machine. Norm explained that it was a purchase made by the tenant and installed them self however, not properly. He also explained how the drains in the towers are not able to deal with those kinds of machine such as washing machine and dishwasher. The committee also wanted clarification on the chargeback regarding the police check. It was explained that the police went with the on-call staff to provide access into a unit for a cat that was locked in. The person who inquired about receiving access had no identity proof and was the reason for the police being called.

### **7.5. Decision on charge back appeal**

**Discussion:** A question was proposed by a committee member asking if this was a human or cost issue. Norm answered it was a human factor. All members were in agreement that the chargeback should not be allowed for many reasons. Another committee member asked if these action, particularly around removing the smoke detector are worthy of eviction? Norm stated that it could be brought up to rentals

however unlikely since it is this tenant's first offense. It would only be worthy of an eviction if they continued to act in this manner after warnings were given.

Statement: We the Facilities Management Committee are denying the chargeback appeal.

(m/s/s Penny McCann, Rida Oulhaj)

#### **7.6. Service Delivery Standards**

**Discussion:** A committee member asked if these numbers are compared to those of last month. Norm answered yes. A comment was made on how they are the numbers are slightly lower for emergency calls. Another question was proposed if that it's "business as usual" now even though the COVID-19 case numbers have risen. Norm responded that as of now, it is indeed "business as usual". CCOC is seeking to provide the same service as if we were not in a pandemic. CCOC is not panicking just yet. A member asked if there is there a backlog. Norm mentioned that most of it is cleared. The committee then followed up on redecorating requests and asked if they were to resume. As of right now, they are happening but CCOC is hoping to start again soon. Norm remarked how it is difficult to find laborers such as painters and drywall patchers. CCOC is currently trying to fill those positions but no luck yet. Outside contractors are also in short supply.

#### **7.7. Maintenance Variance Report**

**Discussion:** A committee member asked a question concerning the East report. They wanted to know what the green number on the right (119.269) that was spent last year at the same period meant. Another member explained that it's what CCOC spent in the same period as compared to last month. Another comment was made about the adjustment of the budget for a fire inspector. Norm explained how this is now absorbed into the staff budget instead of being charged to the properties since the hire of Pascal. Lastly, a committee member inquired about the garbage room cleaning and whether an audit was still happening. Norm responded that is it not at the moment.

#### **7.8. Pest Control Stats**

- Taiga 2100 Scott: Cockroaches 27%, bed bugs 2%, rodents 2%.

**Discussion:** Norm discussed the cockroach issue on the 7<sup>th</sup> floor and around the building. It was mentioned that Pest Control conducted an entire building treatment to try to resolve the root problem and they will be going back every couple of weeks to ensure it is gone.

A committee member asked questions regarding the merge between CCOC and Taiga. They wanted to know data, is it favorable for maintenance and from a cost perspective, is it our staff in charge of the property and overall how the process is going. Norm explained how the legal merger will happen on December 31<sup>st</sup>, 2021. However, July 1<sup>st</sup>, 2021 was the takeover for management. As of right now they are on a fee for service basis. The committee wanted to know why there was no pest control report this meeting. CCOC just on boarded two new staff for the pest control team and that in the future there will be reports.

#### **8. Directors Summary (verbal)**

- 2022 Capital Projects Budget

**Discussion:** A committee member commented on the 2022 maintenance budget and how it is higher than in 2020. Norm explained how they are expecting heavy inflation in most construction based item. Unit turnover will be more costly due to wood and drywall prices. It is indeed more than the 2020 numbers but that's a reflection of the increased costs we are going to be facing with labor and material shortages. Another member inquired about projects that are not making the priority list. Norm remarked how Ontario Renovate is investing in accessibility projects and they have a list of buildings that could use door openers for laundry room, garbage room, etc. CCOC received an accessibility grant from HRSDC for Gilmour and James properties. It was also discussed how spending money up front means a potential emergency could be avoided later. Norm added how the next project is to start flushing the sanitary lines more often due to issues with clogging. An issue is the efficient toilets. They don't flush the lines as well and barricades start to form causing backups. A committee member remarked how the roof at 520 Bronson was replaced only 10 years ago and that it will be again. Norm stated that some things do deplete faster than asset manager expects them to. Lastly, the Greensaver project is doing well. Five buildings now with baseboard heating and thermostats, either installed or underway.

Statement: The Facilities Management Committee motion: to endorse the 2022 capital budget

(m/s/s Michael Lambert, Rida Oulhaj)

- Security Camera Working Group update for information – deeper dive discussion at a later date

**Discussion:** Discussion: Norm explained how there are two ways of going about this and CCOC needs to determine its position in terms of its support for or opposition to cameras. It was discussed how Rentals met recently and their view is that cameras would have to be the last resort after everything else has been tried

TCE also discussed cameras as a last resort. The committee discussed how there has to be definitive policies established in terms of how the information is stored and accessed, who gets to access this information and how it will be implemented.

They recommend that CCOC should use this method for the problematic buildings such 145 Clarence, 210 Gloucester and 110 Nelson due to their histories. It was also suggested that those who get to view this information should potentially be senior management, corporate lawyers, and police. However, the police would have only access through accompaniment of senior manager and a lawyer.

Another topic brought up was regarding 110 Nelson and the improved lobby entry system and how the air lock doors will now be locked to increase security. A committee member asked who would write the policy. Another member mentioned that all committees partake in developing it. The topic of tenant input was raised. Most tenants would say yes to cameras. However, the other considerations may have to be resolved ahead of the tenant engagement.

The work of the camera working group was acknowledged and thanks given.

Statement: The Facilities Management Committee adopts and accepts the report for information however, as a last resort. A proper policy also needs to be formulated to explain the implementation process, how the information will be accessed and how it will be stored.

(m/s/s Michael Lambert, Rida Oulhaj)

- TCE/ FM communication matrix development

**Discussion:** Norm mentioned that TCE is still working on it. Hannah in TCE is the lead. A committee member commented about how tough the Capital Project going to be and asked when, what, and how CCOC plans on informing tenants. Norm stated that before CCOC starts a project they will run through the matrix to determine the impact on the tenants and then from there communicate the size and amount of disruption on project will be to them.

An example was mentioned about 258 Lisgar. The building is going to be in the course of projects for a year, so they will have to increase engagement, which is the first part of the process.

**9. Next Meeting:** Wed, October 20<sup>th</sup>, 2021 at 7pm virtually.

**10. Adjournment: 8:47 PM**

(m/s/s Penny McCann, Rida Oulhaj)

**Joint FMC and TCE Committee Meeting  
Meeting Minutes  
Wed, Aug 18, 2021 @ 7PM**

**Participants:** James Clark, Penny McCann, Kevin Judge, Michael Lambert, David McCallum, Rida Oulhaj, Mayada Bahubeshi, Court Miller, AnaLori Smith, Teresa Shoembs, Danna See-Har, Courtney Lockhart, Peter Thorn, Jordan Edwards, Lisa Hollingshead

**Staff:** Norm Turner, Marie Rose Kassim, Sean Duggan, Hannah Vlaar, Delena Jean Baptiste

**1. Call to Order:** 7:06PM

**2. Anti-oppression Statement**

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- 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.*

*(m/s/c Penny McCann, Michael Lambert)*

*Moment of silence to commemorate the graves found in BC and Saskatchewan of Indigenous children.*



**AGENDA FOR THE JOINT FACILITIES MANAGEMENT AND  
TENANT AND COMMUNITY ENGAGEMENT COMMITTEES  
MEETING OF WEDNESDAY AUGUST 18, 2021 @ 7PM**

1. **Welcome and introductions**
2. **Assign Timekeeper**

**Discussion:** Courtney Lockhart assigned as timekeeper.

3. **Items for Board Attention:** [Decision made to terminate the shopping cart pilot program.](#)
4. **Joint FM/TCE business (45 minutes)**

- a) **Capital projects disruption index (15 minutes – for information)**  
Background: TCE and FM are working together to improve tenant communication during capital projects. Staff will review the new communications plan and committee members will be invited to share feedback.

**Discussion:** The entire premise for this is to maintain a standardized scheme/template for notices moving forward related to Capital Projects. Simple, to-the-point communication pieces are always preferred, rather than super technical notices that are hard to understand. Tenants simply want to know how the work will affect them and their homes. CCOC has chosen to make refurbishing communication pieces a priority right now, since several CCOC properties are due for large-scale capital projects in the near future. Communication on capital projects lets tenants know that CCOC is investing in the community and wants to make changes that contribute to more sustainable lives. Ensuring that we are reaching out to our impacted tenants is important. A TCE member suggested that using more colors and visual scales could help gauge severity of projects. Making sure timelines are realistic and as accurate as possible so that tenants are able to make accommodations accordingly and minimize inconveniences.

- b) **Shopping cart pilot project (10 minutes – for decision)**  
Background: CCOC launched a shopping cart pilot project in 2019. The pilot project is no longer active and the Board has approved ending the project, if the committees move to do so.

**Discussion:** Shopping carts easily multiply and find their way anywhere and everywhere (ex: in front of fire hose cabinets, in front of elevators, fire exits etc...). Staff who work and tenants that live at 464 Metcalfe and 415 Gilmour notice that the allocated shopping cart that supports this program, is rarely ever brought back down to its designated area in the parking garage. We should not allow bringing more shopping carts into buildings since they mostly create problems and violate codes. The City is offering a cart recovery program that aims to retrieve shopping carts that linger in and around private properties. There should be more communication about the termination of this program.

**Motion to end the shopping cart pilot program.**

(m/s/c Kevin Judge, Michael Lambert)

**c) Pest control (20 minutes – for information)**

Background: CCOC moved pest control in house in the spring of 2021. Facilities Management staff will review the reasons behind this decision and how CCOC's pest control process works.

- Cockroach- [https://youtu.be/1qGzYo2d\\_7I](https://youtu.be/1qGzYo2d_7I)
- Bedbug- <https://youtu.be/A2oyRtEzkO4>

**Discussion:** So far, our preparation sheets have been categorized by our two most common pests: bed bugs and cockroaches. More communication is to come related to wildlife. A committee member drew attention to on-going rat issues around properties, especially during the warmer season. We are capable of addressing rats to a certain extent by using bait traps but, it is also partially the City's responsibility to make sure sewers are being properly maintained and baits are being thrown down there as well. A FM committee member shared that CCOC should be more pro-active in terms of keeping track of requests that are coming in since going in-house. Ensure that we are tracking when a request is acknowledged, when the appointment is booked, when the area is treated, any follow up required, and if there happens to be a cancellation; we should be documenting a reason for this. Another suggestion was made about ensuring that preparation sheets cater to each of our buildings individually. Generalized notices can be confusing for some, so being more specific and including more detail helps tenants know that we are tending to.

**5. Standing items (5 minutes)**

- a) What decisions or comments do you need from the Board?

**6. Adjourn joint meeting**

Motion to adjourn the joint Facilities Management/Tenant and Community Engagement Committees meeting. (M/C)

**Adjournment:** 8:30PM

(m/s/c Rida Oulhaj)

**AGENDA FOR FACILITIES MANAGEMENT  
COMMITTEE MEETING  
WEDNESDAY AUGUST 18, 2021**

3. **Declaration of Conflict of Interest** – none.
4. **Approval of meeting minutes from June 2021 meeting.**

(m/s/c Kevin Judge, Penny McCann)

5. **What decisions or comments do you need from the Board?** – no discussion.
6. **CCOC Property Tour – save the date!** Saturday September 18 2021 from approx. 10am-1pm. This year it will be a walking tour (formal invite and details will be coming in the next few weeks)

**7. Consent Items**

- 7.1. **Committee Summary** – no discussion.
- 7.2. **Capital Projects Report/ Q2 on Capital Projects Schedule**

**Discussion:** A committee member echoed interest in how the report displays how long a project is estimated to take. However part of this, we must ensure that the timelines are reasonable and as accurate as possible. A member drew concerns related to the boiler project 258 Lisgar and how the colder season approaching can have a serious effect on the completion of this. Norm clarified that we have been in touch with several companies in hopes of finding a solution. Norm noted a suggestion that was made by a committee member about getting professional engineers involved. A recommendation was made to include commas in number values on the report, moving forward. The project surrounding the air make up at 145 Clarence has been delayed due to availability of parts.

- 7.3. **LTB Status Report**

**Discussion:** The LTB report was related to one tenant and this was shocking to the committee.

- 7.4. **Chargeback Report**

**Discussion:** A committee member/tenant flagged that a large flood took place at their building, at the fault of a resident, and wondered why that charge was not included in the report. Norm clarified that with repairs that are contracted out, it typically takes more time to compile invoices and charges. Whereas with in-house chargebacks, those numbers can be easily pulled from work order labor costs.

#### **7.5. Chargeback appeals (1)**

**Discussion:** Lots of discussion related to this case since; unplugging a smoke detector in a home is considered a legal offence, lack of responsibility by the tenant by leaving items on top of a stove that could still be hot, and how if this was not noticed sooner, this could have caused a building fire and rendered serious injuries. Even though strong arguments were made to reject this appeal, the committee decided it would be best to defer it until we have more information. The committee thinks other factors should be considered related to tenancy and possible outstanding work in the home. A more concrete decision is to be determined. This chargeback appeal has been deferred to the September FMC meeting.

#### **7.6. Service Delivery Standards**

**Discussion:** Deferred to September meeting

#### **7.7. Q2 on Service Delivery Standards**

**Discussion:** Deferred to September meeting

#### **7.8. Maintenance Variance Report**

**Discussion:** Deferred to September meeting

#### **7.9. Pest Control Report**

**Discussion:** Deferred to September meeting

#### **8. Directors Summary (verbal)**

Staffing update – Hired two new pest control operators (Zaved and Danni both have complimentary degrees etymology and wildlife in addition to pest control licences. Danni is also a tenant. Two generals have departed and we will be hiring a new general and a second project/capital planning person. Our Temp Ops Coordinator is leaving to return to school.

**Discussion:** Unrelated to this but, a committee member wondered if CCOC has received any recent grants. Norm advised that we have received grants for some accessibility modifications, laundry room refurbishing, door operators and essential fire upgrades.

**9. Next Meeting:** Wednesday, September 15, 2021 @7PM

**10. Adjournment:** 9:28PM

(m/s/c Kevin Judge)

**CCOC + CCHC Non-staff Maintenance Costs**

Report Period: July 2021

Expense Item	MTD Actual	MTD Budget*	MTD Variance	MTD Last Year	YTD Actual	YTD Budget*	YTD Variance	YTD Last Year	2020 Actual	2021 Budget*	2022 Budget
Common Area R&M	266,421	222,522	(43,899)	259,840	1,619,741	1,569,210	(50,531)	1,653,408	2,873,204	2,680,142	2,797,957
Insuite R&M	54,671	50,142	(4,529)	78,961	365,245	389,776	24,531	372,769	716,797	639,591	885,370
Turnover R&M	52,526	40,464	(12,062)	33,749	311,899	283,248	(28,651)	217,332	482,666	485,568	546,587
Redecorating	12	4,999	4,987	-	925	4,999	4,074	975	1,710	29,994	30,000
Pest control admin**	4,961	14,931	9,970	-	28,135	59,722	31,587	-	-	134,374	65,250
Other***	(1,853)	(2,531)	(678)	(1,022)	(19,658)	(17,717)	1,941	(20,854)	906	(30,372)	(17,273)
<b>Total Maintenance Expenses</b>	<b>376,738</b>	<b>330,526</b>	<b>(46,212)</b>	<b>371,529</b>	<b>2,306,288</b>	<b>2,289,238</b>	<b>(17,049)</b>	<b>2,223,630</b>	<b>4,075,282</b>	<b>3,939,297</b>	<b>4,307,891</b>

\*Budget adjusted as Fire Safety Tech is not making WO's. This item has been moved to staff maintenance costs excluded from this report.

\*\*Costs to run the pest control program in-house, including training, pesticides, equipment, truck costs, etc. Treatments and inspections are included in the CA and IS lines.

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

**Comments:****2022 Budget Assumptions****Common Area:**

Most GLs based on a 7% increase over the 3 year average. This accounts for the CPI of 4.47%, as well as the buildings getting older and needing more work.

Included a 40% increase for plumbing budget as we need to significantly increase stack flushing

Some GLs have a smaller increase based on their contracts (eg. Fire safety contract capped at 3% annual increase, pest control used a 3.6% increase)

**Insuite Repairs:**

Most GLs based on a 7% increase over the 3 year average.

**Turnover Repairs:**

Most GLs based on an 11% increase over the 3-year average. We expect to continue to have high turnovers in the coming year.

Sr No	Capital 2021		Capital Projects		Status	
	Name	Budget	Scope of project	Duration	Status \$	Schedule
		Actual cost in Red				
1	170 Booth replacement of Retaining Wall	124800	Demolition of old retaining wall and construction of new retaining wall. Fabrication and erection of steel safety railing around the new retaining wall. Landscaping of beds and two tiers of retaining wall	40 Days	This project is completed. Erection of steel safety railing is completed. This project was budgeted for \$200,000 but we are getting it completed in \$124,800 thus achieving around 40% savings for CCOC.	Railing for retaining wall is completed during 1st week of September 2021.
2	258 Lisgar Boiler and domestic hot water tank replacement	257737	Replacement of old boiler with new boiler and domestic hot water tank replacement	45 Days	Work completed by contractor- COOC detected that this work has violated the CSA and TSSA codes and accordingly directed the consultant to rectify his design of improper termination of exhaust ducts of boilers under the balconies. Consultant have informed that he is working on design and resolution of this issue permanently. Legal notice have been issued to consultant to resolve this issue at the earliest for no cost to CCOC.	Every week legal council and CCOC are pursuing this issue with the consultant

3	415 Gilmour street underground garage ceiling insulation work	<p><b>Nil. It is under warranty and contractor is doing the rectification of faulty work previously executed by him in garage. This is no cost to CCOC</b></p>	<p>Underground ceiling insulation work done before May 2020 was faulty and have cracked at many places. The contractor and consultant have checked the work and contractor is now rectifying/repairing the incorrect work.</p>	4 Days	<p>Underground ceiling insulation work done before May 2020 was faulty and have cracked at many places. The contractor and consultant have checked the work and contractor is now rectifying/repairing the incorrect work.</p>	<p>Work completion by September 17,2021</p>
4	345 Waverly location- Replacement of Hot water boilers with pumps	<p><b>132,000</b></p>	<p>1- Replacement of existing hot water boiler with new one at 345 Waverly location ; 2- Hydronic hot water heating boiler(2x) in the mechanical room located on basement level which serve the hydronic baseboard heaters throughout the building; 3- Replacement of two hydronic water system circulation pumps in the basement mechanical room; 4- One hydronic water system circulator pump in the mechanical room in penthouse.</p>	32 Days	<p>Finalising the drawings and specifications for contractors to quote for these projects. Tender shall be floated once the drawings and specifications are finalised by consultant.</p>	<p>Contract is awarded to qualified lowest bid covering all the scope. Contractor have already placed orders for boilers, pumps, baseboards and delivery is In October 2021.</p>
5	170 Booth structural repairs	<p><b>63000</b></p>	<p>Structural repairs of columns, base of the columns, repairs to differential settlements and drainages</p>	45 Days	<p>Consultant is finalised. Contractor awarded the work. Work commenced on May 14,2021</p>	<p>Likely completion October 2021</p>
6	415 Gilmour street Accessibility project	<p><b>28200</b></p>	<p>Making entrance doors for 415 Gilmour street more accessible for wheel chair. Making separate entrance for office. Ensuring the drop box is more secure and safe.</p>	25 Days	<p>Contractor have visited the site and provided their quotation for additional work of installation of air curtain and HVAC outlet. Delivery of material is likely in August 2021.</p>	<p>Work is likely to start for doors by last week of September 2021 and likely completion by October 2021</p>

7	210 Gloucester balcony repairs	252,000	Comprehensive repairs to balconies at 210 Gloucester location	45 Days	Consultant finalised. Saved \$98,000 on these repairs as compared to budgetted cost of \$350,000	Contractor already started the work. Contractor is submitting the complete schedule of work this week.
8	Repairs to Rochester balcony columns	96,000	Structural repairs of columns, base of the columns as well as replacement of deteriorated columns and footings	55 Days	Tender floated and lowest bid is selected which was covering all the scope. Saved more than \$100,000 in this work as compared to budgetted cost of \$200,000.00	Work started and 75% completed. Presently work is awaiting the excavation approval from Enbridge and Hydro Ottawa. Once excavation approval is accorded, work will be expedited for completion.
9	Percy Landscape	Budget-200000	Landscaping at Percy school		The consultant is finalised and at very competitive price. The design work is on for stormwater/rainwater drainage	Design completed, checked with city officials. Tender was floated but suitable contractors have not quoted for the job. Retendering is done for this work with additional contractors at the same time priority work is segregated and separate tender is being sent for these priority work, which are excluded from the main tender.
10	90 James- Sewer Pipe	7300	Replacement of Sewer pipe	4 Days	Quotations have been received and comparative statement have been prepared. Work is being awarded to lowest bidder.	Enbridge report is required for oil tanks and soil contamination report is also awaited. Removal of oil tank may be required.



