

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

7:00 pm Wednesday, October 27, 2021

Video Conference: [Click here to join the meeting](#)

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 September 29 , 2021
5. Business arising from the previous minutes
6. New business
 - a. 2022 Operating and Capital Budgets
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

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 September 29, 2021 minutes 2 min
4. Declaration of conflict of interest 1 min
5. Strategic Business
 - a) 2021 Budget and Long-Term Financial Plan Update 20 min
6. Time-sensitive Business
 - a) In camera item 10 min
 - b) Nominations and Appointments Subcommittee 10 min
 - i. Vacant Board seat
 - ii. Vice President appointment
 - c) Amalgamation amendment and restatement agreement 5 min
7. Business arising from the previous minutes
 - a) Investment Policy (deferred in Sept) 5 min
 - b) Forward Avenue Funding & Financing (Dev, deferred in Sept) 5 min
 - c) LeBreton Flats RFP (Dev, deferred in Sept) 10 min
 - d) CCOC and Security Cameras (FMC/Rentals/TCE, deferred in Sept) 15 min
8. Other Business
 - a) Revised Anti-Oppression Statement (Governance) 10 min
 - b) Unpacking Board Agenda (Governance) 15 min
 - c) Manager spending approval limits (Finance) 5 min
9. Information Items
 - a) Executive Committee minutes
 - b) Development Committee minutes
 - c) Facilities Management Committee minutes
 - d) Finance Committee minutes
 - e) Personnel Committee minutes (Sept)
 - f) Rental Committee minutes (no meeting in October)
 - g) Tenant & Community Engagement Committee minutes
 - h) Governance Subcommittee
 - i) Amalgamation Consent Letter from City of Ottawa
10. Adjournment

Next meeting: November 24, 2021

**Minutes for the CCHC Board of Directors Meeting
Wednesday, September 29, 2021 (Videoconference)**

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

Staff: Ray Sullivan, Tessa Trueman (recorder)

1. Call to order & Anti-Oppression Statement:

The meeting called to order at 7:03pm and the anti-oppression statement was read.

AnaLori made a statement about how the Board can do better to support her position as Chair of the meeting and as a leader of CCOC.

2. Adoption of agenda:

The agenda was adopted unanimously.

3. Declaration of conflict of interest: None

4. Adoption of the Board minutes of June 30 and July 28, 2021

The minutes were adopted unanimously as presented.

5. Business arising from the previous minutes: None

6. New business: None

7. Adjournment:

The meeting adjourned at 7:27pm.

**Minutes for The CCOC Board of Directors Meeting
Wednesday, September 29, 2021 (Videoconference)**

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

Staff: Ray Sullivan, Tessa Trueman (recorder)

1. Call to order & Anti-Oppression Statement

The meeting called to order at 7:28pm. The anti-oppressions statement was read.

2. Adoption of agenda

In an effort to make the meetings more accessible to everyone, the agenda is being updated on a trial basis. The changes:

- Time allocations. Adopting the agenda means approving the time allocations. We will also have a time keeper to ensure we stay on track.
- Removing the need for movers/seconders on operational items (i.e. adopting the agenda/minutes). Instead, the chair will ask if there are changes or if we can adopt unanimously. Movers/seconders will still be required for some motions.
 - o Discussion: some members felt like movers/seconders should remain for all sections. Members agreed to this change on a trial basis.

Proposal: move items 7 (business arising), 8 (other motions), and 9 (information items) up to just after item 4 (conflict of interest). These items are quicker and require complicated motions. Ray noted that item 6 (time sensitive motions) is time sensitive but item 5 (strategic discussion) can be postponed.

The meeting was adopted unanimously as amended.

Erica volunteered as time keeper.

3. Adoption of June 30 and July 28, 2021 minutes

The June 30th meeting minutes were adopted on consent as presented [W. Fan abstains]

The July 28th meeting minutes we adopted unanimously as presented.

4. Declaration of conflict of interest

AnaLori Smith declares conflict of interest for 8b (Geothermal Rates at Beaver Barracks).

Ray Sullivan declares a conflict of interest for 6a (2022 Staff Cost-of-Living Increases).

Sarah Button declares a conflict of interest with 7b (LeBreton Flats RFP).

5. Strategic Discussion

a) CCOC and Security Cameras (FMC/Rentals/TCE)

Deferred to October.

6. Time-sensitive Motions & Recommendations

a) 2022 Staff Cost-of-Living Increases (Pers/Finance)

There are two pieces to this discussion:

- Cost-of-Living-Adjustments (COLA)
- Performance pay

Average Consumer Price Index from May, June and July is 4.5%. With average performance pay of 2%, that would be a 6.5% increase for almost all staff. Finance Committee has determined this is likely unaffordable in the 2022 budget, since most revenue only increases by 1.2% (the Ontario Rent Increase Guideline). The committee needs direction from the Board on whether to prioritize performance pay or COLA in the budget (or an alternative).

Performance pay: when CCOC moved to the new compensation system, many people who were at the top of the old grid were now closer to the middle of the wider range. Performance pay was one way to allow staff to “catch up” in the new range.

Discussion:

- For next year, the Board should consider an alternative to percentage increases. Percentages just increases the gap between the lower and higher earners.
- What was the discussion at the Finance and Personnel Committees? The consensus was to keep performance pay intact because it gives the best boost to morale. COLA is really dependent on our ability to afford it and the full 4.5% seems outside the budget, however, a smaller COLA may still be possible.
- Rent increases are capped much lower than inflation. This makes it very hard for CCOC to keep up. It's not just about inflation though, it's also about remaining competitive with similar businesses. Is there a way to find out what similar local organizations are doing for COLA? Matching COLA to our rent increase is defensible if we can't afford the full increase.
- Consultation with staff: last year, staff felt it was a meaningless gesture to consult them and eroded trust with the Board. We also need to consider that we are giving

raises on wages that were held back last year and, therefore, staff are already starting from a lower point.

- There is nothing about financial sustainability in the data provided. How can we know how to vote if we don't know what the true impact is (other than less money)? Staff have presented the costs of different options, but the Board would like to see the impact in the overall budget. The money would most likely come from the extra contributions to capital reserves, and impact our long-term capital budgets at a time when many of our buildings are getting older and need the work.
- One member stated: "I am in favour of the COLA increase of 4.5% and not the performance pay. In terms of equity, performance pay is inherently subjective and biases can play a role in those decisions. Good performance should be rewarded in other ways and poor performance with constructive feedback and support, not in a way that affects someone's earnings."
- The policies of employment say we will default to COLA if we can't afford both. We should model this in the budget to see if it's feasible.
- If we can't afford it all right now, can we look at it again in 6 months? We often get grants and our budget shakes out differently than we expect so maybe money will be freed up.
- For discussion with staff, we should have modelling that shows we cannot meet the expected increases. We can't shoot it down without actually looking at it.

Motion: That CCOC model both a 4.5% (COLA only) and 6.5% (COLA + performance pay) increase in the 2022 budget. Members would like to see salaries with these values as part of the total budget, not just line items. Consult with staff on the 4.5% COLA increase alone. (M/S/C, C. Miller/C. Lockhart)

b) Vaccination Policies (Pers)

There are three items for discussion:

1. Vaccination policy for staff
2. Vaccination policy for contractors
3. Vaccination policy for volunteers.

Staff vaccination policy discussion:

- Is November 1st enough time? Staff were informed on Sept 16th to allow for enough time.
- The majority of staff are already fully vaccinated. We anticipate only a few people might be reluctant.
- This is untested legal grounds but the case keeps getting stronger each week. Our lawyer has reviewed the policy.

Motion: That CCOC adopt the Staff Vaccination Policy as presented.

(M/S/C, C. Yordy/S. Robinson)

Contractor vaccination policy discussion:

- We should have the same requirements for contractors that we do for staff. As we have contractors outside of Ottawa, we should only enforce this policy for all contractors who set foot on CCOC properties.

Motion: That CCOC adopt a similar vaccination policy for contractors who set foot on CCOC properties, enter buildings, or enter apartments. (M/S/C, P. McCann/C. Yorby)

Volunteer vaccination policy discussion:

- The health risk is low. We do not currently have any in-person volunteering. We can't require vaccine certificates so it would be through individual attestation.
- We should set the message though that we require vaccination for all people who work or volunteer on our properties. As many of our volunteers are tenants, we will need to ensure volunteering from their own home is exempt from the policy.

Motion: That CCOC adopt a similar vaccination policy for volunteers with a deadline of November 30th or when they first step foot on CCOC property for the purposes of volunteering. This will also cover in person committee meetings, when they resume. The Board delegates the details of this policy wording to TCE committee.

(M/S/C, S. Robinson/E. Braunovan)

7. Business arising from the previous minutes

a) Forward Avenue Funding & Financing (Dev)

Deferred to October.

b) LeBreton Flats RFP (Dev)

Deferred to October.

c) Investment Policy

Deferred to October.

8. Other Motions & Recommendations

a) Personnel Committee Terms of Reference (Pers)

Major changes:

- Increase 2 staff reps to "up to 4"
- Addition of a new section defining the role of staff on the committee
- Adding the Director of HR and Corporate Services to roles and responsibilities chart

Discussion: it might be good idea to look at why the Treasurer and Secretary are excluded from participating.

Motion: That CCOC adopt the Personnel Committee Terms of Reference and the Policy on Standing Committees as presented with the request that Personnel Committee look at the Policy on Standing Committees again to decide whether certain roles should be excluded from sitting on the committee. (M/S/C, S. Robinson/S. Gelbard)

b) Geothermal Rates at Beaver Barracks (Finance) 5 min

We charge a square foot fee for Beaver Barracks geothermal heating and cooling.

One Board member asked if the diving line for 2% and 3% increases (900 sq.ft.) is equitable. These values were chosen because we didn't want to penalize families in larger homes. Larger units still pay more overall. We didn't look at dollar values this year but last year the dollar values still made sense and didn't penalize smaller units.

Motion: That CCOC increase geothermal rates by 3% for units under 900ft² and 2% for units above 900ft², to be effective March 1, 2022. The Board also directs staff to review the actuals in the upcoming fiscal year to ensure it's still an equitable practice.

(M/S/C, C. Miller/S. Robinson) A. Smith abstains due to conflict of interest

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:

Sarah Button announced that she is resigning as member of the Board, effective after this meeting ends, and from all CCOC committees. An emotional goodbye for such an incredible Vice President. Many thanks to Sarah!

The meeting adjourned at 9:30pm.

(M/C, S. Button)

Next meeting: October 27, 2021

AMENDMENT AND RESTATEMENT AGREEMENT

Dated as of December 31, 2021

Among:

Taiga Non-profit Housing Corporation (“**Taiga**”)
and
Centretown Citizens Ottawa Corporation (“**CCOC**”)
and
City of Ottawa (the “**City**”)

WHEREAS Taiga and CCOC have entered into an amalgamation agreement whereby Taiga and CCOC will amalgamate on December 31, 2021 (the “**Amalgamation Date**”) and the amalgamated corporation shall be : Centretown Citizens Ottawa Corporation (“**AmalCo**”);

AND WHEREAS the City of Ottawa has a number of housing-related agreements with Taiga and CCOC that will continue past the Amalgamation Date, the list of which is set out hereto as Schedule A (the “**Housing Agreements**”);

AND WHEREAS AmalCo, as a result of the amalgamation and by operation of the law, will acquire all rights and obligations of each Taiga and CCOC as set out in the Housing Agreements.

AND WHEREAS the parties wish to amend the notice recipient set out in the Housing Agreements and restate the Housing Agreements for ease of reference by AmalCo;

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual covenants contained herein and the sum of Ten Dollars (\$10.00) paid by each of the parties hereto to the others and for other good and valuable consideration, the sufficiency and receipt of which are hereby acknowledged, the parties hereto covenant and agree as follows:

1. Amendment re Notice.

From January 1, 2022 onwards, any notice to be provided under the Housing Agreements shall be provided to AmalCo as follows:

Centretown Citizens Ottawa Corporation
415 Gilmour St Suite 200, Ottawa ON, k2P 2M8

2. Restatement

The parties agree that the Housing Agreements set out in Schedule A are all of the agreements between the parties as of December 31, 2021 and are hereby restated.

3. Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario.
4. Counterparts. This Agreement may be executed by the parties hereto in counterparts, manually or by PDF image of a manual signature (which shall not include electronic or digital signatures). Counterparts may be executed in original, electronic PDF or telecopied form and the parties to this Agreement shall adopt any signatures received by email or receiving telecopier machine as original signatures of the parties.

[this space is intentionally left blank; the signature page follows]

Dated at Ottawa, this _____ day of October, 2021

City of Ottawa

Per: _____
Name: Saide Sayah
Title: Director, Housing Services (Acting)
I have the authority to bind the corporation

Taiga Non-profit Housing Corporation

Per: _____
Name:
Title:
I have the authority to bind the corporation

Centretown Citizens Ottawa Corporation

Per: _____
Name:
Title:
I have the authority to bind the corporation

Schedule A
Restated Agreements

The following Housing Agreements are restated and deemed to be included in this Schedule A:

CCOC Capital Funding Agreements

Date of Agreement	Program	Address	Amount	Expiration
20-Dec-16	Social Housing Improvement Program	520 Bronson	\$ 278,483.33	14-Dec-28
20-Dec-16	Social Housing Improvement Program	264 Lisgar	\$ 324,449.19	14-Dec-27
20-Dec-16	Social Housing Improvement Program	145 Clarence	\$ 534,213.30	14-Dec-28
20-Dec-16	Social Housing Improvement Program	151 Parkdale	\$ 222,010.00	02-Aug-27
06-Nov-17	2017 HHIP	264 Lisgar	\$ 162,000.00	14-Dec-27
03-Jul-18	2018 HHIP	10 Stevens	\$ 284,246.62	15-Mar-29
31-Dec-19	2019 COCHI	258 Lisgar	\$ 114,722.90	01-Dec-30
31-Dec-19	2019 COCHI	345 Waverly	\$ 335,227.10	01-Dec-30
03-Dec-19	2019 HHIP	151 Parkdale	\$ 300,000.00	16-Apr-30
16-Jul-20	2020 COCHI	170 Booth	\$ 237,246.00	tbd
29-Jan-21	2020 COCHI	258 Lisgar	\$ 453,491.00	tbd
10-Dec-20	2020 HHIP	520 Bronson, 10 Stevens, 258 Lisgar	\$ 66,205.00	31-Dec-30
10-Dec-20	2020 HHIP	151 Parkdale, 145 Clarence	\$ 32,304.85	15-Dec-30
10-Jun-21	2021 HHIP	520 Bronson, 10 Stevens, 264 Lisgar, 145	\$ 804,282.00	tbd
10-Jun-21	2021 OPHI Ontario Renovates	455 Lisgar, 520 Bronson, 10 Stevens, 145	\$ 82,500.00	tbd

Taiga Capital Funding Agreements

Taiga Capital Agreements				
Date of Agreement	Program	Amount	Expiration	
23-Dec-16	Social Housing Improvement Program	\$ 133,640.00	01-Nov-28	
04-Jun-18	2018 HHIP	\$ 41,858.00	25-Oct-28	
13-Jul-19	2019 HHIP	\$ 33,572.00	18-Sep-29	
29-Jul-20	2020 HHIP	\$ 66,205.00	16-Dec-30	

Taiga Housing Provider Service Agreement (2017) for the following property:

Project Name	Project Address	Targeting Plan (Service Level Standards)	Date of End of Operating Agreement	New Date of Expiry of Extended Operating Agreement
1. Taiga Non-Profit Housing Corporation	2100 Scott Street Ottawa, Ontario K1Z 1A3	78	April 1, 2027	SHIP - April 1, 2027

CCOC Housing Provider Service Agreement (2017) for the following properties:

Designated housing projects

Each housing project which is owned by the Housing Provider and listed in O. Reg. 368 is considered a designated housing project for the purpose of this Agreement.

Project Name	Project Address	Targeting Plan (Service Level Standards)	Date of End of Operating Agreement	New Date of Expiry of Extended Operating Agreement
10 Stevens Avenue	10 Stevens Avenue, Ottawa K1K 4M9	36	December 1, 2026	December 1, 2026
110 Nelson Street	110 Nelson Street, Ottawa K1N 9P2	42	February 1, 2024	February 1, 2024
145 Clarence Street	145 Clarence Street, Ottawa K1N 1B7	61	September 1, 2028	September 1, 2028
147 Hinchey Avenue	147 Hinchey Avenue, Ottawa K1Y 1L5	10	May 1, 2026	May 1, 2026
155 Parkdale Avenue	155 Parkdale Avenue, Ottawa K1Y 4V8	55	November 1, 2027	November 1, 2027
171 Armstrong & 275-277 Carruthers Avenue	171 Armstrong, Ottawa K1Y 4R5 & 275-277 Carruthers Avenue, Ottawa K1Y 1N8	13	April 1, 2022	April 1, 2022
264 Lisgar Street	264 Lisgar Street, Ottawa K2P 0C8	44	January 1, 2027	January 1, 2027
212-216 Carruthers Ave.	212-216 Carruthers Avenue, Ottawa K1Y 1N7	3	March 1, 2025	March 1, 2025
258 Argyle Avenue	258 Argyle Avenue, Ottawa K2P 1B9	32	October 1, 2027	October 1, 2027
283 Arlington Avenue, Bruce House	283 Arlington Avenue, Bruce House, Ottawa K1R 5T1	5	December 1, 2024	December 1, 2024
287-293 Loretta Avenue South	287-293 Loretta Avenue South, Ottawa K1S 4P9	5	March 1, 2025	March 1, 2025
369 Stewart Street	369 Stewart Street, Ottawa K1N 6K9	9	May 1, 2022	May 1, 2022
415 Gilmour Street	415 Gilmour Street, Ottawa K2P 2M8	65	March 1, 2028	March 1, 2028
455 Lisgar Street	455 Lisgar Street, Ottawa K1R 5G9	21	January 1, 2031	January 1, 2031
511 Bronson Avenue	511 Bronson Avenue, Ottawa K1R 6K1	19	October 1, 2027	October 1, 2027
515 MacLaren Street & 341 Lyon Street	515 MacLaren Street, Ottawa K1R 5K5 & Ottawa K1R 5W7	40	October 1, 2024	October 1, 2024
520 Bronson Avenue	520 Bronson Avenue, Ottawa K1R 7Y9	53	October 1, 2024	October 1, 2024
82-84 Putman Avenue	82-84 Putman Avenue, Ottawa K1M 1Z4	4	March 1, 2025	March 1, 2025
TOTAL TARGETING PLAN		517		

CCOC Section 27 projects (NHA 15.1)

- 145 to 153 Arlington – redeveloped – Contribution Agreement with City of Ottawa. Sec 37 for \$500,000, 35 year.

