

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

**7:00 pm Wednesday, November 24, 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 October 27, 2021
5. Business arising from the previous minutes
6. New business
7. Adjournment

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

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

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

## AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING

1. Call to order & Anti-Oppression Statement 2 min
2. Adoption of agenda 5 min
3. Adoption of October 27, 2021 minutes 2 min
4. Declaration of conflict of interest 1 min
5. Strategic Business
  - a) Security cameras memo (FMC/Rentals/TCE, deferred in Sept) 30 min
6. Time-sensitive Business
  - a) Development Senior Project Manager (Dev) 10 min
  - b) CAP Project Charter (Dev)
  - c) Nominations and Appointments Subcommittee 10 min
- Break** 5 min
7. Business arising from the previous minutes
  - a) Transforming Tenant Engagement 20 min
  - b) Unpacking Board Agenda (Governance) 15 min
  - c) LeBreton Flats RFP (Deferred since Sept) 5 min
  - d) Executive Director Succession Planning 5 min
  - e) Investment Policy Amendment (Fin) 5 min
8. Other Business
  - a) In-Person Committee and Board meetings (FMC) 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 (October)
  - f) Rental Committee minutes
  - g) Tenant & Community Engagement Committee minutes
  - h) Governance Subcommittee
10. Adjournment

**Next meeting: December 22, 2021**

**MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING  
Wednesday, October 27, 2021 (Videoconference)**

**Present:** AnaLori Smith (President/Chair), Erica Braunovan, Dougald Brown, Wayne Fan, Sarah Gelbard, Sandy Hung, Courtney Lockhart, Courtney Miller (Treasurer), Shelley Robinson (Secretary), Jesse Steinberg, Chris Yordy

**Staff:** Ray Sullivan, Tessa Trueman (recorder), Maryse Martin

**Regrets:** Penny McCann, Erin Sirett

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

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

**2. Adoption of agenda:**

The agenda was adopted unanimously as presented.

**3. Declaration of conflict of interest:** None

**4. Adoption of the Board minutes of September 29, 2021:**

The minutes from the September 29<sup>th</sup> meeting were adopted unanimously as presented.

**5. Business arising from the previous minutes:** None

**6. New business**

**a. 2022 Operating and Capital Budgets**

CCHC is mortgage free for all of 2022. We have a projected surplus of \$47,146. CCHC owes CCOC \$400,000. The budget takes this into account and works to build up the capital reserves while continuing to pay down the loan.

The 2022 capital budget is \$26,565.

**Motion:** The Board approves the 2022 CCHC operating budget and capital budget as presented.

(M/S/C, Courtney Miller/Shelley Robinson) - unanimous

**7. Adjournment:**

The meeting adjourned at 7:07pm.

(M/C, Chris Yordy)

## **MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING**

**Wednesday, October 27, 2021 (Videoconference)**

**Present:** AnaLori Smith (President/Chair), Erica Braunovan, Dougald Brown, Wayne Fan, Sarah Gelbard, Sandy Hung, Courtney Lockhart, Courtney Miller (Treasurer), Shelley Robinson (Secretary), Jesse Steinberg, Chris Yordy

**Staff:** Ray Sullivan, Tessa Trueman (recorder), Maryse Martin

**Regrets:** Penny McCann, Erin Sirett

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

The meeting called to order at 7:07pm and the anti-oppression statement was read.

### **2. Adoption of agenda**

Sarah Gelbard volunteered as time keeper.

The agenda was adopted unanimously as presented.

### **3. Adoption of September 29, 2021 minutes**

There was a typo in section 8b.

The minutes from the September 29<sup>th</sup> meeting were adopted unanimously with the typo correction.

### **4. Declaration of conflict of interest: None**

### **5. Strategic Business**

#### **a) 2022 Budget and Long-Term Financial Plan Update**

Here are the budget considerations:

What we know:

- Limited revenue growth: annual rent increases are within the limits set by the rent review guideline and our funding agreements.
- CCOC average rents are well below CMHC average rents. Turnovers on market rent units provide opportunity to reduce the gap.
- Current mix is 55% RGI/ 45% Market units.
- Costs are growing faster than revenues. Mortgage, property taxes and maintenance costs account for 70% of total operating costs.

- Program funding and regulations are unclear or unsustainable after mortgages are paid off in the Provincial Reformed Portfolio.
- Capital reserves inadequate for repairs and improvements needed

#### New challenges with COVID-19:

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

#### Opportunities:

- CHTC and other grants
- New developments: Forward and other potential projects in the pipeline (CAP sites, etc.)
- Rent supplement agreement for Provincial portfolio post EOM (2023 and onwards)
- Shared services: pest control, property management
- Property tax exemptions
- Charitable Status

It's a projected balanced budget for 2022. Total net income is \$43,752 (CCOC and Taiga combined). Projected revenue is \$25,428,942, including Unity and Taiga management.

#### Discussion:

- There are no mortgage renewals in 2022, the next one is 2023. We took advantage of low interest rates in 2021 and did 20 million in renewals already.
- There is an assumption that there would be no increase in parking rates and commercial rates. Why not? Commercial supply is very high right now. We can't be aggressive because we could lose our current commercial tenants. Parking is similar. We haven't been making much off non-tenant parkers with the pandemic and we assume this will continue with many organizations moving towards hybrid work arrangements.
- There are some favourable assumptions in the budget that are not yet in place, however, they are very likely to occur (i.e. the proposed savings in restricting loans from the Grey Sisters). If they did not pan out, the scenario would be worse.

## **2022 CCOC Capital Budget:**

The total regular capital expense budget for 2022 is \$3,844,844 (including both CCOC and Taiga). We are receiving a \$4,086,498 in financing from CMHC for the 258 Lisgar capital work, bringing the total 2022 budget to \$7,931,342.

We have fully funded capital reserves projected for 2022 and an average monthly cash balance of 1.2M.

### **Discussion:**

- Property taxes are paid in March and June. Cash flow is always lowest in June. This budget does include the property tax reductions that we already have from recent appeals.
- We do have a \$1,500,000 line of credit but we do not plan to tap into it.

### **Long-Term Financial Plan Action Points (updated for 2022):**

1. End-of-Mortgages (EOM) strategy: (continued from 2020) pursue rent supplement agreement to replace HSA Provincial Reformed funding program;
2. Property tax action plan: (continued from 2020) continue seeking property tax exemptions;
3. Fee-for-Service: (continued from 2020) expand the number of 3<sup>rd</sup> party property management agreements;
4. Charitable status: (continued from 2020) continue application for CRA charitable status for CCOC, if unsuccessful, create a charitable foundation;
5. Organizational Review: plan for a 2023 organizational review to work with staff to find efficiencies and appropriate return on investment as CCOC grows and expands.

## **2022 Cost-of-Living Adjustment**

### **Considerations:**

1. CCOC should never attempt to balance a budget on the backs of staff.
2. CCOC needs to keep cost growth in line with revenue growth.

### **Options:**

- A. 4.5% COLA with no performance pay
- B. 1.2% COLA (match to Ontario's rent increase guideline) with average 2% performance-based increase, for a total of 3.2% increase for most staff.

### **Discussion:**

- We want to change the policy moving forward so that COLA is based on the rent increase guideline instead of CPI

- For this year, we should stick to the written policy of prioritizing COLA over performance pay. It is also the higher percentage increase, when we were unable to give staff the full increases last year as well. The savings from the lower increase is nowhere near the good will we would lose with staff.
- We have equity considerations going forward as well so it's really important we review this policy before next year's budget.

**Motion:** The Board approves the 4.5% COLA increase, with no performance pay, for all CCOC staff. (M/S/C, Erica Braunovan/Courtney Miller)  
9 in favour, 2 against (Chris Yordy and Wayne Fan)

**Motion:** The Board approves the 2022 CCOC operating budget and capital budget as presented.

(M/S/C, Courtney Miller/Shelley Robinson) - unanimous

**Motion:** The Board approves the updated action points for the long-term financial plan as presented. (M/S/C, Courtney Miller/Shelley Robinson) – unanimous

## 6. Time-sensitive Business

**a) In camera item:** The Board moved *in-camera*

(M/S/C, Erica Braunovan/Chris Yordy)

Ray shared that he will be giving notice soon that he is leaving CCOC for another opportunity. Ray had discussed this possibility with Executive Committee earlier in the month. The Board began initial succession planning and opted to post the position early next week with the existing job description and compensation scale. Interviews will be tentatively scheduled for December 1 & 2.

There are no further in camera notes.

The Board moved *ex camera* to resume the agenda.

(M/S/C, Chris Yordy/Erica Braunovan)

### **b) Nominations and Appointments Subcommittee**

#### **i. Vacant Board seat:**

We now have a vacant seat on the Board. The by-laws have provisions for mid-term appointments, which allows us to appoint a new member without being ratified by membership. The appointee will fulfil the original term of the position to the 2023 AGM.

#### **ii. Vice President appointment:**

Open nominations for the Vice President appointment were held.

Chris Yordy was nominated and he accepted the nomination. There were

no other nominations. Chris Yordy was acclaimed as Vice President until the next AGM.

**c) Amalgamation amendment and restatement agreement:**

The City wants the Board to formally acknowledge that, when CCOC and Taiga officially, CCOC will take on all of the duties and responsibilities of both corporations. The City has prepared text for an agreement.

One member noted there was a typo with the second “Amalco”. Ray will see about fixing that.

**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.

**Motion:** The Board approves the amalgamation amendment and reinstatement agreement as presented. (M/S/C, Courtney Miller/Shelley Robinson)



## **7. Business arising from the previous minutes**

### **a) Investment Policy**

We have an old investment policy that stipulated the required asset mix of our investments. Since this is no longer under our direct control, the policy needed updating.

The Board requests that Finance committee review one sentence in the objectives: "The portfolio does not need to provide an income stream".

**Motion:** The Board approves the revised investment policy, as recommended by Finance Committee. (M/S/C, Courtney Miller/Chris Yordy)

### **b) Forward Avenue Funding & Financing:**

Bids for the construction budget came in lower than expected. We were also waiting for the City's commitment to a property tax reduction and they have committed to a 100% property tax reduction for 20 years.

The site plan agreement is approved and we are just waiting on the building permit. Once it is in, we can get the financing and interest rate agreement with CMHC. CMHC's system requires non-profits to go way beyond the point of no return before getting financing and an interest rate. This puts the burden of risk on the non-profit.

Things are looking good right now.

### **c) LeBreton Flats RFP (deferred to Nov)**

### **d) CCOC and Security Cameras (deferred to Nov)**

## **8. Other Business**

### **a) Revised Anti-Oppression Statement (deferred to Nov)**

### **b) Unpacking Board Agenda (deferred to Nov)**

### **c) Manager spending approval limits**

We had specific motions for manager approval limits for the Facilities and Development departments. We now have a newly created supervisor role in Corporate Services. We would like one motion to cover approval limits for all manager-level positions going forward.

The finance committee recommends an approval limit of \$10,000 for all non-director managers, effective immediately, to improve operational efficiency.

Suggestion from Ray: The Board should delegate future decisions on staff spending approval limits to the Finance Committee.

The Board also requests that Finance Committee review all of the procurement policies and bring them up to date.

**Motion:** The Board approves the Finance Committee recommendation of an approval limit of \$10,000 for all non-director managers. (M/S/C, Courtney Miller/Chris Yordy)

**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:**

The meeting adjourned at 9:00pm.

(M/C, Erica Braunovan)

Next meeting: November 24, 2021

Memo (draft)

## Recommendations on Security Cameras at CCOC Properties

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

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### 1. Introduction and Background

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

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

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

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

## 2. Responsibility and Risk

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

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

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

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

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

If you are keen and would like to read more:

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

### 3. Surveillance Camera Options

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

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

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

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

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

## 4. Alternative Measures

### Physical Measures

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

### Improved Lighting

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

### Tenant Education

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

## 5. Three CCOC Security Case Studies

### 145 Clarence

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

#### Complaints

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

#### Actions

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

#### Results

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

### 210 Gloucester

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

#### Complaints

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

#### Actions

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

#### Results

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

## **110 Nelson**

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

### **Complaints:**

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

### **Actions:**

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

### **Results:**

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



## 6. Conclusion and questions

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

## 7. Question for committees:

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



**Centretown Citizens  
Ottawa Corporation**

# **Connect 2 Knowledge Final Report: Attracting and Retaining Diverse Volunteers at CCOC**



# Background



CCOC is modernizing and expanding its volunteer program to better represent tenants at governance tables and to create more opportunities for tenant participation.