11	258 Lisgar Fire Pump + Generator+ Decommissioning of electrical vault	576,840	Provision of new fire pump, generator and decommissioning of electrical vault with allied electrical, mechanical and civil works	55 Days	Civil contractor have completed all the works. Fire pump have been instaled on the concrete footings, New Generator installed. CCOC is coordinating all the civil, electrical and mechanical contractor on daily basis. Decommissioning of electricla vault have been completed, with hydro Ottawa engineers as well as electrical contractor.	Schedule of this project is based on the availability of hyro Ottawa officials. Concrete pad is already made ready for installation new enbride gas meter as per design and sepcifications provided by Enbridge officials Many times predecided schedule was cancelled due to non availability of hyro Ottawa officials.
12	Entrance door replacement for 258 Argyle, 170 Booth 455 Lisgar	55,263	Replacement of outer and inner pneumatic entrance door+ frames and switching them to electricly operated doors	21 Days	Quotations were called from the contractors. Likely to receive by last week of June and will take 6 to 8 weeks delivery to get the doors and frame	Work in progress to be completed by October 2 nd week.
13	Balcony inspections for CCOC properties	19,000	Carrying out engineering inspection to balconies of CCOC properties for its safety, structural strength and stablity		Tender Tare in, selected consultants - Saved \$1000 to \$2000 per building for these inspections.	All balcony inspections(11) are completed last week.
14	Entry phone system- for 110 Nelson, 50 James and 520 Bronson- Phase 1	57,772	Provision of Entry phone system- for 3 buildings(110 Nelson, 50 James and 520 Bronson)-4th building is being added- 415 Gilmour- In this project change of main entrance door with frame is also included in the scope of work	30 days	Tender is awarded to most economical, qualified and experienced contractor. Oders for equipments have been placed. Delevery already carried out for all units, The internet service with static IP address have been provided in all three buildings.	All three buildings entryphone system is completed and commissioned successfully. Last building 110 Nelson entry phone completed successfully during first week of September 2021

15	Entry phone system- phase 2	62750	Provision of Entry phone system- for 4 buildings- 170 Booth, 151 Parkdale, 455 Lisgar, 258 Argyle	30 Days	The contractor have been selected and awarded the work. Phase 2 consists of five buildings where entry phone is being installed.	Work started and internet services have been provided to all buildings for phase 2 entryphone system project. Door installation is pending. Entry phone shall be completed after installation new doors.
16	258 CMHC Civil, mechanical and electrical repairs	Budget-1200000	Extensive Civil, Mechanical and electrical repairs to 258 Lisgar building	8 months	Initially the consultant have quoted for 197,000 for this job. The scope was studied and RFQ was floated for precise scope. Lowest bid was for 151,000. It was retendered with additional venders and we could get the cost brought down to \$85000 thus saving more than 100 K on this project at the begining itself.	Consultant have already started the work on class A estimate for civil, mechanical and civil works. Likely to be completed in October 2021.
17	Leakage and condensation for 163 Argyle and victory gardens	Budget-55000	Checking and analysing the leakage and condensation issue at 163 Argyle and victory gardens	25 Days	Three consultants were engaged and their proposal were invited. The most economical and qualified consultant have been given the task of submitting the detailed report and estimate for work required to resolve the issue permanently.	Consultant is carrying out core cut test and thermal analysis on roof to analyse the issue. City contacted for the roof drawings for the building as there drawigs are unavailable with CCOC. Design shall be carried out once the drawings are available from city.

18	151 Parkdale and 520 Bronson - Replacement of hydronic and domestic booster pumps	Budget 40000	Replacement of main hydronic pumps, domestic booster pumps and boiler circulators	15 days	Consultant is doing the site visit for 151 Parkdale to finalise the drawings and specifications for contractors to quote for these projects. Tender shall be floated once the drawings and specifications are finalised by consultant.	Work is being split separately for two buildings. 151 Parkdale building RFQs are received and being evaluated.
19	Emergency Lighting system for various CCOC properties.	Budget-170000	Emergency Lighting system for eight CCOC properties.	35 days	Tender is in process	Likely to finalise by Sept 2021. Building permit is required
20	Balconies inspection - Removal of loose concrete from soffit of balconies.	120,000	Removal of loose concrete from soffit of balconies and other areas of building and repairing the open faces of buildings.	40 Days	The cost quoted by the contractor were very high to the tune of \$250,000.00 considering the floating work platform for working on envelope of building. Now we are considering innovative , safe technique to remove the loose concrete using latest technology thereby reducing the cost by almost 50% . The quotations for same will be received by March 2021	Phase 1 work started in April 2021, after doing one building work this work is stopped due to restriction laid down for COVID lockdown- Work resumed in August 2021
21	LED Upgrades	Budget-65000	Upgrades of LED lighting in remaining CCOC properties.		Tender framing in progress	Could be finalised in September 2021
22	Civil works - Beaver Barracks	Budget-30000	Scope of work to be finalised and tenders will be floated accordingly		Finalising the scope of work	
		3612662				

# 2022 Capital Budget (Draft)

Proj #	Project Name	Property Name	Account Name	Description	TOTAL
	Envelope scheme (windows, doors roof) Hinchey	147 Hinchey		Envelope schems (windows, doors roof)	500,000
	Window Replacement - Various	Lyon, Kent/Gilmore, Mcleod,41 florence both flora	Capital-Envelope-Windows	window replacement	250,000
	windows and doors	Midway	Capital-Envelope-Windows	window and door replacemen	250,000
			Capital-Envelope-Doors-Entry		
	Furnace replacement	Merivale/Mayview	Capital-Systems-Heating	heating system replacement	50,000
		54 Primrose East	Capital-Systems-Heating		16,500
		Gilmour/Kent	Capital-Systems-Heating		22,000
		29, 33 Rochester	Capital-Systems-Heating		7,700
		20 Robinson	Capital-Systems-Heating		11,000
		41 Florence	Capital-Systems-Heating		16,500
		369 Stewart	Capital-Systems-Heating		5,500
		530-544 McLeod	Capital-Systems-Heating		33,000
		202 Flora	Capital-Systems-Heating		27,500
		50 Waverley	Capital-Systems-Heating		22,000
		50 James	Capital-Systems-Heating		11,000
		594-604 Gladstone	Capital-Systems-Heating		5,500
		90-92 James	Capital-Systems-Heating		27,500
		298 Arlington	Capital-Systems-Heating		33,000
		511 Bronson	Capital-Systems-Heating		55,000
		Merivale/Mayview	Capital-Systems-Heating		50,000
		Booth/Primrose	Capital-Systems-Heating		10,000
		594-604 Gladstone	Capital-Systems-Heating		10,000
		Richmond/Hartleigh/Midway	Capital-Systems-Heating		60,000
		Richmond/Hartleigh/Midway	Capital-Systems-Heating		35,000
		Gilmour/Kent	Capital-Systems-Heating	# 474 unit	10,000
	Robinson Fence	20 Robinson	Capital-Site	Fence	20,000
	Bronson Roof	520 Bronson	Capital-Envelope-Roof-Flat	roof renewal	255,000
	Gilmore Heating	415 Gilmour	Capital-Systems-Heating	DHW and heat	200,000
	264 Lisgar MUA	264 Lisgar	Capital-Systems-Heating	MUA	60,000
					-
	Fire Safety Upgrades (Red)				-
		29, 33 Rochester	Capital-Systems-Fire Safety	panel and annunciators	73,000
		140 Bronson	Capital-Systems-Fire Safety	Fire Panel	75,000
		54 Primrose East	Capital-Systems-Fire Safety	panel and annunciators	89,000
		345 Waverley	Capital-Systems-Fire Safety	Heat Detectors, insuite detect	85,000
		210 Gloucester	Capital-Systems-Fire Safety	Dry System accelerator	8,000
		415 Gilmour	Capital-Systems-Fire Safety	Pendant replacement	13,500
		415 Gilmour	Capital-Systems-Fire Safety	Roof top devices and elevator recall	40,000
		123 Stirling	Capital-Systems-Fire Safety	Fire alarm field devices	25,000
		520 Bronson	Capital-Systems-Fire Safety	Fire Pump Work	45,000
		50 James	Capital-Systems-Fire Safety	Insuite detectors and anuncia	120,000
		20 Robinson	Capital-Systems-Fire Safety	Insuite detectors and anuncia	45,000
		341 Lyon/515 MacLaren	Capital-Systems-Fire Safety	Insuite detectors and anuncia	85,000
	Fire Safety Upgrades Yellow				-
		210 Gloucester	Capital-Systems-Fire Safety	Corroded sprinkler pipes in ga	37,000
		415 Gilmour	Capital-Systems-Fire Safety	Fire pump and sprinkler work	65,000
	Fire Safety Upgrades (green deferred)				-
					-
	Lobby Security upgrades		Capital-Systems-Security	4 buildings entryphones etc 3x Lisgars and Stevens	123,000
	Common Area Paint		Capital-Common-Interior Painting	Various properties	120,000
	Accessibility and aging in place		Capital-Accessibility & Aging in Place	various propertys aging and accessibility	99,000
	Lobby Refreshment		Capital-Common-Interior Painting	Various buildings	150,000
	Redecorating Units			Allowance	60,000
	Laundry Hoses Upgrades		Capital-Systems-Plumbing	Allowance all highrises	24,000
	Contingency crital system failure			Allowance	180,000
					-
					-
					3,615,200
					-
	Overall Contingency				361,520
					-
	Total Regular Budget				3,976,720
					-
	258 Lisgar CMHC Project				-
		258 Lisgar	Capital-Envelope-Roof-Flat	Roofing Repairs	250,000
		258 Lisgar	Capital-Envelope-Windows	Window project	1,020,000
		258 Lisgar	Capital-Envelope-Doors-Balcony Deck	Balcony Doors	199,998
		258 Lisgar	Capital-Envelope-Doors-Balcony Deck	Collonade and deck	150,000
		258 Lisgar	Capital-Envelope-Sealant	Sealant	50,000
		258 Lisgar	Capital-Structure-Balcony	Balcony Rehab	1,020,000
		258 Lisgar	Capital-Systems-Bldg Automation	Energy Management System	30,000
		258 Lisgar	Capital-Systems-Mechanical	Ventilators and MUA	100,000
		258 Lisgar	Capital-Common-Interior Painting	Lobby rework and common a	100,000
		258 Lisgar	Capital-Systems-Electrical	Overhaul electrical	435,000
		258 Lisgar		Consultants and engineers	360,000
					-
					-
	Total Works and fees				3,714,998
					-
	Contingency				371,500
					-
					4,086,498

**Work Order Service Standards  
August 2021**

<b>Row Labels</b>	<b># Completed</b>	<b># Not Completed on Time</b>	<b>%Not Completed on Time</b>	<b>% Completed on Time</b>	<b>Trend</b>
Emergency/Urgent (24 hrs)	371	17	5%	95%	-0.8%
Priority (7 days)	358	3	1%	99%	-4.6%
Low (14 days)	54	4	7%	93%	5.6%
Other (21 days)	15	1	7%	93%	4.4%
Turnover (45 days)	20	0	0%	100%	0.0%
Pending (1 year)	25	0	0%	100%	0.0%
<b>Grand Total</b>	<b>843</b>	<b>25</b>	<b>3%</b>	<b>97%</b>	<b>0%</b>

**Finance Committee  
Minutes  
September 16, 2021**

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**Finance committee:** Court Miller (Chair), Josh Bueckert, Rod Manchee, Mary Lynn Brian, Michael Holmes, Erica Braun, Wayne Fan, David Boushey, Andrew McNeill, Mary Huang, Nicole Rogers

**Regrets:** Alisher Perez

**Staff:** Maryse Martin, Arianne Charlebois

<b>Motions for Board Approval</b>
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**CCOC Motions for Board Approval**

**MOTION:** The Finance Committee recommends that Corix rates to Beaver Barracks tenants be increased by 3% for units under 900 ft<sup>2</sup>, and 2% for units above 900 ft<sup>2</sup>. The increase to tenants will be effective March 1<sup>st</sup>, 2022.

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

- 
- 1. Call to Order: at 7:07 p.m.**
  - 2. Declaration of Conflict of Interest:** None
  - 3. Adoption of the Agenda:** Adopted as presented.  
(M/S/C, Mary Lynn Brian/David Boushey)
  - 4. Approval of meeting minutes**
    - Joint Finance and Rental meeting, July 15, 2021
    - Finance meeting, July 15, 2021(M/S/C, Mary Lynn Brian/David Boushey)
  - 5. Notices/Announcements**
    - CCOC membership fees
      - CCOC has waived the \$3 membership fee in order to remove barriers to participation. Members will no longer need to pay the fee going forward.

- Walking tour of CCOC's Properties, September 18<sup>th</sup>: please register
  - A few members confirmed that registration is now full as CCOC has had to cap the numbers because of COVID safety. Maryse will check if another tour is planned. [Update: Unfortunately, we're not planning another tour until next year].
- Any news or updates that can be shared from the last Board meeting?
  - No updates.

## 6. Business Arising

- Development projects update
  - Forward: At the last update, there was a \$2.6M funding gap that CCOC was trying to resolve. CMHC and the city have both agreed to increase their contributions to bridge the gap. There are two possible scenarios for this:
    - **Scenario 1:** CMHC repayable loan gets increased to up ~\$12.25M. CMHC & the City of Ottawa fund the shortfall with top-up contributions of ~ \$400K each. The City agreed to a 50% property tax relief for 20 years. This will go before Council in September. CCOC provides a cash contribution of \$250K.
    - **Scenario 2:** If the City is unable to secure the tax relief, the CMHC repayable loan can only be increased to \$11M. CMHC & the City of Ottawa fund the shortfall with top-up contributions of ~ \$1.03M each. CCOC will provide a cash contribution of \$250K.
  - We finished tendering for Forward and it was \$500k+ under budget. Excavation begins this week.
  - CAP sites: we are meeting with the City to adjust deadlines of Site Plan submission.
- Mortgage update: 20 Robinson, Beaver Barracks and 54 Primrose
  - The mortgage at 20 Robinson has been paid off as of September 1, 2021. And that's the end of Section 95 program.
  - The mortgage renewal at 464 Metcalfe and 160 Argyle has significantly reduced our mortgage costs (2.81% interest over 22 years compared to 5.51% previously). This will help with the deficit in that portfolio.
  - Primrose's debt renewal is still pending. CMHC is reviewing the application to get the loan insured before renewal.
- Staffing update
  - CCOC created two new positions: Corporate Services Supervisor and a second Capital Projects Manager. Both positions were filled internally.

## 7. Bad Debt Write Off and Accounts Receivable Statistics

- Vacancy costs are high. July and August are usually higher months for move outs (compared to the rest of the year.)
- With evictions proceeding, there has been a swing in the proportion of arrears between active and moved tenants. The total arrears have decreased as we've been writing off bad debts as tenant move out and their amounts owing reach 90-days overdue.

- The Finance Committee approved the following:
    - That \$2,190.13 in Bad Debts be written off for CCOC for July 2021.
    - That \$138.00 in Bad Debts be written off for CCHC for July 2021.
    - That \$22,129.33 in Bad Debts be written off for CCOC for August 2021.
- (M/S/C, Rod Manchee/Josh Bueckert)

#### 8. Taiga Financial update

- YTD July Actuals and Forecast
  - Taiga's fiscal year ends in March, and we took over the property management on July 1<sup>st</sup>.
  - CCOC pays for the everyday transactions for Taiga, and Taiga provides CCOC with an advance of \$45k per month.
  - Taiga's investments are held with Encasa. The investments are used to fund the capital reserve. Currently the investments are short of what is needed (\$116K gap at March 31), so the difference will come from their bank account.
  - Mary asked about the \$20k discrepancy in the capital reserve line between March and July. This represents their budgeted monthly contribution based on the minimum annual contribution.
  - At the year-end in March, Taiga had a net income of \$31,743. Their 2022 budget projected a net income of \$5,249. The 2022 forecast is forecasting a deficit of \$33,851, largely due to an increase in forecasted maintenance spending (pest control, remastering keys, accessible doors, garbage chute repairs, etc.). This forecast is expected to change as we continue to get to know the property and some of the issues.
  - Mary asked whether the \$10K forecasted for pest control was sufficient due to the pest issues there. This is in addition to the budget, not the total forecast.
  - Mary felt that the forecast vacancy costs seemed low. Mary Lynn pointed out that the vacancy costs will only come from the market rent units, as the city will pay the vacancy cost for subsidized units. This building has a high proportion of RGI units. Maryse confirms the forecast will be adjusted once we have more information. The current vacant units are not showable and require treatments and repairs to be in good conditions.
  - Mary expressed concern about the shortfall in the funds needed to go into the investment account in about 45 days. Mary Lynn noted that this money will just be moved from the bank account and doesn't need to be raised separately.
- July rent arrears of \$14,622 (versus \$9,551 in June)
- Bad debt write-off of \$940.56 (R&M for eviction prior to CCOC Management)

#### 9. CCHC Financial update

- High vacancy rate similar to CCOC
- Maryse mentioned in Q1 that there were regular break-ins to the laundry machines, but we installed card-operated machines at the end of June to prevent this. We hope to end the year with half of the laundry revenue we had budgeted.
- We're keeping a close eye on the maintenance spending.

#### 10. CCOC Financial update



- Q2 Actuals and Forecast
  - Maryse highlighted the property under construction line in the balance sheet, which is made up of spending on Forward.
  - Vacancy costs are high.
  - We had higher than expected repair costs and staffing costs, which offset the Covid grant we received.
  - We received a grant from CHTC for the merger and the cash was distributed for the heating plant, reducing our administration costs.
  - We received MPAC settlements for 3 properties
  - The \$50K contingency line from the 2021 budget was moved to the maintenance line.
  - The equity contribution required for the CAP sites was largely offset by the property management revenue from Taiga.
- Cash Flows
  - We're managing our normal operating expenses as well as Forward expenses.
  - The bridge financing is set up such that we'll only use it if we need it.
  - CCOC is receiving intercompany payments from CCHC and Cahdco.