CCOC Section 95 Projects (56.1)

- 598 to 616 MacLaren & 625 to 632 Gilmour (Percy School)- (08106379) Land lease with City. Leasehold mortgage registered 2019.
- 170 Booth- EOA October 2016. Landlease
- 210 Gloucester- EOA July 2020. Landlease

CCOC Other

- 140 Bronson- 15 year lease with City of Ottawa expired 2015, renewed to 2024. Loan Agreement Rental RRAP. Forgivable ~~loan~~ on of \$216,000 in 2004
- 1138-1140 Richmond/230-250 Hartleigh/2341-2367 Midway- Municipal Housing Project Facilities Agreement- By-law 2002-88-50 year to June 30/54-Approx \$3,500,000
- 1134-1144 Merivale & 1361-1373 Mayview- Contribution agreement-City- Homeless Initiative Fund-10 year - June 2001 for \$364,000

CCOC Affordable Housing Projects

- Beaver Barracks Phase I, II, III – Address 464 Metcalfe, 160 Argyle, 100-200 Victory Gardens, 111 Catherine – Municipal Housing Project Facilities Agreement 2009, 50 year term and Provincial Contribution Agreement 2008
- 54 Primrose- Provincial Contribution Agreement 2003, 20 year \$1,680,000
- Forward Avenue – in Development

CCOC Non Profit Rent Supplement Agreements

- M74G – 464 Metcalfe, 8 one bed, 6 two bed units. Dated October 8, 2010
- R71G – 464 Metcalfe/160 Argyle, 18 bach, 11 one bed, 8 two bed. 13 three bed units. Dated October 8, 2010
- RS 8011 Project No: J83G – Mayview, 2 three bed, 4 four bed units. Dated August 12, 2002
- M30G Project No: XK7085 – Richmond-Hartleigh, 12 units(2,3,4 bed). Dated September 18, 2007

CCOC Community Sponsored Rent Supplement Agreement:

- L01G –77 units- amended 2017

CCOC Pre-Development Loan Funding

Pre-Development Loan Agreement signed August 18, 2020. Loan up to \$180,000 to assist in developing feasible proposals. 20 year term. Consent of the first mortgage lender to registration of the security on title to the properties.

-82-84 Putman (4 units)

-212-216 Carruthers (3 units)

-171 Armstrong & 275-277 Carruthers (13 units)



October 18, 2021

Centretown Citizens Ottawa Corporation (“**CCOC**”)
415 Gilmour St Suite 200, Ottawa ON, K2P 2M8

Taiga Non-Profit Housing Corporation (“**Taiga**”)
2100 Scott St, Ottawa ON, K1Z 1A3

Dear Directors,

RE: Consent from Service Manager regarding Amalgamation between CCOC and Taiga

CCOC and Taiga have informed the City of Ottawa of their intention to amalgamate into one Corporation, which shall be known as Centretown Citizens Ottawa Corporation, effective December 31, 2021.

Both CCOC and Taiga are community housing providers with designated housing projects under *the Housing Services Act, 2011* (“the **HSA**”). Sections 166 (1) & (3) of the HSA provides that the amalgamation between the two community housing providers requires the consent of the City of Ottawa, in its role as Service Manager.

By way of this letter, the City of Ottawa, in its capacity as Service Manager under the HSA, consents to the amalgamation between CCOC and Taiga, to form Centretown Citizens Ottawa Corporation.

In accordance with the HSA, the City will provide written notice of the amalgamation to the Ministry of Municipal Affairs and Housing.

Regards,

Saide Sayah
(Acting) Director of Housing



Investment Policy

Source of Funds:

The funds that are subject to this policy come from working capital, operational surpluses and restricted surpluses.

Scope:

The Corporation is required to invest Provincial Reformed program capital replacement reserve funds with an investment company as specified by the Housing Services Corporation. Therefore, that portfolio is exempted from the Investment policy.

Objectives:

The portfolio is to be managed on a conservative basis with a primary objective of preserving the capital value of the portfolio and to meet the cash flow needs of the Corporation. The portfolio does not need to provide an income stream.

Within this overall objective, the portfolio where possible should have an annual return (income and capital gain) in excess of the rate of inflation. Income earned from the portfolio will be ascribed to the replacement reserve and surplus accounts on a proportional basis.

Planning Horizon:

Investment decisions will be taken with a four year view. Fixed income investments will be staggered with maturities as deemed appropriate by the finance committee and will take into account economic circumstances, as well as liquidity and cash flow requirements of the corporation.

As a guideline, potential investments and plans should be evaluated for social responsibility as well as other factors such as returns and liquidity.

Planning and Reporting Requirements:

The needs of the Corporation will be determined by an annual review of previous cash flow use.

An investment plan will be presented to the Finance Committee on an annual basis by the Director, Finance, for approval based on the objectives and the constraints set out above. Changes to the plan during the year may be recommended by the Finance Committee for Board approval.

The Director, Finance will present to the Finance Committee annually a report that includes a review of the portfolio and its performance.

Trading Authority:

The Director, Finance is given full authority to open and operate the account, enter orders, sign documents, withdraw assets and execute agreements on behalf of the CCOC General Account in accordance with the approved plan.



Investment Policy

Investment Policy Statement – General Funds

Formatted: Font: (Default) +Body (Calibri), 18 pt, Bold, Font color: Custom Color(RGB(27,54,93))

Source of Funds:

The funds that are subject to this policy come from working capital, operational surpluses and restricted surpluses.

Formatted: BBB Body Text

Scope:

The Corporation is required to invest Provincial Reformed program capital replacement reserve funds with an investment company as specified by the Housing Services Corporation. Therefore, that portfolio is exempted from the Investment policy.

Formatted: Default Paragraph Font, Font: (Default) +Body (Calibri), 13 pt

Formatted: Default Paragraph Font, Font: (Default) +Body (Calibri), 13 pt

Formatted: Default Paragraph Font, Font: (Default) +Body (Calibri), 13 pt

Formatted: Default Paragraph Font, Font: (Default) +Body (Calibri), 13 pt

Objectives:

The portfolio is to be managed on a conservative basis with a primary objective of preserving the capital value of the portfolio and to meet the cash flow needs of the Corporation. The portfolio does not need to provide an income stream.

Within this overall objective, the portfolio where possible should have an annual return (income and capital gain) in excess of the rate of inflation. Income earned from the portfolio will be ascribed to the replacement reserve and surplus accounts on a proportional basis.

Commented [MM1]: Not in our control

Planning Horizon:

Formatted: Space After: 0 pt, Line spacing: single

Adopted by the Board February 2020, Amended July 2021
-Expires ~~December 2019~~ July 2026

Investment decisions will be taken with a four year view. Fixed income investments will be staggered with maturities as deemed appropriate by the finance committee and will take into account economic circumstances, as well as liquidity and cash flow requirements of the corporation.

As a guideline, potential investments and plans should be evaluated for social responsibility as well as other factors such as returns and liquidity.

Formatted: No bullets or numbering

Commented [MM2]: Moved from Quality section

Asset Mix Policy:

The portfolio will be invested in money market securities, longer dated fixed income securities and in equities in accordance with the following guidelines:

	Asset Allocation Range	
	Minimum	Maximum
Cash or Equivalent	20%	85%
Fixed Income (over one year)	15%	80%
Low Risk Mutual Funds	0%	0%

Quality Policies:

If at a future time the Board of Directors approve the purchase of Low Risk Mutual Funds, the following policies will apply:

1. At the point of purchase, all debt securities will be rated "A" (R-1 for money market securities) or better by either the CBRS or DBRS.
2. Mutual Funds can be purchased to provide exposure to Canadian and Foreign securities.
- ~~3.1. As a guideline, potential investments and plans should be evaluated for social responsibility as well as other factors such as returns and liquidity.~~

~~Decision-Making~~ **Planning and Reporting Requirements:**

~~The needs of the corporation will be determined by an annual review of previous cash flow use.~~

An investment plan will be presented to the Finance Committee on an annual basis by the ~~Director, Finance~~ **Finance Manager**, for approval based on the objectives, ~~asset allocation policies~~ and the constraints set out above. Changes to the plan during the year may be recommended by the Finance Committee for Board approval.

~~The Director, Finance Manager will present report directly to the Finance Committee annually a at least every quarter. The report that will includes a review of the portfolio and its performance.~~

Trading Authority:

The ~~Director, Finance~~ **Finance Manager** is given full authority to open and operate the account, enter orders, sign documents, withdraw assets and execute agreements on behalf of the CCOC General Account in accordance with the approved plan.

Reporting Relationship and Review:

~~The needs of the corporation will be determined by an annual review of previous cash flow use.~~

Commented [MM3]: Moved up

~~Finance Manager to the Finance Committee:~~

~~The Finance Manager will report directly to the finance committee at least every quarter. The report will include a review of the portfolio and its performance.~~

Annually

~~A comprehensive portfolio review including performance evaluation.~~

A review of the policy statement to ensure it continues to meet the corporation's requirements.

~~Investment Policy Statement – Reserve Funds~~

Commented [MM4]: Section combined with the General funds above

~~Source of Funds:~~

The funds that are subject to this policy come from working capital, operational surpluses and restricted surpluses.

~~Objectives:~~

The portfolio is to be managed on a conservative basis with a primary objective of preserving the capital value of the portfolio.

Within this overall objective, the portfolio should have sufficient growth to preserve the purchasing power of the assets with an annual return (income and capital gain) in excess of the rate of inflation. The portfolio should achieve a level to fund the replacement reserves as recorded in the financial statements. It does not need to provide an income stream.

~~Planning Horizon:~~

Investment decisions will be taken with a four year view. Fixed income investments will be staggered with maturities as deemed appropriate by the finance committee and will take into account economic circumstances, as well as cash flow requirements as determined by a technical audit and the replacement reserve budget and plan of the buildings.

~~Asset Mix Policy:~~

The portfolio will be invested in money market securities and longer dated fixed income securities.

Asset Allocation Range

	Minimum	Maximum
Cash or Equivalent	20%	85%
Fixed Income (over one year)	15%	80%

In keeping with the guidelines imposed by funders, the portfolio may not be invested in equities or mutual funds. As a guideline, potential investments and plans should be evaluated for social responsibility as well as other factors such as returns and liquidity.

Decision Making:

An investment plan will be presented to the Finance Committee on an annual basis by the Finance Manager for approval based on the objectives, asset allocation policies and the constraints set out above. Changes to the plan during the year may be recommended by the Finance Committee for Board approval.

Trading Authority:

The Finance Manager is given full authority to open and operate the account, enter orders, sign documents, withdraw assets and execute agreements on behalf of the CCOC Reserve Account in accordance with the approved plan.

Reporting Relationship and Review:

The needs of the corporation will be determined by an annual review of the technical audit, replacement reserve budget and plan.

Finance Manager to the Finance Committee

~~The Finance Manager will report directly to the finance committee at least every quarter. The report will include a review of the portfolio and its performance.~~

Annually

~~A comprehensive portfolio review including performance evaluation.~~

~~A review of the policy statement to ensure it continues to meet the corporation's requirements.~~



159 Forward Ave

Monthly Project Report



Date: 4 October 2021

To (Attention): CCOC Development Committee

From: Kyla Tanner, Project Manager, Cahdco

Re: **October 2021 Project Report**

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

We received a draft Delegated Authority Report (DAR), which represents site plan approval. We should receive the building permit shortly. There is now nearly \$1 million in savings from the Class B budget.

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
Total	19 (38.8%)	23 (46.9%)	7 (14.3%)	49

Project Schedule

June	July	August	September	October
Demolition Commenced (June 15) Minor Variance Approval (June 16 – July 5)	Issued for Tender Drawings (July 16) Construction Estimate Class B (July 30)	Tender closes (August 17) Draft Class A Budget (August 31)	Revised Class A	Draft Delegated Authority Report Final Class A (stipulated price contract with MBC) End of Site Plan Review Process City of Ottawa release of Building Permit Construction Start

- The tender process closed on August 17. The team is reviewed bids on August 31 to form the Draft Class A budget, which had ~\$550,000 in savings from the Class B.
- 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.
- The City of Ottawa provided a draft Delegated Authority Report on October 1. This will act as site plan approval until lawyers finish drafting the formal approval. A Letter of Understanding from the Planning department will allow for the release of the Building Permit. This will be the end of the site plan review process.
- The Class A budget continued to be revised in discussion with trades.
- The site is being mobilized on October 4.

Project 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.
- MBC provided a revised Class A budget that is ~\$1,000,000 less than the Class B budget.

PROJECT COSTS		Total
Land Costs (Value + Closing Costs)	\$	2,684,516
Hard Costs	\$	16,449,349
Soft Costs (Including Financing)	\$	1,551,548
Contingencies	\$	1,809,840
HST (Including NP Rebate)	\$	523,742
Total Project Cost	\$	23,018,995
SOURCES AND USES		Total
Action Ottawa Grant	\$	7,740,215
CMHC Seed Grant	\$	52,500
CMHC Co-Investment Grant	\$	1,550,950
Section 37	\$	226,200
CCOC Equity	\$	250,000
City Land Contribution	\$	1,700,000
CMHC Co-Investment Financing	\$	11,474,130
FCM Planning Grant	\$	25,000
FCM Financing	\$	0
Total Sources	\$	23,018,995
Surplus / (Shortfall)	\$	0

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"> Value Engineer the project Introduce additional sources of funding 	Class D to Class C: 10% escalation of costs Class C to Class B escalation: 1.8% escalation of costs Class B to A escalation: low risk	10% escalation = \$1.4M 1.8% = \$304,000 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"> Sign a contribution agreement for \$2,340,000 Increase rent for the unsponsored 18 units to AMR to increase debt financing capacity 	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"> Push to secure financing quickly while rates are low Introduce additional sources of funding Value Engineer the project 	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"> Sign CMHC term sheet Introduce additional sources of funding Increase the financing for the project to overcome any loss in sources 	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"> Facilitate open dialogue with funders, construction manager, and regulators to review changes in the industry and react as necessary Prepare optional bridge financing 	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"> Sign CMHC term sheet Secured 3rd party bridge financing 	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"> Work with consultants to optimize energy production and consumption 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 	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
Project Milestones											
Project Charter	R	F	I	I	A	F	F	R	September-19	December-19	
Pre-Design Development Targets	R	F	F	F	A	F	F	F	September-19	September-20	Reapproved with 147 Forward design to 49 units
Preliminary Schedule	I	I	I	I	I	F	F	A	February-21	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	September-21	Updated approval date due to 147 Forward purchase
Issued for Construction	I	-	-	-	I	A	I	R	September-21	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		
Procurement											
Architect	I	I	I	I	I	A	F	R	July-19	January-20	Contract signed in January, but work for AO submission
Construction Manager	I	I	I	I	I	A	F	R	January-20	April-20	LOI received March 2020. Signed in April.
Other Consultants	I	I	I	I	I	A	I	R	Ongoing	Ongoing	
Financial											
Primary Funding Application	R	R	I	I	A	F	F	F	October-19	September-19	
Funding Agreement ***	I	R	I	I	A	F	F	F	December-19	December-19	Board approved purchase of 159 Forward for \$1 February 2020
Financing Application	I	R	I	I	A	F	F	F	January-20	April-20	
Financing Agreement ***	I	R	I	I	A	F	F	F	November-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
Events/Unforeseen											
Monthly Reports	I	I	I	I	I	I	I	A	-	-	
Political Announcements	I	I	I	I	I	A	F	I	-	-	
Risk Event (Budget)	I	I	-	-	I	A	F	R	-	-	
Risk Event (Schedule)	I	-	-	-	I	A	F	R	-	-	
Opportunity Event (Budget)	I	I	-	-	I	A	F	R	-	-	Board approved purchase of 147 Forward in June 2020
Opportunity Event (Schedule)	I	-	-	-	I	A	F	R	-	-	
Everyday Decisions	-	-	-	-	-	-	-	A	-	-	

Legend			
I	F	R	A
Information Only	Feedback	Recommendation	Approval

Phases of Development

Relevant Documents

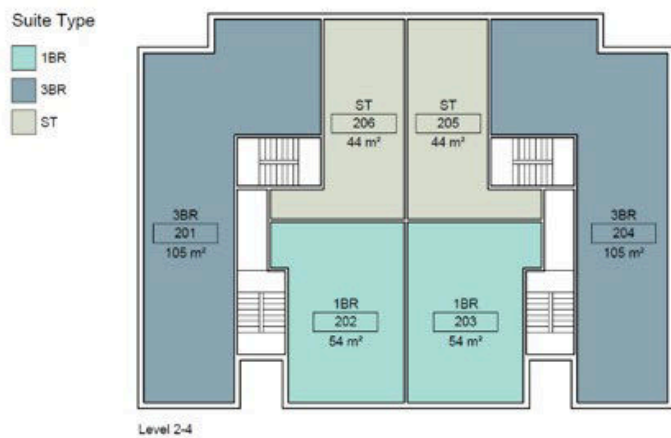


Figure 1.

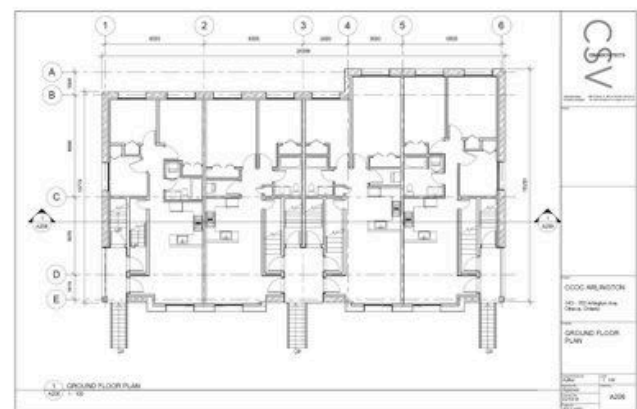


Figure 2.