# Background

CCOC received a three-year grant from the Community Housing Transformation Centre (CHTC) to:

- Build capacity with tenants around housing decisions and responsibilities;
- Increase tenant participation in housing-related decisions and projects; and
- Increase representation and belonging in CCOC participation spaces.



# Background

CCOC hired the consultants Connect 2 Knowledge (C2K) to offer evaluation support through the first year of the project.



# Activities

## Four major project activities:

1. Focus groups to develop value propositions
2. Readiness Assessment
3. Demographic survey of CCOC's governance volunteers
4. Identify Objectives and Key Results



# Activities

## 1. Focus groups to develop Value Propositions

“I volunteer with CCOC because...”

I share a sense of responsibility towards my community. Volunteering increases my sense of belonging and community ownership.

I want a say in the decisions that impact my life. Volunteering my perspective gives me a sense of ownership.

I share its values. By volunteering, I can contribute to a better world and make a real impact in the lives of people.

I want the opportunity to grow. Volunteering with CCOC has contributed to my personal and professional development. It's been life-changing.



# Activities

## 1. Focus groups to develop Value Propositions

### Volunteers value:

- Clear and detailed information about a volunteer role before signing up
- Plain language
- Clear expectations
- Accessible presentations at governance meetings
- Ongoing support and reciprocity
- Alternative ways to participate





# Activities

## 2. Readiness Assessment

- Reflect on key ingredients for success
- Identify some of the challenges to overcome to bring about positive change.

The Readiness Assessment activity looked at CCOC's commitment, capacity, and cultural readiness for these changes.



## 2. Readiness Assessment

### Recommendations to improve CCOC'S chances for positive change:

- Create a definition of Diversity, Inclusion, Accessibility, and Equity.
  - Share with staff and volunteers.
- Integrate definitions into strategic plans, work plans, and CCOC policies.
- Communicate project progress regularly with all staff and volunteers.
- Train staff who support committees/the Board on reducing bias and being an active ally during committee meetings.
- Create intentional spaces for productive conflict.



## 3. Demographic Survey of CCOC's Governance Volunteers



### Governance volunteer demographic survey findings:

- 19.5% of respondents identified with at least one category other than White.
- 0% identified as First Nation, Métis, or Inuk.
- 0% identified as young adults (18-24).
- The African, Caribbean, and Black community is underrepresented, relative to the CCOC tenant population.
- Seniors are also underrepresented, relative to the general Ottawa population.

# Activities

## 4. Identify Objectives and Key Results

Objectives and Key Results (OKRs) is a collaborative goal-setting tool used by teams and individuals to set challenging, ambitious goals with measurable results. OKRs are how you track progress, create alignment, and encourage engagement around measurable goals.



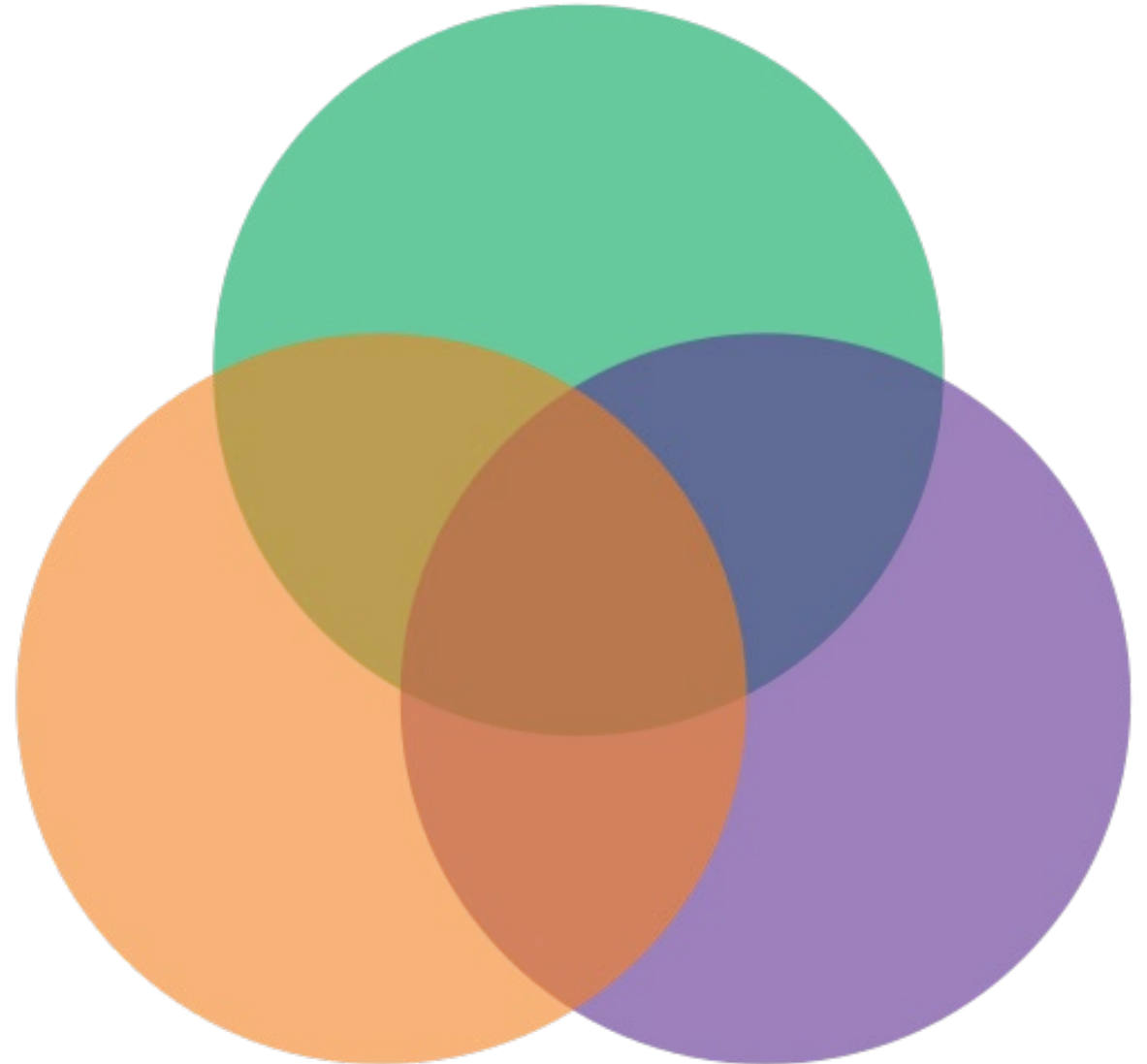


## 4. Identify Objectives and Key Results

1. Increase demographic understanding of existing volunteers to identify specific gaps and needed tailored outreach.
2. Improve the new member package so new governance members fully understand their role and expectations.
3. Improve orientation and onboarding so newly engaged volunteers receive thorough support that is adaptable to their needs.
4. Improve the ongoing volunteer training so volunteers can successfully accomplish their role and contribute to an inclusive governance environment.
5. Develop staff training and support materials so they understand how to do the different parts of their role and contribute to an inclusive governance environment.
6. Increase volunteer feedback opportunities and demographic data collection so the governance program continually evolves to meet volunteer needs.
7. Develop an outreach strategy to increase the number and diversity of governance volunteers.
8. Host 10 outreach events to educate tenants and community about CCOC's governance and increase participation.
9. Further empower tenants and community members to drive the work of CCOC.
10. Increase the diversity of governance volunteers to better reflect CCOC's community.

# How it all connects

- Transforming Tenant Engagement project
- Anti-Racist Organizational Change
- Governance Sub-Committee



# Thank you for listening!

Questions? Comments? Reflections?



## Executive Director Transition assignments

Acting ED, Board and Exec support, dept coordination: December **Fran**, January **Norm**, February **Maryse**

Amalgamation: **Maryse**

AROC: **Hannah**

CAP: **Graeme**

Charity Application/Property tax case: **Maryse**

Forward Ave (Construction – CCOC rep): **Norm**

Forward Ave (Financing, Gov't rel'ns, overall Dev't): **Graeme**

Governance Subcommittee: **Hannah**

HR& CS/Personnel Transition: **Fran**

Ottawa Community Land Trust and Lebreton Leases: **Graeme**

Pandemic: **Norm**

Payables/Signing officer: **Fran**

Taiga Board support: **Fran**

## Timeline:

### **November 24: Application Deadline**

November 24: CCOC Board meeting

### **December 1-2: Interviews**

### **December 3: Ray's last day**

December 13: (Final) Taiga Board meeting

December 13: Executive Committee

### **December 10: target for signed/accepted ED offer**

December 21: Cahdco Board meeting

December 22: CCOC Board meeting

### **January ?: new ED start**

January 4: Personnel Committee



CCOC/CCHC EXECUTIVE COMMITTEE

**Minutes**

7pm, Monday, November 8, 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:** 7:03
2. **Approval of the agenda & time allocations:** approved unanimously as presented  
Timekeeper: Court
3. **Approval of regular and *in camera* minutes from October 18, 2021:** approved unanimously as presented
4. **Reviewing Department Directors' meeting:** Ray briefed the committee on the October 21 meeting (2022 Budget), and November 4 meeting (ED succession planning).
5. **Residential Tenancies Act (RTA) Proceedings:**
  - a) **Non-payment:** The committee reviewed the list and moved "that staff be authorized to proceed with eviction processes for non-payment in the case of **3** tenants".  
(Moved/Seconded/Carried, AnaLori/Chris)
  - b) **Other reasons:** The committee reviewed the list and moved that staff be authorized to proceed with eviction processes for **1** tenant for substantial interference (N5).  
(M/S/C, AnaLori/Court)
6. **Business Arising:**
  - a) **Executive Director Succession Planning Decisions**
    - I. Acting Executive Director:  
The committee appointed Fran Childs as Acting Executive Director in December, and Norm Turner in January, until the new Executive Director starts.
    - II. Appointing additional signing officer:  
Acting on behalf of the Board, the Executive Committee appointed Fran Childs as banking and signing officer for CCOC and CCHC until replaced by the new Executive Director.  
(M/S/C, AnaLori/Courtney)

**III. CHRA Board representation:**

Ray sits as Secretary on the Board of CHRA, with a term ending in May 2022. Ray would like to stay on the CHRA board, but CCOC is the CHRA member, not Ray as an individual. Ray can continue to the end of his term, with CCOC's permission.

The committee agreed to support Ray Sullivan's continued role on the Board of CHRA until May 2022, as a CCOC member in good standing.

(M/S/C, AnaLori, Shelley)

**IV. Cahdco Board Chair**

Ray's term as chair of the Cahdco Board would not necessarily end when his employment as Executive Director ends. Ray would like to continue until he can hand the position off directly to the incoming Executive Director. The committee approved of this plan.

**V. Confirm Hiring Panel**

The committee agreed that the hiring panel will be: AnaLori Smith, Erica Braunovan, Court Miller, Courtney Lockhart, Ray Sullivan (non-voting) and an outside Executive Director from another non-profit housing company (Ray will recruit).

(M/S/C, Court/AnaLori)

Chris Yordy will support hiring for an interim Director of HR & Corporate Services.

**7. Other business:**

**a) Board Agenda Planning:**

Date for December meeting: Dec. 22

November 24: Security cameras memo

CAP redevelopment

Transforming Tenant Engagement report

Revised anti-oppression statement

Unpacking Board agenda

Future: Evictions process from AROC lens

Data security and privacy

**b) ED Exit Interview with Full Board *In camera***

Dougald Brown, Sarah Gelbard, Penny McCann and Jesse Steinberg joined the committee.

**i. Exit Interview**

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

There are no separate *in camera* minutes.

**ii. Discussion on profile of next ED: what is CCOC looking for?**

Ray left the meeting

The committee moved *ex camera* to adjourn. (M/S/C; Chris/Courtney)

**8. Adjournment:** 9:20

**Next meeting: December 13, 2021**

## **Development Committee Meeting Minutes**

Tuesday, November 9, 2021, 7:00 PM  
Conducted remotely via MS Teams

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**Present:** Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Gelbard (CCOC Board Member), Alannah Bird, Elliot Sherman, Ginnig Wong, Mary Huang, Rida Oulhaj, Rod Manchee, Alex Miller (guest), Daniela Veisman (guest), Graeme Hussey (Staff), Lauren White (Staff/Minute-taker).