#### 11. 2022 Budget Considerations

- We plan to bring the budget forward in October, tonight Maryse gave an overview of some of the considerations going into the budget.
- Revenue/Expense growth
  - Limited revenue growth due to the annual rent increase set by the rent review guideline (1.2% for 2022).
  - Costs are growing faster than revenues, and the imbalance is growing year over year.
  - Program funding is not clear or unsustainable after the mortgages are paid off in the Provincial portfolio. We expect a negative (clawed back) operating subsidy of \$165K in 2022. We don't expect a resolution on this issue for at least a couple of years.
  - There are some additional challenges related to Covid: we're still impacted by the rent freeze in 2021, inflation has hit a 2-decade high, and we have high vacancy costs and arrears.
  - We have some short/long term opportunities through CHTC and other grants, a new rent supplement agreement for the Provincial portfolio post EOM, new developments (Forward, CAP sites, etc.), shared services for pest control and property management, and donations from charitable status among other things.
  - Mary asked if the potential election results have been taken into account in our risk management (eg. Conservatives cutting subsidies). Court noted that housing is such a hot button issue for all parties that the PC may not be able to get away with this.
  - Rod expressed concern about charitable status. If we get additional revenue through this status, the City may deny us other funding. He sees this as a risk as well as an opportunity.
  - Nicole commented that lumber prices have really taken a hit, and asked if this increase will be taken into consideration in our capital and development budgets. Staff confirmed it has and the operating budget will also reflect this.

- Staffing and salaries
  - Following the policy guideline to use the Ottawa CPI, COLA would be 4.5%. The Board approved using a 3-month average of May-July 2021 Ottawa CPI for 2022 in order to smooth out the volatility. This is separate from the performance increase (2% for good performance, 3% for exemplary). Salary increase is determined by the Board, based on affordability. The Board is looking for input from the Finance Committee on this.
  - For 2021, the Board approved a 1% COLA and 1% performance increase.
  - If the Board approves the default increase, most staff will receive a 6.5% increase, resulting in a cost of \$254K. This may not be sustainable as the adjusted salary becomes the base for next year increase as well.
  - Staff have also had a tough year and CCOC wants to recognize this and also to retain staff.
  - Wayne mentioned that the Personnel Committee had discussed that COLA isn't necessarily about inflation, it's about keeping CCOC competitive to be able to hire and retain staff. We should compare our potential salary increases to the broader market rather than to inflation.
  - Mary Lynn asked when we last compared CCOC salaries to the broader market. She agreed that a COLA increase of 4.5% does not seem sustainable. At the same time, she noted that inflation (for groceries, for example) has been noticeable lately and we don't want to penalize staff.
  - Josh noted that the inflation for May-July could be a temporary blip due to Covid's effect on the supply chain. As we've seen with lumber prices, this inflation may drop again soon.
  - Mary agreed that while we don't want to be unfair to staff, we don't want to increase salaries based on what may well be a temporary jump in inflation.
  - Rod asked why we don't look at two, three, or five year averages to calculate COLA rather than a few months.
  - Maryse noted that the CPIs represent a change over a 12-month period.
  - Andrew made the point that the living wage for Ottawa is \$18.38/hour according to the Ontario Living Wage Network. We want to consider what's needed to keep the lower paid employees above that.
  - Mary said that if CCOC can only increase rents by 1.2%, they likely can't afford a 2-3% performance increase. Although she doesn't want to be unfair to staff, she also doesn't want to put CCOC in danger.
  - Wayne said that to be fair to the staff it seems better not to adjust the performance increase, which acknowledges people's efforts during a difficult year. The COLA increase is the one that should be reviewed. The process for calculating COLA in the current employment policy seems a bit off in general and could be modified.
  - Nicole agreed with Wayne about retaining the performance increases. She also agreed that the COLA increase should be calculated based on a review of what competitors are offering rather than CPI.
  - Josh feels that we can come up with a number that is affordable for CCOC and also works for staff.
  
- Administrative cost allocation

- Not discussed due to time constraints.
- Financing
  - Not discussed due to time constraints.
- Utilities
  - CCOC is proposing the same increase to Corix rates charge to tenants as last year. This offsets the costs that we're charged by Corix.
  - Court reminded the committee that the reason for the different increases based on unit size is because otherwise people in larger units would receive very large increases.

**MOTION:** The Finance Committee recommends that Corix rates to Beaver Barracks tenants be increased by 3% for units under 900 ft<sup>2</sup>, and 2% for units above 900 ft<sup>2</sup>. The increase to tenants will be effective March 1<sup>st</sup>, 2022.

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

**12. New Business**

- None

**13. Next meeting/Deferrals**

- Next meeting: October 21, 2021

**14. Motion to Adjourn**

The meeting ended at 9:03p.m. (M/C, Josh Buekert)

# Forward: \$2.6M gap bridged with greater contributions from City and CMHC

	Sep 2021 (Class A)	July 2021 (Class C)	Variance
<b>PROJECT COSTS</b>			
Land Costs (Value + Closing Costs)	\$ 2,684,516	\$ 2,684,516	\$ 0
Hard Costs	\$ 16,997,232	\$ 17,193,281	\$ (196,049)
Soft Costs (Including Financing)	\$ 1,562,153	\$ 1,527,075	\$ 35,078
Contingencies	\$ 1,865,688	\$ 1,882,116	\$ (16,427)
HST (Including NP Rebate)	\$ 539,896	\$ 544,520	\$ (4,624)
<b>Total Project Cost</b>	<b>\$ 23,649,485</b>	<b>\$ 23,831,508</b>	<b>-\$ 182,023</b>
<b>SOURCES AND USES</b>			
Action Ottawa Grant	\$ 7,740,215	\$ 7,340,215	\$ 400,000
CMHC Seed Grant	\$ 52,500	\$ 52,500	\$ 0
CMHC Co-Investment Grant	\$ 1,582,474	\$ 1,191,575	\$ 390,899
Section 37	\$ 226,200	\$ 226,200	\$ 0
CCOC Equity	\$ 250,000	\$ 2,622,599	\$ (2,372,599)
City Land Contribution	\$ 1,700,000	\$ 1,700,000	\$ 0
CMHC Co-Investment Financing	\$ 12,073,096	\$ 10,673,418	\$ 1,399,677
FCM Planning Grant	\$ 25,000	\$ 25,000	\$ 0
<b>Total Sources</b>	<b>\$ 23,649,485</b>	<b>\$ 23,831,508</b>	<b>-\$ 182,023</b>
Surplus / (Shortfall)	\$ 0	\$ 0	\$ 0
DCR	1.09	1.10	

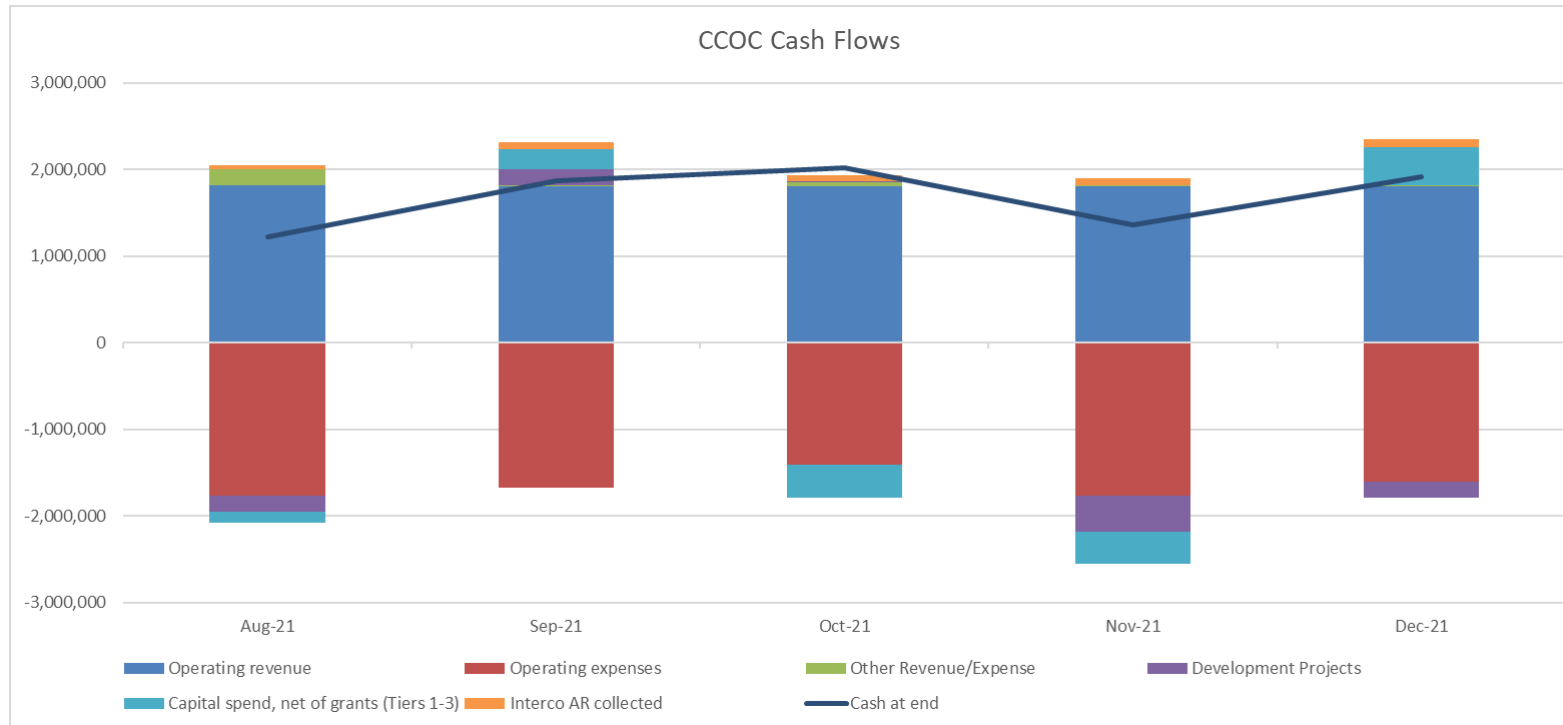
- CCOC met with CMHC and the City to bridge the \$2.6M shortfall. The following was agreed upon by all parties:
  - **Scenario 1:** CMHC repayable loan gets increased to up ~\$12.25M. CMHC & the City of Ottawa fund the shortfall with top-up contributions of ~ \$400K each. The City agreed to a 50% property tax relief for 20 years. This will go before Council in September. CCOC provides a cash contribution of \$250K.
  - **Scenario 2:** If the City is unable to secure the tax relief, the CMHC repayable loan can only be increased to \$11M. CMHC & the City of Ottawa fund the shortfall with top-up contributions of ~ \$1.03M each. CCOC will provide a cash contribution of \$250K.
- We finished the tendering and it came over \$500k under budget. Excavation begins this week.
- Next:
  - Building permit (expected this month)
  - Site plan approval (review process ending this month)
  - Quantity Surveyor report for CMHC to get term sheet agreement
  - Final fixed price contract – We expect Class A to be slightly tweaked a few more times as MBC finalizes a couple last bids.

# Unfavorable variance in Vacancy and Maintenance costs

## CCOC 2021 YTD Actuals and Forecast

	2020 Actual	2021 Budget	Savings/ Incr. cost	2021 Forecast	H1 2021 Actual	H1 as % of Fcst	Comments
<b>Revenue</b>	<b>22,694,341</b>	<b>22,748,089</b>	<b>-86,020</b>	<b>22,662,069</b>	<b>11,436,903</b>	50.5%	Higher vacancy costs
Mortgage costs	7,624,439	7,401,414	0	7,401,414	3,747,866	50.6%	
Maintenance costs	4,706,605	4,625,958	138,870	4,764,828	2,228,869	46.8%	COVID grant largely offset by staffing costs and higher repair costs (turnover, air make-ups, roofs, doors, etc.)
Administration	2,362,451	2,533,742	-4,353	2,529,389	1,169,880	46.3%	CHTC grant re merger and cash distribution heating plant, partially offset by cost of delayed AROC sessions
Utilities	2,003,703	2,216,345	0	2,216,345	1,106,744	49.9%	
Property Taxes	3,505,652	3,600,712	-767,926	2,832,786	1,111,229	39.2%	MPAC settlement re. 2017-2021 period: 210 Gloucester, 258 Lisgar and 424 Metcalfe
Reserve contributions	1,714,564	1,570,688	642,000	2,212,688	603,551	27.3%	Top up contribution to be adjusted as needed
Bad debts	72,095	101,445	-25,000	76,445	-7,270	-9.5%	Allowance for doubtful account to be adjusted at year-end
Insurance	350,990	363,125	0	363,125	180,804	49.8%	
Other expenses	266,658	302,951	-50,000	252,951	162,517	64.2%	\$50K contingency moved to Maintenance line
<b>Total operating expenses</b>	<b>22,607,157</b>	<b>22,716,381</b>	<b>-66,409</b>	<b>22,649,972</b>	<b>10,304,191</b>	45.5%	
Other revenue & expenses	-78,605	-15,147	9,675	-5,472	-25,246	461.3%	Equity contribution for CAP sites largely offset by additional property management revenue re. Taiga
<b>Net income</b>	<b>8,579</b>	<b>16,560</b>	<b>-9,936</b>	<b>6,624</b>	<b>1,107,466</b>	16719.6%	
Capital expenditures	-2,277,277	-2,752,866	-1,649,196	-4,402,062	-1,121,989	25.5%	258 Lisgar & 170 Booth work deferred from 2020 + 2021 awards cycle (OPHI, HHIP)
Capital Grant	557,277	489,500	1,155,301	1,644,801	527,744	32.1%	
<b>Net Capex</b>	<b>-1,720,000</b>	<b>-2,263,366</b>	<b>-493,895</b>	<b>-2,757,261</b>	<b>-594,246</b>	21.6%	

# Average monthly cash balance of \$1.7M until Dec.



- Assumed rent arrears grow 5% every month
- Assumed average monthly vacancies \$35K
- **Development Projects:**
  - **Forward – Class C costs:** Construction starts in September. First milestone payment from City expected in October. First draw on CMHC financing in 2022?
  - **CAP sites:** SEED funds \$65K, City \$135K (\$45K already received) and equity contribution \$87K assuming the site plan is “submitted” in 2021.
- **Capital spend:** Approved Tiers 1-3 spend, deferred work from 2020, and 2021 capital repair programs. For the latter, assumed, 50% of commencement advance (\$444K) received in Sep and remaining payment received in Dec, with invoices paid out in Jan.
- **Taiga:** property management starts July 1<sup>st</sup>. Merger costs covered by CHTC and City’s grants.
- **Interco:** Payments from CCHC and Cahdco.

# Budget challenges

- What we know:

- Limited revenue growth: annual rent increases are within the limits set by the rent review guideline and our funding agreements.
- CCOC average rents are well below CMHC average rents. Turnovers on market rent units provide opportunity to reduce the gap.
- Current mix is 55% RGI/ 45% Market units.
- Costs growing faster than revenues. Mortgage, property taxes and maintenance costs account for 70% of total operating costs.
- Program funding and regulations are unclear or unsustainable after mortgages are paid off in the Provincial Reformed Portfolio.
  - Prov Reform Portfolio: expecting a negative operating subsidy of \$165K in 2022 (+\$119K in 2021)
- Capital reserves inadequate for repairs and improvements needed

- New Challenges with COVID-19:

- 2022 rent increase guideline of 1.2% following a year of rent freeze
- Inflation hits 2-decade high
- High vacancy costs
- High arrears

- Opportunities

- CHTC and other grants
- New developments: Forward and other potential projects in the pipeline (CAP sites, etc.)
- Rent supplement agreement for Provincial portfolio post EOM (2023 and onwards)
- Shared services: pest control, property management
- Charitable status: could save over \$1M/year in property taxes and provide funds for internal subsidies (2023/2024)

# Annual Salary Adjustments – for discussion

- Following policy guideline, COLA will be 4.5% (plus 2% for good performance, 3% exemplary performance).
- Cost of living increases are a board decision, *subject to affordability.*



# Geothermal fees

- The increase proposed in 2022 is consistent with prior year. We expect to increase tenant rates in March 2022, February 2023, and January 2024. This will bring us back in line with the rate increases to CCOC by Corix.
- Most units would see an increase of about \$1-3 on their monthly bill. The fees are based on the size of their apartment.

**ACCOUNTS RECEIVABLE STATISTICS - CCOC & CCHC COMBINED**

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

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

YEAR 2020																	
	ARREARS			EVICTIONS				BAD DEBTS WRITTEN OFF*			New 09/18 Bad Debt Recovery	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	Rents Payable	Vacancy Cost	Vacancy % Market Units*	Current %*	YTD %*
Jan-20	\$45,476.67	\$4,355.36	\$49,832.03	28	2	0	10	2	\$505.00	\$6,337.75	\$6,842.75	\$1,190.00	\$1,051,327.00	\$18,479.00	44%	1.12%	1.12%
Feb-20	\$53,319.86	\$5,284.06	\$58,603.92	17	1	0	8	3	\$0.00	\$15,251.00	\$15,251.00	\$1,085.00	\$1,064,624.00	\$14,302.00	39%	0.86%	0.99%
Mar-20	\$53,768.34	\$9,908.06	\$63,676.40	16	0	0	12	1	\$0.00	\$2,990.98	\$2,990.98	\$784.75	\$1,065,616.00	\$12,076.00	36%	0.72%	0.90%
Apr-20	\$63,722.37	\$10,365.36	\$74,087.73	2	0	0	9	0	\$0.00	\$0.00	\$0.00	\$1,800.00	\$1,061,354.00	\$14,213.00	24%	0.85%	0.89%
May-20	\$73,133.01	\$12,666.36	\$85,799.37	0	0	0	3	0	\$6,254.70	\$99.55	\$6,354.25	\$540.00	\$1,060,194.00	\$16,485.00	37%	0.98%	0.91%
Jun-20	\$79,444.32	\$5,326.23	\$84,770.55	0	0	0	3	4	\$1,659.83	\$36.83	\$1,696.66	\$1,031.32	\$1,051,353.00	\$20,999.00	47%	1.25%	0.96%
Jul-20	\$80,477.94	\$1,435.08	\$81,913.02	0	0	0	4	0	\$2,391.00	\$0.00	\$2,391.00	\$2,361.87	\$1,054,193.00	\$22,318.00	65%	1.33%	1.02%
Aug-20	\$72,397.57	\$1,572.54	\$73,970.11	2	0	0	8	0	\$85.00	\$0.00	\$85.00	\$860.00	\$1,060,279.00	\$29,823.00	69%	1.77%	1.11%
Sep-20	\$76,943.39	\$2,003.55	\$78,946.94	4	2	0	7	0	\$0.00	\$0.00	\$0.00	\$1,079.00	\$1,054,043.00	\$35,047.00	71%	2.07%	1.22%
Oct-20	\$86,170.05	\$1,162.54	\$87,332.59	2	4	0	6	4	\$461.00	\$0.00	\$461.00	\$1,360.00	\$1,059,967.00	\$34,271.00	69%	2.02%	1.30%
Nov-20	\$85,213.66	\$1,059.54	\$86,273.20	2	1	0	11	0	\$0.00	\$0.00	\$0.00	\$740.00	\$1,061,548.00	\$35,238.00	42%	2.07%	1.37%
Dec-20	\$81,412.13	\$4,494.54	\$85,906.67	4	1	0	5	5	\$0.00	\$0.00	\$0.00	\$416.50	\$1,065,260.00	\$33,869.00	60%	1.98%	1.42%
	\$70,956.61	\$4,969.44	\$75,926.04	77	11	0	86	19	\$11,356.53	\$24,716.11	\$36,072.64	\$13,248.44	\$12,709,758.00	\$287,120.00	54%	1.42%	1.42%