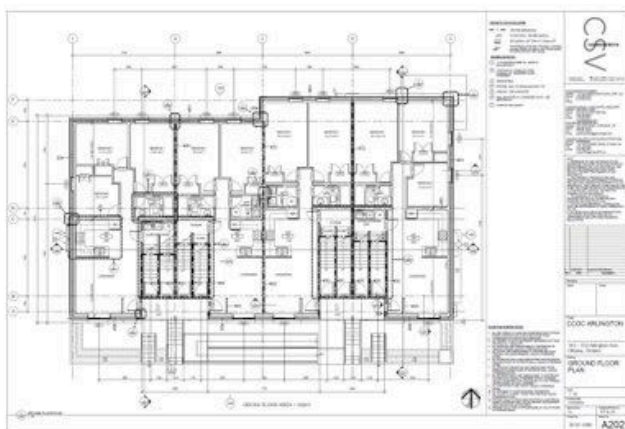


Figure 3.

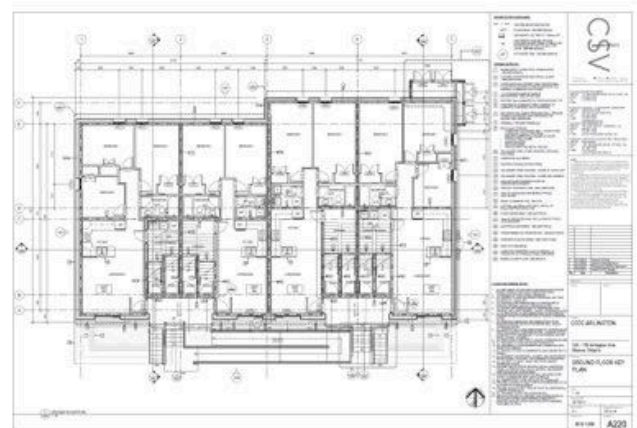


Figure 4.

CONFIDENTIAL

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

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?

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

Monday, October 18, 2021

(By Video Conference)

Present: AnaLori Smith (Chair), Courtney Lockhart, Court Miller, Shelley Robinson, Ray Sullivan (staff/recorder)

Regrets: Erin Sirett

1. Call to order & anti-oppression statement: 7:33

2. Approval of the agenda & time allocations

Timekeeper: Court

The committee unanimously accepted the agenda as presented.

3. Approval of regular minutes from September 13, 2021

The committee unanimously approved the minutes as presented.

4. Reviewing Department Directors' meeting:

Ray shared notes from a September 24 planning retreat. Department Directors started thinking ahead towards a new strategic plan in 2022. The notes are the raw input from a few group and individual thought exercises.

5. Business Arising:

a) 2022 Budget and Staff Cost-of-living Adjustment

Background: CCOC's policy on annual cost-of-living adjustments (COLA) for staff wages is based on the average annual inflation in May, June and July. Both COLA and annual performance-based pay increases are subject to affordability, and the policy suggests staff should be consulted before the board considers an alternative to the default policy.

Discussion: The average of annual inflation from May, June and July 2021 was 4.5%. When added to 2% performance-based pay increases, that would lead to a 6.5% pay increase for almost all staff. Finance Committee and Personnel Committee had recommended the Board consider alternatives, since this far exceeds CCOC's revenue growth in 2022 (based on the Ontario Rent Increase Guideline of 1.2%). We have followed the formula every year up until this time in 2020, when pandemic-related economic shifts became evident and inflation erratic. Last year, we consulted with staff on options and staff gave strong feedback that they didn't think it appropriate to be consulted and that it put

them in a difficult position. Ray recommends that we skip consultation with staff this year. The committee discussed the idea:

- Can we change the policy? (yes)
- Will staff interpret a change as having lost something?
- Should we consult with staff on dropping the consultation?
- It's understandable that staff would be cynical if the Board seeks feedback and then doesn't follow it.
- Seeking feedback the board can't necessarily follow is inappropriate
- Consulting in this case can cause more problems than solutions
- Will this happen again next year?
- The policy should be revised
- A significant chunk of comments from last year was "why are you asking us?" If it's a pro-forma exercise, it can harm morale
- It has been a hard year for staff, and we have no wish to alienate them
- It is good to have the option to consult, but we should use it when appropriate, not just to pat ourselves on the back and feel better about having consulted.

The committee also noted that percentage increases may widen income disparities, and higher incomes don't necessarily translate into higher costs of living. It would be worthwhile graphing a couple of options to compare outcomes.

Motion: Executive committee recommends that Personnel Committee review the policy on Cost-of-Living-Adjustments, and that CCOC skip consultation this year. (Moved/Seconded/Carried, Shelley/Courtney)

6. New Business:

a) *In camera* item

The committee moved *in camera*. (M/S/C, Courtney/Court)

The committee moved *ex camera* (M/S/C, Court/Courtney)

b) Appointment of New VP

With Sarah Button's resignation, the Board will have to appoint a new VP. Shelley, as Secretary and a member of the Nominations and Appointments Subcommittee offered to draft an email for the Board. If there are no takers, Exec members can do some targeted outreach. Ray will add it to the Board agenda.

7. Programs/Policy: no update

8. Residential Tenancies Act (RTA) Proceedings:

Staff had no new recommendations for RTA proceedings. Ray gave an update on some existing cases.

9. Strategic Plan: no update

10. Cahdco Update: no update

11. Other business:

a) Board Agenda Planning:

October 27: Budget and long-term financial plan, revised anti-oppression statement, **Security cameras memo (may have to defer, since we anticipate needing to spend time on this)**

November 24: CAP redevelopment, Transforming Tenant Engagement report

Future: Evictions process from AROC lens
Data and privacy

12. Adjournment:

Next meeting: November 8, 2021

Development Committee

Meeting Minutes

Tuesday, October 12, 2021, 7:00 PM

Conducted remotely via MS Teams

Invited: Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Gelbard (CCOC Board Member), Brent Walden, David McCallum, Ginnig Wong, Gisèle Doyle, John Kingsley, Mary Huang, Natalie Duchesne, Rida Oulhaj, Rod Manchee, Alex Miller (guest), Mayada Bahubeshi (guest), Graeme Hussey (Staff), Alison Elliott (Staff), Hannah Vlaar (Staff), Lauren White (Staff/Minute-taker).

1. **Call to Order & Anti-Oppression Statement**
2. **Approval of Agenda (Sarah/Ginnig m/s/c)**
3. **Approval of Regular Minutes (Ginnig/Rod m/s/c) – Attached September 14, 2021**
4. **Announcements**
 - ONPHA Conference Registration Reminder – **Verbal report**
 - “Opening Doors Through Housing”, November 10-12 (Virtual event).
 - Email Graeme if interested and want to attend.
5. **Declarations of Conflict of Interest**

No declarations.
6. **New Business**
 - TCE: Transforming Tenant Engagement – **Presentation by Hannah Vlaar**
 - CCOC is expanding their volunteer program to better represent tenants and more opportunities for tenant involvement outside Committees and the CCOC Board
 - Received 3-year grant from Community Housing Transformation Centre
 - Hired Natalie Duchesne and Ashraful Hasan and undertook 4 activities, including focus groups, readiness assessment, objects and key results exercise (key performance indicators), demographic survey
 - Can reach out to Hanna for slide deck and more information
7. **Government Policy & Program**
 - City of Ottawa Official Plan going to Council in the next month for approval.
8. **Report of Board & Committees**
 - Committee Summaries – **Attached**
 - CCOC Development Policy Working Group
 - Nothing to report this month

9. CCOC Development Projects

- CCOC Forward Avenue Update – **PM report attached**
 - Cahdco obtained Delegated Authority Report (DAR) from the City of Ottawa, which provides confirmation to move forward with construction. Cahdco will review and sign DAR by the end of this week and secure Building Permit.
 - Project team has gone through most of the tendering. Class D to Class A estimate had a \$2.6M gap during COVID-19 pandemic. Class A budget to be finalized in the next few weeks with approximately \$1M in savings (high pricing from pandemic has cooled).
 - Estimated construction to be complete by March or April 2023.
 - Main sources of funding are coming from CMHC Co-Investment Financing. Cahdco to determine property tax rate with the City before drawing on funding to secure CMHC interest rate.
 - Mayada inquired about pest management, architectural elements.
 - Mary inquired about CMHC interest rates. Graeme expects between 1.9% and 2%.
 - Rida inquired about project budget and construction management costs.
 - Mary inquired about project budget contingencies. Graeme commented that 10% is standard, 5% is ambitious, not concerned about unforeseen circumstances that could add more costs.
 - David inquired about energy efficiency and equipment warranty.

10. In-Camera Items

- **MOTION:** Move in-camera (Jesse/Ginnig m/s/c)
- Approval of in-camera minutes (Jesse/David m/s/c) – **Presented September 14**
- CCOC CAP Update – **PM report attached**
- **MOTION:** Move out of camera (Jesse/Ginnig m/s/c)

11. Report from Cahdco – **Verbal report**

- Waiting on outcomes of proposals and applications.
- Team turnover, particularly with Project Coordinators. Job posting uploaded, deadline Tuesday, October 19.

12. Items for Future Discussion

- Governance Sub-committee – November.
- CCOC Anti-Racism Organizational Change (AROC).

13. Items to Highlight or Decisions for the Board

- CAP Sites: Board Decision for Project Charter

14. Adjournment (Rida/m/c)

The meeting was adjourned at 8:58 PM.

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

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.



159 Forward Ave

Monthly Project Report



Date: 8 October 2021

To (Attention): CCOC Development Committee

From: Kyla Tanner, Project Manager, Cahdco

Re: **October 2021 Project Report**

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

We received a draft Delegated Authority Report (DAR), which represents site plan approval. We should receive the building permit shortly. There is now nearly \$1 million in savings from the Class B budget.

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
Total	19 (38.8%)	23 (46.9%)	7 (14.3%)	49

Project Schedule

June	July	August	September	October
Demolition Commenced (June 15)	Issued for Tender Drawings (July 16)	Tender closes (August 17)	Revised Class A	Draft Delegated Authority Report
Minor Variance Approval (June 16 – July 5)	Construction Estimate Class B (July 30)	Draft Class A Budget (August 31)		Final Class A (stipulated price contract with MBC)
				End of Site Plan Review Process
				City of Ottawa release of Building Permit
				Construction Start

- The tender process closed on August 17. The team is reviewed bids on August 31 to form the Draft Class A budget, which had ~\$550,000 in savings from the Class B.
- 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.
- The City of Ottawa provided a draft Delegated Authority Report on October 1. This will act as site plan approval until lawyers finish drafting the formal approval. A Letter of Understanding from the Planning department will allow for the release of the Building Permit. This will be the end of the site plan review process.
- The Class A budget continued to be revised in discussion with trades.
- The site is being mobilized on October 4.
- Construction is to take 18 months. Rent up will likely begin in March/April of 2023.

Project 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.
- MBC provided a revised Class A budget that is ~\$1,000,000 less than the Class B budget. This means the DCR is up to 1.15.

PROJECT COSTS	Total
Land Costs (Value + Closing Costs)	\$ 2,684,516
Hard Costs	\$ 16,449,349
Soft Costs (Including Financing)	\$ 1,551,548
Contingencies	\$ 1,809,840
HST (Including NP Rebate)	\$ 523,742
Total Project Cost	\$ 23,018,995
SOURCES AND USES	Total
Action Ottawa Grant	\$ 7,740,215
CMHC Seed Grant	\$ 52,500
CMHC Co-Investment Grant	\$ 1,550,950
Section 37	\$ 226,200
CCOC Equity	\$ 250,000
City Land Contribution	\$ 1,700,000
CMHC Co-Investment Financing	\$ 11,474,130
FCM Planning Grant	\$ 25,000
FCM Financing	\$ 0
Total Sources	\$ 23,018,995
Surplus / (Shortfall)	\$ 0

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"> Value Engineer the project Introduce additional sources of funding 	Class D to Class C: 10% escalation of costs Class C to Class B escalation: 1.8% escalation of costs Class B to A escalation: low risk	10% escalation = \$1.4M 1.8% = \$304,000 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"> Sign a contribution agreement for \$2,340,000 Increase rent for the unsponsored 18 units to AMR to increase debt financing capacity 	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"> Push to secure financing quickly while rates are low Introduce additional sources of funding Value Engineer the project 	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"> Sign CMHC term sheet Introduce additional sources of funding Increase the financing for the project to overcome any loss in sources 	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"> Facilitate open dialogue with funders, construction manager, and regulators to review changes in the industry and react as necessary Prepare optional bridge financing 	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"> Sign CMHC term sheet Secured 3rd party bridge financing 	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"> Work with consultants to optimize energy production and consumption 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 	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
Project Milestones											
Project Charter	R	F	I	I	A	F	F	R	September-19	December-19	
Pre-Design Development Targets	R	F	F	F	A	F	F	F	September-19	September-20	Reapproved with 147 Forward design to 49 units
Preliminary Schedule	I	I	I	I	I	F	F	A	February-21	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	September-21	Updated approval date due to 147 Forward purchase
Issued for Construction	I	-	-	-	I	A	I	R	September-21	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		
Procurement											
Architect	I	I	I	I	I	A	F	R	July-19	January-20	Contract signed in January, but work for AO submission
Construction Manager	I	I	I	I	I	A	F	R	January-20	April-20	LOI received March 2020. Signed in April.
Other Consultants	I	I	I	I	I	A	I	R	Ongoing	Ongoing	
Financial											
Primary Funding Application	R	R	I	I	A	F	F	F	October-19	September-19	
Funding Agreement ***	I	R	I	I	A	F	F	F	December-19	December-19	Board approved purchase of 159 Forward for \$1 February 2020
Financing Application	I	R	I	I	A	F	F	F	January-20	April-20	
Financing Agreement ***	I	R	I	I	A	F	F	F	November-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
Events/Unforeseen											
Monthly Reports	I	I	I	I	I	I	I	A	-	-	
Political Announcements	I	I	I	I	I	A	F	I	-	-	
Risk Event (Budget)	I	I	-	-	I	A	F	R	-	-	
Risk Event (Schedule)	I	-	-	-	I	A	F	R	-	-	
Opportunity Event (Budget)	I	I	-	-	I	A	F	R	-	-	Board approved purchase of 147 Forward in June 2020
Opportunity Event (Schedule)	I	-	-	-	I	A	F	R	-	-	
Everyday Decisions	-	-	-	-	-	-	-	A	-	-	

Legend			
I	F	R	A
Information Only	Feedback	Recommendation	Approval

Phases of Development

Relevant Documents

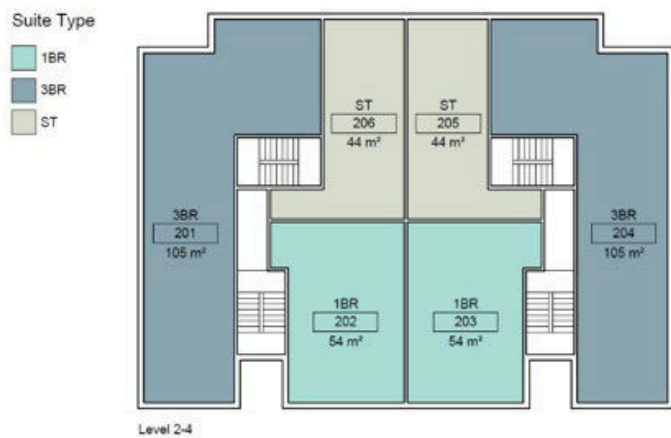


Figure 1.

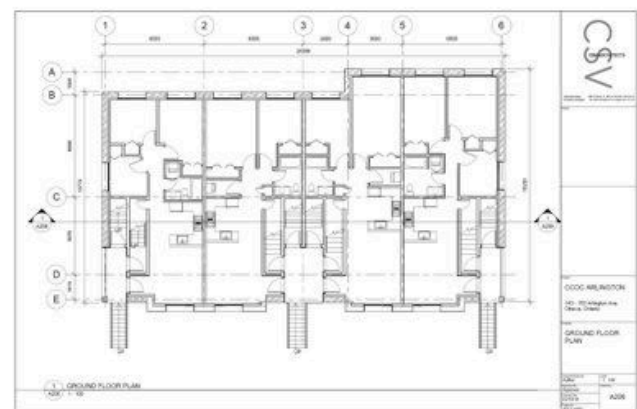


Figure 2.

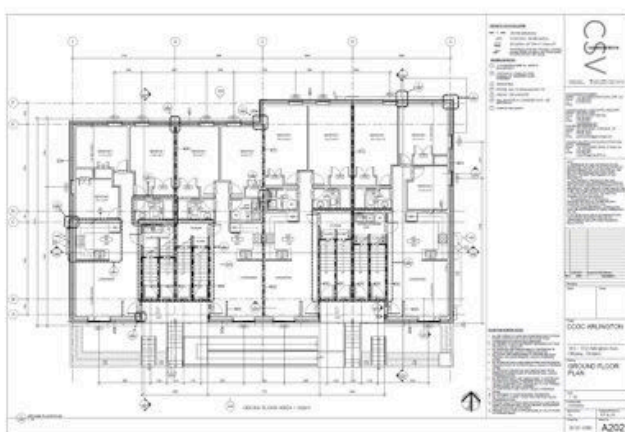


Figure 3.