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1. **Call to Order & Anti-Oppression Statement** **(7:04)**
2. **Approval of Agenda (Jesse/Rod/m/s/c)**
3. **Approval of Regular Minutes (Rod/Jesse/m/s/c) – Attached October 12, 2021**
4. **Announcements**
  - Ray Sullivan is leaving CCOC as Executive Director, position has been posted.
  - Mary asked about a plan if replacement cannot be found.
  - Penny responded that the Executive Committee is overseeing the hiring process and this will be addressed if that issue arises.
5. **Declarations of Conflict of Interest**

No declarations.
6. **Government Policy & Program**
  - Ottawa Official Plan has been updated.
7. **Report of Board & Committees**
  - Committee Summaries – **Attached**
  - CCOC Development Policy Working Group
  - CCOC Governance Committee – **Presentation by Sarah Gelbard**
    - Driving question: What does anti-oppression mean for tenant and member directed if not all tenants feel safe, welcome, and part of this community?
    - Governance Sub-Committee created to analyse the hard structures (structural barriers) and soft culture (interpersonal barriers) that prevent diverse representation and interfere with meaningful participation from CCOC volunteers.
    - Sub-Committee will help guide CCOC members in developing greater capacity and tools for implementing an anti-oppression and equity mandate.
    - After presentation, Sarah proposed key questions of self-reflection:
      - How can Development Committee work better?

- Penny talked about committees feeling siloed. For example, Finance meets with Rental once a year, Development doesn't meet with other committees but would like to meet with Tenant Engagement more. Future projects should be informed by tenant perspectives.
- Mary asked about receiving meeting minutes from other committees to reduce silo's and mentioned that committee meetings tend to overlap so members cannot attend all of them.
- Sarah mentioned that meeting minutes should be available online for the public to access. Mary commented that having a central Google Drive would be helpful for access.
- Sarah mentioned that when meetings overlap, we need to address if there are themes that committees could overlap and combine together.
- What do we imagine the role of Development Committee?
  - Rod asked what degree of decentralization is relevant to each committee, what overlaps and what are the connections between different committees and the dynamics of those?
- Why do members join the committees?
  - Sarah highlighted the challenges of participating in committees, specifically those who work shift work, have child care concerns, may not always be available in evenings, etc. and asked about improving the meeting environment to make it more attractive to other groups
  - Sarah mentioned that the Governance Committee is exploring ways to get people involved outside of committee meetings.
  - Penny commented on the size of Development Committee being a challenge for participation and that those interested in development are more likely to join.
  - Rida commented on getting involvement in other ways (e.g., surveys, suggestion box in buildings).
  - Graeme noted that the meeting consisted of 2 staff, 2 guests, 9 committee members (5 of which were tenants).
  - Sarah mentioned expertise and formality of meetings can be a barrier for new members to join as many feel they do not have the knowledge to participate.
  - Rida asked about the Ontario Not-for-Profit Act (ONCA) and what this impact would be on CCOC/committees.

- CCOC Board Appointment – **Attached** **(30 mins.)**
  - Sarah Button has left CCOC Board, there is a vacancy available until the May 2023 Annual General Meeting (AGM).
  - New Board Member provides opportunity to increase the Board’s diversity, and the Board highly encourages underrepresented communities to apply.
  - If you or someone you know may be interested in being on the CCOC Board, reach out to Hannah Vlaar by email.

## **8. CCOC Development Projects**

- CCOC Forward Avenue Update – **PM report attached** **(15 mins.)**
  - Cahdco has been working with the City to arrange a 100% property tax reduction for 20 years. Team has received confirmation but awaiting formal agreement.
  - This will apply for all non-profit housing providers that achieve a certain level of affordability throughout the City.
  - Site plan was approved this week, construction is underway, and the building permit is on its way. CMHC and the City are providing funding, enabling the project with cash flow to move construction forward.
  - Minor tweaks are being made to class A budget, adjustments reflect hundreds of dollars. Debt coverage ratio (DCR) has gone up from 1.1 to 1.22.
  - Team is anticipating occupancy approximately March 2023.
  - Elliott asked about property tax relief being tied to below market rent units.
  - Graeme responded that the relief relates to non-profit status and overall level of affordability and includes 100% of units, including average market rent units.
  - Rida asked about property tax clarification.
  - Graeme: Property tax relief has only been approved for 159 Forward Ave. Cahdco is looking at relief for other buildings and to set a precedent for future developments.

## **9. Report from Cahdco**

**(30 mins.)**

- Cahdco Intro Presentation
  - Cahdco was created in mid-1990s as the associated development corporation to CCOC. Since then, Cahdco has been reincorporated under the Canada Non-Profit Act.
  - Cahdco’s current team consists of 11 full-time staff with diverse backgrounds in engineering, architecture, and urban planning all dedicated to development.
  - CCOC projects accounted for 15% of Cahdco’s projects in 2021.
  - Most Cahdco projects are in Ottawa and involve non-profits who do not

- have development expertise and project management capacity.
- Main difference between Cahdco and CCOC governance is the member structure:
  - CCOC members include anyone who supports the mission.
  - Cahdco members are appointed by CCOC Board of Directors.
- MOU
  - Cahdco pays all staff and administrative fees, and charges CCOC based on their projects (CCOC has a different contract than other clients, break even time & materials as opposed to fixed contract or market rates).
  - Cahdco has no outstanding debt to CCOC, paid off in 2020.
- Organizational structure
  - As Cahdco has received more clients, Mark (Senior PM) is stretched thin.
  - CCOC hired a Budget & Cost Analyst that focuses on development.
- Business model
  - Revenue → Project Managers → Projects.
  - 90% of Cahdco's costs are for staff.
- Upcoming projects (2022)
  - Lebreton Flats – Waiting on RFP.
  - Four projects currently under construction: Smith Falls, Bells Corners, Forward Ave, and Cornerstone.
  - More projects coming in 2022: CAP sites, Ellwood House, St. Patrick's.
  - Cahdco is updating its software and business plan in 2022.
- Questions
  - Rida asked whether Cahdco would remain if CCOC stopped development projects.
  - Graeme responded that most of Cahdco's revenue comes from other projects, and they do not rely on CCOC.

## 10. New Business

- Senior PM Hiring – **Verbal report** **(15 mins.)**
  - Cahdco is looking to hire a second Project Manager. A motion is required from the committee to bring position to the Board for consideration.
  - Mary asked about PM hours and intern funding.
  - Graeme responded that interns are contract based and not supported through government funding. Graeme elaborated that Senior PM spends 50% of their time on projects and 50% on team support.
  - Jesse stated that the CCOC Board looked at Cahdco's financials for a new Senior PM and suggested the position is a good and necessary fit given

Cahdco's expansion. Cost of 2<sup>nd</sup> SPM is included in 2022 Cahdco budget.

- **MOTION:** Recommend Board support hiring of second Senior PM (Rod/Alannah/m/s/c)
- 11. In-Camera Minutes – Presented October 12, 2021**
  - **MOTION:** Move in-camera (Rita/Jesse/m/s/c)
  - Approval of in-camera minutes (Jesse/Rita/m/s/c) – **Attached October 12, 2021**
  - CCOC CAP Update – **PM report attached** **(15 mins.)**
  - **MOTION:** Recommend approval of updated CAP Project Charter (Sarah/Rod/m/s/c).
  - **MOTION:** Move out of in-camera (Rita/Sarah/m/s/c)
- 12. Items for Future Discussion**
- 13. Items to Highlight or Decisions for the Board**
  - **Senior Project Manager Hiring:** Recommend Board support hiring of second Senior PM
  - **CAP Project Charter:** Recommend approval of updated CAP Project Charter
- 14. Adjournment (Rida/m/c)**
  - The meeting was adjourned at 9:05 p.m.

**Next Development Committee Meeting: Tuesday, December 14, 2021 (TBC)**





# 159 Forward Ave

## Monthly Project Report



**Date:** 2 November 2021

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

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

**Re:** **November 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 letter from the City for 100% property tax relief for 20 years. CMHC has begun the term sheet process and we anticipate taking our first draw in January 2022.

### Project Scope

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

1. Demolishing the existing structure;
2. Providing a new rental development with a mix of units and an emphasis on family housing;
3. Achieving a weighted average rent that does not exceed 80% of CMHC's City-Wide AMR which must include a portion of rents at BMR and the ODSP max shelter allowance;
4. BMR is measured as 70% of CMHC AMR.
5. Achieving a minimum of 100% universal accessibility and/or 20% Barrier-Free design;
6. Building to an energy efficiency standard that exceeds the 2015 National Building Code by 25% or more. CCOC intends to achieve this by using passive house design and striving for a Net-Zero energy building.

Unit Composition	Average Market Rent (AMR)	Below Market Rent (BMR)	Ontario Disability Support Program (ODSP)	Total
Bachelor		5	0	5
1- Bedroom	4	11	7	22
2- Bedroom	4	4	0	8
3- Bedroom	11	3	0	14
<b>Total</b>	<b>19 (38.8%)</b>	<b>23 (46.9%)</b>	<b>7 (14.3%)</b>	<b>49</b>

## Project Schedule

August	September	October	November	April 2023
Tender closes (August 17) Draft Class A Budget (August 31)	Revised Class A	Draft Delegated Authority Report End of Site Plan Review Process Construction Start (Oct 12)	City of Ottawa release of Building Permit Final Class A (stipulated price contract with MBC) 2 <sup>nd</sup> milestone payment from Action Ottawa	Occupancy

- 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 continues to be revised in discussion with trades. **It is anticipated to be fixed in early November.**
- The site **was** mobilized on October 12.
- MBC provided a draft construction schedule (attached).** Construction is to take 18 months. Rent up will likely begin in ~~March~~ April of 2023.
- CMHC has begun the term sheet process. We anticipate taking our first draw in January 2022.**

## Project Budget

- MBC provided a revised Class A budget that is ~\$1M less than the Class B budget.
- The City sent a signed letter for 100% property tax relief for 20 years and \$2.7M in addition to the original Action Ottawa funding of ~\$5M. The tax relief will need to be approved by Council in December 2021. This is necessary to draw on the CMHC funding and financing.**
- Due to the property tax relief and reduced Class A budget, CMHC will provide only 5% of project costs as a grant, because it is a viable project.**
- With a 2% interest rate, CCOC will have a DCR of 1.22, thanks to the tax relief.**

PROJECT COSTS		Total
Land Costs (Value + Closing Costs)	\$	2,684,516
Hard Costs	\$	16,558,062
Soft Costs (Including Financing)	\$	1,560,623
Contingencies	\$	1,821,618
HST (Including NP Rebate)	\$	526,966
<b>Total Project Cost</b>	<b>\$</b>	<b>23,151,786</b>
SOURCES AND USES		Total
Action Ottawa Additional Units + Top U	\$	2,700,000
Action Ottawa Capital Grant	\$	525,000
OPHI	\$	3,305,216
IAH	\$	1,170,475
CMHC Seed Grant	\$	52,500
CMHC Co-Investment Grant	\$	1,157,589
Section 37	\$	226,200
CCOC Equity	\$	250,000
City Land Contribution	\$	1,700,000
CMHC Co-Investment Financing	\$	11,996,715
FCM Planning Grant	\$	25,000
FCM Financing	\$	0
Build Permit Waiver	\$	43,091
<b>Total Sources</b>	<b>\$</b>	<b>23,151,786</b>
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"> <li>Value Engineer the project</li> <li>Introduce additional sources of funding</li> </ul>	Class D to Class C: 10% escalation of costs  Class C to Class B escalation: 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"> <li>Sign a contribution agreement for \$2,340,000</li> <li>Increase rent for the unsponsored 18 units to AMR to increase debt financing capacity</li> </ul>	Low Risk	No cost anticipated
3	Interest Rate Escalation	An increase in CMHC's interest rate above the 2% that we're modelling	This would impact the initial assumptions that formed the basis of the project and similar to item #1 additional funding would be required	<ul style="list-style-type: none"> <li>Push to secure financing quickly while rates are low</li> <li>Introduce additional sources of funding</li> <li>Value Engineer the project</li> </ul>	Medium Risk	0.25% = ~\$500,000- ~\$700,000
4	Decrease in CMHC Grant Contribution	CMHC approves less than the anticipated 5% grant	This would impact the financial sources of the project	<ul style="list-style-type: none"> <li>Sign CMHC term sheet</li> <li>Introduce additional sources of funding</li> <li>Increase the financing for the project to overcome any loss in sources</li> </ul>	Low Risk	No cost anticipated (CMHC is looking into increasing the grant contribution)
5	COVID-19 Pandemic	Delays in approvals, funding, and/or construction	Delays in the start of construction, the manufacturing of materials, or a delay in funding could positively or negatively influence the project.	<ul style="list-style-type: none"> <li>Facilitate open dialogue with funders, construction manager, and regulators to review changes in the industry and react as necessary</li> <li>Prepare optional bridge financing</li> </ul>	Low Risk	No cost anticipated (risk is being mitigated)
6	Limited Available Cash Flow	Cost factors outside of this project reduce the cash flow available to CCOC	Project delay due to inability to cash flow costs of construction	<ul style="list-style-type: none"> <li>Sign CMHC term sheet</li> <li>Secured 3<sup>rd</sup> party bridge financing</li> </ul>	Low Risk	Cost of interest rate from increased bridge financing ~\$10,000
7	Escalation of Utility Costs upon completion of the building	The utility costs are not covered by the energy generated (solar panels)	CCOC operational costs would become greater than budgeted	<ul style="list-style-type: none"> <li>Work with consultants to optimize energy production and consumption</li> <li>Pursue on-site energy production (Net-Zero for a portion of the building) to allow CCOC to eliminate most of their own utility bills and possibly allow them to provide benefits to some of their tenants</li> </ul>	Low Risk	No cost anticipated (modelling demonstrates enough generation – option to not have solar panels and save capital costs)