YEAR 2021																	
	ARREARS			EVICTIONS				BAD DEBTS WRITTEN OFF*			Bad Debt Recovery	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	Rents Payable	Vacancy Cost	Vacancy % Market Units*	Current %*	YTD %*
Jan-21	\$88,128.38	\$5,031.54	\$93,159.92	2	0	0	5	0	\$70.00	\$175.00	\$245.00	\$2,132.00	\$1,060,318.00	\$39,583.00	57%	2.32%	2.32%
Feb-21	\$83,588.96	\$9,583.34	\$93,172.30	3	3	0	8	0	\$0.00	\$0.00	\$0.00	\$1,400.00	\$1,055,346.00	\$39,178.00	63%	2.29%	2.30%
Mar-21	\$93,816.37	\$7,732.81	\$101,549.18	0	0	0	5	0	\$1,424.00	\$109.00	\$1,533.00	\$2,737.00	\$1,054,200.00	\$35,771.00	65%	2.09%	2.23%
Apr-21	\$90,084.62	\$16,698.23	\$106,782.85	3	0	0	3	2	\$0.00	\$0.00	\$0.00	\$630.00	\$1,055,193.00	\$35,465.00	66%	2.07%	2.19%
May-21	\$75,495.97	\$42,184.46	\$117,680.43	8	0	1	8	3	\$13.00	\$4,569.27	\$4,582.27	\$2,846.40	\$1,059,001.00	\$34,643.00	59%	2.02%	2.16%
Jun-21	\$69,158.43	\$45,214.60	\$114,373.03	13	0	2	5	2	\$3,655.00		\$3,655.00	\$8,766.29	\$1,059,479.20	\$33,082.00	74%	1.92%	2.12%
Jul-21	\$69,044.24	\$46,860.50	\$115,904.74	9	4	1	9	4	\$88.00	\$2,240.13	\$2,328.13	\$980.00	\$1,058,559.00	\$38,427.00	68%	2.23%	2.13%
Aug-21	\$63,131.03	\$28,507.14	\$91,638.17	16	0	1	13	2	\$17,537.00	\$4,592.33	\$22,129.33	\$1,087.91					
Sep-21			\$0.00								\$0.00						
Oct-21			\$0.00								\$0.00						
Nov-21			\$0.00								\$0.00						
Dec-21			\$0.00								\$0.00						
	\$79,056.00	\$25,226.58	\$69,521.72	54	7	5	56	13	\$22,787.00	\$11,685.73	\$34,472.73	\$20,579.60	\$7,402,096.20	\$256,149.00	64%	2.13%	2.13%

Rent arrears % of rents payable	10.95%	Annual bad debt budget	\$103,026.00	<-based on July 2021
YTD Rent bad debt % of rents payable	0.31%	Bad debt % of budget	13.49%	<-based on July 2021

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

**Taiga**  
**Statement of Financial Position**  
**As of July 31, 2021**

	<b>July 31 2021</b>	<b>March 31 2021</b>	<b>Variance</b>
<b>Assets</b>	(Internal)	(Audited)	
<b>Current</b>			
Cash	201,725	234,758	(33,032)
Accounts receivable	44,929	59,525	(14,596)
Prepaid expenses	20,888	11,285	9,603
Due from CCOC	8,618		8,618
	276,160	305,568	(29,408)
<b>Investments</b>	435,790	434,378	1,412
<b>Capital assets</b>	3,785,361	3,833,372	(48,011)
	<b>4,497,311</b>	<b>4,573,318</b>	<b>(76,007)</b>
<b>Liabilities &amp; Net Assets</b>			
<b>Current</b>			
Accounts payable and accrued liabilities	22,641	45,990	(23,350)
Operating subsidies repayable	48,384	100,134	(51,749)
	71,025	146,124	(75,099)
<b>Mortgages payable</b>	3,785,361	3,833,372	(48,011)
	3,856,386	3,979,496	(123,110)
<b>Capital replacement reserve</b>	570,573	550,440	20,134
<b>Net assets</b>	70,352	43,382	26,969
	<b>4,497,311</b>	<b>4,573,318</b>	<b>(76,007)</b>

**Taiga Statement of Operations**

	2021	2022	Changes	2022	YTD Jul-22	Q1-22	Jul-22	% of Fcst	Forecast Notes
	<i>Audited</i>	<i>Budget</i>		<i>Forecast A</i>	<i>Actuals B = C+D</i>	<i>@ Turnover C</i>	<i>D</i>	<i>B/A</i>	
<b>Revenues</b>									Q1 based on turnover T/B from HomeStart
Occupancy charges									
Market rent	317,549	303,859		303,859	100,332	75,249	25,083	33%	
Geared to Income	244,394	255,326		255,326	95,475	71,292	24,183	37%	
RGI subsidy	565,729	570,382		570,382	182,928	135,396	47,532	32%	
Less: Vacancy costs	-5,105	4,605		4,605	-2,958	0	-2,958	64%	
	<b>1,122,567</b>	<b>1,124,962</b>	-	<b>1,124,962</b>	<b>375,777</b>	<b>281,937</b>	<b>93,840</b>	<b>33%</b>	
Operating subsidy	292,375	293,285		293,285	96,397	71,957	24,440	33%	
Parking, laundry, lockers	76,383	75,200		75,200	27,234	17,374	9,860	36%	
Other (common room, interest, etc.)	10,696	2,200	3,900	6,100	3,739	3,648	92	61%	COVID grant
	<b>1,502,021</b>	<b>1,495,647</b>	<b>3,900</b>	<b>1,499,547</b>	<b>503,148</b>	<b>374,916</b>	<b>128,232</b>	<b>34%</b>	
<b>Expenses</b>									
Administration	179,405	186,655	- 5,000	181,655	62,496	46,139	16,357	34%	
Amortization	576,736	576,736		576,736	196,044	147,033	49,011	34%	
Bad debts	16,844	1,500	5,000	6,500	3,092	3,105	-13	48%	Eviction Unit #406, #201
Contribution to capital reserve fund	93,110	85,828		85,828	28,176	21,461	6,715	33%	
Insurance	29,379	29,150		29,150	9,996	7,497	2,499	34%	
Interest on LTD	101,537	102,728		102,728	30,444	22,833	7,611	30%	
Maintenance and services	167,349	193,920	43,000	236,920	48,982	32,202	16,779	21%	See details below
Property tax	199,332	204,700		204,700	71,521	49,833	21,688	35%	
Utilities	106,587	109,181		109,181	25,428	12,214	13,214	23%	
	<b>1,470,279</b>	<b>1,490,398</b>	<b>43,000</b>	<b>1,533,398</b>	<b>476,179</b>	<b>342,318</b>	<b>133,861</b>	<b>31%</b>	
<b>Net income</b>	<b>31,743</b>	<b>5,249</b>	- <b>39,100</b>	- <b>33,851</b>	<b>26,969</b>	<b>32,598</b>	- <b>5,629</b>	<b>-80%</b>	
<b>Details:</b>									
<b>Administration</b>									
Material and services	26,492	29,233	- 5,000	24,233	9,699	6,784	2,915	40%	Office, professional fees, education, etc.
Management fees	152,913	157,422		157,422	52,797	39,355	13,442	34%	CCOC monthly fee of \$18,980 incl. maintenance below
	<b>179,405</b>	<b>186,655</b>	- <b>5,000</b>	<b>181,655</b>	<b>62,496</b>	<b>46,139</b>	<b>16,357</b>	<b>34%</b>	
<b>Maintenance and Services</b>									
Building repairs	27,507	37,500	26,000	63,500	13,526	7,681	5,845	21%	\$10K Pest control, \$10K remastering keys, \$6K accessible doors
Elevators	8,181	8,900		8,900	3,599	2,271	1,328	40%	
Electrical systems	3,376	5,000		5,000	152	0	152	3%	
Grounds maintenance	10,363	19,700	10,000	29,700	2,562	160	2,402	9%	Increase on Snow removal contract
Heating and plumbing and ventilation	16,155	25,750		25,750	4,009	2,995	1,014	16%	
Painting	7,424	10,000		10,000	153	153	0	2%	
Maintenance contract	70,000	70,000		70,000	23,038	17,500	5,538	33%	
Fire Safety	22,443	13,470		13,470	1,252	911	342	9%	
Waste removal	1,899	3,600	7,000	10,600	690	531	159	7%	Garbage chute repair
	<b>167,349</b>	<b>193,920</b>	<b>43,000</b>	<b>236,920</b>	<b>48,982</b>	<b>32,202</b>	<b>16,779</b>	<b>21%</b>	
<b>Utilities</b>									
Electricity	37,748	42,800		42,800	6,012	3,095	2,917	14%	
Fuel	13,043	9,935		9,935	1,870	1,094	777	19%	
Water	55,796	56,446		56,446	17,546	8,025	9,521	31%	July actual incl 2 months (Jun-July)
	<b>106,588</b>	<b>109,181</b>	-	<b>109,181</b>	<b>25,428</b>	<b>12,214</b>	<b>13,214</b>	<b>23%</b>	

# Taiga Non Profit Housing Corporation

## Capital Expenses

	2022 Budget	YTDJul-22 Actuals
<b>Cyclical</b>		
Appliances	15,000	4,816
Flooring	10,000	
Closet & Cabinetry	5,000	1,471
Washroom Renovations Allowance	5,000	
Bathtubs	4,500	
Unit Restoration	15,000	2,049 *
Accessibility Upgrades	10,000	
Hot Water Tank Repairs Allowance	2,000	
<b>Exterior</b>		
Exterior Painting (balcony railings)	45,000	
Doors & Windows		1,119
Sealants\Caulking	64,000	
Signage	2,000	
Parking Garage Ramp Sealer	2,300	
Low Slope Roofing Repairs	5,000	
<b>Mechanical\Plumbing\Electrical</b>		
Air Conditioners	0	
Hot Water Tanks & Pumps	23,000	
Lighting	2,000	
Emergency Generator & Transfer Switch	0	
Fire Hose Cabinets, Hoses, Stand Pipe	7,000	
<b>Other</b>		
Mould Restoration	5,000	
Asbestos Survey	6,000	
Project Management Fees		
Grant \ Energy Audit\Asset Planner		
<b>Total Capital Expenses</b>	<b>227,800</b>	<b>9,455</b>

\* Expect turnover cost of c. \$50K. To be covered through savings in other lines and possibly holding off major capital for a year or so.

### Capital Reserve Fund

	2021	2022P	Jul-22
Opening balance	429,694	550,440	550,440
Investment income	52,940	32,000	1,412
Capital grants & Other recoveries	12,040		
Provision for capital replacements	93,110	85,828	28,176
Less: capital expenses	- 37,344	- 227,800	- 9,455
<b>Ending balance</b>	<b>550,440</b>	<b>440,468</b>	<b>570,574</b>

**CCHC**  
**Statement of Financial Position**  
**As of June 30, 2021**

	<b>June 30 2021</b>	<b>December 31 2020</b>	<b>Variance</b>
<b>Assets</b>	(Internal)	(Audited)	
<b>Current</b>			
Cash	162,743	126,350	36,394
Accounts receivable	3,007	2,161	846
CMHC subsidy receivable	-	6,619	(6,619)
	165,750	135,129	30,621
<b>Capital assets</b>	77,453	110,746	(33,293)
	<b>243,203</b>	<b>245,875</b>	<b>(2,672)</b>
<b>Liabilities &amp; Net Assets</b>			
<b>Current</b>			
Accounts payable and accrued liabilities	3,014	5,634	(2,620)
CMHC subsidy payable	3,678	2,280	1,398
Accrued mortgage interest	229	229	-
Unearned rent supplement advance	11,000	11,000	-
Deferred revenue	10,187	12,377	(2,190)
Due to related corporations	495,868	466,768	29,100
	523,975	498,287	25,688
<b>Mortgages payable</b>	-	26,844	(26,844)
<b>Deferred contributions related to capital assets</b>	77,393	83,842	(6,449)
<b>Capital replacement reserve</b>	(2,214)	-	(2,214)
<b>Security of tenure reserve</b>	8,958	8,242	716
	608,112	617,215	(9,103)
<b>Net assets</b>	(364,909)	(371,340)	6,430
	<b>243,203</b>	<b>245,875</b>	<b>(2,672)</b>

## CCHC Statement of Operations

	2020 Actual <i>(audited)</i>	2021 Budget <i>(approved)</i>	2021 H1 Actual	2021 H1 as % Budget
<b>Revenue</b>				
Market rent	337,258	338,487	172,420	50.9%
Subsidies to tenants	-129,233	-135,444	-67,801	50.1%
Rent before vacancy cost	208,025	203,043	104,619	51.5%
Vacancy cost	-4,810	-5,416	-5,758	106.3%
<b>Rent received from tenants</b>	<b>203,215</b>	<b>197,627</b>	<b>98,861</b>	<b>50.0%</b>
Rent supplement	129,233	135,444	67,722	50.0%
Federal co-op assistance	79,381	13,238	13,238	100.0%
Parking	11,109	13,320	5,808	43.6%
Laundry	8,768	8,954	130	1.4%
Amortization of deferred contribution	12,899	12,899	6,449	50.0%
Sundry	887	910	63	6.9%
	<b>445,492</b>	<b>382,392</b>	<b>192,271</b>	<b>50.3%</b>
<b>Expenses</b>				
Administration	49,179	52,007	26,004	50.0%
Amortization of capital assets	176,989	33,194	33,293	100.3%
Appropriation to capital replacement reserve	12,367	12,367	6,183	50.0%
Supplemental contribution to capital repl reserve	34,404	30,000	0	0.0%
Appropriation to security of tenure reserve	1,403	1,432	716	50.0%
Bad Debts	1,136	1,581	-56	-3.5%
Bank charges	-3	0	11	0.0%
Heat	1,218	213	1,257	589.5%
Hydro	5,835	9,302	3,614	38.9%
Insurance	5,765	5,944	3,006	50.6%
Interest	6,822	6,822	3,411	50.0%
Maintenance and repairs	110,417	115,244	73,380	63.7%
Miscellaneous	57	0	219	0.0%
Mortgage interest paid	-352	108	231	213.9%
Property taxes	45,691	47,062	23,708	50.4%
Professional fees	5,004	6,171	2,448	39.7%
Sales taxes	2,120	1,607	1,533	95.4%
Water	15,902	15,219	6,881	45.2%
	<b>473,954</b>	<b>338,273</b>	<b>185,840</b>	<b>54.9%</b>
<b>Excess of revenue over expenses for the year</b>	<b>-28,462</b>	<b>44,119</b>	<b>6,430</b>	<b>14.6%</b>

### Replacement Reserve:

Opening Balance	21,295	662	-
Capital Projects	(68,066)	(23,375)	(8,397)
Annual Allocation	12,367	12,367	6,183
Additional contribution	34,404	30,000	
<b>Closing Balance</b>	<b>-</b>	<b>19,654</b>	<b>(2,214)</b>

**CCOC**  
**Statement of Financial Position**  
**As of June 30, 2021**

	<b>June 30 2021</b>	<b>December 31 2020</b>	<b>Variance</b>
<b>Assets</b>	(Internal)	(Audited)	
<b>Current</b>			
Cash	897,859	2,021,807	(1,123,948)
Short-term investments	238,500	238,500	-
Accounts receivable	1,214,823	823,445	391,378
Prepaid expenses	2,130,916	724,142	1,406,774
Due from related corporations	582,190	482,226	99,964
	<u>5,064,288</u>	<u>4,290,119</u>	<u>774,168</u>
<b>Long-term investments</b>	9,244,608	9,164,424	80,184
<b>Properties under construction</b>	1,928,197	1,218,570	709,627
<b>Capital assets</b>	82,009,950	84,212,849	(2,202,899)
<b>Prepaid land rent</b>	1,323,767	1,336,445	(12,679)
	<u><b>99,570,809</b></u>	<u><b>100,222,407</b></u>	<u><b>(651,598)</b></u>
<b>Liabilities &amp; Net Assets</b>			
<b>Current</b>			
Accounts payable and accrued liabilities	1,674,949	1,544,375	130,574
Accrued mortgage interest	205,942	205,942	-
Deferred grant contributions	102,039	99,362	2,677
Deferred revenue and tenant deposits	449,421	337,953	111,467
	<u>2,432,350</u>	<u>2,187,632</u>	<u>244,718</u>
<b>Mortgages payable</b>	64,965,405	67,065,838	(2,100,432)
<b>Finance lease liability</b>	31,433	-	-
<b>Deferred contributions related to capital assets</b>	10,939,309	10,886,809	52,500
<b>Deferred incentives</b>	51,450	51,450	-
	<u>78,419,947</u>	<u>80,191,729</u>	<u>(1,771,781)</u>
<b>Capital replacement reserve</b>	9,472,071	9,459,355	12,717
<b>NHA 27 operating reserve</b>	15,175	15,175	-
	<u>9,487,246</u>	<u>9,474,530</u>	<u>12,717</u>
<b>Net assets</b>	11,663,615	10,556,149	1,107,466
	<u><b>99,570,809</b></u>	<u><b>100,222,407</b></u>	<u><b>(651,598)</b></u>



## CCOC 2021 YTD Actuals and Forecast

	2020 Actual	2021 Budget	Savings/ Incr. cost	2021 Forecast	H1 2021 Actual	H1 as % of Fcst	Comments
<b>Revenue</b>	<b>22,694,341</b>	<b>22,748,089</b>	<b>-86,020</b>	<b>22,662,069</b>	<b>11,436,903</b>	50.5%	Higher vacancy costs
Mortgage costs	7,624,439	7,401,414	0	7,401,414	3,747,866	50.6%	
Maintenance costs	4,706,605	4,625,958	138,870	4,764,828	2,228,869	46.8%	COVID grant largely offset by staffing costs and higher repair costs (turnover, air make-ups, roofs, doors, etc.)
Administration	2,362,451	2,533,742	-4,353	2,529,389	1,169,880	46.3%	CHTC grant re merger and cash distribution heating plant, partially offset by cost of delayed AROC sessions
Utilities	2,003,703	2,216,345	0	2,216,345	1,106,744	49.9%	
Property Taxes	3,505,652	3,600,712	-767,926	2,832,786	1,111,229	39.2%	MPAC settlement re. 2017-2021 period: 210 Gloucester, 258 Lisgar and 424 Metcalfe
Reserve contributions	1,714,564	1,570,688	642,000	2,212,688	603,551	27.3%	Top up contribution to be adjusted as needed
Bad debts	72,095	101,445	-25,000	76,445	-7,270	-9.5%	Allowance for doubtful account to be adjusted at year-end
Insurance	350,990	363,125	0	363,125	180,804	49.8%	
Other expenses	266,658	302,951	-50,000	252,951	162,517	64.2%	\$50K contingency moved to Maintenance line
<b>Total operating expenses</b>	<b>22,607,157</b>	<b>22,716,381</b>	<b>-66,409</b>	<b>22,649,972</b>	<b>10,304,191</b>	45.5%	
Other revenue & expenses	-78,605	-15,147	9,675	-5,472	-25,246	461.3%	Equity contribution for CAP sites largely offset by additional property management revenue re. Taiga
<b>Net income</b>	<b>8,579</b>	<b>16,560</b>	<b>-9,936</b>	<b>6,624</b>	<b>1,107,466</b>	16719.6%	
Capital expenditures	-2,277,277	-2,752,866	-1,649,196	-4,402,062	-1,121,989	25.5%	258 Lisgar & 170 Booth work deferred from 2020 + 2021 awards cycle (OPHI, HHIP)
Capital Grant	557,277	489,500	1,155,301	1,644,801	527,744	32.1%	
<b>Net Capex</b>	<b>-1,720,000</b>	<b>-2,263,366</b>	<b>-493,895</b>	<b>-2,757,261</b>	<b>-594,246</b>	21.6%	