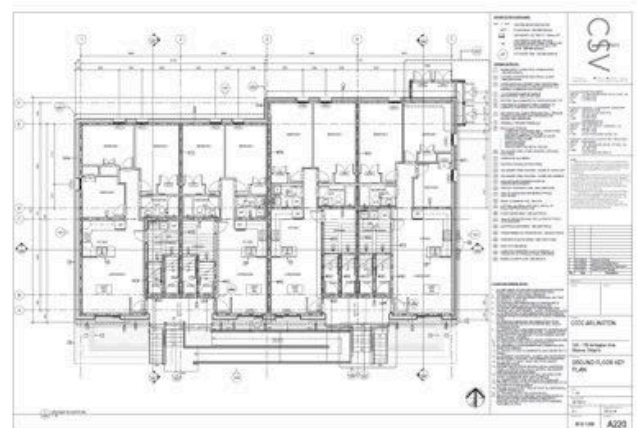
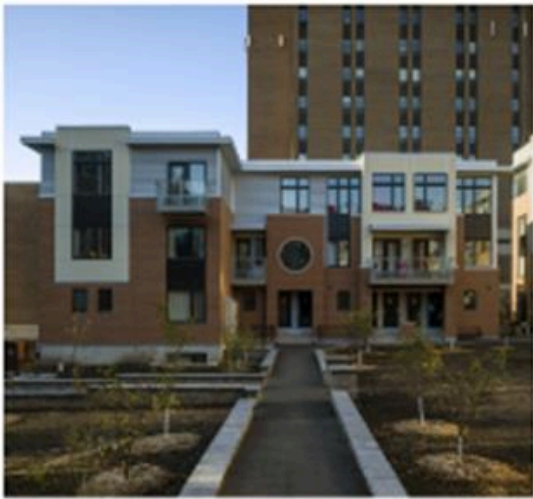


Figure 4.

CONFIDENTIAL



Goal: To assist CCOC in making timely decisions for the redevelopment of the CAP sites.

Project Charter

CAP Sites

CCOC

October 2021



Table of Contents

Table of Contents	2
Introduction	3
Project Vision	3
Project Organization	5
Phases of Development.....	5
Authority Matrix.....	6
Facilities and Resources	7
Confidential Information of the CCOC	7

CONFIDENTIAL

Introduction

The project charter outlines the organization and objectives of the project by stages of development. It defines the progression of work to be completed over the next thirty months through continuing financial analysis, applying for funding and financing, progressing City of Ottawa planning applications, facilitating of the Design Development Phase of the project, and construction. Further defined is the project's organization in terms of authority for decision making throughout the different phases of the project. The project team may use this document for clarification throughout the lifecycle of the project and it may be shared with all participants.

This charter may be revised before the start of the Construction Phase of the project. As of now, we are assuming that all three projects will proceed with development and construction. The timelines of these three projects may diverge if it is decided that any site should proceed earlier or later. This charter and work plan will be updated accordingly as new decisions are made.

Project Vision

CCOC is a community-owned, tenant and member directed, non-profit housing organization whose mission is to create, maintain and promote housing for low and moderate income people. CCOC has vision of a city and a locally-based non-profit housing sector in Ottawa that provides sustainable, long-term and affordable housing to a mix of individuals and families who pay a range of market rents to non-market rents. The goal of this project to advance CCOC's redevelopment of the three CAP sites.

The sites are current underutilized CCOC properties that are in need of large capital repairs and nearing the end of their useable lifecycles. These buildings will incorporate a mix of incomes and affordability levels for their rents as set by CCOC and meeting the funding requirements from CMHC and the City of Ottawa. The City of Ottawa has approved \$180,000 in pre-development funding. CCOC anticipates financing the project through a City of Ottawa capital grant, CMHC financing, and additional smaller grants such as the FCM Green Municipal Fund. CCOC has successfully applied for CMHC SEED funding to assist with cash flow and pre-development activities. Modest amounts of CCOC equity might be required, but will be minimized.

Pre-development design targets were brought to the Board of Directors for approval on November 4, 2020 to set out the priorities and values that will be incorporated into the project. The priorities and values that will be incorporated into this project moving through the Design/Development phase are as follows:

- A minimum of 8 units must be created at each of the sites;
- Both stacked towns and low-rise apartments can be considered, depending on which allows for a better site layout and maximizing unit or bedroom count;
- A mix of bachelor, one, two, and three bedroom units is of an interest, with a goal of maximizing bedrooms to house the greatest number of people;

- Parking is not necessarily required for bachelor, one or two bedroom units, but is desirable for 3 bedroom family units. Covered bike parking is a priority for all sites;
- Basement units should have fewer bedrooms than upper floor units to make sure they are of a good size to compensate for being below ground level. Design must ensure there is good lighting and security and no water infiltration;
- City of Ottawa and CMHC funding program accessibility criteria must be met;
- Buildings will be designed to Passive House standard, with exploration of possibilities for achieving Net-Zero;
- Pro Forma modelling will test feasibility of meeting City of Ottawa Action Ottawa affordability requirements, as well as modelling Average Market Rent w the assumption that tenants would bring portable rent supplements;
- Financial modelling will seek to minimize CCOC equity contribution requirement. It is assumed that CCOC equity will at least cover existing internal debts (cumulative operating deficits, capital repairs deficits, remaining mortgage balance) so that the properties are starting off with a clean slate.

CONFIDENTIAL

Project Organization

The project will advance through a number of stages that will require approval from different levels of authority to proceed. This document aims to clearly show the different phases of the project and where the authority for approval lies as outlined in the in the diagram below and matrix on the next page. The Board of Directors, Development Committee, and Finance Committee have approved the preliminary schematic design, budget, and have approved the motion to proceed with the Site Plan Control application. These approvals move the project from the schematic design to the Design/Development phase, as shown in the project authority matrix below.

Phases of Development

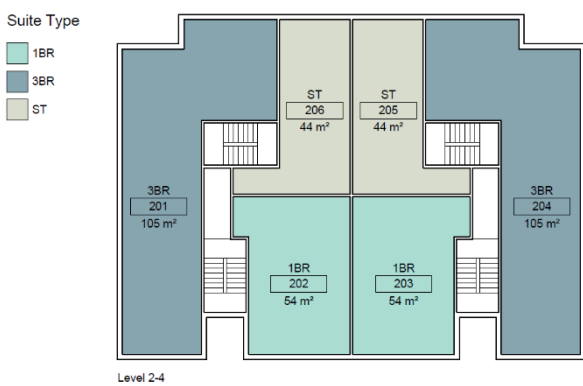
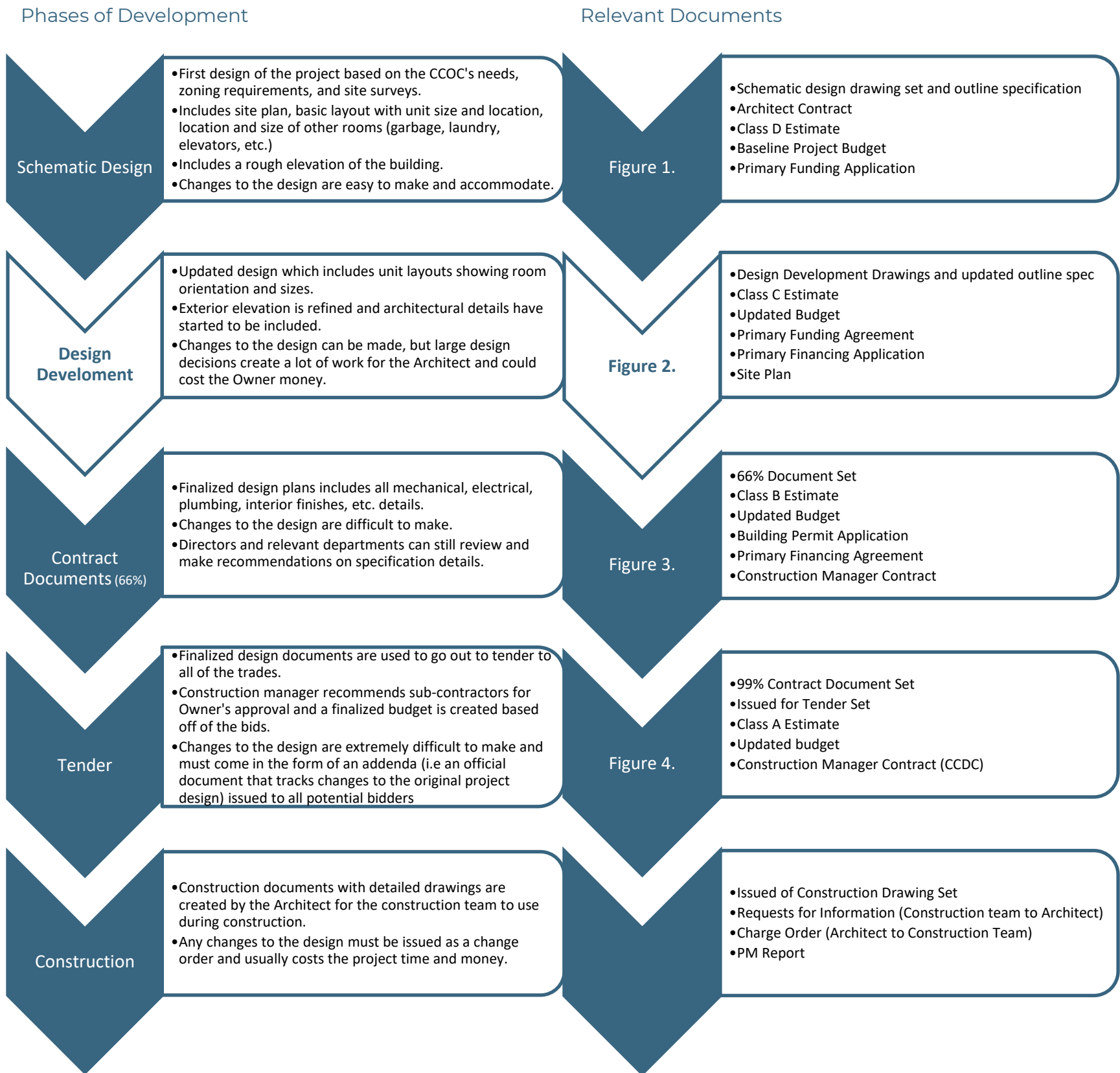


Figure 1.

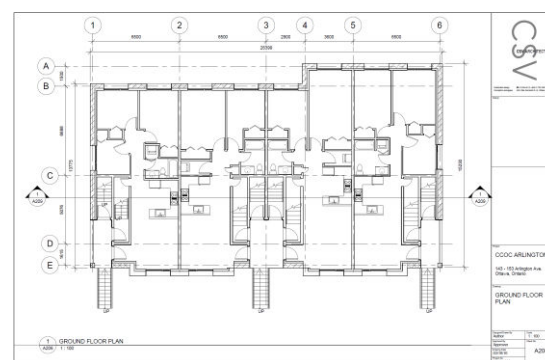


Figure 2.

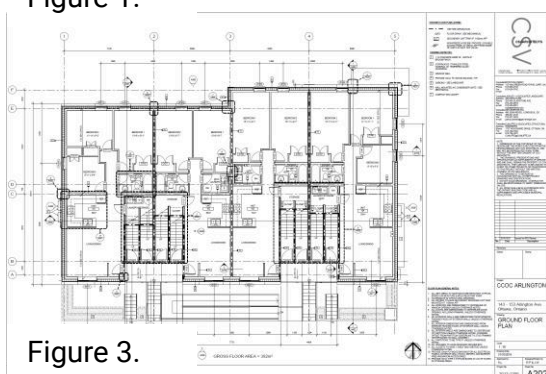


Figure 3.

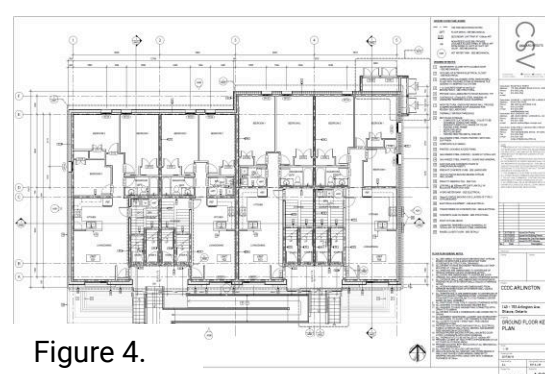


Figure 4.

Authority Matrix

	Dev Comm	FN Comm	Facilities Comm	Rental Comm	Executive Committee / Board	Exec. Director**	Directors**	Project Manager	Date of Expected Approval
Feasibility Phase Milestones									
Feasibility Preliminary Schedule	I	I	I	I	I	F	F	A	July/20
City of Ottawa Predevelopment Loan Agreement	I	I	I	I	I	A	I	R	August/20
Architect Procurement	I	I	I	I	I	A	F	R	August/20
Feasibility Project Charter	R	F	I	I	A	F	F	R	September/20
Pre-Design Development Targets	R	F	F	F	A	F	F	F	Oct-Nov-20
CMHC SEED and/or other pre-development funding grant	I	I	I	I	I	A	I	R	February/21
Schematic Design	R	I	I	I	A	F	F	F	May/21
Class D / Baseline Project Budget	R	R	I	I	A	F	F	F	May/21
Go/No Go Decision (Approval for Submission of Site Plan Application)	R	F	I	I	A	F	F	R	May/21
Design/Development and Construction Phase Milestones									
Project Charter Update	R	F	I	I	A	F	F	R	October/21
Design/Development Work Plan	I	I	I	I	I	F	F	A	October/21
Site Plan Submission	I	I	I	I	I	I	I	A	March/22
Design Development Drawings 33%	F	F	F	F	F	A	F	R	April/22
Contract Documents 66%	I	-	-	-	I	A	R	R	June/22
Class C / Budget Update	I	I	-	-	I	A	R	R	June/22
Contract Document 99%	I	-	-	-	I	A	I	R	August/22
Class B / Budget Update	I	I	-	-	I	A	F	R	September/22
Construction Schedule	I	I	I	I	I	A	F	R	September/22
Class A / Budget Update	I	I	-	-	I	A	F	R	November/22
Construction Start	I	I	I	I	I	I	I	R	December/22
Rent-up Activities	I	I	I	A	I	I	R	F	March/24
Procurement									
Site Development Consultants	I	I	I	I	I	A	I	R	Fall-21/Winter-22
Construction Manager	I	I	I	I	I	A	F	R	May/22
Other Consultants	I	I	I	I	I	A	I	R	Ongoing
Financial									
CMHC Co-Investment or RCFI Application	I	R	I	I	A	F	F	F	February/22
Primary Funding Application (City of Ottawa)	R	R	I	I	A	F	F	F	March/22
Primary Funding Agreement (City of Ottawa)	I	R	I	I	A	F	F	F	TBC
CCOC Equity Contribution Commitment	I	R	I	I	A	F	F	F	March/23
CMHC Co-Investment or RCFI Agreement	I	R	I	I	A	F	F	F	March/23
Events/Unforeseen									
Monthly Reports	I	I	I	I	I	I	I	A	-
Political Announcements	I	I	I	I	I	A	F	I	-
Risk Event (Budget)	I	I	-	-	I	A	F	R	-
Risk Event (Schedule)	I	-	-	-	I	A	F	R	-
Opportunity Event (Budget)	I	I	-	-	I	A	F	R	-
Opportunity Event (Schedule)	I	-	-	-	I	A	F	R	-
Everyday Decisions	-	-	-	-	-	-	-	A	-

Legend			
I	F	R	A
Information Only	Feedback	Recommendation	Approval

*** Protocols:**

If there is an instance that is beyond the scope of this matrix the directors and executive director will determine the approval process

Any Approvals or Feedback given by the committees must be in the form of a motion with a vote

All Feedback from committees is to be brought back to the Development Department for consideration and review, so additional information can be brought to the Board

At subsequent meetings, Feedback from previous meeting has to be addressed in the agenda as Information

****** The Directors and Executive Directors have the responsibility to consult the Board when necessary

******* Due to the often tight timelines for financial and funding agreements, motions to approve may have occur via email if meeting dates do not align with the requirements of the agreement.

Facilities and Resources

Meeting space is located at:

- **All meetings will be held virtually until further notice due to the ongoing COVID-19 situation.**
- 415 Gilmour Street at CCOC's Office
The large meeting room has a computer with internet access, Wi-Fi, wall mounted tv and washroom. Capacity is 150. Parking is available on the street or in nearby paid parking lots.

Confidential Information of the CCOC

All information contained within this Project Charter:

- is the sole property of CCOC and must be treated as confidential;
- is not to be used for any purpose other than as a reference to the CAP sites redevelopment projects
- and must not be disclosed without prior written authorization from CCOC.

**Facilities Management Committee
Meeting Minutes
Wed, Oct 20, 2021**

Participants: James Clark, Penny McCann, Michael Lambert, Court Miller, Mayada Bahubeshi, Rida Oulhaj

Guests: Ron Hoffman (1st meeting)

Staff: Norm Turner, Marie Rose Kassim (minute taker)

1. Call to Order: 7:04PM

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 Michael Lambert, Penny McCann)

4. Declaration of Conflict of Interest – none at this time.

5. Connect 2 Knowledge : attracting and retaining diverse volunteers at CCOC presentation conducted by Hannah Vlaar (Director of TCE)

Discussion: A committee member pointed out that it would be beneficial if those who are interested in joining committees have some sort of background knowledge of what to expect and what the committee they are about to join is all about. A crash course, terms of reference or even a brief summary of what the committee brings, can help folks who are interested streamline the meetings better. This can promote more conversation and improved ideas!

6. Approval of meeting minutes from September 2021

Discussion: A member noted that in item #7.5 of the September meeting minutes, it should specify that the "charge back appeal" was not approved.

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

7. What decisions or comments do you need from the Board? – none.

8. Consent Items

8.1. Committee Summary – no discussion.

8.2. Capital Projects Report (Krish K.)

Discussion: A member wondered if the legal dispute concerning the domestic hot water tank at 258 Lisgar is still taking place. Norm confirmed that it is. A request for commas to be included on number/cost values on Capital Project Reports moving forward.

8.3. Capital Projects Report (Ghassane O.)

Discussion: Norm mentioned that since having two Capital Projects Managers now, to better streamline this segment, we will consolidate both individual's reports so that all projects are in one place.

8.4. LTB Status Report

Discussion: Committee members went over the purpose of the LTB report and what an N5 and N7 are. The LTB report provides the committee with a brief overview of unique tenant cases that are in line to escalate to the Landlord Tenant Board. Additionally, from a Facilities standpoint, it can also serve as a warning for potential maintenance expenses coming our way.