# Authority Matrix \*

	Dev. Comm	Fin. Comm	Facilities Comm	Rental Comm	Executive Committee / Board	Exec. Director**	Directors**	Project Manager	Date of Expected Approval	Date Approval Made	Notes
<b>Project Milestones</b>											
Project Charter	R	F	I	I	A	F	F	R	September-19	December-19	
Pre-Design Development Targets	R	F	F	F	A	F	F	F	September-19	September-20	Reapproved with 147 Forward design to 49 units
Preliminary Schedule	I	I	I	I	I	F	F	A	February-21	March-21	Updated approval date due to 147 Forward purchase Delay due to energy design charrette
Schematic Design	R	I	I	I	A	F	F	F	October-20	March-21	Updated approval date due to 147 Forward purchase
Class D / Baseline Project Budget	R	R	I	I	A	F	F	F	December-20	March-21	Updated approval date due to 147 Forward purchase
Site Plan	F	I	I	I	A	F	F	R	February-21	March-21	Updated approval date due to 147 Forward purchase
Design and Development	F	F	F	F	F	F	A	R	February-21	March-21	Updated approval date due to 147 Forward purchase
Class C / Budget Update	I	-	-	-	I	A	R	R	February-21	May-21	Updated approval date due to 147 Forward purchase Delay due to energy design charrette
Contract Documents 66%	I	-	-	-	I	A	R	R	March-21	May-21	Updated approval date due to 147 Forward purchase
Class B / Budget Update	I	-	-	-	I	A	F	R	July-21	August-21	Updated approval date due to 147 Forward purchase
Issued for Building Permit	I	-	-	-	I	A	F	R	March-21	May-21	Updated approval date due to 147 Forward purchase Applied for building permit
Contract Document 99% (Tender set)	I	-	-	-	I	A	I	R	July-21	July-21	Updated approval date due to 147 Forward purchase
Class A / Budget Update	I	-	-	-	I	A	F	R	August-21	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	October-21	Updated approval date due to 147 Forward purchase
Rent-up Activities	I	I	I	A	I	I	R	F	TBC		
<b>Procurement</b>											
Architect	I	I	I	I	I	A	F	R	July-19	January-20	Contract signed in January, but work for AO submission
Construction Manager	I	I	I	I	I	A	F	R	January-20	April-20	LOI received March 2020. Signed in April.
Other Consultants	I	I	I	I	I	A	I	R	Ongoing	Ongoing	
<b>Financial</b>											
Primary Funding Application	R	R	I	I	A	F	F	F	October-19	September-19	
Funding Agreement ***	I	R	I	I	A	F	F	F	December-19	December-19	Board approved purchase of 159 Forward for \$1 February 2020
Financing Application	I	R	I	I	A	F	F	F	January-20	April-20	
Financing Agreement ***	I	R	I	I	A	F	F	F	September-21		Updated approval date due to 147 Forward purchase
Equity Contribution Commitment	I	R	I	I	A	F	F	F	August-21	Jul-21	Updated approval date due to 147 Forward purchase
Fixed Price Contract	I	-	-	-	I	A	F	R	August-21		Updated approval date due to 147 Forward purchase
<b>Events/Unforeseen</b>											
Monthly Reports	I	I	I	I	I	I	I	A	-	-	
Political Announcements	I	I	I	I	I	A	F	I	-	-	
Risk Event (Budget)	I	I	-	-	I	A	F	R	-	-	
Risk Event (Schedule)	I	-	-	-	I	A	F	R	-	-	
Opportunity Event (Budget)	I	I	-	-	I	A	F	R	-	-	Board approved purchase of 147 Forward in June 2020
Opportunity Event (Schedule)	I	-	-	-	I	A	F	R	-	-	
Everyday Decisions	-	-	-	-	-	-	-	A	-	-	

Legend			
I	F	R	A
Information Only	Feedback	Recommendation	Approval

Phases of Development

Relevant Documents

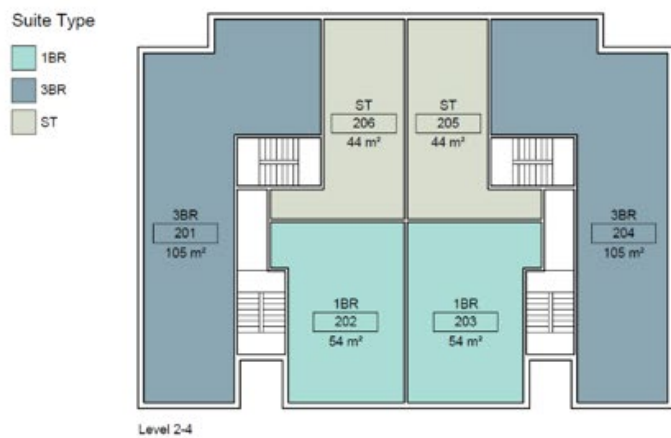


Figure 1.

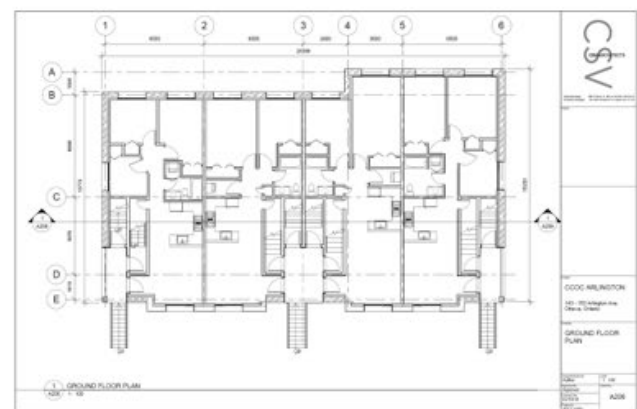


Figure 2.

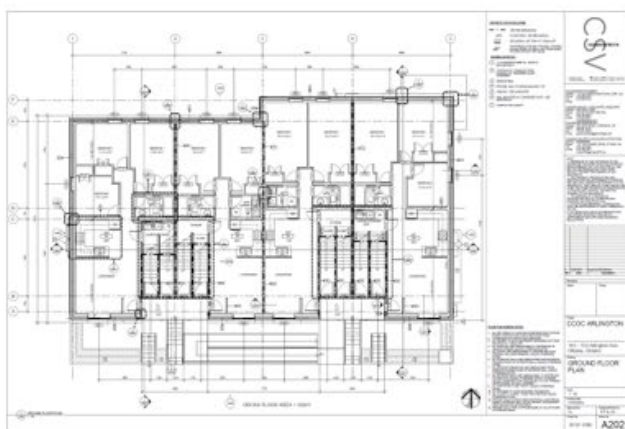


Figure 3.

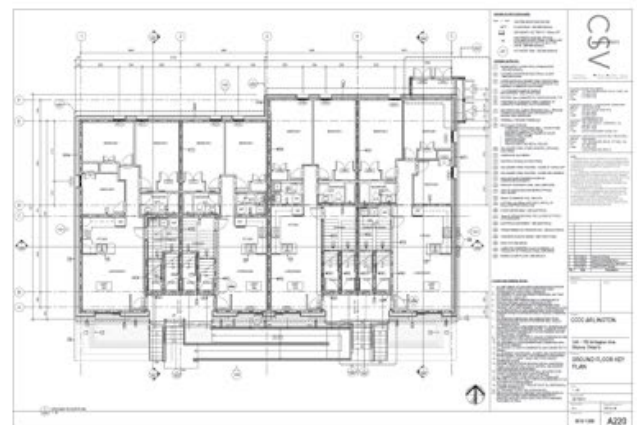


Figure 4.



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

# Project Charter

CAP Sites

CCOC

October 2021



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CONFIDENTIAL

# Introduction

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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

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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.

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# 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

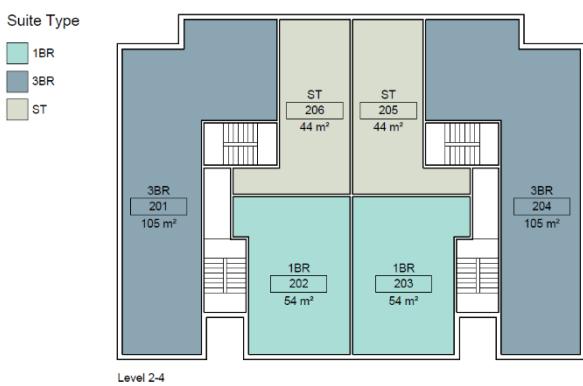
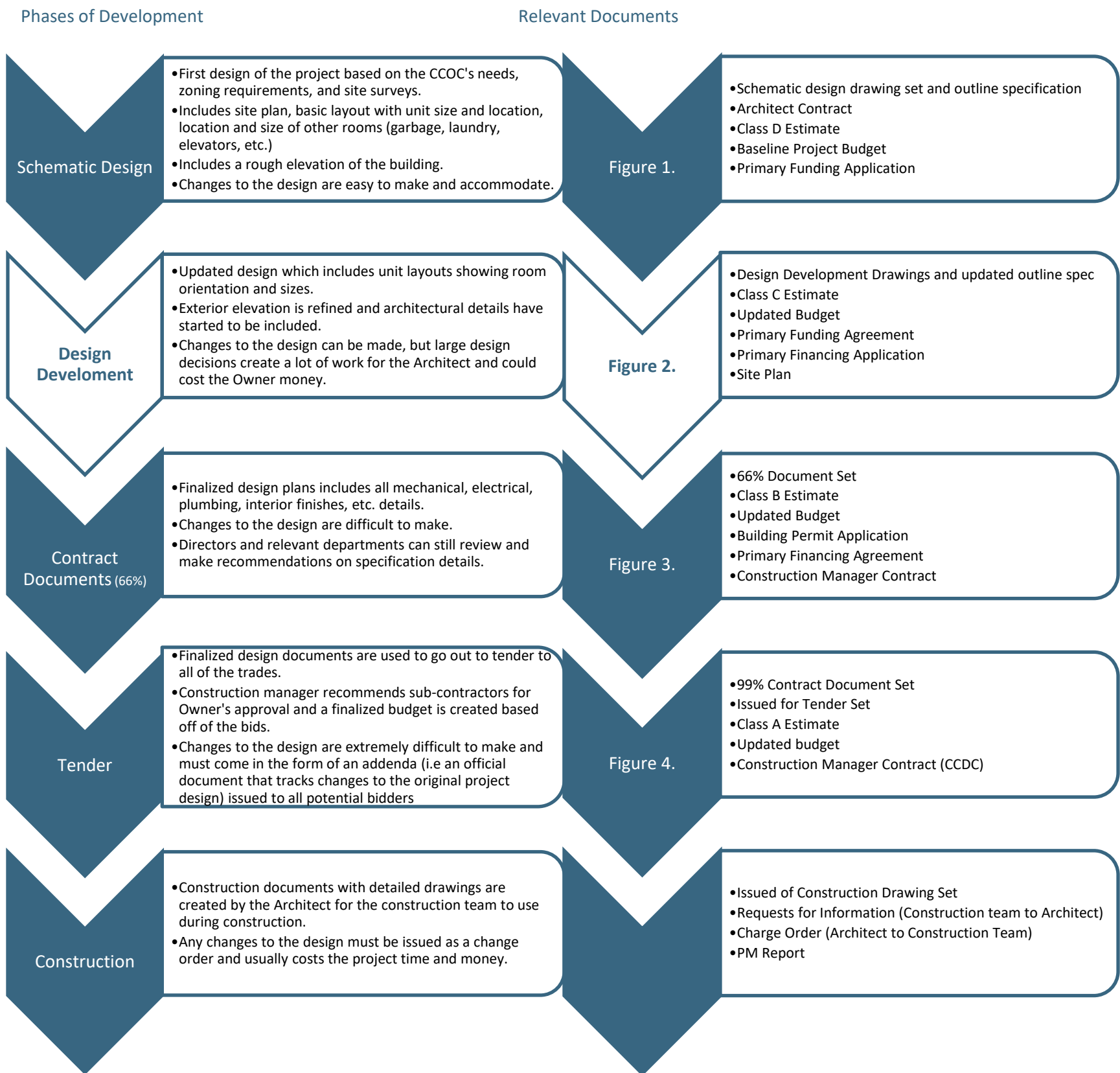


Figure 1.