**CCOC 2021 YTD Actuals and Forecast**

	2020 Actual	2021 Budget	Savings/ Incr. cost	2021 Forecast	Ref	2020 H1 Actual	2021 H1 Actual	2021 H1 as % Forecast	Y-o-Y variance	%
<b>Revenue</b>										
Market rent	19,843,526	19,913,529		19,913,529		9,847,598	10,113,363	50.8%	265,765	2.7%
Subsidies to tenants	-7,066,148	-7,218,780		-7,218,780		-3,510,423	-3,656,723	50.7%	-146,300	4.2%
Rent before vacancy cost	12,777,378	12,694,749	0	12,694,749		6,337,175	6,456,640	50.9%	119,465	1.9%
Vacancy cost	-273,583	-318,616	-102,000	-420,616	(a)	-83,897	-211,964	50.4%	-128,067	152.6%
<b>Rent received from tenants</b>	<b>12,503,796</b>	<b>12,376,133</b>	<b>-102,000</b>	<b>12,274,133</b>		<b>6,253,278</b>	<b>6,244,676</b>	<b>50.9%</b>	<b>-8,602</b>	<b>-0.1%</b>
Interest rate reduction subsidy	19,300	18,072		18,072		9,650	9,635	53.3%	-15	-0.2%
RGI supplement	2,174,018	2,186,796		2,186,796		1,080,327	1,135,375	51.9%	55,048	5.1%
Provincial Rent subsidy	3,257,691	3,330,504	50,000	3,380,504	(b)	1,638,162	1,665,252	49.3%	27,090	1.7%
Provincial Operating subsidy	1,677,374	1,708,447		1,708,447		841,342	854,223	50.0%	12,881	1.5%
Provincial affordability payment	667,743	640,847		640,847		333,872	331,630	51.7%	-2,242	-0.7%
Alternative HP subsidy	78,433	78,096		78,096		39,216	39,048	50.0%	-168	-0.4%
Geothermal fees	220,809	223,162		223,162		109,458	113,090	50.7%	3,632	3.3%
Electricity fees	94,456	82,405	15,000	97,405	(c)	39,353	47,530	48.8%	8,177	20.8%
Commercial rent	213,960	217,220	13,080	230,300	(d)	111,578	113,211	49.2%	1,634	1.5%
Amortization of deferred contribution	815,672	815,672		815,672		407,836	407,836	50.0%	0	0.0%
Parking	545,544	632,250	-52,100	580,150	(e)	286,836	266,317	45.9%	-20,519	-7.2%
Laundry	284,382	294,041	-10,000	284,041	(c)	147,020	140,238	49.4%	-6,782	-4.6%
Interest income	71,596	62,248		62,248		32,245	34,505	55.4%	2,260	7.0%
Sundry	69,566	82,197		82,197		34,528	34,336	41.8%	-192	-0.6%
	<b>22,694,341</b>	<b>22,748,089</b>	<b>-86,020</b>	<b>22,662,069</b>		<b>11,364,701</b>	<b>11,436,903</b>	<b>50.5%</b>	<b>72,201</b>	<b>0.6%</b>

**CCOC 2021 YTD Actuals and Forecast**

	2020 Actual	2021 Budget	Savings/ Incr. cost	2021 Forecast	Ref	2020 H1 Actual	2021 H1 Actual	2021 H1 as % Forecast	Y-o-Y variance	%
<b>Expenses</b>										
Administration										
Salaries	1,416,495	1,417,507	30,526	1,448,032	(f)	645,935	725,483	50.1%	79,549	12.3%
Employee benefits	298,209	329,513	7,631	337,144	(f)	130,032	149,916	44.5%	19,885	15.3%
Advertising and rent-up	10,994	9,000		9,000		7,727	5,865	65.2%	-1,862	-24.1%
Office occupancy	179,668	175,483		175,483		100,504	89,443	51.0%	-11,061	-11.0%
Staff conferences, training and travel	8,795	31,208		31,208		6,375	5,769	18.5%	-605	-9.5%
Audit	31,496	30,000		30,000		13,248	13,998	46.7%	750	5.7%
Legal and professional	21,868	20,000	-10,000	10,000	(g)	8,093	135	1.3%	-7,958	-98.3%
Office administration	238,347	247,400	15,000	262,400	(h)	104,059	114,775	43.7%	10,716	10.3%
Bank charges	35,210	38,622		38,622		15,766	14,875	38.5%	-891	-5.7%
Corporate	59,935	113,029	-3,600	109,429	(h)(i)	35,290	17,387	15.9%	-17,903	-50.7%
Tenant and Community engagement	16,419	39,425		39,425		4,497	19,165	48.6%	14,668	326.2%
Amortization of capital assets	232,051	219,047		219,047		109,215	116,205	53.1%	6,990	6.4%
Cost recovery	-187,038	-136,490	-43,910	-180,400	(j)	-56,958	-103,136	57.2%	-46,178	81.1%
	<b>2,362,451</b>	<b>2,533,742</b>	<b>-4,353</b>	<b>2,529,389</b>		<b>1,123,781</b>	<b>1,169,880</b>	<b>46.3%</b>	<b>46,099</b>	<b>4.1%</b>
Alternative HP subsidy distributed	93,433	93,276		93,276		45,047	46,638	50.0%	1,591	3.5%
Property taxes	3,505,652	3,600,712	-767,926	2,832,786	(k)	1,694,433	1,111,229	39.2%	-583,204	-34.4%
Mortgage										
Amortization of rental property	4,969,429	4,900,231		4,900,231		2,580,887	2,463,629	50.3%	-117,258	-4.5%
Mortgage Interest	2,484,679	2,330,704		2,330,704		1,255,145	1,190,080	51.1%	-65,065	-5.2%
Internally financed										
Amortization of rental property	106,435	108,232		108,232		52,995	59,653	55.1%	6,657	12.6%
Interest	63,896	62,248		62,248		32,245	34,505	55.4%	2,260	7.0%
Bad Debts	72,095	101,445	-25,000	76,445	(l)	27,236	-7,270	-9.5%	-34,506	-126.7%
Geoexchange fees	256,657	261,791		261,791		128,329	131,484	50.2%	3,156	2.5%
Heat	375,489	457,033		457,033		217,510	244,156	53.4%	26,646	12.3%
Hydro	677,015	739,953		739,953		340,272	379,438	51.3%	39,166	11.5%
Water	694,541	757,569		757,569		344,224	351,665	46.4%	7,441	2.2%
Insurance	350,990	363,125		363,125		174,579	180,804	49.8%	6,224	3.6%
Land rent	25,357	28,790		28,790		12,679	12,679	44.0%	0	0.0%
Maintenance and repairs	4,706,605	4,625,958	138,870	4,764,828	(h)(m)(n)	2,088,941	2,228,869	46.8%	139,928	6.7%
Provision for capital replacements	1,714,564	1,570,688	642,000	2,212,688	(k)(o)	603,551	603,551	27.3%	0	0.0%
Miscellaneous	37,691	88,368	-50,000	38,368	(n)	21,041	22,288	58.1%	1,247	5.9%
Sales taxes	110,176	92,517		92,517		71,403	80,912	87.5%	9,509	13.3%
	<b>22,607,157</b>	<b>22,716,381</b>	<b>-66,409</b>	<b>22,649,972</b>		<b>10,814,299</b>	<b>10,304,191</b>	<b>45.5%</b>	<b>-510,108</b>	<b>-4.7%</b>
<b>Operations income (loss)</b>	<b>87,184</b>	<b>31,708</b>	<b>-19,611</b>	<b>12,096</b>		<b>550,403</b>	<b>1,132,712</b>	<b>9364.2%</b>	<b>582,309</b>	<b>105.8%</b>
<b>Other revenue (expenses)</b>										
Development cost	-86,270	-50,000	-79,205	-129,205	(p)	-30,808	-38,018	29.4%	-7,210	23.4%
Maintenance contracts										
Revenue	608,083	475,103	113,880	588,983	(q)	249,594	353,740	60.1%	104,146	41.7%
Expenses	-565,504	-440,250	-25,000	-465,250		-204,810	-331,321	71.2%	-126,512	61.8%
	<b>-43,691</b>	<b>-15,147</b>	<b>9,675</b>	<b>-5,472</b>		<b>13,977</b>	<b>-15,599</b>	<b>285.1%</b>	<b>-29,577</b>	<b>-211.6%</b>
Other	-34,914	0		0		-14,356	-9,646		4,709	
	<b>-78,605</b>	<b>-15,147</b>	<b>9,675</b>	<b>-5,472</b>		<b>-379</b>	<b>-25,246</b>	<b>461.3%</b>	<b>-24,867</b>	<b>6569.5%</b>
<b>Net Income</b>	<b>8,579</b>	<b>16,560</b>	<b>-9,936</b>	<b>6,624</b>		<b>550,024</b>	<b>1,107,466</b>	<b>16719.6%</b>	<b>557,442</b>	<b>101.3%</b>
<b>DCR</b>	<b>1.00</b>	<b>1.00</b>		<b>1.00</b>		<b>1.14</b>	<b>1.30</b>			

## Forecasts Notes

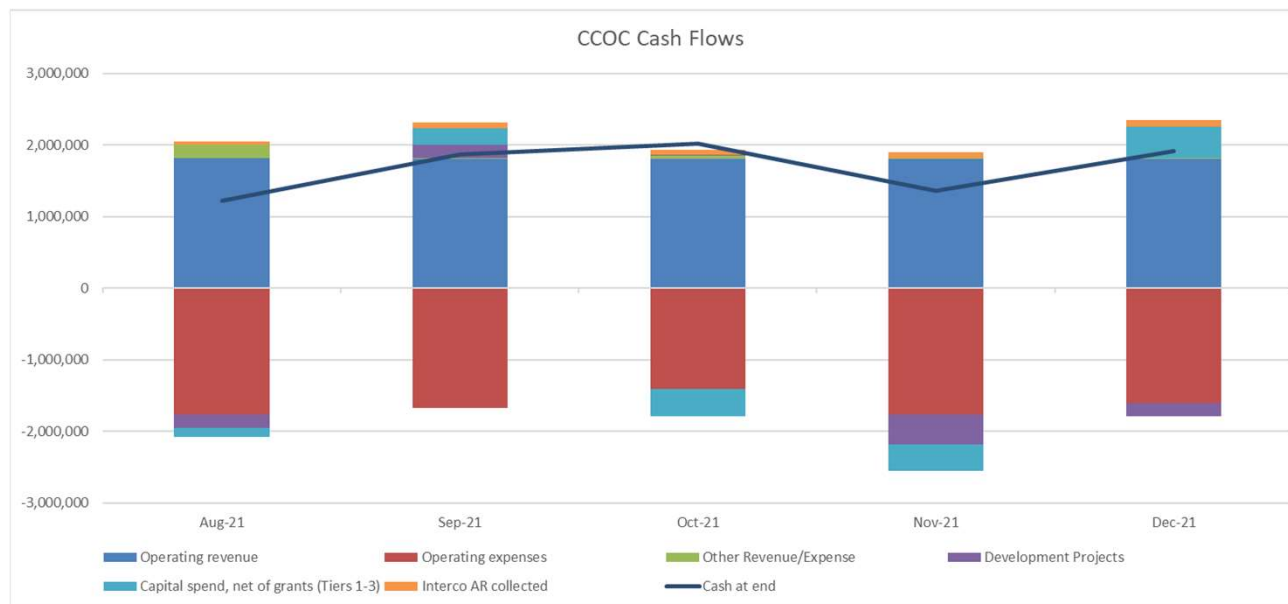
- (a) Vacancy cost increased to reflect current monthly average of \$35K
- (b) RGI subsidies adjusted mid year for the Provincial portfolio
- (c) Electricity fees, Laundry revenue projected at same level as prior year
- (d) Commercial rent: McKenna lease renewed
- (e) Parking adjusted based on 2020 actuals for NTPs (Non tenant parking)
- (f) Assumed 3 months of cost for new CS supervisor. Also includes HR and Finance temps
- (g) CHTC grant re. merger: \$44,800 for 2020-2022. \$15K recognized in FY20, \$16,360 in FY21 and remaining \$13,440 in 2022
- (h) Return to work budget \$30K - safety protocols, equipment, etc. split between CS & FM. Re. CS: to be covered by \$15K savings in strategic plan fees. FM: supplies and office retrofit to be covered by COVID grants
- (i) Phase 1 AROC sessions delayed to 2021: \$11K
- (j) \$44K cash distribution from dissolution of formerly managed Heating Plant
- (k) Property taxes: MPAC settlement re. 2017-2021 period: 210 Gloucester, 258 Lisgar and 424 Metcalfe
- (l) Adjustment for bad debt recovery during the year
- (m) Forecast represent 1.2% increase from 2020 actual maintenance costs  
COVID grant largely offset by General Mtce pay scale revision, 3 new positions (incl. new PM and Sr Mtce) and 2 temp staff to support Capital projects.
- (n) \$50K budgeted contingency moved from Miscellaneous to Maintenance line.
- (o) Additional contribution to capital reserves adjusted for a balanced budget
- (p) CMHC portfolio application withdrawn, thus 6 month savings in Cahdco fees or \$13K  
CAP sites costs partially covered by grants. Equity contribution of \$93K required for incremental costs to Site plan submission and approval.
- (q) Taiga property management: fees \$18,980/month starting July. Assumed \$25K incremental costs.
- (r) Tier 3 capital approved in Feb 2021. Also include work re. 2021 capital grants awarded by City (OPHI, HHIP) and delayed work from prior year (258 Lisgar - fire safety upgrade and 170 Booth - retaining wall). See further details in capital project report.

# Capital replacement reserve

CCOC Replacement Reserve  
30-Jun-21

	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Forecast	EOA	NHA 27	NHA 95	PROV	OTHER	BB	H1 2021 Actual
Opening Balance	8,997,591	8,809,185	9,459,354	2,620,698	155,452	290,784	5,778,470	3,127	610,823	9,459,354
Interfund transfers	876,185	-	-							-
Capital replacements	(3,851,211)	(2,277,277)	(4,402,062)	(789,073)	(10,440)	1,759	(235,378)	(64,904)	(23,954)	(1,121,989)
Grants	439,616	557,277	1,644,801	385,051	-	-	142,692	-	-	527,743
Provision for capital replacements	1,269,210	1,234,607	1,220,688	182,878	16,502	11,394	287,777	24,917	80,084	603,551
Investment income	477,794	655,605		(13,260)			(151,654)		(72,339)	(237,253)
Additional Contribution	600,000	479,957	1,033,000							
<b>Closing Balance</b>	<b>8,809,185</b>	<b>9,459,354</b>	<b>8,955,781</b>	<b>2,386,293</b>	<b>161,513</b>	<b>303,937</b>	<b>5,821,907</b>	<b>(36,859)</b>	<b>594,615</b>	<b>9,231,406</b>

# Average monthly cash balance of \$1.7M until Dec.



- Assumed rent arrears grow 5% every month
- Assumed average monthly vacancies \$35K
- **Development Projects:**
  - **Forward – Class C costs:** Construction starts in September. First milestone payment from City expected in October. First draw on CMHC financing in 2022?
  - **CAP sites:** SEED funds \$65K, City \$135K (\$45K already received) and equity contribution \$87K assuming the site plan is “submitted” in 2021.
- **Capital spend:** Approved Tiers 1-3 spend, deferred work from 2020, and 2021 capital repair programs. For the latter, assumed, 50% of commencement advance (\$444K) received in Sep and remaining payment received in Dec, with invoices paid out in Jan.
- **Taiga:** property management starts July 1<sup>st</sup>. Merger costs covered by CHTC and City’s grants.
- **Interco:** Payments from CCHC and Cahdco.

CCOC PERSONNEL COMMITTEE

**MINUTES**

**5:30pm, Monday, August 9, 2021  
(online)**

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**Present:** Sarah Button (Chair), Dougald Brown, Sara Hobbs, AnaLori Smith, Zak Splay

**Staff:** Andrée-Ann Cousineau-Lalonde (recorder) Pascal St-Amour

**Regrets:** Wayne Fan, Bill Rooney,

1. **Call to order and reading of the anti-oppression statement:** 5:35
2. **Approval of the agenda:** The committee approved the agenda (moved/seconded/carried, Pascal/Sarah H.)
3. **Approval of the July 12, 2021 minutes:** The committee approved the minutes. (M/S/C, AnaLori/Zak)
4. **Staffing Updates:** Julie (TSR), and Karim & Tyler (Generals) departed. Welcome to Zaved and Danielle, new Pest Control Coordinators.
5. **Training:** HR coordinating with Rentals to have all Building Reps up to date on mandatory CCOC training in 2022.
6. **New Business:**
  - a) **Staffing proposals:** restructure of HR & Corporate Services Department and creation of CS Supervisor position.
  - b) **Discussion:** Members discussed the impact on other Departments and positions.
    - AAC advised that the proposal came after years of management trying to support the Service Desk (delegating responsibilities, TSR task force, changing the reporting structure from Maintenance, to the ED, to the Director of CS). The root cause of inefficiencies is a lack of support to the TSRs, and by extension all of CCOC. The Service Desk is the heart of CCOC, and we cannot afford the turnover and poor communication, it is affecting our staff, tenants, and organizational reputation as a landlord of choice.
      - o AnaLori indicated that the restructuring was a strategic move necessary to support tenants, staff, and governance.
    - The other part is that it separates HR from Corporate Services, addressing another area CCOC need to mature as an organization and support Anti-Racist Organizational Change (which was outlined as a top priority by staff and the board). AAC confirmed that both the HR Administrator and HR & Corporate Services job descriptions will need to be revised but no significant changes impacting classification (demotion or promotion) are expected since this change does not fundamentally impact the scope of responsibilities (which is founded in our pay equity process under the 11 Factors).
    - Zak inquired as to the fast turnaround and if CCOC had deviated from process by proposing the

restructure & drafting a new job description (that was scored by the Executive Director and direct manager in Corporate Services, AAC).

- AAC validated the concern, that the scoring of the new position (which is not the same as a re-evaluation) can be seen as a conflict of interest but it does not violate CCOC protocol. All new jobs are scored the same way.
- Pascal confirmed that this was the case for the Fire & Safety Technician position that was created in 2020.
- Sara H. echoed Zak's point since there are cultural issues of mistrust, CCOC should tread carefully. AAC agreed that a review of job creation process is needed. The re-evaluation process is clear, but the same needs to be done for other scenarios.

- In general members were in agreement with the proposal.

**Motion:** Approved the restructuring of the Department to include the Supervisor, Corporate Services.

6:12 (M/S/C, Pascal/AnaLori)

**c) Corporate Services Supervisor:**

**Discussion:** the Committee agreed that more time was needed to review and fine tune the job description for clarity, mostly section 3 (since it is a new role).

**Motion:** Job description approved unanimously by email August 16, 2021. [to be included in September package].

**7. Business Arising:**

**a) Personnel Committee Review:** Follow-up on Terms of Reference, and Policy on Standing and Ad Hoc Committees with objective to clarify the role of Personnel Committee (per staff feedback and June discussion).

**Discussion:** AnaLori apologized for not following up with Pascal, they mutually agreed to touch base and report back in September.

The committee went *in-camera* 6:38 (M/S/C, Pascal/AnaLori)

**b) In camera item:** HR briefed the all the Committee members on confidential and sensitive employee relations matters, minutes were recorded separately.

The committee went *ex-camera* 6:54 (M/S/C, Zak/Dougald)

**c) Pandemic:** HR provided an update on stage II and stage III reopening. The Pandemic Coordinating team is overseeing the administration of the phased out plan by collaborating in workgroups.