N5: Notice to end your tenancy for interfering with others, damage or overcrowding.

N7: Notice to end your tenancy for causing serious problems in the rental unit or residential complex.

The Executive committee approves applications for sending them to the LTB.

8.5. Chargeback Report

Discussion: Marie clarified the difference between the cost for charge backs; blocked toilets specifically. If a CCOC technician arrives to a unit for a blocked drain and is able to successfully unclog the drain himself, we would charge the tenant back only for the cost of CCOC labor in which we have a standard price list for :(\$50.00 during regular business hours and \$85.00 for after hours). If the technician were required to call out for a contractor's assistance, we would then combine the cost of CCOC labor with the contractors invoice.

8.6. Service Delivery Standards – no discussion.

8.7. Maintenance Variance Report

Discussion: As of September 2021, we have terminated our pest control services with Orkin. We have fully transitioned in-house. Norm is working on creating quarterly unit turnover reports for next year. These reports would display turnover standards and include the percentage of units that we successfully turnover within two weeks vs units that require more time.

A member expressed that it would be good to have data available where we can compare the average costs of turnovers (cleaning, materials, labor...) building by building. A more formal break down of the different levels of turnovers could be beneficial as well: Level 1, which could be a unit that takes two weeks to turn over (the minimum) in comparison to a Level 2, units that take longer and require more work (months). Having this information available can project how our buildings are progressing and if any expense trends are found at certain properties.

Norm mentioned that we would have to be careful about our ability to provide deep dive information due to capacity issues in FM and Finance.

Norm mentioned that we have already integrated KPI reports which helps us audit our buildings. Norm has noticed that our building score percentages are high, which good, but think we need to get more nitty gritty with it.

8.8. Pest Control Report

Discussion: PMI's are completed by our Operations Manager's before a tenant moves in. A part of this inspection is, taking one last look to see if there are any outstanding pest issues left in the unit. More conversation and outreach about helping tenants feel more comfortable about coming forward with pest issues. A member proposed an idea for a unique, monthly building report that can be presented at our FMC meetings. We would choose one CCOC property per month and break it down by different building standard items. This could be a great way at providing the committee a snapshot of a different building each month.

(m/s/c Rida Oulhaj, Court Miller)

9. Directors Summary (verbal)

- **2022 Capital budget – minor trimming required still expected to be \$4 Million plus Lisgar**
- **Pest Control New team is working well together now on 4th whole building study. Initial indications that our first project worked well.**
- **Staffing 2 new seniors (one internal one external) Thiago and Kirk. Will require a new general to backfill**
- **Greensaver update**

Discussion: FMC will conduct a deep dive segment during the November meeting about 1) Garbage and recycling 2) How waste management and pest management are related and 3) Explore ways CCOC can benefit from taking different proactive measures. A couple talking points for next month's deep dive are:

1. Proper ventilation. Bad odors are being trapped in garbage rooms and are passing through chutes. This could possibly attract pests and rodents.
2. More communication pieces should be circulated around buildings concerning garbage/bulky pick up days and other garbage related tips that tenants could benefit from.
3. E-waste pilot. Need more structure for this program.
4. When people recycle incorrectly: how does CCOC handle this?

10. Next Meeting: Wednesday, November 17, 2021 at 7pm virtually.

More direction from the Board on how committees should proceed with in person committee meetings.

11. Adjournment: 8:56PM

(m/s/c Penny McCann)

Finance Committee

Minutes

October 21, 2021

Finance committee: Court Miller (Chair), Rod Manchee, Mary Lynn Brian, Erica Braun, David Boushey, Andrew McNeill, Mary Huang

Regrets: Alisher Perez, Josh Bueckert, Michael Holmes, Wayne Fan, Nicole Rogers

Staff: Maryse Martin, Arianne Charlebois

Motions for Board Approval

CCOC Motions for Board Approval

MOTION: The Finance committee recommends that the 2022 CCOC Operating budget, with the salary adjustment pending, and the Capital budget be forwarded to the Board of Directors.

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

MOTION: The Finance committee recommends that the updated actions points for the Long-Term Financial Plan, as presented, be forwarded to the Board of Directors.

(M/S/C, David Boushey/Mary Lynn Brian)

MOTION: The Finance Committee recommends an approval limit of \$10,000 for all non-Director managers, effective immediately, to improve operational efficiency.

(M/S/C, Rod Manchee/Mary Lynn Brian)

CCHC Motions for Board Approval

MOTION: The Finance committee recommends that the 2022 CCHC Operating and Capital budgets, as presented, be forwarded to the Board of Directors.

(M/S/C, David Boushey/Mary Lynn Brian)

1. Call to Order: at 7:03 p.m. and Anti-Oppression Statement – Read and Acknowledged

2. Declaration of Conflict of Interest: None

3. Adoption of the Agenda: Adopted as presented.

(M/S/C, David Boushey/Mary Lynn Brian)

4. Approval of meeting minutes

- Finance meeting, September 16, 2021

(M/S/C, David Boushey/Mary Lynn Brian)

5. Notices/Announcements

- The Board spent most of their last meeting discussing the cost of living salary adjustment for 2022. The Board is still determining how to proceed but asked for a 4.5% increase modelled in the budget.

6. CCOC 2022 Budget

- As discussed last month, our revenue growth is not keeping up with expense growth, even before the high inflation this year. Our capital reserves are also inadequate for repairs and improvements needed.
- The increase in revenue is mainly from the 1.2% rent increase. The other large portion of our revenue comes from subsidies. We expect our commercial tenants to renew their leases for the most part, but we haven't factored in any rent increase for these units given the rental market with Covid.
- Andrew asked why the parking revenue budget was lower than both 2020 actuals and 2021 budget. This is because the demand for parking has been low during the pandemic, and the demand for non-tenant parking, which leases at a higher rate, is basically non-existent right now.
- Although CCOC doesn't charge locker revenue, we have budgeted for the locker revenue that Taiga was charging their tenants. We'll keep this for 2022 and decide what to do with it as of 2023.
- We had to trim our maintenance budget a lot from the initial drafts, but we're mindful that maintenance costs are growing. Repairs are getting more expensive and our buildings need more maintenance as they age.
- The reserve contribution line represents the minimum contribution we're mandated to make, but no additional contributions.
- The CAP site placeholder accounts for the fact that we would need to move tenants out as we proceed with the re-development, and we would no longer be able to claim rent and operating subsidies at these sites as they get delisted from the Housing Service Act. There is an additional \$50K placeholder for feasibility studies on other redevelopments.
- We changed our insurance provider last year and saw large savings, but the premiums increased significantly this year. Premiums have increased across most insurance providers due to inflation and in anticipation of more claims. Because we have many wood-frame properties, these are at a higher risk of fire and also have a higher surcharge. Our rate also includes a surcharge for increased criminality in urban areas as a result of the pandemic.
- As part of their legacy planning, the Grey Sisters have made CCOC an offer regarding the mortgages they provide at Beaver Barracks, Merivale/Mayview, and Richmond. They propose waving about \$540K of debt and moving up the amortization period of the remaining debt to

mature in 2034 instead of 2041. This offer is expected to be approved by the Grey Sisters Board, so this budget reflects the offer.

- Modelling the 4.5% salary adjustment gives us a budget with a very small surplus. If we added another 2% performance increase to this, it would add an additional \$66K of expense which would put us in a deficit.
 - The Board asked for modelling at 4.5% but no decision has been made on the final pay adjustment yet. The cost-of-living-adjustment policy does require a change for future sustainability. Staff recommends a reference that is better aligned with revenue growth (e.g. Rent Increase Guideline).
 - Mary Lynn believes the performance component is much more important than the cost of living component for staff morale and motivation.
 - Andrew believes that withholding COLA is equivalent to rolling back people's wages by not keeping pace with increased expenses.
 - Erica added that the Board had significant debate on which increase was more meaningful and effective.
 - Rod pointed out that the short term goal is to keep the organization stable. In the longer term CCOC can make up for these short term sacrifices.
- Portfolio view
 - With the mortgage at 20 Robinson paid off, we have no more properties in the NHA 95 portfolio. All of these properties have moved to the EOA portfolio.
 - Taiga is in the provincial portfolio.
 - Deficits in the Provincial and BB portfolios offset operating surplus in EOA portfolio.
 - Maryse pointed out that the gap in actual rents and benchmark rents used to calculate subsidies in the provincial portfolio is now over \$1M, compared to about \$800K last year. This gap keeps growing every year. Furthermore, there are claw backs on the subsidies provided at certain properties (\$270K in total) where the theoretical revenue exceeds the theoretical expense.
 - Overall Debt Coverage Ratio is at 1.01. As such, there's no room to refinance any debts at the moment.
- Capital budget
 - The budget includes our usual capital project budget as well as a separate budget for the CMHC project at 258 Lisgar.
 - The regular capital budget includes a server migration for the office.
 - This capital budget has tried to address some of the inequity towards our smaller properties, which have not had as much attention in previous years.
 - The Taiga lines have come from the BCA's as we're not very familiar with that property yet. We may not actually need these upgrades this year.
 - Regarding the accessibility line, Mary asked if we're on track to complete this by the 2025 deadline. Norm said that most providers are not on track right now and he expects there to be some leniency around this deadline. CCOC is further ahead than most providers.
 - We originally applied for CMHC funding at 258 Lisgar in 2019. We had closed our portfolio application, but kept the application open for the emergency stream, which is part of this budget.

- This property was built in 1961 and still has a lot of the original features that need to be replaced. It has 87 units.
- David pointed to the current supply chain issues and asked if we're constrained by timelines to complete the work with the CMHC funding. We don't have a term sheet yet but are aiming to get it done next year.
- In terms of the capital reserves, only the Other portfolio will need an additional transfer to finish the year with a positive balance. This will come out of the unrestricted reserves.
- Cash flow
 - We expect an average monthly cash balance of \$1.2M. This is below the target of \$2M due to capital spending requirements.
 - Cash flow will be at its lowest in June after the final property tax payment as usual.
 - We don't expect to have to draw on our line of credit at any point.

MOTION: The Finance committee recommends that the 2022 CCOC Operating budget, with the salary adjustment pending, and the Capital budget be forwarded to the Board of Directors.

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

7. CCHC 2022 Budget

- As with CCOC, the revenue increase is due to the rent increase.
- The budget is consistent with previous years, with no major changes expected.
- We expect the reserve balance to grow with an additional top-up at year-end.
- There are ongoing capital costs budgeted for turnovers, accessibility, etc, but no specific large projects.
- Andrew asked if CCHC still owes CCOC money. They do still owe over \$400K to CCOC and are making regular payments through the year to reduce that debt and pay for ongoing operating costs.
- The committee was happy to see CCHC projecting a small surplus.

MOTION: The Finance committee recommends that the 2022 CCHC Operating and Capital budgets, as presented, be forwarded to the Board of Directors.

(M/S/C, David Boushey/Mary Lynn Brian)

8. Long-Term Financial Plan

- As a reminder, Maryse presented the 2021 action points. These included a) the end of mortgage (EOM) strategy, b) CMHC co-investment refinancing (portfolio application withdrawn earlier this year), c) alternative refinancing (no room currently for refinancing), d) property tax action plan (work in progress by Gowling), e) fee-for-service, f) charitable status (application submitted), and g) mergers (merger with Taiga expected on Dec 31, 2021).
- The current projections reflect the budget challenges for next year and recent debt renewal for Beaver Barracks; 2% increase in revenue otherwise and 3% increase in operating costs. It's not clear at the moment if the current inflation levels are more than transitory.

- The plan assumed status quo for Provincial rent subsidies following end of mortgages, and no operating and property taxes subsidies at EOM.
- The co-investment loan at 258 Lisgar bears interest at 2% for 25 years.
- We assume capital grants of \$450K per year.
- We assume property tax exemptions based on the preliminary assessments by Gowlings.
- We'll do as much capital work as we can within our means, since less capital work leads to higher operating maintenance costs. The provincial and EOA portfolios are driving the capital expenditures. These are the two largest portfolios.
- We project a total capital spend of \$81M over the next 20 years. Capital grants and additional funding enable CCOC to accelerate some capex projects and do capital improvement work beyond replacement work.
- The disconnect between revenue growth and expense growth is increasingly challenging over time and we need additional sources of income to offset deficits by 2033.
- Capital expenditures get covered by operating surpluses. Additionally, we need to build up operating reserves for other needs (equity contribution to new or re-developments, investments in systems and processes, new debts, etc.).
- The revised action points going forward are a) EOM strategy, b) property tax action plan, c) fee-for-service, d) charitable status, and e) plan for a 2023 organizational review to work with staff to find efficiencies and appropriate return on investment as CCOC grows and expands. The first four points are carryovers, with the organizational review being the only point added. CMHC refinancing has been removed and alternative refinancing is on hold.
 - Rod and Andrew expressed their reservations about the charitable status given the potential downsides (e.g. loss of financial support from governments, impact on mission and operations, etc.).
 - Court agrees that CCOC has to navigate this cautiously. The newly proclaimed Non-profit Corporation Act requires CCOC to re-incorporate under the new act before October 2024. This also provides an opportunity to re-articulate who we are as a non-profit business.

MOTION: The Finance committee recommends that the updated actions points for the Long-Term Financial Plan, as presented, be forwarded to the Board of Directors.

(M/S/C, David Boushey/Mary Lynn Brian)

9. Bad Debt Write Off and Accounts Receivable Statistics

- Deferred to next month due to time constraints.

10. Business Arising

- Approval limits for new positions
 - We had specific motions for approval limits for Facilities and Cahdco managers. The wording of the previous motions doesn't cover the newly created position of CS Supervisor. We would like one motion to cover approval limits for all manager level positions.

- David asked if managers are involved in variance analyses to ensure accountability. Yes, this process has been tightened and made more rigorous lately.

MOTION: The Finance Committee recommends an approval limit of \$10,000 for all non-Director managers, effective immediately, to improve operational efficiency.

(M/S/C, Rod Manchee/Mary Lynn Brian)

11. New Business

- None

12. Next meeting/Deferrals

- Next meeting: November 18, 2021

13. Motion to Adjourn

The meeting ended at 9:04 p.m. (M/C, David Boushey)

CCOC Operating Statements

	2020	2021	2021	2022 Budget			2021 Fcast	2022B /	2022B	Comments
	Actual <i>(audited)</i>	Budget <i>(approved)</i>	Forecast	CCOC as is	Taiga	Total	vs Budget	2021 Fcast	Var % <i>(CCOC as is)</i>	
Revenue	22,694,341	22,748,089	22,612,069	23,189,171	1,521,979	24,711,150	-136,020	577,102	2.6%	1.2% rent increase based on Ontario rent guideline. Subsidies based on template from SM
Mortgage costs	7,624,439	7,401,414	7,401,414	7,186,970	679,864	7,866,833	0	-214,445	-2.9%	EOM Robinson (Sep21) and savings on P64-P66 (debt renewal in Sep21). Incl. cost of CMHC loan re 258
Maintenance costs	4,706,605	4,625,958	4,764,828	5,071,819	228,664	5,300,483	138,870	306,991	6.4%	High inflation and ageing properties
Administration	2,362,451	2,533,742	2,549,389	2,650,145	176,879	2,827,024	15,647	100,756	4.0%	Increase in salaries (4.5% COLA and no merit increase), TCE and conference costs
Utilities	2,003,703	2,216,345	2,216,345	2,333,310	100,886	2,434,197	0	116,965	5.3%	Rates increase
Property Taxes	3,505,652	3,600,712	2,832,786	3,494,300	205,312	3,699,611	-767,926	661,514	23.4%	3% increase and no tax credit in 2022
Reserve contributions	1,714,564	1,570,688	2,132,688	1,516,274	83,568	1,599,842	562,000	-616,414	-28.9%	Base contribution only
Bad debts	72,095	101,445	76,445	75,084	3,503	78,587	-25,000	-1,362	-1.8%	In line with past year
Insurance	350,990	363,125	363,125	514,090	33,196	547,286	0	150,965	41.6%	Rate increase + inflation + surcharge for urban area, and high proportion of wood frame properties
Other expenses	266,658	302,951	252,951	271,787	8,902	280,689	-50,000	18,836	7.4%	HP subsidy distributed, land rent, sales taxes and misc. (legal fees re. properties, rooming house licenses, mgmt fees to Bytown Options, condo fees...). PY included \$50K contingency.
Total operating expenses	22,607,157	22,716,381	22,589,972	23,113,778	1,520,775	24,634,553	-126,409	523,806	2.3%	
Other revenue & expenses	-78,605	-15,147	-18,472	2,155	0	2,155	-3,325	20,627	-111.7%	Management contracts & development costs
CAP sites adjustment				-35,000		-35,000				Assumed tenants relocated in 2022: incl. loss of MR units, rent & operating subsidies and vacancies
Net income	8,579	16,560	3,624	42,547	1,205	43,752	-12,936	38,924	1074.1%	Grants (CHTC, City) will be upside
General Admin cost / unit	1,440	1,545	1,555	1,618		1,623				
Maintenance Admin cost /uni	600	639	715	789		744				
Total Admin cost / unit	2,041	2,184	2,270	2,407		2,367				
Capex										
Capital expenditures	-2,277,276	-2,752,866	-4,402,062	-7,943,268	-58,537	-8,001,805				
Capital Grant /Financing	557,277	489,500	1,708,212	4,186,498	0	4,186,498				
Net	-1,720,000	-2,263,366	-2,693,850	-3,756,770	-58,537	-3,815,307				