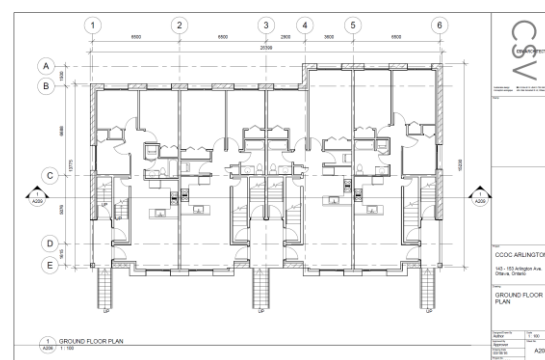


Figure 2.

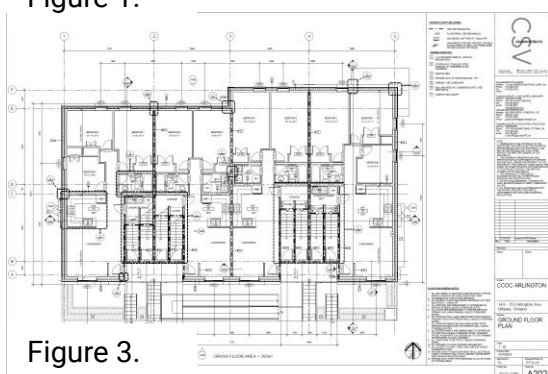


Figure 3.

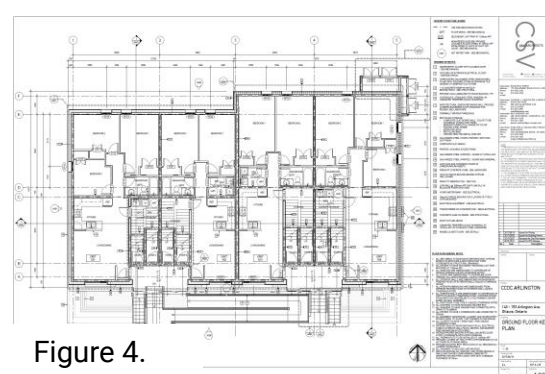


Figure 4.

# Authority Matrix \*

	Dev. Comm	Fin. Comm	Facilities Comm	Rental Comm	Executive Committee / Board	Exec. Director**	Directors**	Project Manager	Date of Expected Approval
<b>Feasibility Phase Milestones</b>									
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	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
<b>Design/Development and Construction Phase Milestones</b>									
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
Tenant Notification	I	I	I	I	I	A	R	I	February/22
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
<b>Procurement</b>									
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
<b>Financial</b>									
Service Manager Consent	I	I	I	I	A	R	F	F	November/21
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
Discharge of Mortgage	I	R	I	I	A	F	F	F	April 2022 (A) May 2023 (CP)
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
<b>Events/Unforeseen</b>									
Monthly Reports	I	I	I	I	I	I	I	A	-
Political Announcements	I	I	I	I	I	A	F	I	-
Risk Event (Budget)	I	I	-	-	I	A	F	R	-
Risk Event (Schedule)	I	-	-	-	I	A	F	R	-
Opportunity Event (Budget)	I	I	-	-	I	A	F	R	-
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

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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.



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

Tuesday, November 9, 2021, 7:00 PM  
Conducted remotely via MS Teams

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**Present:** Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Gelbard (CCOC Board Member), Alannah Bird, Elliot Sherman, Ginnig Wong, Mary Huang, Rida Oulhaj, Rod Manchee, Alex Miller (guest), Daniela Veisman (guest), Graeme Hussey (Staff), Lauren White (Staff/Minute-taker).

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### **11. In-Camera Items**

- **MOTION:** Move in-camera (**Rida/Jesse/m/s/c**)
- Approval of in-camera minutes (**Jesse/Rida/m/s/c**) – **Presented October 12**
- CCOC CAP Update – **PM report attached**
  - CAP Project Charter
    - Same as October meeting. Tenant Notification added with 12-month timeline before construction.
    - Mary asked about CAP site construction potentially overlapping with Forward and if equity would overlap between the projects.
    - Graeme suggested the overlap would be most and by the time CAP reaches construction, CMHC funding will provide cash flow.
    - Mary asked about possible delays, mentioned Arlington delay from 9 months to 19 months due to supply issues during COVID-19.
    - Graeme said he does not anticipate supply delays as an issue and stated that the Arlington delay was due to soil excavation which the Forward project does not have.
    - Mary asked about domestic supply chains and pointed to ports and shipping being backed up.
    - Graeme stated that the concern is not on materials but labour (tendering, framing) and mentioned that less companies are providing labour.
    - Rida asked whether tenant notification in February was a fixed date and if this would change based on project timeline.
    - Graeme replied that this date was identified because of the site plan timeline. Once site plan is submitted the information becomes public and tenants will know before it goes public. Graeme elaborated that the Rentals team will work with all tenants to find them other CCOC buildings to live in during construction.



**Centretown Citizens  
Ottawa Corporation**

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- **MOTION:** Recommend approval of updated CAP Project Charter (Sarah/Rod/m/s/c).
- **MOTION:** Move out of camera (Rida/m/c).

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**Facilities Management Committee  
Meeting Agenda**

**Wed, Nov 17, 2021**

**Participants:** James Clark (Chair), Michael Lambert, Mayada Bahubeshi, Kevin Judge, David McCallum, Court Miller, Penny McCann, Rida Oulhaj,

**Guests:** Ronald Hoffman (2<sup>nd</sup> meeting), Mary Huang (1<sup>st</sup> meeting), AnaLori Smith (Board President of CCOC)

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

- 1. 7.pm Call to Order: 7:04 PM**
- 2. 7.05pm 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. 7.15 pm Adoption of the Agenda & Anti Oppression Statement**

*(m/s/c Kevin Judge, Rida Oulhaj)*

- 4. 7.20 pm Declaration of Conflict of Interest – none at this time.**

- 5. 7.25 pm Approval of meeting minutes from October 2021**

*(m/s/c Court Miller, Michael Lambert)*

- 6. 7.35 pm What decisions or comments do you need from the Board? – The committee would like more direction about in person meetings moving forward.**

## **7. 7.35 pm Consent Items**

### **7.1. Committee Summary**

**Discussion:** Comments were made on the beautiful mural at 455 Lisgar.

### **7.2. Capital Projects Report (Ghassane O. & Krish K.)**

**Discussion:** The committee pointed out that they enjoy the new format of the Capital Projects Report. A committee member had questions in regard to 258 Lisgar's projects such as the entire electrical wiring replacement. Norm replied that the current original wiring and meters are quite old. As of right now, inspections are being completed. This will be a large project so questions were posed about tenant disruption. Norm commented that there will hopefully be as minimal disruption as possible, and that more information will be available next meeting.

There was also discussion concerning elevator disruption during large projects, especially buildings with only one. A committee member gave the example of 264 Lisgar and how only one elevator goes to the basement/ garbage room. When it is out of service, tenants with accessibility issues cannot reach this floor. A proposal was made to provide all tenants with FOBs/ key cards to reach this level and not just those with parking leases for as the code is already given to all tenants.

**7.3. LTB Status Report – no discussion.**

### **7.4. Chargeback Report**

**Discussion:** Remove description of unit number mentioned, although the building was not identified

### **7.5. Q3 Chargeback Report**

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

**Discussion:** The committee requested an update on when they can expect tenants to be able to drop-in to the office. Norm noted that the office is still open by appointment only and CCOC is holding off until potentially December 1<sup>st</sup> to start the final stage (step 3) due to rising Covid cases. As for in-suite work, CCOC will continue business as usual. Questions were also raised by the committee about new staff. Norm replied that a new senior maintenance technician was hired, Kirk, as well Thiago has been promoted from general to senior. Ricky is now a general (previously building cleaner) and there is an active job posting for another general. Lastly, a job posting is also up for a term senior technician for as Blake will soon be off on paternity leave.

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

**Discussion:** A committee member asked if there will be more costs due to any extra cleaning because of Covid and if common areas have seen increased cleaning. Norm noted that CCOC is not expecting more costs. Comments were also made about upgrading filters, in particular the ones at Beaver Barracks. It was requested that they be changed more frequently. Norm updated the committee on the status of the filter changes at Beaver Barracks and how 464 Metcalfe is complete but the other buildings will be completed in the following week. A committee member asked if this could be a



potential newsnote item reminding tenants of when the filters are changed and how to do it themselves.

A member has questions about the 2021 portfolio, in particular the comment in red concerning to adjust for fire inspector and pest control for the monthly budget. They wanted to know what the actual numbers were with this adjustment. Norm stated that it was office overhead instead of an external cost due to the positions being salaried. A suggestion was made to remove this and instead include the overhead costs that were maintenance driven.

#### **7.8. Pest Control Report**

**Discussion:** Big shout out to Zaved and Dani. Zaved received praise on his knowledge and expertise with Pest Control and they complimented Dani on how well the report was done. Norm stated that he is very happy with the progress and the fact that CCOC is in the single digits for pest activity. A suggestion was made to potentially include the change over time for the next report to show the levels of pest activity as well to put the building codes into addresses for the next meeting. A final note was to keep notices a bit more concealed when being delivered for privacy reasons.

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

#### **8. 7.55 PM Board Appointment**

**Discussion:** There was general discussion on the vacancy and the terms of the board appointment amongst members.

#### **9. 8.00 PM Directors Summary (verbal)**

- **ED Transition planning.**
- **Field works/ Pest control/potential needs growth**
- **Capital planning – tweaked budget approved, planning will begin in December for long lead time items. (Approved budget attached)**
- **151 Parkdale – blasting damage**

**Discussion:** The committee asked if the search for the new Executive Director's position is being done internally or through an external sourcing company. Norm informed them that currently, CCOC is doing it internally.

There was discussion concerning the 151 Parkdale blasting damage and who is liable for these costs. Norm confirmed the contractors who performed the adjacent work are liable and that CCOC is currently discussing with a loss adjuster and engineers.

#### **10. 8.20 pm Information on CCOC's Volunteer Recognition**

- **More information on CCOC's Volunteer Recognition will be coming soon (gift)**

## 11. 8.30 Discussion on waste management

- **Waste Audits**
- **Garbage Chutes**
- **Communication**
- **E-waste**
- **Others?**

**Discussion:** The topic of bylaws concerning waste management was brought up. A committee member mentioned that they approached a city council person and they informed the member that nothing is currently in place for bylaws on waste management. It essentially is up to the proprietor's discretion. The committee discussed potential summer pilot programs with the use of summer students in order to reduce waste and increase efficiency. Norm stated that there have been recent efforts by the city of Ottawa to reduce waste in the city's landfill. The waste audit would be beneficial but expensive.