**d) Work plan 2021:** Was deferred to September.

**e) Project Coordinator Job Description:** deferred to September

**8. Staff meetings:** No discussion, just for information

**9. Committee summaries:** for information

**10. Other business:** None

**11. Adjournment:** 6:59 (m/c, Dougald)



**Rental Committee Meeting**  
**August 10, 2021**

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**Rental Committee:** Christopher Yordy (Chair), Cynara Desbarats, Kerry Beckett, Teresa Schoembs, Dougald Brown, Sandy Hung, Dahlya Smolash, Sulaina Bonabana

**Regrets:** Helena Brown, Alisher Perez

**Staff:** Fran Childs (Rentals), Linda Camilleri (Rentals)

**Guests:** Mayada Bahubeshi (3rd meeting)

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**1. Anti-Oppression Statement**

**2. Acceptance of the Agenda**

**3. Adoption of the July minutes**

**M/S/C, Bonabana/Schoembs**

- 4. 25-year tenant recognition guideline:** The Committee reviewed, amended and approved this Rental Department Guideline. The committee members fed into lively discussion. Since 2014, we recognize all tenants that reaches 25 years continuous tenancy with CCOC with a one-time \$100 gift card. We check length of tenancy annually at the end of the calendar year. The first batch of cards we purchased were from the Bank Street BIA, but we have switched to grocery store cards.
- The committee felt that we do not need to require that tenancies are 25 years without gaps, and that we should recognize any tenant with a total of 25 years of tenancy. Fran pointed out that there are limitations to our ability to pull reports where there were gaps in tenancies, so tenants who believe they have hit 25 years total tenancy will need to reach out to Rental Staff to receive recognition.
- Mayada suggested recognizing other milestones perhaps with a signed greeting card but no gift. Committee members and staff felt this was a good idea. It could be a future project for volunteers looking perhaps at 5/10/15/20 years tenancies and taking the time to recognize them with milestone greeting cards. Fran said this would be a value add for tenants and a positive volunteer experience as well.

**M/S/C, Beckett/Desbarats**

- 5. Reasons for move out – midyear report:** We reviewed the report showed our stats on why tenants are moving out so far in 2021, compared with last year's data for the full year. The percentages were surprisingly comparable in many categories. An additional category "evicted" was added for 2021 (this is not a new reason for a move out, but we changed the way we track it in Yardi).

Data highlights included:

- A slightly lower proportion of tenants have passed away this year
- A larger number of people in the "need other size/type of home" which includes things like moving to a seniors' residence or long term care

- A smaller proportion of people left Ottawa

Sandy asked:

- What were the total number of move outs used for these graphs?
  - *Answer provided via the minutes: For this report, we used a total of 185 move outs for 2020 graph and 106 move outs for 2021 mid-year graph.*
- When tenants move in/move out we should ask for feedback. Fran that we do collect data through move in and move out surveys, but that we don't get 100% of tenants responding, so the data isn't a representation of all tenants. We can share back some data from Survey Monkey at a future meeting this fall.

#### 6. Announcements & Updates:

- a) Staff Updates:** We reviewed who has joined or left the CCOC team.
- b) Taiga Update:** Lots going on: we sent out annual renewals for all tenants with subsidies. We hired a Building Rep. We have moved the physical tenant files to 415 Gilmour and our summer student, Redempta will begin organizing them and possibly scanning if time allows before she finishes up in September. We organized and confirmed parking at the building.
- c) Forward update:** Demolition is complete; the funding gap has been closed through meetings with CMHC and the Affordable Housing Branch. Construction slated to start in September (hopefully). We reviewed unit composition again since there are new committee members. Fran highlighted the lower number (8) of 2-bed apartments which is a result of Rental staff highlighting the challenge in renting 2-bed apartments and CCOC having a large stock of 2 bedroom apartments already. There will be higher numbers of 1-bed and 3-bed apartments.
- d) Sharing back from last month's Board meeting by our Chair, Chris:** Chris shared that with respect to Ontario's provincial legislation around End of Mortgages, the Board signed on to an advocacy initiative with Coop housing Federation (CHF) called #Fixtheformula4coops. Next steps on Anti Racist Organizational Change are coming together.

#### 7. Rental Department Reports: Refer to notes provided in the reports a) & b)

- a) Vacancy & Turnover Reports:** Reviewed. No new N5's have been served since last month. There are 3 active cases to report on. For the first, the hearing took place and we should receive an Order shortly. The second hearing was adjourned (we needed more time to try to reach an agreement) and the third will have a hearing in early September.
- b) Accounts Receivable Stats:** Reviewed. The total arrears for current tenants continues to decrease while the total arrears for past tenants increases. The total arrears (current and past) has decreased slightly this month.

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

#### 9. Any Other Business/Board Focus on Rental Business: Nothing noted.

Adjournment 8:03pm

Next meeting September 14<sup>th</sup> at 7pm

# 25 Year Tenancy Recognition Guideline

**Background:** As CCOC reached our 40-year anniversary, Debbie Barton recognized that some of our long-term and original tenants were leaving CCOC to move into assisted living or in some cases because they passed away. Reflecting on the importance of long-term tenancies, she coordinated the initial recognition of all tenants who had reached at least 25 years of tenancy for the first time in 2014.

## **Guidelines:**

At the end of each calendar year, CCOC will recognize any tenants who have reached 25 years of consecutive tenancy with a one-time \$100 gift card and signed greeting card from CCOC.

Rental Department Staff will prepare the recognition and tenants will be asked to come to the CCOC office in person to sign for and collect their award.

The onus is on the tenant to self-identify to Rental Staff that they believe they have reached 25 years of tenancy if there are gaps in the tenancy.

CCOC records need to confirm the length of tenancy and final decisions are at the discretion of the Rental Director.

# RENTAL DEPARTMENT REPORT

Reporting on: July 2021

## 1. CCOC Units Rented by Source and Unit Turnovers:

Source	Jan	Feb	Mar	Apr	May	June	July (+Taiga)	Aug (+Taiga)	Sept (+Taiga)	Oct (+Taiga)	Nov (+Taiga)	Dec (+Taiga)	Total
<b>Totals</b>	<b>11</b>	<b>12</b>	<b>24</b>	<b>15</b>	<b>9</b>	<b>14</b>	<b>24</b>						<b>109</b>
Transfers (incl. overhoused)	1	2	3	2	0	3	4						15
Registry W/L	4	3	5	3	4	3	6						28
Referrals	4	2	5	1	1	4	5						22
Insitu MR to RGI	0	0	2	0	0	0	0						2
Websites/Twitter	0	3	9	9	2	3	7						33
Former Tenant	2	2	0	0	2	1	2						9
<b>Move outs by month</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>16</b>	<b>12</b>	<b>20</b>	<b>22</b>						<b>106</b>
<b>Vacancy Rate by month</b>	1.7%	1.6%	1.1%	0.9%	0.9%	1.6%	1.8%						<b>Avg: 1.4%</b>
<b>Benchmark 1:</b> units rented should equal number of move outs	<b>0</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>2</b>						<b>4/7 months</b>
<b>Benchmark 2:</b> CCOC vacancy rate should be lower than Ottawa's vacancy rate (3.9%)	<b>2.2% lower</b>	<b>2.3% lower</b>	<b>2.8% lower</b>	<b>3.0% lower</b>	<b>3.0% lower</b>	<b>2.3% lower</b>	<b>2.1% lower</b>						<b>7/7 months</b>

## 2. Vacancies & Turnovers:

July Move Outs: 22

August Move Outs (so far): 21

September Move Outs (so far): 10

As of August 4, 2021, the CCOC vacancy rate is 1.8% with 31 empty units in our 1689 "rentable units".

**\*Note that as of July 1, 2021, 2100 Scott Street (Taiga) is included in the monthly statistics.** 4 of the empty units for July are at 2100 Scott St., representing a 13% share of empty units. Taiga has 104 apartments, representing a 6% share of the total 1689 units.

## 3. N5's & Evictions July/Aug:

- There are 2 active N5s. No new N5s were served since last meeting. One hearing took place. One hearing was adjourned (we needed more time to try to reach an agreement). One hearing is still to happen.

**RENTAL REPORT: VACANCIES AND TURNS**  
**August 2021 MEETING (data as of August 4, 2021)**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
22	402	210 Gloucester	2	\$ 1,450.00	\$ 1,450.00	2021-04-30	2021-05-30	current	Moved in July 9
40	507	151 Parkdale	1	\$ 1,225.00	\$ 1,225.00	2021-04-30	2021-05-30	current	Moved in July 5
11	405	258 Lisgar	0	\$ 900.00	\$ 900.00	2021-05-31	2021-06-30	current	Moved in July 15
0013a	3-598	MacLaren	2	\$ 1,550.00	\$ 1,550.00	2021-05-31	2021-06-30	current	Moved in July 15
0037a	119	145 Clarence	0	\$ 875.00	\$ 875.00	2021-05-31	2021-06-30	current	Moved in July 1
0037a	315	145 Clarence	1	\$ 1,175.00	\$ 1,175.00	2021-05-31	2021-06-30	current	moved in July 21
0023	405	20 Robinson	3	\$ 1,180.00	\$ 1,540.00	2021-07-15	2021-08-14	future	Move in September 1
0013b	35-627	Percy School-Gilmour	3	\$ 1,640.00	\$ 1,640.00	2021-07-15	2021-08-14	future	Move in August 15
0041a	402	455 Lisgar Street	1	\$ 1,013.00	\$ 1,225.00	2021-07-15	2021-08-14	future	Move in August 15
0066	311	160 Argyle Ave	0	\$ 832.00	\$ 900.00	2021-07-17	2021-08-13	future	Move in August 13
0064	308	54 Primrose	0	\$ 764.00	\$ 825.00	2021-08-15	2021-08-30	future	Move in August 30

**Units re-rented: 11**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0004	2-500	500-504 Gilmour	3	\$ 1,406.00	\$ 1,665.00	2021-08-04	2021-08-30	0	Notice
0064	308	54 Primrose	0	\$ 764.00	\$ 825.00	2021-08-15	2021-09-14	0	Notice
0037a	309	145 Clarence	1	\$ 935.00	\$ 1,175.00	2021-08-20	2021-09-19	0	Notice
0039	606	415 Gilmour	2	\$ 1,214.00	\$ 1,600.00	2021-08-31	2021-09-30	0	Notice
0022	704	210 Gloucester	1	\$ 1,080.00	\$ 1,175.00	2021-08-31	2021-09-30	0	Notice
0017	512	170 Booth	1	\$ 996.00	\$ 1,225.00	2021-08-31	2021-09-30	0	Notice
0009	302	50 James	2	\$ 1,450.00	\$ 1,450.00	2021-08-31	2021-09-30	0	Notice
0011	402	258 Lisgar	2	\$ 1,214.00	\$ 1,600.00	2021-08-31	2021-09-30	0	Notice
0011	502	258 Lisgar	2	\$ 1,217.00	\$ 1,600.00	2021-08-31	2021-09-30	0	Notice
0068	4-100	100-200 Victory Gdns Pvt	3	\$ 1,700.00	\$ 1,700.00	2021-08-31	2021-09-30	0	Notice
0063a	1138	Richmond Rd	1	\$ 920.00	\$ 1,050.00	2021-08-31	2021-09-30	0	Notice
0060	1	140 Bronson	0	\$ 825.00	\$ 825.00	2021-08-31	2021-09-30	0	Notice
0065	301	464 Metcalfe	2	\$ 1,650.00	\$ 1,650.00	2021-08-31	2021-10-30	0	Notice
0021	104	345 Waverley	1	\$ 1,006.00	\$ 1,225.00	2021-08-31	2021-09-30	0	Notice
0011	305	258 Lisgar	0	\$ 781.00	\$ 900.00	2021-08-31	2021-09-30	0	Notice
0024a	3	Armstrong	0	\$ 741.00	\$ 741.00	2021-08-31	2021-09-30	0	Notice
0026	106	110 Nelson	2	\$ 1,310.00	\$ 1,350.00	2021-08-31	2021-09-30	0	Notice
0042	307	Taiga 2100 Scott	2	\$ 1,018.00	\$ 1,250.00	2021-08-31	2021-09-30	0	Notice
0042	308	Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-08-31	2021-09-30	0	Notice
0040	711	151 Parkdale	1	\$ 970.00	\$ 1,225.00	2021-09-15	2021-10-15	0	Notice
0037a	119	145 Clarence	0	\$ 875.00	\$ 875.00	2021-09-15	2021-10-15	0	Notice
0015	600	594-604 Gladstone	3	\$ 1,350.00	\$ 1,600.00	2021-09-30	2021-10-30	0	Notice
0009	201	50 James	1	\$ 922.00	\$ 1,175.00	2021-09-30	2021-10-30	0	Notice
0035	414	10 Stevens	2	\$ 1,060.00	\$ 1,120.00	2021-09-30	2021-10-30	0	Notice
0040	104	151 Parkdale	0	\$ 806.00	\$ 900.00	2021-09-30	2021-10-30	0	Notice
0039	501	415 Gilmour	1	\$ 1,124.00	\$ 1,225.00	2021-09-30	2021-10-30	0	Notice
0061	10	123 Stirling	1	\$ 1,100.00	\$ 1,225.00	2021-09-30	2021-10-30	0	Notice
0022	407	210 Gloucester	1	\$ 1,175.00	\$ 1,175.00	2021-09-30	2021-10-30	0	Notice
0060	14	140 Bronson	1	\$ 1,175.00	\$ 1,175.00	2021-09-30	2021-10-30	0	Notice

**UNITS ON NOTICE BUT NOT YET RENTED: 29**

**August Move Outs (So far): 21**

**September Move Outs (So far): 10**

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	247	Options Bytown referral
0009	202	50 James	2	\$ 1,450.00	\$ 1,450.00	2021-03-15	2021-03-30	157	2 approved apps withdrawn
0027	503	520 Bronson	2	\$ 1,073.00	\$ 1,500.00	2021-02-28	2021-03-30	157	PCIL referral
0052	1	163 James	0	\$ 560.00	\$ 560.00	2021-04-02	2021-05-02	124	seeking referrals
0042	206	Taiga 2100 Scott	2	\$ 1,250.00	\$ 1,250.00	2021-04-30	2021-08-13	97	not showable
0042	707	Taiga 2100 Scott	2	\$ 1,250.00	\$ 1,250.00	2021-05-19	2021-08-31	77	not showable
0036	205	258 Argyle	2	\$ 1,192.00	\$ 1,600.00	2021-05-31	2021-06-30	65	on web
0022	605	210 Gloucester	1	\$ 1,175.00	\$ 1,175.00	2021-06-18	2021-07-18	47	now showable, on web
0021	305	345 Waverley	0	\$ 777.00	\$ 900.00	2021-06-26	2021-07-26	39	now showable, on offer
0042	406	Taiga 2100 Scott	2	\$ 1,250.00	\$ 1,250.00	2021-06-30	2021-08-31	35	not showable
0017	310	170 Booth	2	\$ 1,169.00	\$ 1,400.00	2021-06-30	2021-07-30	35	on web
0023	205	20 Robinson	3	\$ 1,181.00	\$ 1,540.00	2021-06-30	2021-07-30	35	on web
0026	410	110 Nelson	1	\$ 900.00	\$ 1,175.00	2021-06-30	2021-07-30	35	on offer
0026	705	110 Nelson	2	\$ 1,107.00	\$ 1,350.00	2021-06-30	2021-07-30	35	on offer
0027	614	520 Bronson	1	\$ 877.00	\$ 1,175.00	2021-06-30	2021-08-13	35	not showable
0060	6	140 Bronson	0	\$ 752.00	\$ 825.00	2021-06-30	2021-07-30	35	not showable
0071	107	240 Presland Rd	2	\$ 931.00	\$ 1,080.00	2021-06-30	2021-07-30	35	not showable
0023	204	20 Robinson	1	\$ 1,175.00	\$ 1,175.00	2021-07-15	2021-08-14	20	on web
0006	145C	143-153 Arlington	2	\$ 1,615.00	\$ 1,640.00	2021-07-31	2021-08-30	4	
0011	307	258 Lisgar	1	\$ 976.00	\$ 1,225.00	2021-07-31	2021-08-30	4	
0021	206	345 Waverley	1	\$ 1,022.00	\$ 1,225.00	2021-07-31	2021-08-30	4	
0023	202	20 Robinson	2	\$ 1,085.00	\$ 1,350.00	2021-07-31	2021-08-30	4	
0034	101	264 Lisgar	2	\$ 1,136.00	\$ 1,500.00	2021-07-31	2021-08-30	4	
0036	404	258 Argyle	1	\$ 976.00	\$ 1,225.00	2021-07-31	2021-08-30	4	
0039	506	415 Gilmour	2	\$ 1,226.00	\$ 1,600.00	2021-07-31	2021-08-30	4	
0040	202	151 Parkdale	1	\$ 970.00	\$ 1,225.00	2021-07-31	2021-08-30	4	
0042	108	Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-07-31	2021-08-30	4	
0064	206	54 Primrose	0	\$ 790.00	\$ 825.00	2021-07-31	2021-08-30	4	
0065	604	464 Metcalfe	0	\$ 900.00	\$ 900.00	2021-07-31	2021-09-29	4	
0065	810	464 Metcalfe	1	\$ 1,123.00	\$ 1,650.00	2021-07-31	2021-09-29	4	
0037a	419	145 Clarence	0	\$ 749.00	\$ 875.00	2021-07-31	2021-08-30	4	
0067a	507	111 Catherine	1	\$ 1,270.00	\$ 1,270.00	2021-07-31	2021-08-30	4	
0014a	12-25	Rochester	2	\$ 1,200.00	\$ 1,500.00	2021-08-03	2021-09-02	1	

**Empty Units: 31 (not counting 2 community partner referral/block lease)**

**Rental Committee Meeting  
September 14, 2021**

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**Rental Committee:** Christopher Yordy (Chair), Cynara Desbarats, Kerry Beckett, Dougald Brown, Sandy Hung, Ana Lori Smith, Dahlya Smolash, Sulaina Bonabana, Teresa Schoembs

**Regrets:** Helena Brown, Alisher Perez, Mayada Bahubeshi

**Staff:** Fran Childs (Rentals), Linda Camilleri (Rentals)

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**1. Anti-Oppression Statement**

**2. Acceptance of the Agenda**

**3. Adoption of the August minutes:** Sulaina highlighted that item 5 was missing a word: “Fran *said* that we do collect data through move in and move out surveys.” Minutes approved with correction.  
**M/S/C, Bonabana/Beckett**

**4. Safety & Security Memo:** Prior to the meeting members were asked to review the memo. Fran sought members’ permission to record the discussion, as it was an important item and we wanted to capture all points. We asked members to provide their feedback. Discussion followed and the highlights included:

- Cameras have a cost. Consider other options before installing camera systems. I’m not anti camera.
- Cameras are just cameras. Need staff to view videos. Police may not be able to find the person on video unless they recognize them.
- Question: what is CPTED and what is Agent Status?
- Not against cameras. For me the cameras would allow my building to know why there seem to be repeated break ins or attempts to break to my building (54 Primrose). Having more secure front and back doors at our building would also make a difference.
- Questions about alternatives to police – who could be called to come and move a trespasser to a place to stay?
- Also understand that police can’t necessarily catch someone from camera footage. Would want to start with entry doors, shrubbery, and the physical space first to see if that solves an issue. The loss of privacy, if cameras aren’t as much of a deterrent as we hope, if we can’t have cameras monitored live, then it is giving up something for maybe not so much return.
- Biggest problem is not people getting hurt, it’s people trespassing. So just by changing the doors, it has worked at other buildings to stop trespassers. Avoid having things like planters that make good seats for people.
- I think it’s better to have better lighting and environmental design. Explained how fob systems work and can be deactivated. I think it’s so important to consult tenants and get their input on what is most important at their building. Need to take their lived

experiences into consideration. I don't know how that would work. Need to make sure that there is transparency around this decision if tenants are requesting cameras.