CCOC 2022 Operating Budget

See Management reports 10.06

	2020	2021	Savings/ Incr.	2021	2022	2022	I+II	Year over Year variance (CCOC as is)			
	Actual	Budget	cost	Forecast	CCOC as is	Taiga	Total Budget	2021F -	%	2022B -	%
								2020		2021F	
Revenue											
Market rent-RGI units	10,991,551	10,996,287		10,996,287	11,566,040	866,220	12,432,260	4,736	0.0%	569,753	5.2%
Market rent-Market Units	8,851,975	8,917,242		8,917,242	8,858,598	304,416	9,163,014	65,267	0.7%	-58,644	-0.7%
Market rent	19,843,526	19,913,529		19,913,529	20,424,639	1,170,636	21,595,275	70,003	0.4%	511,109	2.6%
Subsidies to tenants	-7,066,148	-7,218,780		-7,218,780	-7,481,736	-572,140	-8,053,877	-152,632	2.2%	-262,956	3.6%
Rent before vacancy cost	12,777,378	12,694,749	0	12,694,749	12,942,902	598,496	13,541,398	-82,629	-0.6%	248,153	2.0%
Vacancy cost	-273,583	-318,616	-102,000	-420,616	-428,917	-14,583	-443,501	-147,034	53.7%	-8,301	2.0%
Rent received from tenants	12,503,796	12,376,133	-102,000	12,274,133	12,513,985	583,912	13,097,897	-229,663	-1.8%	239,852	2.0%
Interest rate reduction subsidy	19,300	18,072		18,072	14,508	0	14,508	-1,228	-6.4%	-3,564	-19.7%
RGI supplement	2,174,018	2,186,796		2,186,796	2,299,916	0	2,299,916	12,778	0.6%	113,120	5.2%
Provincial Rent subsidy	3,257,691	3,330,504	50,000	3,380,504	3,411,170	570,382	3,981,552	122,813	3.8%	30,666	0.9%
Provincial Property tax subsidy	1,537,731	1,583,863		1,583,863	1,644,269	205,312	1,849,581	46,132	3.0%	60,406	3.8%
Provincial Operating subsidy	139,643	124,584		124,584	283,122	87,973	371,095	-15,059	-10.8%	158,538	127.3%
Provincial affordability payment	667,743	640,847		640,847	583,960	0	583,960	-26,896	-4.0%	-56,888	-8.9%
Alternative HP subsidy	78,433	78,096		78,096	80,993	0	80,993	-337	-0.4%	2,897	3.7%
Geothermal fees	220,809	223,162		223,162	229,075	0	229,075	2,352	1.1%	5,914	2.6%
Electricity fees	94,456	82,405	15,000	97,405	104,418	0	104,418	2,949	3.1%	7,013	7.2%
Commercial rent	213,960	217,220	13,080	230,300	233,661	0	233,661	16,340	7.6%	3,361	1.5%
Amortization of deferred contribution	815,672	815,672		815,672	815,672	0	815,672	0	0.0%	0	0.0%
Parking	545,544	632,250	-102,100	530,150	536,427	37,000	573,427	-15,394	-2.8%	6,277	1.2%
Laundry	284,382	294,041	-10,000	284,041	284,041	20,400	304,441	-342	-0.1%	0	0.0%
Interest income	71,596	62,248		62,248	66,572	0	66,572	-9,348	-13.1%	4,324	6.9%
Sundry	69,566	82,197		82,197	87,383	17,000	104,383	12,631	18.2%	5,186	6.3%
	22,694,341	22,748,089	-136,020	22,612,069	23,189,171	1,521,979	24,711,150	-82,272	-0.4%	577,102	2.6%

CCOC 2022 Operating Budget
See Management reports 10.06

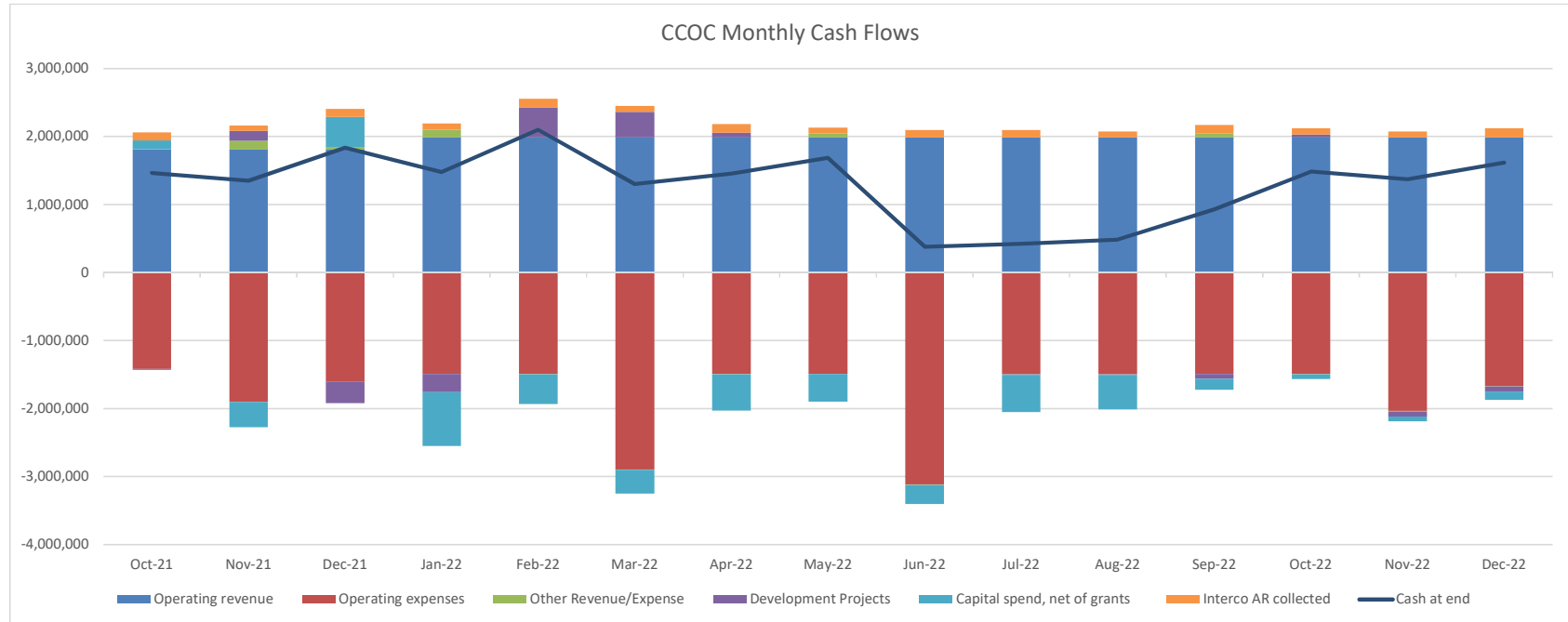
I II I+II Year over Year variance (CCOC as is)

	2020 Actual	2021 Budget	Savings/ Incr. cost	2021 Forecast	2022 CCOC as is	2022 Taiga	2022 Total Budget	2021F - 2020	%	2022B - 2021F	%
Expenses											
Administration											
Salaries	1,416,495	1,417,507	30,526	1,448,032	1,598,736		1,598,736	31,537	2.2%	150,704	10.4%
Employee benefits	298,209	329,513	7,631	337,144	377,851		377,851	38,935	13.1%	40,707	12.1%
Advertising and rent-up	10,994	9,000		9,000	11,500		11,500	-1,994	-18.1%	2,500	27.8%
Office occupancy	179,668	175,483		175,483	180,015		180,015	-4,186	-2.3%	4,532	2.6%
Staff conferences, training and travel	8,795	31,208		31,208	49,336		49,336	22,413	254.8%	18,127	58.1%
Audit	31,496	30,000		30,000	33,500		33,500	-1,496	-4.7%	3,500	11.7%
Legal and professional	21,868	20,000	10,000	30,000	15,000		15,000	8,132	37.2%	-15,000	-50.0%
Office administration	238,347	247,400	15,000	262,400	223,987		223,987	24,053	10.1%	-38,413	-14.6%
Bank charges	35,210	38,622		38,622	47,280		47,280	3,412	9.7%	8,658	22.4%
Corporate	59,935	113,029	-3,600	109,429	149,540		149,540	49,494	82.6%	40,111	36.7%
Tenant and Community engagement	16,419	39,425		39,425	65,186		65,186	23,006	140.1%	25,761	65.3%
Amortization of capital assets	232,051	219,047		219,047	219,047		219,047	-13,005	-5.6%	0	0.0%
Cost recovery	-187,038	-136,490	-43,910	-180,400	-320,832	176,879	-143,953	6,638	-3.5%	-140,432	77.8%
	2,362,451	2,533,742	15,647	2,549,389	2,650,145	176,879	2,827,024	186,939	7.9%	100,756	4.0%
Alternative HP subsidy distributed	93,433	93,276		93,276	96,852	0	96,852	-157	-0.2%	3,576	3.8%
Property taxes	3,505,652	3,600,712	-767,926	2,832,786	3,494,300	205,312	3,699,611	-672,866	-19.2%	661,514	23.4%
Mortgage											
Amortization of rental property	4,969,429	4,900,231		4,900,231	5,235,651	602,261	5,837,912	-69,198	-1.4%	335,420	6.8%
Mortgage Interest	2,484,679	2,330,704		2,330,704	1,763,004	77,603	1,840,606	-153,975	-6.2%	-567,700	-24.4%
Internally financed											
Amortization of rental property	106,435	108,232		108,232	121,743	0	121,743	1,797	1.7%	13,511	12.5%
Interest	63,896	62,248		62,248	66,572	0	66,572	-1,648	-2.6%	4,324	6.9%
Bad Debts	72,095	101,445	-25,000	76,445	75,084	3,503	78,587	4,351	6.0%	-1,362	-1.8%
Geoexchange fees	256,657	261,791		261,791	265,104	0	265,104	5,133	2.0%	3,313	1.3%
Heat	375,489	457,033		457,033	474,098	11,732	485,830	81,544	21.7%	17,066	3.7%
Hydro	677,015	739,953		739,953	791,085	35,034	826,119	62,938	9.3%	51,132	6.9%
Water	694,541	757,569		757,569	803,023	54,120	857,143	63,028	9.1%	45,454	6.0%
Insurance	350,990	363,125		363,125	514,090	33,196	547,286	12,134	3.5%	150,965	41.6%
Land rent	25,357	28,790		28,790	25,357	0	25,357	3,433	13.5%	-3,433	-11.9%
Maintenance and repairs	4,706,605	4,625,958	138,870	4,764,828	5,071,819	228,664	5,300,483	58,223	1.2%	306,991	6.4%
Provision for capital replacements	1,714,564	1,570,688	562,000	2,132,688	1,516,274	83,568	1,599,842	418,124	24.4%	-616,414	-28.9%
Miscellaneous	37,691	88,368	-50,000	38,368	49,013	2,060	51,073	676	1.8%	10,645	27.7%
Sales taxes	110,176	92,517		92,517	100,565	6,842	107,407	-17,659	-16.0%	8,048	8.7%
	22,607,157	22,716,381	-126,409	22,589,972	23,113,778	1,520,775	24,634,553	-17,184	-0.1%	523,806	2.3%
Operations income (loss)	87,184	31,708	-9,611	22,096	75,393	1,205	76,597	-65,088	-74.7%	53,296	241.2%
Other revenue (expenses)											
Development cost	-86,270	-50,000	-92,205	-142,205	-50,000		-50,000	-55,935	64.8%	92,205	-64.8%
Maintenance contracts											
Revenue	608,083	475,103	113,880	588,983	717,792		717,792	-19,101	-3.1%	128,809	21.9%
Expenses	-565,504	-440,250	-25,000	-465,250	-665,637		-665,637	100,254	-17.7%	-200,387	43.1%
	-43,691	-15,147	-3,325	-18,472	2,155	0	2,155	25,219	-57.7%	20,627	-111.7%
Other	-34,914			0	-35,000		-35,000	34,914	-100.0%	-35,000	0.0%
	-78,605	-15,147	-3,325	-18,472	-32,845	0	-32,845	60,133	-76.5%	-14,373	77.8%
Net Income	8,579	16,560	-12,936	3,624	42,547	1,205	43,752	-4,955	-57.8%	38,924	1074.1%
DCR	1.00	1.00		1.00	1.01	1.00	1.01				

CCOC -2022 Budget by Portfolio

# units	26	0	460	827	97	258	127	2022
Portfolio	NHA 27	NHA 95	EOA	PROV	OTHER	BB	3rd Party	Budget
Revenue								
Market rent-RGI units	280,951	0	2,007,381	7,375,580	524,879	2,243,469	0	12,432,260
Market rent-Market Units	92,781	0	4,147,881	2,912,207	618,975	1,391,170		9,163,014
Market rent	373,732	0	6,155,262	10,287,788	1,143,854	3,634,639	0	21,595,275
Subsidies to tenants - Government funded	-188,718	0	-514,468	-3,981,552	-182,876	-1,413,853	0	-6,281,468
Subsidies to tenants - Gap with Indexed benchmark rents	0	0	0	-1,027,484	0	0		-1,027,484
Subsidies to tenants - CCOC funded	-2,696	0	-543,687	-10,808	-82,215	-105,519	0	-744,925
Rent before vacancy cost	182,318	0	5,097,106	5,267,944	878,763	2,115,267	0	13,541,398
Vacancy cost	-7,848	0	-129,260	-206,044	-24,021	-76,327	0	-443,501
Rent received from tenants	174,470	0	4,967,846	5,061,900	854,742	2,038,940	0	13,097,897
Interest rate reduction subsidy	14,508	0	0	0	0	0	0	14,508
RGI supplement	188,718	0	514,468	0	182,876	1,413,853	0	2,299,916
Provincial Rent subsidy	0	0	0	3,981,552	0	0	0	3,981,552
Provincial Property tax subsidy	0	0	0	1,849,581	0	0	0	1,849,581
Provincial Operating subsidy	0	0	0	371,095	0	0	0	371,095
Provincial affordability payment	0	0	0	0	23,016	560,944	0	583,960
Alternative HP subsidy	0	0	0	80,993	0	0	0	80,993
Geothermal fees	0	0	0	0	0	229,075	0	229,075
Electricity fees	0	0	0	0	0	104,418	0	104,418
Commercial rent	0	0	126,627	24,634	0	82,400	0	233,661
Amortization of deferred contribution	0	0	0	0	92,618	723,054	0	815,672
Parking	9,234	0	110,322	304,426	25,191	124,254	0	573,427
Laundry	3,231	0	66,111	172,645	9,906	52,548	0	304,441
Interest income	0	0	6,149	0	11,771	48,653	0	66,572
Sundry	1,134	0	22,829	70,812	918	8,690	717,792	822,175
	391,294	0	5,814,353	11,917,638	1,201,038	5,386,827	717,792	25,428,942
Expenses								
Administration	44,220	0	776,760	1,405,676	164,973	435,394	0	2,827,024
Alternative HP subsidy distributed	0	0	0	96,852	0	0	0	96,852
Property taxes	80,247	0	1,090,474	1,849,581	165,433	513,876	0	3,699,611
Mortgage	79,216	0	346,578	4,238,181	326,227	2,876,632	0	7,866,833
Bad Debts	1,047	0	29,807	30,371	5,128	12,234	0	78,587
Geoexchange fees	0	0	0	0	0	265,104	0	265,104
Heat	11,500	0	163,962	237,240	36,347	36,781	0	485,830
Hydro	16,816	0	162,293	365,289	25,928	255,793	0	826,119
Water	12,954	0	207,890	477,218	51,611	107,470	0	857,143
Insurance	7,368	0	121,365	260,488	26,060	132,004	0	547,286
Land rent	0	0	4,262	21,096	0	0	0	25,357
Maintenance and repairs	101,479	0	1,479,324	2,520,818	347,823	851,038	665,637	5,966,120
Provision for capital replacements	33,003	0	396,017	959,666	49,835	161,321	0	1,599,842
Miscellaneous	398	0	6,345	36,814	1,406	6,110	0	51,073
Sales taxes	2,037	0	27,746	50,175	6,219	21,231	0	107,407
	390,286	0	4,812,824	12,549,464	1,206,992	5,674,987	665,637	25,300,190
Development cost & Other			-50,000	-35,000				-85,000
Net Income	1,009	0	951,529	-666,826	-5,954	-288,160	52,155	43,752
DCR	1.01		3.75	0.84	0.98	0.90		1.01

	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Operating revenue	1,808,139	1,807,808	1,808,352	1,985,742	1,985,742	1,985,742	1,985,742	1,985,742	1,985,742	1,985,742	1,985,742	1,985,742	1,985,742	1,985,742	1,985,742
Operating expenses	-1,415,036	-1,901,706	-1,602,918	-1,488,832	-1,488,832	-2,896,318	-1,488,832	-1,488,832	-3,115,243	-1,488,833	-1,488,832	-1,488,832	-1,488,832	-2,036,118	-1,670,437
Other Revenue/Expense	3,704	132,904	37,904	114,346	-5,654	-5,654	-5,654	54,013	-5,654	-5,654	-5,654	54,013	-5,654	-5,654	-5,654
Development Projects	-15,895	141,488	-317,604	-268,783	440,000	376,168	70,000	0	0	-10,000	-15,000	-75,000	45,000	-75,000	-75,000
Capital spend, net of grants	132,301	-374,501	439,799	-790,942	-440,551	-348,051	-534,819	-410,019	-282,135	-550,008	-501,008	-163,051	-72,551	-72,551	-122,551
Interco AR collected	120,000	80,000	120,000	90,000	130,000	90,000	130,000	90,000	110,000	110,000	90,000	130,000	90,000	90,000	135,000
Cash at end	1,464,358	1,350,351	1,835,883	1,477,415	2,098,121	1,300,009	1,456,447	1,687,351	380,061	421,309	486,557	929,430	1,483,136	1,369,556	1,616,657
Cash at beginning	831,145	1,464,358	1,350,351	1,835,883	1,477,415	2,098,121	1,300,009	1,456,447	1,687,351	380,061	421,309	486,557	929,430	1,483,136	1,369,556