The subject of communicating proper waste disposal and pest control information to tenants in more languages came up and the committee wondered if this is something TCE could possibly do through the calendar or newsnotes. Norm suggested the idea of white board messages to spread this information, which with subtitles can be in any language.

A committee member asked if it would be possible for each FMC meeting to have an overall report on one building and whether or not CCOC had data on waste disposal. Norm mentioned that this is not necessarily monitored but that CCOC may have some data, this will be looked into.

There was a discussion about the e-waste program. Norm let the committee know that the program is not the most efficient, it can get quite expensive and that CCOC would love to find a new system for it. Another suggestion was made to find new ways to dispose of large items such as furniture and bulky items for as these get left outside of the buildings very often. This will be looked into by CCOC.

\*A note for the next meeting: James will be away, Penny will chair.

**12. Next Meeting:** Wednesday, December 15, 2021 at 7pm virtually.

**13. 9.00 pm Adjournment: 9:17 PM**

(m/s/c Rida Oulhaj)

**Work Order Service Standards  
October 2021**

<b>Row Labels</b>	<b># Completed</b>	<b># Not Completed on Time</b>	<b>%Not Completed on Time</b>	<b>% Completed on Time</b>	<b>Trend</b>
Emergency/Urgent (24 hrs)	436	18	4%	96%	-0.8%
Priority (7 days)	438	9	2%	98%	-2.9%
Low (14 days)	38	3	8%	92%	5.2%
Other (21 days)	19	3	16%	84%	14.3%
Turnover (45 days)	12	0	0%	100%	0.0%
Pending (1 year)	26	0	0%	100%	0.0%
<b>Grand Total</b>	<b>969</b>	<b>33</b>	<b>3%</b>	<b>97%</b>	<b>0%</b>

CCOC + CCHC Non-staff Maintenance Costs

Report Period: Sep 2021

Expense Item	MTD Actual	MTD Budget*	MTD Variance	MTD Last Year	YTD Actual	YTD Budget*	YTD Variance	YTD Last Year	2020 Actual	2021 Budget*	2022 Budget
Common Area R&M	246,789	222,522	(24,267)	227,864	2,107,346	2,014,254	(93,092)	2,128,920	2,873,204	2,676,806	2,688,237
Insuite R&M	62,783	50,142	(12,641)	54,734	517,258	490,060	(27,198)	492,521	716,797	639,591	824,598
Turnover R&M	37,595	40,464	2,869	40,269	398,627	364,176	(34,451)	310,401	482,666	485,568	526,630
Redecorating	-	4,999	4,999	-	925	14,997	14,072	975	1,710	29,994	32,846
Pest control admin**	1,530	14,931	13,400	-	34,408	89,583	55,175	-	-	134,374	75,250
Other***	(502)	(2,531)	(2,029)	(472)	(20,367)	(22,779)	(2,412)	217	906	(30,372)	(19,286)
<b>Total Maintenance Expenses</b>	<b>348,195</b>	<b>330,526</b>	<b>(17,669)</b>	<b>322,394</b>	<b>3,038,196</b>	<b>2,950,290</b>	<b>(87,906)</b>	<b>2,933,034</b>	<b>4,075,282</b>	<b>3,935,961</b>	<b>4,128,276</b>

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

\* Common area 2021 budget increased by \$50k due to moving contingency costs to maintenance budget.

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

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

**Comments:**

Unfavourable monthly variances can be explained by

**Common Area:**

HVAC - annual maintenance and repairs  
 Plumbing - rotted drain and flushing  
 Roof repairs - largest repair at 455 Lisgar (\$4k)  
 Building cleaning (contractor) - due to building coverage with cleaners on leave and extra sanitizing  
 Intercom - Repairs at 464 Metcalfe and 111 Catherine intercoms

**Insuite Repairs:**

Plumbing repairs - leaks and blockages  
 HVAC - BB heat pumps  
 Fridge repairs - high number of Friday calls in September

**Turnover Repairs:**

Favourable due to fewer turnovers than usual on the West side

## **Finance Committee**

### **Minutes**

**November 18, 2021**

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**Finance committee:** Court Miller (Chair), Josh Bueckert, Rod Manchee, David Boushey, Mary Huang

**Regrets:** Michael Holmes, Wayne Fan, Nicole Rogers, Mary Lynn Brian, Erica Braun, Andrew McNeill

**Staff:** Maryse Martin, Arianne Charlebois, Anna Froehlich (Cahdco), Hannah Vlaar (TCE)

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

**MOTION:** To remove the phrase “The portfolio does not need to provide an income stream” from the Objectives section of the Investment policy.

(M/S/C, David Boushey/Rod Manchee)

- 
1. **Call to Order: at 7:02 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, Josh Bueckert/Rod Manchee)
  4. **Approval of meeting minutes**
    - Finance meeting, October 21, 2021: approved as amended.  
(M/S/C, David Boushey/Josh Bueckert)
  5. **Notices/announcements**
    - News or updates from the last Board meeting:
      - Leadership transition: CCOC is looking for a new Executive Director since Ray is moving on. Fran Childs will be the Acting Executive Director in December, and Norm Turner in January, until the new Executive Director starts. Everyone on the committee is happy for Ray but we’re sad to lose him at CCOC.
      - 2022 budget: This was approved by the Board.

- Investment policy: The amendments were approved by the Board, but they would like the Committee to review this statement in the objectives “The portfolio does not need to provide an income stream”. The Board wondered if this phrase needs to be included. Mary asked about the current rate of return on investments. The rate has not been significant in recent months. Rod asked if having a surplus separate from our replacement reserve contributions could affect our non-profit status. The committee ultimately agreed that this sentence is redundant considering that the second paragraph of the Objectives addresses the same issue. This will be removed from the final version of the policy.

**MOTION:** To remove the phrase “The portfolio does not need to provide an income stream” from the Objectives section of the Investment policy.

(M/S/C, David Boushey/Rod Manchee)

- Board Appointment: The CCOC Board of Directors has a mid-term vacancy until May 2023 and the Nominations Committee is looking for someone to fill the position. The details about this as well as Hannah’s contact information are in the Finance Committee package that was previously sent.
- TCE related community activities/events: A virtual volunteer recognition is being planned but no date has been set. Stay tuned for a save the date and more details!

**6. CAP sites’ updated project charter (in camera):**

- *As The committee moved in camera at 7:24 pm.* (M/S/C, Josh Bueckert/David Boushey)
- *The committee moved ex camera at 7:44 pm.* (M/S/C, Mary Huang/Josh Bueckert)

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

- We’re slowly getting closer to our pre-pandemic arrears levels now that we can proceed with evictions.
- The bad debt write-offs for September and October consist of rent arrears.
- Court asked if the bad debts are higher than usual because we can now proceed with evictions. Maryse confirmed that the majority of the recent write-offs have been for rent arrears that stemmed from evictions.
- David asked what our comfort zone is for arrears on a monthly basis. The pre-pandemic monthly levels were around \$50-60K.
- Mary pointed out that the vacancy costs are still high, and asked how this compared to two years ago. Our current vacancy costs are at \$35K, and our 2019 levels were around 20K. Court mentioned that the rental housing market was hot in 2019 and vacancy rates were very low.
- Mary asked what vacancy costs are budgeted in 2022. We’ve budgeted \$444K for the year.
- Josh asked if the vacancy costs were still being affected by our Covid protocols of waiting for tenants to vacate before showing units. In recent months we have eased this restriction, but as cases are rising we may have to implement it again.

- Taiga will write off \$10,967.00 in bad debts for October 2021, minus \$6K already provided for by HomeStart (the former property manager for Taiga). This consists of rent arrears for a tenant who was evicted. This unit did not pay rent throughout the pandemic.
- Mary asked if there are other large arrears that are expected to be written off as future bad debt. The total arrears for Taiga are currently around \$4K.

**MOTION:** That \$7,170.73 in Bad Debts for September 2021 and \$7,489.00 in bad debts for October 2021 be written off for CCOC.

(M/S/C, David Boushey/Josh Bueckert)

#### **8. Business Arising**

- Hannah Vlaar, the Director of TCE, gave a presentation on Transforming Tenant Engagement.
- CCOC received a three-year grant of \$150K to build capacity with tenants around housing decisions and responsibilities, increase tenant participation, and increase representation and belonging.
- Last year our consultants Connect2Knowledge completed four major projects: a focus group to develop value propositions, a readiness assessment, a demographic survey of CCOC's governance volunteers, and identify objective and key results.
- The Transforming Tenant Engagement Project, Anti-Racist Organizational Change, and Governance Sub-Committee all connect to each other to enact meaningful changes.
- Rod mentioned that there might be a few interesting filters through which to view this information. For example, geographical area within Ottawa as well as structures (eg. interests of tenants living in apartment buildings vs. townhouses).
- David asked if roadblocks have been identified for the demographics that were found to be underrepresented in the demographic survey. While we can speculate on this, our next step is to identify these by speaking to those demographic groups. This will allow us to address those roadblocks.
- Josh was happy to see concrete work being done on this topic after several years of discussing it without being able to take significant action.

#### **9. Q3 Financial Update**

- CCOC
  - We're still in line with the previous operating forecast.
  - We're expecting to do a lot of capital work in the last quarter of the year, which will bring our capital spend closer to our budget.
  - Our cash is still much lower compared to year-end 2020 since we're still fronting the Forward construction until our CMHC financing comes through. This is expected early next year.
  - The Property Under Construction costs consist entirely of the Forward project. Our next milestone payment from the city will be coming soon.
  - The bulk of the Due From Related Corporations line is made up of the debt from CCHC. The co-op has started slowly chipping away at this balance but cannot make large payments after paying its operating costs.

- Court asked about the Finance Lease Liability line. This is the five-year lease on our new pest-control truck.
- CCHC
  - The co-op is still on track with the budget. We currently have a modest surplus.
  - The laundry-room break-ins have been addressed by changing to a card system, so we hope to end the year with higher laundry revenue.
  - We anticipate vacancy costs to stay stable between now and the end of the year.
  - Maintenance spending is likely to go over budget.
  - We're in good shape to contribute the budgeted \$30K to the replacement reserves assuming everything stays stable for the rest of the year.
  - Rod asked if there had been any developments on folding CCHC into CCOC now that the mortgage is paid off. The rent supplement agreement will be extended to 2028 (Phase 2 of the Federal Community Housing Initiative), and after this we plan to merge the two organizations.
  - Josh asked if there's a chance that we could continue to get the rent supplements after 2028, in which case we would want to keep CCHC as a separate corporation. Possibility of subsidies extending beyond 2028 is currently unknown but certainly worth assessing if there are further developments.
  - Josh asked if the co-op's bylaws have been updated to allow it to be sold to a non-profit. The current bylaw says that it can only be sold to a charity, not to a non-profit. Rod thought this might come from legislation, not from our bylaws. Staff will follow up with Ray to make sure we know what is needed in order to eventually sell the co-op.  
[Ray confirmed this is in the Articles of Incorporation, and it has not been changed. It would need an AGM motion and assistance from our legal counsel to file articles of amendment before the sale transaction planned in 2028.](#)
- Taiga
  - The September statement represents 6 months, since Taiga's year-end is in March.
  - The forecast has been adjusted for vacancies. There are currently 2 unshowable vacant units.
  - We're seeing a small savings in utility costs and have adjusted the forecast.
  - David asked if Taiga's fiscal year is now in line with CCOC. This will happen when the merger takes effect in January.