- Listening to everyone, I have always been a neighbour of CCOC, not a tenant. The big question here is how we address safety issues. We have a diverse set of buildings we manage and they would not all need the same response. People who live there will know best what a particular building needs. Will cameras solve the issue? Taking tenant suggestions might be more effective for the dollars spent.
- When I explain to neighbours that cameras don't work like CSI Miami, they understand. Tenant Education is also needed. Make sure tenants call police rather than telling neighbours or Building Reps. Teaching good practices on building security such as ensuring exterior doors are locked and avoiding allowing others to follow you in to the building
- I was for cameras, but I've heard the pros and cons. In this modern time, I thought cameras were everywhere. If tenants feel they want the cameras, how would CCOC justify not putting them in? Cameras are expensive but they are also helpful.
- I don't think we have to be pro or anti camera. I think we have to be smart about how we go about increasing the security at our buildings.

a) **Should CCOC use cameras to address safety issues?**

- a. **Dougald proposed:** As a first step, we need to do something about physical factors and design at a building and tenant education with tenant consultation. Then if that does not resolve the issue, we try cameras on a pilot project basis and get an actual indication on whether it improves the situation. It has to be on an individual building basis. Cameras should be the last resort after trying everything else we can do.
  - i. The Committee voted on support for this statement: **7 in favour, 1 opposed**

b) **Should CCOC take a pro/anti camera stance? How would this line up with CCOC's existing Mission and Values?** The committee feels neither pro or anti camera stance is required, if we abide by the recommendations/stipulations above.

**5. Move Ins & Move Outs over the last 5 years:** We reviewed the report that compared data for tenants moving in and moving out from 2017 through to 2021 (present). The trends were surprisingly comparable for many years.

Data highlights included:

- Move in – no strong pattern emerged. With 2020 being a very different year due to the pandemic, there were some highs and lows that matched with the way that COVID rolled out.
- Move out – no wild variations, similar pattern each month (average 15 move outs per month). 2020 was a very different year due to pandemic, pattern that emerged was relatable to COVID, lowest month was March 2020 at beginning of pandemic and as things opened up more the highest months September, October and November 2020 were noted.

**6. Announcements & Updates:**

- a) **Staff Updates:** We reviewed who has joined or left the CCOC team.
- b) **Taiga Update:** Lots going on: we are processing annual renewals for all tenants with subsidies. Redempta has begun organizing the files and will digitize them (it's a big task), we are hopeful for a December completion. We started having monthly operations-focused meetings.
- c) **Forward update:** no new updates pertinent to the committee.
- d) **Property Tour:** Saturday September 18<sup>th</sup> from 10 to 1 pm. Contact Delena to sign up.
- e) **Sharing back from last month's Board meeting by our Chair, Chris:** no meeting in August.

**7. Rental Department Reports:** Refer to notes provided in the reports a) & b)

- a) **Vacancy & Turnover Reports:** Reviewed.
- b) **Legal Updates:** Reviewed.
- b) **Accounts Receivable Stats:** Reviewed. The total arrears for current tenants has remained almost same while the total arrears for past tenants increased slightly. The total arrears (current and past) has increased slightly this month.

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

**9. Any Other Business/Board Focus on Rental Business:**

- a. Rental Committee will not meet in October (late summer break); all were in favor.
- b. From Security Discussion:
  - i. **Should CCOC use cameras to address safety issues?**
    - 1. **Dougald proposed:** As a first step, we need to do something about physical factors and design at a building and tenant education with tenant consultation. Then if that does not resolve the issue, we try cameras on a pilot project basis and get an actual indication on whether it improves the situation. It has to be on an individual building basis. Cameras should be the last resort after trying everything else we can do.
    - 2. The Committee voted on support for this statement: **7 in favour, 1 opposed**
  - ii. **Should CCOC take a pro/anti camera stance? How would this line up with CCOC's existing Mission and Values?** The committee feels neither pro or anti camera stance is required, if we abide by the recommendations/stipulations above.

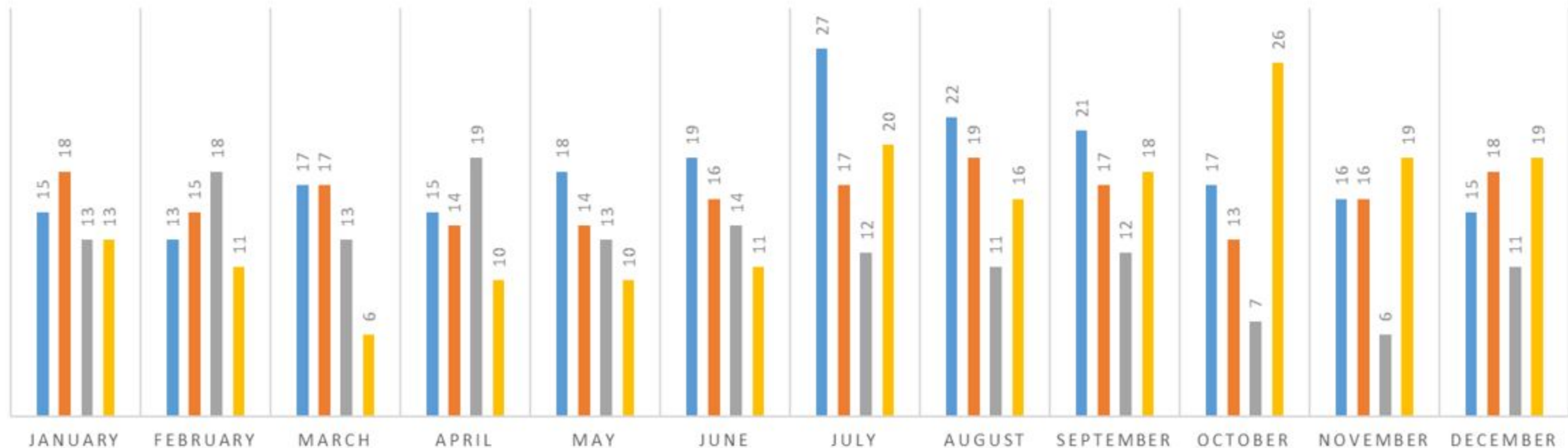
Adjournment 8:40pm

**Next meeting: November 9<sup>th</sup> at 7pm**



# MOVE OUTS BY MONTH 2017 - 2020

■ 2017 ■ 2018 ■ 2019 ■ 2020



11

12

13

16

12

20

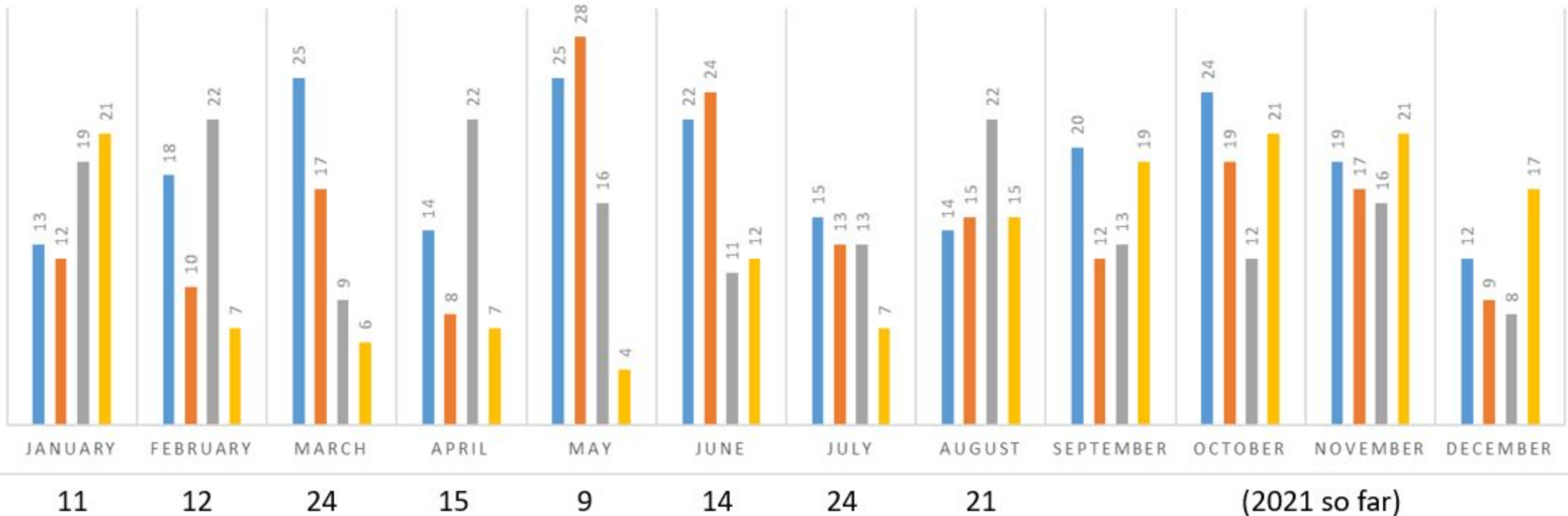
22

22

(2021 so far)

# MOVE INS BY MONTH 2017 - 2020

■ 2017 ■ 2018 ■ 2019 ■ 2020



# RENTAL DEPARTMENT REPORT

Reporting on: August 2021

## 1. CCOC Units Rented by Source and Unit Turnovers:

Source	Jan	Feb	Mar	Apr	May	June	July (+Taiga)	Aug (+Taiga)	Sept (+Taiga)	Oct (+Taiga)	Nov (+Taiga)	Dec (+Taiga)	Total
<b>Totals</b>	<b>11</b>	<b>12</b>	<b>24</b>	<b>15</b>	<b>9</b>	<b>14</b>	<b>24</b>	<b>18</b>					<b>127</b>
Transfers (incl. overhoused)	1	2	3	2	0	3	4	4					19
Registry W/L	4	3	5	3	4	3	6	3					31
Referrals	4	2	5	1	1	4	5	6					28
Insitu MR to RGI	0	0	2	0	0	0	0	0					2
Websites/Twitter	0	3	9	9	2	3	7	5					38
Former Tenant	2	2	0	0	2	1	2	0					9
<b>Move outs by month</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>16</b>	<b>12</b>	<b>20</b>	<b>22</b>	<b>22</b>					<b>128</b>
<b>Vacancy Rate by month</b>	1.7%	1.6%	1.1%	0.9%	0.9%	1.6%	1.8%	1.8%					<b>Avg: 1.4%</b>
<b>Benchmark 1:</b> units rented should equal number of move outs	<b>0</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>4</b>					<b>4/8 months</b>
<b>Benchmark 2:</b> CCOC vacancy rate should be lower than Ottawa's vacancy rate (3.9%)	<b>2.2% lower</b>	<b>2.3% lower</b>	<b>2.8% lower</b>	<b>3.0% lower</b>	<b>3.0% lower</b>	<b>2.3% lower</b>	<b>2.1% lower</b>	<b>2.1% lower</b>					<b>8/8 months</b>

## 2. Vacancies & Turnovers:

August Move Outs: 22

September Move Outs (so far): 12

October Move Outs (so far): 12

As of September 9, 2021, the CCOC vacancy rate is 1.8% with 31 empty units in our 1689 "rentable units".

**\*Note that as of July 1, 2021, 2100 Scott Street (Taiga) is included in the monthly statistics.** 7 of the empty units for August are at 2100 Scott St., representing a 23% share of empty units. Taiga has 104 apartments, representing a 6% share of the total 1689 units. The vacant apartments have not been showable yet, which is adding to the vacancy period.

## 3. N5's & Evictions August/September:

- There are 2 active N5s. No new N5s were served since last meeting. One hearing took place. The adjourned hearing has a new date on November 10th (we needed more time to try to reach an agreement).
- No notices were served and no hearings took place for Taiga.

**RENTAL REPORT: VACANCIES AND TURNS**  
**September 2021 MEETING (data as of September 9, 2021)**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0009	202	50 James	2	\$1,450.00	\$ 1,450.00	2021-03-15	2021-03-30		moved in September 1
0052	1	163 James	0	\$ 560.00	\$ 560.00	2021-04-02	2021-05-02		move in TBC
0036	205	258 Argyle	2	\$1,192.00	\$ 1,600.00	2021-05-31	2021-06-30		moved in September 1
0022	605	210 Gloucester	1	\$1,175.00	\$ 1,175.00	2021-06-18	2021-07-18		moved in September 1
0017	310	170 Booth	2	\$1,169.00	\$ 1,400.00	2021-06-30	2021-07-30		moved in September 1
0023	205	20 Robinson	3	\$1,181.00	\$ 1,540.00	2021-06-30	2021-07-30		moved in Aug 28
0026	705	110 Nelson	2	\$1,107.00	\$ 1,350.00	2021-06-30	2021-07-30		Move in Sept 15
0023	204	23 20 Robinson	1	\$1,175.00	\$ 1,175.00	2021-07-15	2021-08-14		move in October 1
0034	101	264 Lisgar	2	\$1,136.00	\$ 1,500.00	2021-07-31	2021-08-30		move in October 1
0006	145C	143-153 Arlington	2	\$1,615.00	\$ 1,640.00	2021-07-31	2021-08-30		moved in September 1
0021	206	345 Waverley	1	\$1,022.00	\$ 1,225.00	2021-07-31	2021-08-30		moved in September 1
0036	404	258 Argyle	1	\$ 976.00	\$ 1,225.00	2021-07-31	2021-08-30		Move in Sept 15
0039	506	415 Gilmour	2	\$1,226.00	\$ 1,600.00	2021-07-31	2021-08-30		moved in September 1
0064	206	54 Primrose	0	\$ 790.00	\$ 825.00	2021-07-31	2021-08-30		moved in August 27
0065	810	464 Metcalfe	1	\$1,123.00	\$ 1,650.00	2021-07-31	2021-09-29		moved in September 7
0067a	507	111 Catherine	1	\$1,270.00	\$ 1,270.00	2021-07-31	2021-08-30		moved in September 1
0022	704	22 210 Gloucester	1	\$1,080.00	\$ 1,175.00	2021-08-31	2021-09-30		move in October 1
0065	301	464 Metcalfe	2	\$1,650.00	\$ 1,650.00	2021-08-31	2021-10-30		Move in Sept 15
0039	501	415 Gilmour	1	\$1,124.00	\$ 1,225.00	2021-09-30	2021-10-30		move in November 1

**Units re-rented: 19**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0040	711	151 Parkdale	1	\$ 970.00	\$ 1,225.00	2021-09-15	2021-10-15	0	Notice
0015	600	594-604 Gladstone	3	\$1,350.00	\$ 1,600.00	2021-09-30	2021-10-30	0	Notice - showings this week
0020	2	20 298 Arlington	2	\$1,247.00	\$ 1,600.00	2021-09-30	2021-10-30	0	Notice
0035	414	10 Stevens	2	\$1,060.00	\$ 1,120.00	2021-09-30	2021-10-30	0	Notice
0061	10	123 Stirling	1	\$1,100.00	\$ 1,225.00	2021-09-30	2021-10-30	0	Notice
0022	407	210 Gloucester	1	\$1,175.00	\$ 1,175.00	2021-09-30	2021-10-30	0	Notice
0060	14	140 Bronson	1	\$1,175.00	\$ 1,175.00	2021-09-30	2021-10-30	0	Notice
0034	701	34 264 Lisgar	2	\$1,236.00	\$ 1,500.00	2021-09-30	2021-10-30	0	Notice
0035	206	35 10 Stevens	2	\$1,030.00	\$ 1,120.00	2021-09-30	2021-10-30	0	Notice
0060	7	60 140 Bronson	0	\$ 754.00	\$ 825.00	2021-09-30	2021-10-30	0	Notice
0065	610	65 464 Metcalfe	1	\$1,270.00	\$ 1,270.00	2021-09-30	2021-11-29	0	Notice
0067a	611	67 111 Catherine	2	\$1,508.00	\$ 1,650.00	2021-10-09	2021-11-08	0	Notice
0039	616	39 415 Gilmour	1	\$ 976.00	\$ 1,225.00	2021-10-10	2021-11-09	0	Notice
0027	404	27 520 Bronson	2	\$1,089.00	\$ 1,370.00	2021-10-15	2021-11-14	0	Notice
0011	201	11 258 Lisgar	2	\$1,239.00	\$ 1,600.00	2021-10-31	2021-11-30	0	Notice
0011	205	11 258 Lisgar	0	\$ 838.00	\$ 900.00	2021-10-31	2021-11-30	0	Notice
0022	1102	22 210 Gloucester	2	\$1,133.00	\$ 1,450.00	2021-10-31	2021-11-30	0	Notice
0027	707	27 520 Bronson	1	\$ 975.00	\$ 1,000.00	2021-10-31	2021-11-30	0	Notice
0060	9	60 140 Bronson	0	\$ 760.00	\$ 825.00	2021-10-31	2021-11-30	0	Notice
0066	206	66 160 Argyle	0	\$ 844.00	\$ 900.00	2021-10-31	2021-11-30	0	Notice
0024b	2	24 Carruthers	0	\$ 802.00	\$ 825.00	2021-10-31	2021-11-30	0	Notice
0037a	409	37 145 Clarence	1	\$ 951.00	\$ 1,175.00	2021-10-31	2021-11-30	0	Notice
0065	311	65 464 Metcalfe	1	\$1,120.00	\$ 1,270.00	2021-10-31	2021-12-30	0	Notice
0037a	410	37 145 Clarence	1	\$ 923.00	\$ 1,175.00	2021-11-30	2021-12-30	0	Notice

**UNITS ON NOTICE BUT NOT YET RENTED: 24**

**September Move Outs (So far): 12**

**October Move Outs (So far): 12**

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	283	Options Bytown referral
0027	503	520 Bronson	2	\$1,073.00	\$ 1,500.00	2021-02-28	2021-03-30	193	PCIL referral
0042	206	Taiga 2100 Scott	2	\$1,250.00	\$ 1,250.00	2021-04-30	2021-08-13	133	not showable
0042	707	Taiga 2100 Scott	2	\$1,250.00	\$ 1,250.00	2021-05-19	2021-08-31	113	not showable
0021	305	345 Waverley	0	\$ 777.00	\$ 900.00	2021-06-26	2021-07-26	75	now showable, on offer
0060	6	140 Bronson	0	\$ 752.00	\$ 825.00	2021-06-30	2021-07-30	71	not showable
0042	406	Taiga 2100 Scott	2	\$1,250.00	\$ 1,250.00	2021-06-30	2021-08-31	71	not showable
0026	410	110 Nelson	1	\$ 900.00	\$ 1,175.00	2021-06-30	2021-07-30	71	on offer, multiple offers
0071	107	240 Presland Rd	2	\$ 931.00	\$ 1,080.00	2021-06-30	2021-07-30	71	on offer
0027	614	520 Bronson	1	\$ 877.00	\$ 1,175.00	2021-06-30	2021-08-13	71	not showable, TT
0023	202	20 Robinson	2	\$1,085.00	\$ 1,350.00	2021-07-31	2021-08-30	40	on web
0011	307	258 Lisgar	1	\$ 976.00	\$ 1,225.00	2021-07-31	2021-08-30	40	on offer
0037a	419	145 Clarence	0	\$ 749.00	\$ 875.00	2021-07-31	2021-08-30	40	on offer
0040	202	151 Parkdale	1	\$ 970.00	\$ 1,225.00	2021-07-31	2021-08-30	40	not showable, TT
0042	108	Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-07-31	2021-08-30	40	not showable
0065	604	464 Metcalfe	0	\$ 900.00	\$ 900.00	2021-07-31	2021-09-29	40	on offer
0014a	12-25	Rochester	2	\$1,200.00	\$ 1,500.00	2021-08-03	2021-09-02	37	not showable
0004	2-500	500-504 Gilmour	3	\$1,406.00	\$ 1,665.00	2021-08-04	2021-08-30	36	now showable, on offer
0037a	309	145 Clarence	1	\$ 935.00	\$ 1,175.00	2021-08-20	2021-09-19	20	on offer
0039	606	415 Gilmour	2	\$1,214.00	\$ 1,600.00	2021-08-31	2021-09-30	9	on web
0060	1	140 Bronson	0	\$ 825.00	\$ 825.00	2021-08-31	2021-09-30	9	not showable
0011	402	258 Lisgar	2	\$1,214.00	\$ 1,600.00	2021-08-31	2021-09-30	9	on web
0011	502	258 Lisgar	2	\$1,217.00	\$ 1,600.00	2021-08-31	2021-09-30	9	on web
0024b	1	24 Carruthers	0	\$ 801.00	\$ 825.00	2021-08-31	2021-09-30	9	
0026	106	110 Nelson	2	\$1,310.00	\$ 1,350.00	2021-08-31	2021-09-30	9	on web
0011	305	258 Lisgar	0	\$ 781.00	\$ 900.00	2021-08-31	2021-09-30	9	on web
0021	104	345 Waverley	1	\$1,006.00	\$ 1,225.00	2021-08-31	2021-09-30	9	
0042	307	Taiga 2100 Scott	2	\$1,018.00	\$ 1,250.00	2021-08-31	2021-09-30	9	not showable
0042	308	Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-08-31	2021-09-30	9	not showable
0042	201	Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-08-31	2021-09-30	9	not showable
0063a	1138	Richmond Rd	1	\$ 920.00	\$ 1,050.00	2021-08-31	2021-09-30	9	on web
0068	4-100	100-200 Victory Gdns Pvt	3	\$1,700.00	\$ 1,700.00	2021-08-31	2021-09-30	9	
0065	410	65 464 Metcalfe	1	\$1,270.00	\$ 1,270.00	2021-08-31	2021-10-30	9	

**Empty Units: 31 (not counting 2 community partner referral/block lease)**

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE  
MEETING OF WEDNESDAY SEPTEMBER 14, 2021  
7:00 – 8:30 p.m., Microsoft Teams**

**Chair:** Peter Thorn

**In attendance:** Mayada Bahubeshi, Jordan Edwards, Shelly Robinson

**Staff:** Delena Jean Baptiste (recorder), Hannah Vlaar

**Regrets:** Risada Diku, Lisa Hollingshead, Courtney Lockhart, Terry Schoembs

**1. Call to order and read the Anti-Oppression statement:** 7:05 pm

**2. Select Timekeeper**

Mayada was selected as timekeeper.