2022 Capital Budget

Project #	Project Name	CCOC	Taiga	Total CCOC+Taiga	CCHC
2022-1	Envelope schems (windows) Hinchey	300,000	-	300,000	-
2022-2	Window Replacement - Various	250,000	-	250,000	-
2022-3	Windows and doors - Richmond	250,000	-	250,000	-
2022-4	Furnace replacement - Various	518,700	-	518,700	-
2022-5	Robinson Fence	20,000	-	20,000	-
2022-6	Bronson Roof	255,000	-	255,000	-
2022-7	Gilmore Heating	-	-	-	-
2022-8	264 Lisgar MUA	60,000	-	60,000	-
2022-9	Laundry Hoses Upgrades - Various	24,000	-	24,000	-
T-1	Taiga CA Flooring	-	5,306	5,306	-
T-2	Taiga IS Flooring	-	11,037	11,037	-
T-3	Taiga Bathtubs	-	8,490	8,490	-
T-4	Taiga Sump Pumps	-	2,122	2,122	-
T-5	Taiga Ext. Security Lighting	-	5,306	5,306	-
T-6	Taiga Entry Control System	-	15,918	15,918	-
T-7	Taiga Retaining Walls	-	8,490	8,490	-
X-2	Lobby Security upgrades	98,000	-	98,000	-
X-3	Common Area Paint	117,579	-	117,579	2,421
X-4	Accessibility and aging in place	97,003	-	97,003	1,997
X-5	Lobby Refreshment	122,478	-	122,478	2,522
E-2	Fire Safety Upgrades	791,000	-	791,000	-
T	Turnover	189,476	-	189,476	3,902
R	Redecorating	63,787	-	63,787	1,313
I	Insuite	232,686	-	232,686	4,791
C-2	Contingency crital system failure (e.g. elevator doors, hot water tanks, main sanitary lines, etc.	176,368	-	176,368	3,632
C	Overall Contingency (Based on 10% of total spend on capital projects and RR. Does not inlcude TO/IS)	290,694	1,868	292,562	5,986
G	Placeholder for grants	(100,000)	-	(100,000)	-
Total projects		3,756,770	58,537	3,815,307	26,565
O	Office Server migration	29,537	-	29,537	-
Total Budget - Regular capex		3,786,307	58,537	3,844,844	26,565

2022 Capital Budget

Project #	Project Name	CCOC	Taiga	Total CCOC+Taiga	CCHC
258 Lisgar CMHC Project					
CMHC	Roofing Repairs	250,000			
CMHC	Window project	1,020,000			
CMHC	Balcony Doors	199,998			
CMHC	Collonade and deck	150,000			
CMHC	Sealant	50,000			
CMHC	Balcony Rehab	1,020,000			
CMHC	Energy Management System	30,000			
CMHC	Ventilators and MUA	100,000			
CMHC	Lobby rework and common area paint	100,000			
CMHC	Overhaul electrical	435,000			
CMHC	Consultants and engineers	360,000			
Total project		3,714,998			
CMHC	Contingency	371,500			
Total CMHC financed		4,086,498			

Replacement Reserve - CCOC + Taiga

	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Forecast	EOA	NHA 27	NHA 95	PROV	OTHER	BB	FY 2022 Budget
Opening Balance	8,997,591	8,809,185	9,459,354	2,687,273	164,163	-	6,148,532	-	510,114	9,510,082
Interfund transfers	876,185	-	61,450					678,191		678,191
Capital replacements	(3,851,211)	(2,277,277)	(4,402,062)	(5,206,659)	(152,044)		(1,699,287)	(728,026)	(215,790)	(8,001,805)
Grants	439,616	557,277	1,708,212	50,000	-	-	50,000	-	-	100,000
Financing				4,086,498						4,086,498
Provision for capital replacements	1,269,210	1,234,607	1,220,688	396,017	33,003	-	959,666	49,835	161,321	1,599,842
Investment income	477,794	655,605								-
Additional Contribution	600,000	479,957	912,000							-
Closing Balance	8,809,185	9,459,354	8,959,642	2,013,129	45,122	-	5,458,912	0	455,644	7,972,808

CCHC Statement of Operations

	2020 Actual <i>(audited)</i>	2021 Budget <i>(approved)</i>	2022 Budget <i>(draft)</i>
Revenue			
Market rent	337,258	338,487	353,841
Subsidies to tenants	-129,233	-135,444	-141,332
Rent before vacancy cost	208,025	203,043	212,509
Vacancy cost	-4,810	-5,416	-7,431
Rent received from tenants	203,215	197,627	205,079
Rent supplement	129,233	135,444	141,332
Federal co-op assistance	79,381	13,238	0
Parking	11,109	13,320	13,000
Laundry	8,768	8,954	8,000
Amortization of deferred contribution	12,899	12,899	12,899
Sundry	887	910	918
	445,492	382,392	381,227
Expenses			
Administration	49,179	52,007	54,424
Amortization of capital assets	176,989	33,194	0
Appropriation to capital replacement reserve	12,367	12,367	12,367
Supplemental contribution to capital repl reserve	34,404	30,000	30,000
Appropriation to security of tenure reserve	1,403	1,432	1,461
Bad Debts	1,136	1,581	1,641
Heat	1,218	213	1,955
Hydro	5,835	9,302	7,606
Insurance	5,765	5,944	7,782
Interest	6,822	6,822	6,822
Maintenance and repairs	110,417	115,244	136,821
Mortgage interest paid	-352	108	0
Property taxes	45,691	47,062	48,839
Professional fees	5,058	6,171	8,167
Sales taxes	2,120	1,607	1,609
Water	15,902	15,219	14,588
	473,954	338,273	334,082
Excess of revenue over expenses for the year	-28,462	44,119	47,146

Replacement Reserve:			
Opening Balance	21,295	662	15,802
Capital Projects	(68,066)	(26,565)	(26,565)
Annual Allocation	12,367	12,367	12,367
Additional contribution	34,404	30,000	30,000
Closing Balance	-	16,464	31,604

Long-Term Financial Plan

Long-Term Plan Considerations

- **LTFP Action Points (continued from prior years):**

- Develop a strategy to increase net operating surplus and ensure projected revenue forecast exceeds projected cost forecast.
 - Property tax action plan
 - Expand 3rd party property management customer base and service offering
 - Explore mergers and acquisitions
- Pursue with the City a viable rent supplement agreement for properties under the existing HSA provincial reformed program.
- Pursue re-financing through the CMHC co-investment fund to finance capital repairs.

- **Key assumptions:**

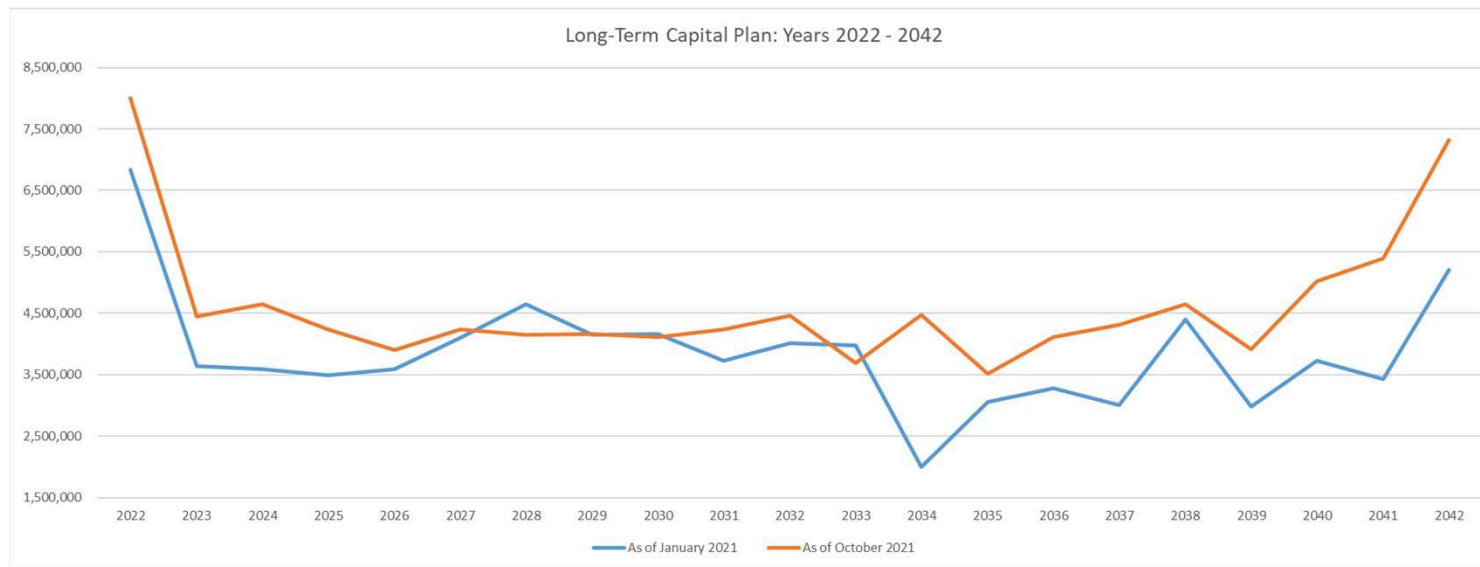
- The current projections reflect the budget challenges for next year and recent debt renewal for Beaver Barracks; 2% increase in revenue otherwise and 3% increase in operating costs
- Provincial reform portfolio: assumed status quo for rent subsidies following end of mortgage; and no operating and property taxes subsidies at EOM
 - If no change in HSA regulation post EOM, CCOC will be subject to negative operating subsidies or claw backs from the City when the indexed net revenue exceeds annual mortgage costs. The lost income would exceed \$2M.
- Co-investment loan re. 258 Lisgar bears interest at 2% (25 years)
 - No further plans for refinancing at the moment as EOM regulations will impact significantly our debt capacity.
- Assumed capital grants of \$450K per year.

- Assumed Property tax exemptions based on Gowling's preliminary assessment. The Provincial portfolio represents the largest portion given the income mix at those properties. CCOC will enjoy the full benefit of savings upon EOM (\$1M).

- **Future updates:**

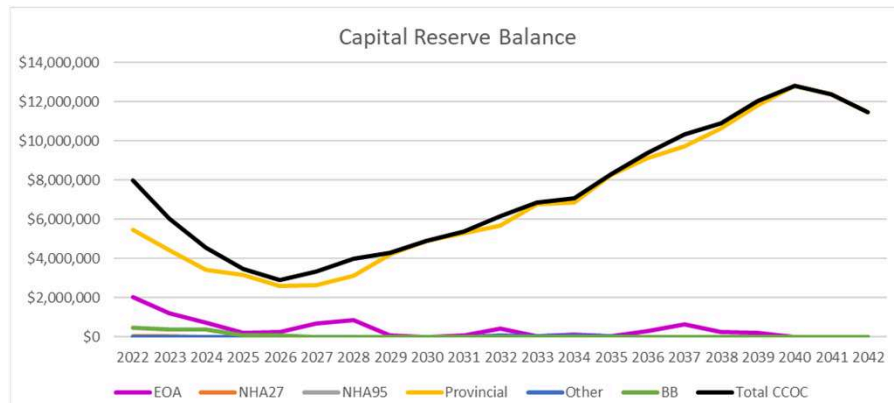
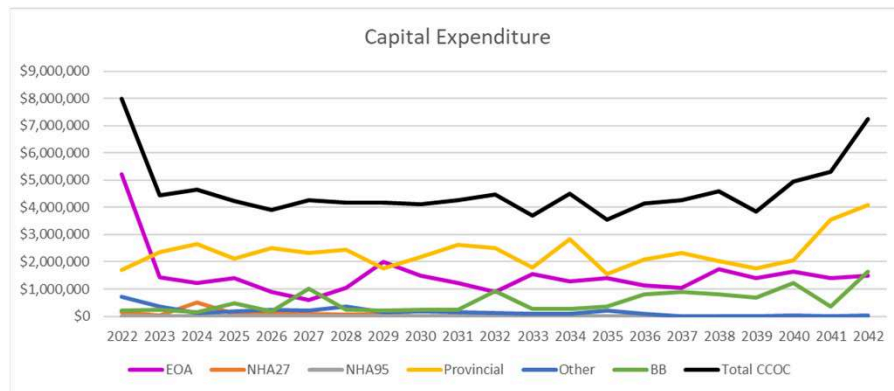
- Forward development
- CAP sites redevelopment – assumed construction starts late 2022
- LeBreton Flats – outcome of the RFP expected late 2021
- Property tax exemptions
- CRA status – additional income and opportunity to relieve CCOC of some operating costs such as internal rent subsidies
- Bronson: lease is up in 2024 and Ministry to confirm the 35-year no interest bearing loan of \$2.4M (due in Dec 2024) is a forgivable loan.
- Shared services – pest control; property management; RGI administration, etc.
- Additional operational and capital grants
- EOM regulations
- Coop: current operating agreement end in 2023. Board approved extending it to 2028, after which the Coop will be folded into CCOC.
- HST new rebate factor should government funding fall below 40% of total revenue

Long-term Capital Plan, including Taiga



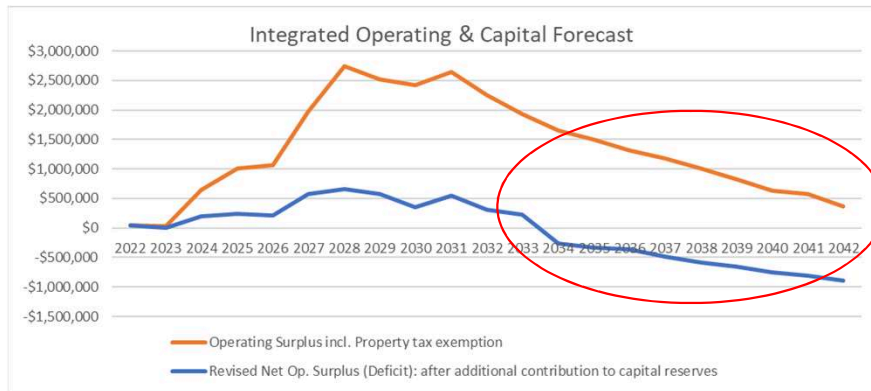
- 20-year capex projection for 2022-2042: \$81.0M ie \$15.8M increase from last year projection.
- The planning was tailored to budgets available and keeping overall portfolio Facility Condition Index below 10%. The first 10 years are cautious given our reserves and the uncertainty around end of operating agreements in the Provincial reformed portfolio.
- In addition to the capital replacement work, the current plan includes provisions for improvements (Common areas, fire upgrades...), turnover and painting, and run-to-failure/deferrals. A 10% contingency has also been built in every year.
- Capital grants and additional funding enable CCOC to accelerate some capex projects and do capital improvement work beyond replacement work. We expect to access the \$4M co-investment financing re. 258 Lisgar in 2022.
- The spend increase post 2033 is largely driven by capex requirements on buildings under the Provincial reform program. Large repair spend include elevators, windows, roofing, balconies, emergency power equipment, fire safety and various mechanical/electrical repairs.

Portfolio view – Capital Plan

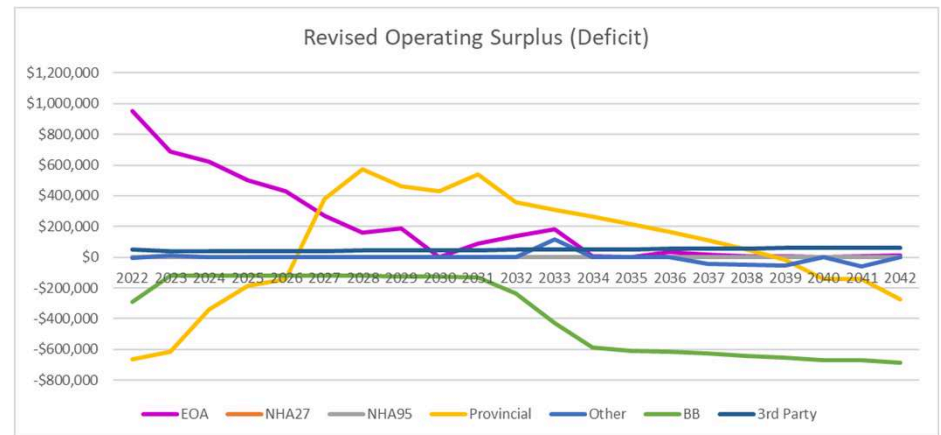
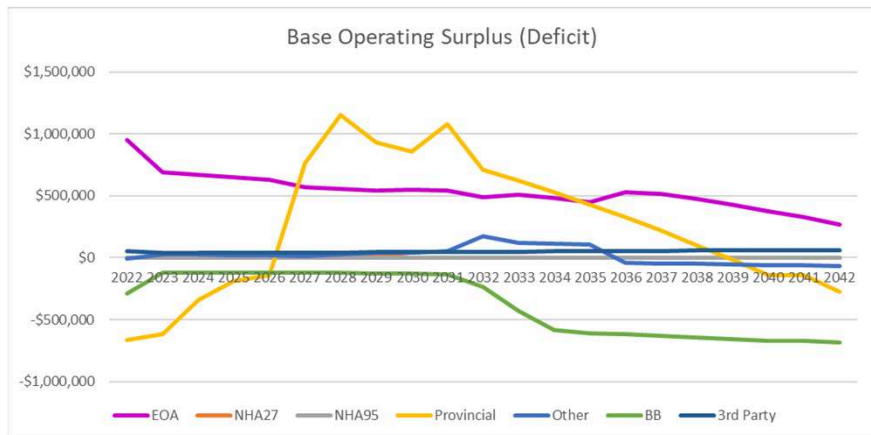


- The capital spending over the next two decades is primarily driven by the EOA and Provincial portfolios (total 1,287 units or 77% of overall portfolio).
- CCOC’s properties operate under various funding programs. We are required to maintain a positive capital replacement reserve balance for **each** restricted portfolio.
- Capital expenditures get covered by operating surpluses. Interfund transfers are required when a portfolio is operating at loss (e.g. Beaver Barracks) or does not have enough surplus (e.g. Other) to keep the capital reserve balance positive.
- Housing Services Act regulations require reserve fully funded in the Provincial portfolio, and Beaver Barracks reserve is held by IO in a separate account (\$1.8M). Total fair value of long-term investments is currently at \$9.5M including Taiga, of which \$6.5M re. Provincial Reformed program capital replacement reserve.