**10. New Business:** None

**11. Next meeting/Deferrals**

- December: no meeting
- Next meeting: January 20, 2022

**12. Motion to Adjourn**

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





## 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.

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

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

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

YEAR 2020		ARREARS			EVICTIONS				BAD DEBTS WRITTEN OFF*				VACANCY COSTS				
Active Tenants	Moved Tenants	Total Arrears	Form 4's	L1 /L2 Apps	Eviictions	NSF's	Sent to Collections	RENT ARREARS	R&M CHARGES	TOTAL BAD DEBTS	New 09/18 Bad Debt Recovery	Rents Payable	Vacancy Cost	Vacancy % Market Units*	Current %*	YTD %*	
Jan-20	\$45,476.67	\$4,355.36	\$49,832.03	28	2	0	10	2	\$505.00	\$6,337.75	\$6,842.75	\$1,190.00	\$1,051,327.00	\$18,479.00	44%	1.12%	1.12%
Feb-20	\$53,319.86	\$5,284.06	\$58,603.92	17	1	0	8	3	\$0.00	\$15,251.00	\$15,251.00	\$1,085.00	\$1,064,624.00	\$14,302.00	39%	0.86%	0.99%
Mar-20	\$53,768.34	\$9,908.06	\$63,676.40	16	0	0	12	1	\$0.00	\$2,990.98	\$2,990.98	\$784.75	\$1,065,616.00	\$12,076.00	36%	0.72%	0.90%
Apr-20	\$63,722.37	\$10,365.36	\$74,087.73	2	0	0	9	0	\$0.00	\$0.00	\$0.00	\$1,800.00	\$1,061,354.00	\$14,213.00	24%	0.85%	0.89%
May-20	\$73,133.01	\$12,666.36	\$85,799.37	0	0	0	3	0	\$6,254.70	\$99.55	\$6,354.25	\$540.00	\$1,060,194.00	\$16,485.00	37%	0.98%	0.91%
Jun-20	\$79,444.32	\$5,326.23	\$84,770.55	0	0	0	3	4	\$1,659.83	\$36.83	\$1,696.66	\$1,031.32	\$1,051,353.00	\$20,999.00	47%	1.25%	0.96%
Jul-20	\$80,477.94	\$1,435.08	\$81,913.02	0	0	0	4	0	\$2,391.00	\$0.00	\$2,391.00	\$2,361.87	\$1,054,193.00	\$22,318.00	65%	1.33%	1.02%
Aug-20	\$72,397.57	\$1,572.54	\$73,970.11	2	0	0	8	0	\$85.00	\$0.00	\$85.00	\$860.00	\$1,060,279.00	\$29,823.00	69%	1.77%	1.11%
Sep-20	\$76,943.39	\$2,003.55	\$78,946.94	4	2	0	7	0	\$0.00	\$0.00	\$0.00	\$1,079.00	\$1,054,043.00	\$35,047.00	71%	2.07%	1.22%
Oct-20	\$86,170.05	\$1,162.54	\$87,332.59	2	4	0	6	4	\$461.00	\$0.00	\$461.00	\$1,360.00	\$1,059,967.00	\$34,271.00	69%	2.02%	1.30%
Nov-20	\$85,213.66	\$1,059.54	\$86,273.20	2	1	0	11	0	\$0.00	\$0.00	\$0.00	\$740.00	\$1,061,548.00	\$35,238.00	42%	2.07%	1.37%
Dec-20	\$81,412.13	\$4,494.54	\$85,906.67	4	1	0	5	5	\$0.00	\$0.00	\$0.00	\$416.50	\$1,065,260.00	\$33,869.00	60%	1.98%	1.42%
	\$70,956.61	\$4,969.44	\$75,926.04	77	11	0	86	19	\$11,356.53	\$24,716.11	\$36,072.64	\$13,248.44	\$12,709,758.00	\$287,120.00	54%	1.42%	1.42%

YEAR 2021		ARREARS			EVICTIONS				BAD DEBTS WRITTEN OFF*				VACANCY COSTS				
Active Tenants	Moved Tenants	Total Arrears	Form 4's	L1 /L2 Apps	Eviictions	NSF's	Sent to Collections	RENT ARREARS	R&M CHARGES	TOTAL BAD DEBTS	Bad Debt Recovery	Rents Payable	Vacancy Cost	Vacancy % Market Units*	Current %*	YTD %*	
Jan-21	\$88,128.38	\$5,031.54	\$93,159.92	2	0	0	5	0	\$70.00	\$175.00	\$245.00	\$2,132.00	\$1,060,318.00	\$39,583.00	57%	2.32%	2.32%
Feb-21	\$83,588.96	\$9,583.34	\$93,172.30	3	3	0	8	0	\$0.00	\$0.00	\$0.00	\$1,400.00	\$1,055,346.00	\$39,178.00	63%	2.29%	2.30%
Mar-21	\$93,816.37	\$7,732.81	\$101,549.18	0	0	0	5	0	\$1,424.00	\$109.00	\$1,533.00	\$2,737.00	\$1,054,200.00	\$35,771.00	65%	2.09%	2.23%
Apr-21	\$90,084.62	\$16,698.23	\$106,782.85	3	0	0	3	2	\$0.00	\$0.00	\$0.00	\$630.00	\$1,055,193.00	\$35,465.00	66%	2.07%	2.19%
May-21	\$75,495.97	\$42,184.46	\$117,680.43	8	0	1	8	3	\$13.00	\$4,569.27	\$4,582.27	\$2,846.40	\$1,059,001.00	\$34,643.00	59%	2.02%	2.16%
Jun-21	\$69,158.43	\$45,214.60	\$114,373.03	13	0	2	5	2	\$3,655.00		\$3,655.00	\$8,766.29	\$1,059,479.20	\$33,082.00	74%	1.92%	2.12%
Jul-21	\$69,044.24	\$46,860.50	\$115,904.74	9	4	1	9	4	\$88.00	\$2,240.13	\$2,328.13	\$980.00	\$1,058,559.00	\$38,427.00	68%	2.23%	2.13%
Aug-21	\$63,131.03	\$28,507.14	\$91,638.17	16	0	1	13	2	\$17,537.00	\$4,592.33	\$22,129.33	\$1,087.91	\$1,060,907.00	\$38,280.00	52%	2.22%	2.14%
Sep-21	\$54,046.60	\$20,742.27	\$74,788.87	7	4	0	5	5	\$7,170.73		\$7,170.73	\$470.02	\$1,062,409.00	\$34,881.00	54%	2.02%	2.13%
Oct-21	\$43,753.55	\$12,465.06	\$56,218.61	12	0	0	14	5	\$7,489.00	\$0.00	\$7,489.00	\$991.00					
Nov-21		\$0.00									\$0.00						
Dec-21		\$0.00									\$0.00						
	\$73,024.82	\$23,502.00	\$80,439.01	73	11	5	75	23	\$37,446.73	\$11,685.73	\$49,132.46	\$22,040.62	\$9,525,412.20	\$329,310.00	62%	2.13%	2.13%

Rent arrears % of rents payable	7.04%	Annual bad debt budget	\$103,026.00	<-based on Sept 2021
YTD Rent bad debt % of rents payable	0.39%	Bad debt % of budget	26.30%	<-based on Sept 2021

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

## CCOC 2021 YTD Actuals and Forecast

	2020 Actual	2021 Budget	Savings/ Incr. cost	2021 Forecast	2021 9M Actual	9M as % of Fcst	Comments
<b>Revenue</b>	<b>22,694,341</b>	<b>22,748,089</b>	<b>-121,020</b>	<b>22,627,069</b>	<b>17,179,325</b>	75.9%	Higher vacancy costs
Mortgage costs	7,624,439	7,401,414	0	7,401,414	5,624,553	76.0%	
Maintenance costs	4,706,605	4,625,958	138,870	4,764,828	3,524,241	74.0%	COVID grant largely offset by staffing costs and higher repair costs (turnover, air make-ups, roofs, doors, etc.)
Administration	2,362,451	2,533,742	5,647	2,539,389	1,801,408	70.9%	CHTC grant re merger and cash distribution heating plant, offset by staff cost (turnover + new CS Supervisor)
Utilities	2,003,703	2,216,345	-15,000	2,201,345	1,539,350	69.9%	
Property Taxes	3,505,652	3,600,712	-767,926	2,832,786	2,074,371	73.2%	MPAC settlement re. 2017-2021 period: 210 Gloucester, 258 Lisgar and 424 Metcalfe
Reserve contributions	1,714,564	1,570,688	562,000	2,132,688	905,327	42.5%	Top up contribution to be adjusted as needed
Bad debts	72,095	101,445	-25,000	76,445	21,951	28.7%	Allowance for doubtful account to be adjusted at year-end
Insurance	350,990	363,125	0	363,125	271,018	74.6%	
Other expenses	266,658	302,951	-35,000	267,951	281,220	105.0%	\$50K contingency moved to Maintenance line
<b>Total operating expenses</b>	<b>22,607,157</b>	<b>22,716,381</b>	<b>-136,409</b>	<b>22,579,972</b>	<b>16,043,437</b>	71.1%	
Other revenue & expenses	-78,605	-15,147	-23,325	-38,472	-28,026	72.8%	Equity contribution for CAP sites largely offset by additional property management revenue re. Taiga
<b>Net income</b>	<b>8,579</b>	<b>16,560</b>	<b>-7,936</b>	<b>8,624</b>	<b>1,107,862</b>	12842.0%	
Capital expenditures	-2,277,277	-2,752,866	-1,649,196	-4,402,062	-1,876,001	42.6%	258 Lisgar & 170 Booth work deferred from 2020 + 2021 awards cycle (OPHI, HHIP)
Capital Grant	557,277	489,500	1,218,712	1,708,212	527,744	30.9%	
<b>Net Capex</b>	<b>-1,720,000</b>	<b>-2,263,366</b>	<b>-430,484</b>	<b>-2,693,850</b>	<b>-1,348,257</b>	50.0%	

**CCOC 2021 YTD Actuals and Forecast**

	2020 Actual	2021 Budget	Savings/ Incr. cost	2021 Forecast	Ref	2020 9M Actual	2021 9M Actual	2021 9M as % Forecast	Y-o-Y variance	%
<b>Revenue</b>										
Market rent	19,843,526	19,913,529		19,913,529		14,823,321	15,206,895	76.4%	383,574	2.6%
Subsidies to tenants	-7,066,148	-7,218,780		-7,218,780		-5,288,268	-5,508,457	76.3%	-220,189	4.2%
Rent before vacancy cost	12,777,378	12,694,749	0	12,694,749		9,535,053	9,698,438	76.4%	163,385	1.7%
Vacancy cost	-273,583	-318,616	-102,000	-420,616	(a)	-167,373	-320,942	76.3%	-153,569	91.8%
<b>Rent received from tenants</b>	<b>12,503,796</b>	<b>12,376,133</b>	<b>-102,000</b>	<b>12,274,133</b>		<b>9,367,681</b>	<b>9,377,496</b>	<b>76.4%</b>	<b>9,815</b>	<b>0.1%</b>
Interest rate reduction subsidy	19,300	18,072		18,072		14,475	14,453	80.0%	-23	-0.2%
RGI supplement	2,174,018	2,186,796		2,186,796		1,623,947	1,702,187	77.8%	78,240	4.8%
Provincial Rent subsidy	3,257,691	3,330,504	50,000	3,380,504	(b)	2,457,243	2,497,878	73.9%	40,635	1.7%
Provincial Operating subsidy	1,677,374	1,708,447		1,708,447		1,262,013	1,281,335	75.0%	19,322	1.5%
Provincial affordability payment	667,743	640,847		640,847		500,808	498,566	77.8%	-2,242	-0.4%
Alternative HP subsidy	78,433	78,096		78,096		58,825	58,572	75.0%	-253	-0.4%
Geothermal fees	220,809	223,162		223,162		164,908	170,403	76.4%	5,495	3.3%
Electricity fees	94,456	82,405	30,000	112,405	(c)	73,686	87,441	77.8%	13,755	18.7%
Commercial rent	213,960	217,220	13,080	230,300	(d)	160,815	168,205	73.0%	7,390	4.6%
Amortization of deferred contribution	815,672	815,672		815,672		611,754	611,754	75.0%	0	0.0%
Parking	545,544	632,250	-102,100	530,150	(e)	415,406	398,170	75.1%	-17,236	-4.1%
Laundry	284,382	294,041	-10,000	284,041	(c)	233,878	206,544	72.7%	-27,334	-11.7%
Interest income	71,596	62,248		62,248		48,201	51,576	82.9%	3,375	7.0%
Sundry	69,566	82,197		82,197		55,238	54,746	66.6%	-492	-0.9%
	<b>22,694,341</b>	<b>22,748,089</b>	<b>-121,020</b>	<b>22,627,069</b>		<b>17,048,876</b>	<b>17,179,325</b>	<b>75.9%</b>	<b>130,449</b>	<b>0.8%</b>