**3. Adoption of the agenda**

Motion to remove item 5A from the agenda.

(M/S/C Jordan Edwards/Shelley Robinson)

**4. Adoption of the minutes of the meeting of Wednesday August 18, 2021**

The minutes were adopted as presented.

(M/S/C Jordan Edwards/Shelly Robinson)

**5. New business**

a) **House of PainT mural at 455 Lisgar/CCOC and murals**

Background: A CCOC tenant suggested that CCOC pursue a mural opportunity with House of PainT, a outdoor hip hop festival that uplifts artists and hip hop culture in Ottawa. Committee members are asked to review approve the mural project, and discuss any guidelines for staff when pursuing future mural or public art projects.

Discussion:

- Who will be in charge of touch ups and the art being maintained for 10 years? A clause should state who will be responsible for touching up the artwork if it is tagged or otherwise damaged.
  - *(Correction: Following the meeting, staff confirmed that in the agreement with House of PainT, the mural needs to be up for a minimum of 5 years, not 10).*
- Who will pay for the cost of maintaining it?
- Staff will draft mural/public art approval guidelines and bring them to the TCE committee for review at the October meeting.

b) **2022 TCE budget review**

Discussion:

- There should be more opportunities for tenants to learn more about tenant-led initiatives and that funding for these activities is available.
- The budget for tenant-led initiatives should be increased.

Motion to approve the draft 2022 TCE budget.

(M/S/C Shelly Robinson/Jordan Edwards)

c) **Safety memo**

Background: A Safety Working Group was created in the spring of 2021 to develop a memo for FMC, TCE and Rental Committees to make a recommendation to the Board around the use of security cameras. The working group completed the memo and the committee will discuss the findings and security cameras, as they relate to CCOC's Mission and Values.

Discussion:

- Cameras should only be used when absolutely necessary. They should only be used as a last resort.
- Cameras should only be installed at properties where they are high safety and security needs.
- Cameras should not be placed at every building. They should only be installed on a case-by-case basis.
- CCOC should not take an anti- or pro-camera stance.
- The case studies were a useful part of the safety memo. However, the case studies used the word "bad" to describe someone. CCOC should not use the word "bad" to describe guests, tenants, etc. to describe anyone, especially when describing those with addictions. This description does not align with CCOC's anti-oppression statement.

Motion to recommend to the Board that CCOC only use cameras on a case-by-case basis. Cameras should be the last resort after other security measures have been taken. Finally, CCOC should require strict and transparent privacy standards for all camera footage.

(M/S/C Shelly Robinson/Mayada Bahubeshi)

**6. Standing items**

a) **Board & committees report** – No discussion

b) **Department report**

- The committee would like to discuss increasing the number of committee members. They would also like to review the TCE Committee Terms of Reference and how they differ from the Neighbours Network.

- c) **What decisions or comments do you need from the Board?**  
Review the safety memo recommendation

**7. Announcements**

- a) **TCE related community activities/events**
  - i. Property Tour! Saturday September 18—save the date. 10 a.m. – 1 p.m.
  
- b) **2021 Meeting Schedule:** October 4, November 1, December 6

**8. Adjournment:** 8:36 PM

(M/C Shelly Robinson)

August 25, 2021

**Dear Mayor Jim Watson, Dr. Vera Etches, Councillors and members of the Board of Health,**

The state of our streets is a public health issue.

Now, more than ever, we need these public spaces to support the health of all who use them. We cannot afford to let politics, parking and traffic flow dominate.

When we create streets that improve people's health, we also make our neighbourhoods more socially and economically vibrant, and environmentally sustainable. That is what Lucy Saunders, founder of the Healthy Streets Approach, found after researching the effects of transport, the public realm, and urban planning on health. Saunders distilled this research into ten indicators of a Healthy Street:

- Everyone feels welcome
- People choose to walk and cycle
- People feel relaxed
- Easy to cross
- Clean air
- Not too noisy
- Places to stop and rest
- People feel safe
- Things to see and do
- Shade and shelter

The Healthy Streets Approach became the framework of London Mayor Sadiq Khan's 25-year Transport Strategy, part of all the Mayor's statutory strategies, and a pillar of the London Plan (spatial plan). More about the Healthy Streets Approach is available here:

<https://healthystreets.com/home/tools/>.

I am asking you to advocate for a similar prioritization of health in decision-making about our public streets here in Ottawa. This would include the following:

1. Making health the top priority in all day-to-day transportation and planning decisions, starting now





2. Launching a program, co-led by Ottawa Public Health and Transportation Services, to quickly transform streets to support safe, active transportation and expand public space during the pandemic
3. Committing to the Healthy Streets Approach in all relevant policy documents, including the new Official Plan, Transportation Master Plan, and Complete Streets policies
4. Requesting that Ottawa Public Health co-lead the development of the new Transportation Master Plan, Cycling Plan and Pedestrian Plan
5. Providing the public with an analysis of the health impacts of all transportation decisions (i.e., adding a “Health Impacts” section in all reports to the Transportation Committee, to be provided by Ottawa Public Health)
6. Leading a culture change at City Hall so that all staff understand their responsibility to transform public streets into healthy and equitable places (not to defend the status quo)

CCOC believes that healthy streets prioritize people of all abilities, those who use strollers and other carrying devices, and people with mobility issues. We cannot continue watching while other cities lead. I am counting on you to act with the urgency this issue deserves.

Sincerely,



Hannah Vlaar

Director, Tenant and Community Engagement

Centretown Citizens Ottawa Corporation

## CCOC/CCHC Governance Sub-Committee

Tuesday September 21, 2021, 7:00 – 8:30 p.m.

(Online)

**Present:** Court Miller (Chair), Mayada Bahubeshi, Erica Braunovan, Sarah Gelbard, Lee Pepper, AnaLori Smith. **Notetaker:** Ray Sullivan

### 1. **Welcome & Call to Order:** Court called the meeting to order at 7:07

- a. Land acknowledgement & anti-oppression statement: Sarah read the statement.
- b. Select timekeeper: Lee volunteered

### 2. **Update on Ontario Not-for-Profit Corporations Act**

**Background:** In 2010 the Ontario Legislature passed a new [Not-for-Profit Corporations Act](https://theonn.ca/our-work/our-regulatory-environment/onca/), but it was never enacted/proclaimed. The government has announced it will finally be proclaimed in October. Non-profits will have three years after that to comply. CCOC is incorporated under the Ontario Corporations Act, and will have to re-incorporate under the new Act with new By-Laws before October 2024. More information: <https://theonn.ca/our-work/our-regulatory-environment/onca/>

**Discussion:** We will have to set a target date for bringing new bylaws and articles of incorporation to a members meeting. Ray suggested the May 2023 AGM.

Court asked if this has an impact on CCOC filing for charitable status. Ray answered that he didn't think it would. This is a provincial incorporation issue, while charitable status is a federal (Canada Revenue Agency) matter. Although our current applications rely heavily on the current articles of incorporation, this should be resolved before spring 2023.

### 3. **Building a Care System in CCOC's Governance**

**Objective:** How can CCOC's governance process be improved to be more accommodating to the greatest number of people?

- a. **Action (from July):** Consider revising the anti-oppression statement to include a specific note about caring for each other. E.g. Even if we disagree, we are here because we love CCOC and are working together to make CCOC to be a landlord of choice.

**Discussion:** Committees sometimes have difficult conversations, and even if challenging, it's done from a place of caring, empathy and we'll all here because we care about CCOC.

Does the anti-oppression statement need an overall re-haul? This may be more than just adding a new bullet. Periodic refreshing of the statement is a good thing, to avoid it getting stale and routine. LGBTQ2s+ are also not well represented and could be considered. Sarah volunteered to take it away and redraft for the committee to review.

**Action: Sarah G. redraft anti-oppressions statement for the committee to review**

- b. **Action (from July):** The sub-committee could look in to a process for how staff debrief incidents internally (Staff may share assumptions about tenants with other staff, making tenants feel unsafe to participate in governance if they've had a negative interaction with another part of CCOC).

**Discussion:** The committee wondered if this should be referred to Personnel Committee? Subcommittee members present were unsure what the context was for this one. It's good for Governance Committee to empower other committees to follow-up, and Governance can offer resources, tools and frameworks.

Sarah G is going to engage Development Committee on the work being done at Governance Committee. This will fit in well with October presentations at standing committees one the TCE Transforming Tenant Engagement work, which strongly compliments the work of Governance Subcommittee.

- c. **Action (from July):** The sub-committee could look at what policies already exist to support volunteers and make improvements as needed.

**Discussion:** Ray recapped the existing policies aimed at supporting volunteers or that also apply to volunteers:

- Policies of Employment: sections 18.2 Workplace Safety and Violence; section 18.3 Harassment; annex 8: Procedures for Reporting Harassment, section 3.5 Confidentiality and section 15.3 Internet Use
- Policy on Committees
- Family Care and Transportation
- Social Media Guidelines

(All are available at <https://ccochousing.org/book/> password: board)

We want to empower and trust committees, which will also help keep the Board agenda manageable. Some committees have lower engagement and turnout, so we need good strong contributions to be able to download decision-making. Empowering committees will hopefully also help with recruiting.

It's OK for committees to flag if they feel they have had enough discussion, or want input from the Board. Just because they have delegated authority doesn't mean they have to use it.

The committee liked the idea of a broad town-hall to introduce committees to new volunteers.

- d. **Action (from July):** Discuss starting a working group (separate from the Governance Sub-Committee) to assist with unpacking Board agendas.

**Discussion:** We want to encourage an environment where people challenge things more. For example, agenda approval doesn't have to be on "auto-pilot".

[Robert's Rules of Order](#) can block people from participating, and much time is spent on procedural motions, getting a mover and seconder. Can we confirm agreement in a different way? Can some things (like approval of minutes and agenda) be approved in advance by e-mail?

The committee likes the approach of having timed agendas, and having a volunteer timekeeper.

We need to do a better job on-boarding volunteers. Court will experiment by creating an orientation package for Erica, as a new Finance Committee member.

**Action: Court will experiment by creating an orientation package for Erica, as a new Finance Committee member.**

Court, Erica, AnaLori and Ray volunteered to form a working group on "unpacking" the Board agenda.

**Action: Court M., Erica, AnaLori and Ray to form a working group on "unpacking" the Board agenda.**

#### 4. Individual Accommodation process

**Objective:** How CCOC's governance process can be improved to be more accommodating to specific challenges faced by some individual people?

**Discussion:** Board in general often don't include many people with disabilities, people with young children. Evening meetings are not accessible for many groups. How do we make the structure of Board meetings more inclusive by default? How do we shift culture so that people *with and without* disabilities can participate more easily?

One idea is to experiment with timed items at each committee and the board. We can also try rolling back the "hard stop" time so meetings end progressively earlier each month. Timed items help everyone to be mindful of time and space at meetings.

Not everything needs a full committee, and there can we workgroups to dive deeper into some things. This can accommodate people's different work/life schedules. Online work can also be a barrier for some people without access to technology or the comfort in using it.

Ray will ask Department Directors to discuss timed agendas with each committee chair.

**Action: Ray will ask Department Directors to discuss timed agendas with each committee chair.**

**5. Review past action items (15 minutes)**

**Objective:** Review potential next areas of focus from past meeting minutes. Consider selecting one area to focus on next (which may relate to the previous agenda item discussion). From past minutes:

1. Ombudsperson/response & advocacy team for volunteers
2. Governance bystander intervention training
3. Project-based short-term engagement opportunities

The committee reviewed the list and agreed that the existing action items are enough for now.

**6. Next meeting: October 13 (10 minutes)**

a. Agenda Priority

Hannah Vlaar will attend the October meeting to present the results of the Transforming Tenant Engagement project.

Also, follow up on...

- **Action: Sarah G. redraft anti-oppressions statement for the committee to review**
- **Action: Ray will ask Department Directors to discuss timed agendas with each committee chair.**
- **Action: Court will experiment by creating an orientation package for Erica, as a new Finance Committee member.**
- **Action: Court M., Erica, AnaLori and Ray to form a working group on “unpacking” the Board agenda.**

b. Select Chair: Sarah volunteered to chair the October 13 meeting.

**7. Adjournment: 8:29**



# 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.

The committee is primarily policy-based and makes recommendations to the Board, or makes decisions within the authority delegated from the Board.

## Composition:

As per general policy on Standing Committees and Board Composition.

*(which says: “c) Personnel Committee: Up to 6 volunteer members are appointed by the Board of which 1 is a member of the Executive but is neither the Treasurer nor Secretary, and 1 is another member of the Board. In addition, a minimum of 2 staff representatives elected by staff for a 1 year term. A maximum 4 staff representatives can be elected at a time. A minimum of 3 committee members will constitute a quorum.*

## Role of Staff Representatives:

Staff representatives are full voting members of the committee. They are elected by staff for a 1-year term and can be re-elected without limit. The recommendation is that at least one staff representative should be from among office workers and at least one should be from among field staff.

Their role is to provide a staff perspective on terms of employment and personnel policies, and any decisions to be made by the committee. Staff representatives are not responsible for conflict resolution, receiving and resolving complaints or acting as representative of individual staff to CCOC managers.

Staff representatives hold the same responsibility as other committee members to maintain confidentiality and privacy of discussions held *in-camera*. To protect the privacy of individual staff, staff representatives will not be present during *in-camera* portions of meetings that deal with individual staff members (such as requests for leave or professional development) if the individual staff member being discussed has requested their absence, or there is a clear conflict of interest.

## Meetings:

As per general policy on Standing Committees and Board Composition.

## 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 by management 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 a process is in place to deal with grievances 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)
<p><b>1. Staff Structure</b></p> <ul style="list-style-type: none"> <li>• developing and revising CCOC’s departmental structure defining roles and reporting structure (including multiple job classifications)</li> <li>• changing the number of Regular or Term staff</li> <li>• approving and amending job descriptions: defining levels of responsibility (individual job classifications), defining qualification requirements for staff position</li> <li>• changing the assignments of staff within a department (no change in job description)</li> </ul>	<p>Board*</p> <p>Board*</p> <p>Personnel</p> <p>Department Director</p>	<p>1. Director HR 2. ED &amp; Department Directors 3. Relevant Committee(s) 4. Personnel</p> <p>1. ED &amp; Department Directors 2. Relevant Committee(s)</p> <p>1. ED Department Directors 3. Personnel</p>
<p><b>2. Hiring Term and Regular staff</b></p> <ul style="list-style-type: none"> <li>• Preparing/issuing employment notices,</li> <li>• setting up hiring committee, screening applicants, interviews, checking references, informing all applicants, contacting with selected applicant</li> <li>• Offer letters and compensation offers</li> <li>• Engaging casual staff, compensation offers</li> </ul>	<p>HR &amp; Corp Serv Dept</p> <p>Hiring Manager</p> <p>HR Director</p> <p>Department Directors</p>	<p>HR &amp; Corp Serv Dept</p> <p>Ad Hoc Hiring Committee</p> <p>ED</p> <p>HR &amp; Corp Serv Director</p>



<ul style="list-style-type: none"> <li>• Conducting midpoint and endpoint probation review and successfully terminating probation</li> <li>• Unsuccessful probation decision</li> <li>• Appointing acting positions (less than six months)</li> <li>• Appointing acting positions (greater than six months)</li> </ul>	<p>Department Directors/Supervisors</p> <p>Hiring Manager</p> <p>Supervisor to the position</p> <p>Supervisor to the position</p>	<p>HR &amp; Corp Serv Dept</p> <p>Dept Director HR &amp; Corp Serv Director</p> <p>Supervisor to the position</p> <p>Dept Director Ad Hoc Hiring Committee</p>
<p><b>3. Salaries and Terms of Employment</b></p> <ul style="list-style-type: none"> <li>• maintaining CCOC Policies of Employment</li> <li>• setting annual adjustments to staff salaries and payments</li> <li>• setting annual fixed rates (mileage, family care, beeper, etc.)</li> <li>• granting exceptions for individual circumstances</li> </ul>	<p>Personnel</p> <p>Board*</p> <p>HR Director</p> <p>HR Director</p>	<p>1. HR Director 2. Executive Director</p> <p>1. HR Director 2. Personnel</p> <p>Personnel</p> <p>Executive Director Advise Personnel as needed</p>
<p><b>4. Conflict Resolution</b></p> <ul style="list-style-type: none"> <li>• defining conflict resolution mechanism</li> <li>• settling unresolved conflicts, decision to go to mediation</li> </ul>	<p>Personnel</p> <p>HR Director</p>	<p>HR Director</p>
<p><b>5. Performance Standards</b></p> <ul style="list-style-type: none"> <li>• conducting annual staff appraisals: <ul style="list-style-type: none"> <li>- Executive Director</li> <li>Other staff</li> </ul> </li> </ul>	<p>President</p> <p>Supervisor</p>	<p>Executive Committee</p> <p>HR Director</p>

<ul style="list-style-type: none"> <li>• developing annual departmental and staff work plans</li> </ul>	Department Directors	Committees
<ul style="list-style-type: none"> <li>• identifying &amp; implementing a training and staff professional development programs</li> </ul>	HR Director	Staff/Personnel
<ul style="list-style-type: none"> <li>• initiating and conducting employee performance-related probation procedure</li> </ul>	HR Director	Department Directors (or Supervisors in consultation with Department Director) Executive Director
<ul style="list-style-type: none"> <li>• Termination of staff                             <ul style="list-style-type: none"> <li>- Staff</li> <li>- Department Directors</li> </ul> </li> </ul>	Executive Director  Executive Director	HR Director / Dept Director  Advise Personnel Chair & Executive Committee

\* The Executive Committee may act on behalf of the Board