Portfolio view – Integrated Operating & Capital Plan



- The revised net operating surplus accounts for unfunded capex coming from operating surpluses.
- Provincial affordability payment related to BB gradually decline starting from 2031 and ends in 2033.
- Need for additional sources of income to offset deficits. The disconnect between revenue growth and expense growth is increasingly challenging over time.
- Need to build up operating reserves for other needs (equity contribution to new or re-developments, investments in systems and processes, new debts, etc.)



2022-2042 Capital Reserves

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
CCOC + Taiga Cumulative											
Opening Reserve Balance	9,510,082	7,972,808	6,027,911	4,538,500	3,467,415	2,911,851	3,334,171	3,987,846	4,278,574	4,900,970	5,382,571
Capital Expenditures (incl 258 Lisgar CMHC)	(8,001,805)	(4,445,892)	(4,640,872)	(4,244,846)	(3,910,359)	(4,252,231)	(4,162,567)	(4,175,984)	(4,118,128)	(4,251,822)	(4,477,449)
Capital Grant/Funding	4,186,498	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Investment Earnings	-	105,879	100,592	94,793	87,583	89,396	89,992	82,546	83,767	86,333	85,932
Annual Allocation	1,599,842	1,635,446	1,672,370	1,710,665	1,750,380	1,791,569	1,834,285	1,878,587	1,924,532	1,972,181	2,021,599
Interfund transfers	678,191	292,690	481,269	138,596	218,387	946,774	353,487	111,946	206,734	121,210	761,074
Additional Allocation	-	16,980	447,231	779,706	848,444	1,396,813	2,088,477	1,943,634	2,075,490	2,103,699	1,945,008
Closing Reserve Balance	7,972,808	6,027,911	4,538,500	3,467,415	2,911,851	3,334,171	3,987,846	4,278,574	4,900,970	5,382,571	6,168,735

Operating Surplus (Deficit)	43,752	24,018	279,703	412,160	433,726	1,291,127	1,680,847	1,455,558	1,362,001	1,585,598	1,189,590
Property tax exemption (TBD)			366,705	602,788	625,541	679,713	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636
Donation, net of costs (TBD)											
Additional Allocation	-	(16,980)	(447,231)	(779,706)	(848,444)	(1,396,813)	(2,088,477)	(1,943,634)	(2,075,490)	(2,103,699)	(1,945,008)
Revised Net Operating Surplus (Deficit)	43,752	7,038	199,177	235,241	210,824	574,027	655,005	574,560	349,146	544,534	307,218

	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042
CCOC + Taiga Cumulative										
Opening Reserve Balance	6,168,735	6,864,357	7,068,253	8,283,860	9,373,472	10,346,272	10,903,441	12,028,659	12,806,060	12,379,277
Capital Expenditures (incl 258 Lisgar CMHC)	(3,704,544)	(4,489,999)	(3,536,545)	(4,131,495)	(4,256,634)	(4,580,275)	(3,848,909)	(4,961,062)	(5,322,020)	(7,255,060)
Capital Grant/Funding	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Investment Earnings	90,358	98,427	97,686	103,770	103,212	109,559	114,282	120,786	128,151	156,540
Annual Allocation	2,072,849	2,126,002	2,181,126	2,238,295	2,297,585	2,359,075	2,422,846	2,488,983	2,557,574	2,628,710
Interfund transfers	87,814	101,982	192,235	743,778	706,841	634,331	504,364	1,300,776	376,875	1,862,214
Additional Allocation	1,699,145	1,917,484	1,831,105	1,685,262	1,671,795	1,584,479	1,482,636	1,377,918	1,382,636	1,257,695
Closing Reserve Balance	6,864,357	7,068,253	8,283,860	9,373,472	10,346,272	10,903,441	12,028,659	12,806,060	12,379,277	11,479,375

Operating Surplus (Deficit)	866,813	592,632	432,194	255,768	117,390	(55,676)	(239,145)	(433,431)	(486,208)	(695,217)
Property tax exemption (TBD)	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636	1,062,636
Donation, net of costs (TBD)										
Additional Allocation	(1,699,145)	(1,917,484)	(1,831,105)	(1,685,262)	(1,671,795)	(1,584,479)	(1,482,636)	(1,377,918)	(1,382,636)	(1,257,695)
Revised Net Operating Surplus (Deficit)	230,304	(262,216)	(336,275)	(366,859)	(491,770)	(577,520)	(659,145)	(748,713)	(806,208)	(890,276)

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF MONDAY OCTOBER 4, 2021
7:00 p.m. – 8:30 p.m. (Microsoft Teams)**

Chair: Peter Thorn

In attendance: Mayada Bahubeshi, Jordan Edwards, Lisa Hollingshead, Mary Huang, Shelley Robinson, Terri Schoembs

Staff: Delena Jean Baptiste (recorder), Hannah Vlaar

1. Call to order: 7:09 p.m.

2. Select Timekeeper

Mayada was selected as timekeeper.

3. Welcome and introductions

Mayada has resigned from the TCE Committee. She was a valuable member of the committee and her contributions will be missed.

4. Read CCOC's Anti-Oppression statement

5. Adoption of the agenda

The agenda were adopted as presented.

(Adopted on consent)

6. Adoption of the minutes of the meeting of Tuesday September 14, 2021

The minutes were adopted as presented.

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

7. Business arising from previous minutes

a) **Review the TCE Committee Terms of Reference**

Background: At the September 2021 TCE Committee meeting, some committee members noted that with the creation of the Neighbours Network in 2020, there is some confusion about the role of the TCE Committee.

Discussion:

- It would be great to have proactive, generative conversations about TCE work instead of reviewing or approving work after it has happened.
- One of the values of the TCE committee is that it focuses on the experiences of tenants and community members. The TCE Committee should use their opinions

to improve CCOC. Hearing from them and getting their feedback should be prioritized.

- It would be great if tenants could have more input on TCE department activities.
- The wording of Robert's Rules of Order should be simplified and made easier to understand.
- The Governance Sub-Committee hopes to increase volunteer engagement without stepping on the expertise of the staff.
- The TCE Committee would like to review the Terms of Reference in a future meeting to ensure that the engagement responsibilities are adequately represented.

8. New business

a) Transforming Tenant Engagement: Connect2Knowledge final report

Hannah presented the four key activities the TCE department completed with the evaluation consultants as part of the Transforming Tenant Engagement project. The four activities were the following:

1. Focus groups with volunteers, and tenants who are not volunteers, to develop value propositions
2. Readiness Assessment
3. Objectives and Key Results exercise
4. Survey to assess diversity profile of CCOC's governance volunteers

Discussion:

- The value propositions are true but also broad. One committee member said they hope CCOC does not lose the focus on community and affordable housing as a key element to the volunteer activities. It would be a disservice to the organization if we left out that specificity.

b) Increasing TCE/CCOC committee membership

Discussion:

- A town hall could be a great opportunity to introduce potential governance volunteers to all communities.
- Include information from and about committees in the NewsNotes so readers can see how the committees are influencing the direction of the organization.
- Host an all committee meeting.
- Post all committee and Board meeting minutes online so they are more accessible. This would allow more governance volunteers to know what is occurring in the different committees and look for more context when needed.
- It would be great to see meeting packages from other committees.



- Offer a variety of ways people can participate in decision-making, not just the long-term, potentially intimidating commitment of joining a committee. E.g. Create one-off focus groups to weigh in on a specific topic.
- Some of the low committee engagement issues may be based around not being able to meet in person.
- The committee also noted it would be great if either TCE staff or the Neighbours Network could boost tenant spirits through holiday activities (For example Outdoor caroling).

9. Standing items

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

b) **Department report**

Discussion:

- It would be great if future events were connected to committees.
- It would be helpful to have more joint committee meetings.
- The end of the property tour would be a good opportunity to introduce the different committees.

c) **What decisions or comments do you need from the Board?** – None

10. Announcements

a) **TCE related community activities/events** – None to discuss

b) **2021 Meeting Schedule:** November 1, December 6, January 3 (needs to be rescheduled)

11. Adjournment: 8:35 pm

(M/C Shelly Robinson)

CCOC PERSONNEL COMMITTEE

MINUTES

**5:30pm, Monday, September 13, 2021
(online)**

Present: Sarah Button (Chair), Dougald Brown, Wayne Fan, AnaLori Smith, Zak Spelay

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

Regrets: Sara Hobbs, Bill Rooney

1. **Call to order and reading of the anti-oppression statement:** 5:32
2. **Approval of the agenda:** The committee approved the agenda (moved/seconded/carried, Pascal/Zak)
3. **Approval of the August 9, 2021 minutes:**

The committee approved the regular minutes. (M/S/C, Pascal/Zak)

The committee approved the in-camera minutes. (M/S/C, Zak, Pascal)

4. **Staffing Updates:**

- Redempta Nishimwe: staying on part-time as Casual Admin to support Rental Department
- Crystal Gleason: Operations Coordinator (parental leave)
- Development Department Fall Interns: Alison Elliott, Alya Alterkawi, and Aisha Ahmed
- Sara Mbuyi: staying on part-time to support GreenSaver (Facilities summer student)
- Isaiah Msosa : Facilities, Casual supporting GreenSaver project
- Alireza Kazerooni: Facilities, Casual supporting GreenSaver project
- Ghassane Ouazri : *new* Capital Projects Manager (formerly Engineering Intern)
- Tessa Trueman: *new* Supervisor, Corporate Services (formerly HR Admin)

Welcome *new* Building Representatives:

- Nebil Zekeria
- James Gaudet
- Ali Abdoul Magid Abdourahman
- Glen Akerley

Thank you and farewell to summer students:

- Mike Traversy (Facilities)
- James Mwenga (Facilities)
- Aoife O'Connell (Facilities)
- Nancy Gupta (Finance)
- Hannah Velle (TCE and Service Desk)

5. **Training:** No updates.

6. New Business:

a) Cost of Living Adjustment: For review and recommendation to the board.

Discussion:

- As a Policy, staff consultation is required under CCOC Policy moving forward.
- The Cost of living adjustment (COLA) as per calculations in our Policies is 4.5% + Performance Pay 2% (3% for exemplary performance). The consensus was that 6.5% is too much for CCOC to absorb in relation to 2022 Rent Guideline of 1.2%.
- The measure CCOC uses is CPI (Consumer Price Index), which is not an ideal measurement and Committee members agreed that COLA is not meant to keep up with inflation *per say* (not in years' like 2021 specifically where there are high peaks and valleys in an economic downturn) but to keep up with external pay equity competitiveness.
- It was agreed not to repeat last years' proposal/survey to staff since it did place employees in a difficult position. Staff are not overhead and should not feel like they have to decide between a salary increase and quality housing for tenants.
- The message should be straightforward informing that the COLA + Performance Pay, which are subject to affordability, are not affordable. The consultation piece is the solutions-based approach: the terms of COLA and performance pay in CCOC's Policies make budgeting challenging, as CPI is unpredictable. Looking at market comparable of other comparable organizations would ensure market competitive increases without pushing the limits of affordability, that's one option. Open the door to discussion: are there other factors Committee has not considered?

b) Budget 2022

Discussion: The Committee agreed to review and approve by email, a whiteboard for discussion and feedback will be created.

Motion: Preliminary Corporate Services budget was approved by email in September 2021.

c) Interim Vaccination Policy:

Discussion: Committee members agreed with the draft Policy since it is in line with Public Health guidelines and the appropriate Human Rights exemptions are included.

Motion: recommendation that the Board of Directors approve the Interim Vaccination Policy.

(M/S/C, Dougald, Wayne)

Pascal abstained

d) National Day for Truth and Reconciliation (September 30):

Discussion: Committee wants to discuss further (since it's too late for 2021) whether or not the date should be added to CCOC's statutory holiday list for 2022. To be discussed at a later date.

e) Staff representation recognition:

Discussion: committee members were in favour that time (90mins plus 1 hour of review/prep per month = 2.5 hours per meeting) volunteered for Personnel Committee should be recognized. The consensus is that a monetary compensation was not ideal but Banktime (time in lieu) was fair.

Motion: recommendation to front load "Banktime" hours for staff representatives

(M/S/C, Zak/Dougald)

Pascal abstained (conflict of interest)

f) Human Resources Officer

Motion: Committee voted to approve the revised HR Officer job description, with condition that the role will be re-evaluated after 1 year.

(M/S/C, Wayne/Pascal)

7. **Business Arising:**

a) Personnel Committee Review

Discussion: The revised terms are clear, most recent changes are removing the requirement that one staff rep be from the “office” and the other “field”, plus keeping the minimum of 2 staff representatives but introducing a limit of 4 (Policy on Standing and Ad Hoc Committees). Organizational change won’t happen overnight but it’s one of the many steps forward.

Motion to recommend that the Board of Directors approve the revised Terms of References.

(M/S/C, Pascal/Zak)

Motion to recommend that the Board of Directors approve the revised Policy on Standing and Ad Hoc Committees.

(M/S/C, Wayne/Zak)

b) Pandemic: No changes to re-opening plan (shared in August), new business discussed at 6.b).

c) Work plan 2021: Deferred to October.

d) Project Coordinator Job Description: deferred to October.

8. **Staff meetings:** for information

9. **Committee summaries:** will circulate by email (was not included in package)

10. **Other business:** Next meeting will be October 18th.

11. **Adjournment:** 7:19pm (m/c, AnaLori)

CCOC/CCHC Governance Sub-Committee

Wednesday October 13, 2021

(Online)

Present: Sarah Gelbard (Chair), Mayada Bahubeshi, Erica Braunovan, Court Miller, AnaLori Smith, Ray Sullivan (staff), Hannah Vlaar (staff, agenda item 3)

1. **Welcome & Call to Order:** 7:08
2. **Reviewing the draft agenda:** accepted as presented
 - a. **Volunteer timekeeper:** Court

3. **Transforming Tenant Engagement Project**

Hannah Vlaar presented on the results so far with the Transforming Tenant Engagement project, which overlaps with the recent work of the Governance Subcommittee. One of the desired outcomes is to build capacity with tenants around housing decisions and responsibilities, and increase tenant participation in housing-related decisions and projects, and increase representation and belonging in CCOC participation spaces.

Action: Hannah will distribute the welcome e-mail sent by staff to new committee volunteers.

4. **Actions from last meeting:**

a. **Revised Anti-Oppression Statement**

Sarah G. redrafted an anti-oppressions statement for the committee to review https://docs.google.com/document/d/1wawI5rlwENWIPxi9IL6L0bJWtZ_6pjj_NB1SM9sojMI/edit?usp=sharing :

CCOC welcome and care statement [Proposed]

Welcome colleagues, neighbours, and guests.

As CCOC members we pay respect to the Algonquin people, who are the traditional guardians of this land. We acknowledge their longstanding relationship with this territory, which remains unceded. We acknowledge that all CCOC homes and offices are located on this land. We are grateful for the privilege of doing our work here.

- *We are committed to Truth and Reconciliation.*

As part of the ongoing anti-oppression and equity work of CCOC, we recognize that the current Board and committees do not fully reflect the

rich diversity of backgrounds, identities, and life experiences among CCOC tenants and our community.

- *We are committed to actively working to remove the structural and cultural barriers to meaningful, inclusive, and accessible participation in the operation, visioning, and decision making of CCOC.*
- *We take time to educate ourselves on the inequities that disproportionately impact Indigenous communities, people of colour, 2SLGBTQ folk, persons with disabilities, people living in poverty, those with addiction and mental health challenges.*
- *We are committed to being mindful and taking care in the interactions we have; in the language we use; in the space and time we take up; and in the decisions we make*
- *We are committed to considering the impact of our actions and decisions on each other; on CCOC tenants, staff, volunteers, and neighbours; on the many communities who share this land; and on the environment.*

Discussion: The committee discussed how to unroll a new statement, and how each committee chair, staff and volunteers can back up this statement. The revised statement will be rolled out to the Board first, and then board members and committee chairs will roll it out to committees.

The committee discussed the implicit acknowledgement that we are falling short of our aspiration to fully represent the diversity of CCOC tenants and our community. We need to lean in to that discomfort. This statement is more of an aspirational vision statement.

Action: Board to consider new anti-oppression statement

b. Unpacking Board Agenda (Ray – 10 minutes)

Court M., Erica, AnaLori and Ray to formed a working group on “unpacking” the Board agenda. They identified three actionable ideas:

- Have every committee’s minutes flag significant discussion/decision items coming up in the next month (allows board members to decide to join in)
- Add the Board to the cc list when draft minutes a circulated to committee members (breaks it up into smaller chunks, easier to digest than the complete board package all at once)
- Create a delegation of authority chart for governance (who decides, who recommends, who needs to be consulted, between Board, committees and staff)

Discussion: the first two ideas can be rolled out in November and December after discussion with the Board.

The third action will take more time. It is consistent with discussion about delegating more authority to committees, and an opportunity for the Board to focus its agenda.

Action: Board discussion on three action ideas

c. Committee Orientation Package (Court – 12 minutes)

As an experiment, Court created a peer orientation package for Erica, as a new Finance Committee member. This is a good fit with work being done by TCE, and will compliment the welcome information sent by staff.

Discussion: the committee liked the idea of building more on the “why” for volunteering, especially as a volunteer-to-volunteer message. Committee chairs also have a duty to welcome new members. We need to also communicate the impact and positive difference that volunteers can make on committees. This will also help engage tenants. Next step will be to align this with the staff welcoming information, which Hannah will share.

Action: Court will continue to revise the message

d. Committee Self-Reflection Package (Sarah – 12 minutes)

Sarah G is going to engage Development Committee (November) on the work being done at Governance Committee. It will build from the Transforming Tenant Engagement work Hannah presented to Development in October. The reflection questions will help the committee reflect on its opportunities for change – a sort of “deep dive on ourselves”.

e. Timed Committee agendas (1 min)

Action (from Sept): Ray will ask Department Directors to discuss timed agendas with each committee chair.

Update: done

5. Review past action items (5 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

4. Review Policies aimed at supporting volunteers (see September notes)

The committee agreed to tackle #4 next

6. Next meeting: (5 minutes)

- a. November 10
- b. Agenda Priority: Review Policies aimed at supporting volunteers (see September notes)
- c. Select Chair: Erica volunteered

7. Adjournment: 8:34