**CCOC 2021 YTD Actuals and Forecast**

	2020 Actual	2021 Budget	Savings/ Incr. cost	2021 Forecast	Ref	2020 9M Actual	2021 9M Actual	2021 9M as % Forecast	Y-o-Y variance	%
<b>Expenses</b>										
Administration										
Salaries	1,416,495	1,417,507	30,526	1,448,032	(f)	1,020,811	1,066,685	73.7%	45,875	4.5%
Employee benefits	298,209	329,513	7,631	337,144	(f)	224,094	220,349	65.4%	-3,745	-1.7%
Advertising and rent-up	10,994	9,000	10,000	19,000		8,871	17,487	92.0%	8,616	97.1%
Office occupancy	179,668	175,483		175,483		138,030	151,848	86.5%	13,818	10.0%
Staff conferences, training and travel	8,795	31,208		31,208		8,257	11,102	35.6%	2,844	34.4%
Audit	31,496	30,000		30,000		19,872	20,997	70.0%	1,125	5.7%
Legal and professional	21,868	20,000	-10,000	10,000	(g)	8,093	2,642	26.4%	-5,450	-67.3%
Office administration	238,347	247,400	15,000	262,400	(h)	157,118	175,659	66.9%	18,541	11.8%
Bank charges	35,210	38,622		38,622		27,871	24,946	64.6%	-2,925	-10.5%
Corporate	59,935	113,029	-3,600	109,429	(h)(i)	42,559	59,899	54.7%	17,340	40.7%
Tenant and Community engagement	16,419	39,425		39,425		6,165	13,876	35.2%	7,711	125.1%
Amortization of capital assets	232,051	219,047		219,047		173,949	174,307	79.6%	358	0.2%
Cost recovery	-187,038	-136,490	-43,910	-180,400	(j)	-107,464	-138,390	76.7%	-30,926	28.8%
	<b>2,362,451</b>	<b>2,533,742</b>	<b>5,647</b>	<b>2,539,389</b>		<b>1,728,224</b>	<b>1,801,408</b>	<b>70.9%</b>	<b>73,183</b>	<b>4.2%</b>
Alternative HP subsidy distributed	93,433	93,276		93,276		66,735	69,957	75.0%	3,222	4.8%
Property taxes	3,505,652	3,600,712	-767,926	2,832,786	(k)	2,607,650	2,074,371	73.2%	-533,279	-20.5%
Mortgage										
Amortization of rental property	4,969,429	4,900,231		4,900,231		3,817,621	3,715,293	75.8%	-102,328	-2.7%
Mortgage Interest	2,484,679	2,330,704		2,330,704		1,874,966	1,768,024	75.9%	-106,942	-5.7%
Internally financed										
Amortization of rental property	106,435	108,232		108,232		79,659	89,660	82.8%	10,001	12.6%
Interest	63,896	62,248		62,248		48,201	51,576	82.9%	3,375	7.0%
Bad Debts	72,095	101,445	-25,000	76,445	(l)	26,292	21,951	28.7%	-4,341	-16.5%
Geoexchange fees	256,657	261,791		261,791		192,493	196,084	74.9%	3,592	1.9%
Heat	375,489	457,033		457,033		250,163	260,815	57.1%	10,652	4.3%
Hydro	677,015	739,953		739,953		497,596	568,733	76.9%	71,138	14.3%
Water	694,541	757,569	-15,000	742,569		510,153	513,717	69.2%	3,564	0.7%
Insurance	350,990	363,125		363,125		261,654	271,018	74.6%	9,364	3.6%
Land rent	25,357	28,790		28,790		19,018	19,018	66.1%	0	0.0%
Maintenance and repairs	4,706,605	4,625,958	138,870	4,764,828	(h)(m)(n)	3,506,700	3,524,241	74.0%	17,541	0.5%
Provision for capital replacements	1,714,564	1,570,688	562,000	2,132,688	(k)(o)	905,327	905,327	42.5%	0	0.0%
Miscellaneous	37,691	88,368	-35,000	53,368	(n)	35,404	48,905	91.6%	13,501	38.1%
Sales taxes	110,176	92,517		92,517		109,411	143,340	154.9%	33,929	31.0%
	<b>22,607,157</b>	<b>22,716,381</b>	<b>-136,409</b>	<b>22,579,972</b>		<b>16,537,267</b>	<b>16,043,437</b>	<b>71.1%</b>	<b>-493,830</b>	<b>-3.0%</b>
<b>Operations income (loss)</b>	<b>87,184</b>	<b>31,708</b>	<b>15,389</b>	<b>47,096</b>		<b>511,609</b>	<b>1,135,888</b>	<b>2411.8%</b>	<b>624,279</b>	<b>122.0%</b>
<b>Other revenue (expenses)</b>										
Development cost	-86,270	-50,000	-112,205	-162,205	(p)	-41,690	-131,433	81.0%	-89,743	215.3%
Maintenance contracts										
Revenue	608,083	475,103	113,880	588,983	(q)	384,263	558,149	94.8%	173,887	45.3%
Expenses	-565,504	-440,250	-25,000	-465,250		-348,848	-452,318	97.2%	-103,470	29.7%
	<b>-43,691</b>	<b>-15,147</b>	<b>-23,325</b>	<b>-38,472</b>		<b>-6,275</b>	<b>-25,602</b>	<b>66.5%</b>	<b>-19,327</b>	<b>308.0%</b>
Other	-34,914	0		0		-2,826	-2,424		403	
	<b>-78,605</b>	<b>-15,147</b>	<b>-23,325</b>	<b>-38,472</b>		<b>-9,102</b>	<b>-28,026</b>	<b>72.8%</b>	<b>-18,924</b>	<b>207.9%</b>
<b>Net Income</b>	<b>8,579</b>	<b>16,560</b>	<b>-7,936</b>	<b>8,624</b>		<b>502,507</b>	<b>1,107,862</b>	<b>12846.6%</b>	<b>605,355</b>	<b>120.5%</b>
<b>DCR</b>	<b>1.00</b>	<b>1.00</b>		<b>1.00</b>		<b>1.09</b>	<b>1.20</b>			

## Forecasts Notes

- (a) Vacancy cost increased to reflect current monthly average of \$35K
- (b) RGI subsidies adjusted mid year for the Provincial portfolio
- (c) Electricity fees adjusted based on YTD actuals, Laundry revenue projected at same level as prior year
- (d) Commercial rent: McKenna lease renewed
- (e) Parking adjusted based on 2020 actuals for NTPs (Non tenant parking)
- (f) Assumed 3 months of cost for new CS supervisor. Also includes HR and Finance temps
- (g) CHTC grant re. merger: \$44,800 for 2020-2022. \$15K recognized in FY20, \$16,360 in FY21 and remaining \$13,440 in 2022.
- (h) Return to work budget \$30K - safety protocols, equipment, etc. split between CS & FM. Re. CS: to be covered by \$15K savings in strategic plan fees.  
FM: supplies to be partially covered by COVID grants
- (i) Phase 1 AROC sessions delayed to 2021: \$11K
- (j) \$44K cash distribution from dissolution of formerly managed Heating Plant
- (k) Property taxes: MPAC settlement re. 2017-2021 period: 210 Gloucester, 258 Lisgar and 424 Metcalfe
- (l) Adjustment for bad debt recovery during the year
- (m) Forecast represent 1.2% increase from 2020 actual maintenance costs  
COVID grant largely offset by General Mtce pay scale revision, 3 new positions (incl. new PM and Sr Mtce) and 2 temp staff to support Capital projects.
- (n) \$50K budgeted contingency moved from Miscellaneous to Maintenance line, and cost for office retrofit
- (o) Additional contribution to capital reserves adjusted for a balanced budget
- (p) Incl. fees re. Lebreton Flats RFP review (Cahdco \$13K and legal \$20K). CMHC portfolio application withdrawn, thus 6 month savings in Cahdco fees or \$13K  
CAP sites costs partially covered by grants. Equity contribution of \$93K required for incremental costs to Site plan submission and approval.
- (q) Taiga property management: fees \$18,980/month starting July. Assumed \$25K incremental costs.
- (r) Tier 3 capital approved in Feb 2021. Also include work re. 2021 capital grants awarded by City (OPHI, HHIP) and delayed work from prior year (258 Lisgar - fire safety upgrade and 170 Booth - retaining wall). See further details in capital project report.

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

	<b>September 30 2021</b>	<b>December 31 2020</b>	<b>Variance</b>
<b>Assets</b>	(Internal)	(Audited)	
<b>Current</b>			
Cash	1,000,274	2,021,807	(1,021,533)
Short-term investments	238,500	238,500	-
Accounts receivable	893,856	823,445	70,411
Prepaid expenses	1,298,838	724,142	574,696
Due from related corporations	392,477	482,226	(89,749)
	<u>3,823,945</u>	<u>4,290,119</u>	<u>(466,175)</u>
<b>Long-term investments</b>	9,290,058	9,164,424	125,634
<b>Properties under construction</b>	2,206,526	1,218,570	987,956
<b>Capital assets</b>	80,856,398	84,212,849	(3,356,450)
<b>Prepaid land rent</b>	1,317,429	1,336,445	(19,017)
	<u><b>97,494,355</b></u>	<u><b>100,222,407</b></u>	<u><b>(2,728,052)</b></u>
<b>Liabilities &amp; Net Assets</b>			
<b>Current</b>			
Accounts payable and accrued liabilities	1,381,133	1,544,375	(163,242)
Accrued mortgage interest	205,942	205,942	-
Deferred grant contributions	106,414	99,362	7,052
Deferred revenue and tenant deposits	180,994	337,953	(156,959)
	<u>1,874,483</u>	<u>2,187,632</u>	<u>(313,149)</u>
<b>Mortgages payable</b>	63,880,010	67,065,838	(3,185,827)
<b>Finance lease liability</b>	29,886	-	-
<b>Deferred contributions related to capital assets</b>	10,964,309	10,886,809	77,500
<b>Deferred incentives</b>	43,733	51,450	(7,718)
	<u>76,792,421</u>	<u>80,191,729</u>	<u>(3,399,308)</u>
<b>Capital replacement reserve</b>	9,022,749	9,459,355	(436,606)
<b>NHA 27 operating reserve</b>	15,175	15,175	-
	<u>9,037,924</u>	<u>9,474,530</u>	<u>(436,606)</u>
<b>Net assets</b>	11,664,011	10,556,149	1,107,862
	<u><b>97,494,355</b></u>	<u><b>100,222,407</b></u>	<u><b>(2,728,052)</b></u>



## CCHC Statement of Operations

	2020 Actual <i>(audited)</i>	2021 Budget <i>(approved)</i>	2021 9M Actual	2021 9M as % Budget
<b>Revenue</b>				
Market rent	337,258	338,487	259,980	76.8%
Subsidies to tenants	-129,233	-135,444	-103,696	76.6%
Rent before vacancy cost	208,025	203,043	156,284	77.0%
Vacancy cost	-4,810	-5,416	-8,368	154.5%
<b>Rent received from tenants</b>	<b>203,215</b>	<b>197,627</b>	<b>147,916</b>	<b>74.8%</b>
Rent supplement	129,233	135,444	101,583	75.0%
Federal co-op assistance	79,381	13,238	13,238	100.0%
Parking	11,109	13,320	9,042	67.9%
Laundry	8,768	8,954	2,867	32.0%
Amortization of deferred contribution	12,899	12,899	9,674	75.0%
Sundry	887	910	66	7.3%
	<b>445,492</b>	<b>382,392</b>	<b>284,386</b>	<b>74.4%</b>
<b>Expenses</b>				
Administration	49,179	52,007	39,006	75.0%
Amortization of capital assets	176,989	33,194	36,518	110.0%
Appropriation to capital replacement reserve	12,367	12,367	9,275	75.0%
Supplemental contribution to capital repl reserve	34,404	30,000	0	0.0%
Appropriation to security of tenure reserve	1,403	1,432	1,074	75.0%
Bad Debts	1,136	1,581	-596	-37.7%
Bank charges	-3	0	-44	0.0%
Heat	1,218	213	1,401	657.1%
Hydro	5,835	9,302	4,372	47.0%
Insurance	5,765	5,944	4,510	75.9%
Interest	6,822	6,822	5,117	75.0%
Maintenance and repairs	110,417	115,244	105,581	91.6%
Miscellaneous	57	0	330	0.0%
Mortgage interest paid	-352	108	231	213.9%
Property taxes	45,691	47,062	35,562	75.6%
Professional fees	5,004	6,171	3,672	59.5%
Sales taxes	2,120	1,607	2,185	136.0%
Water	15,902	15,219	11,550	75.9%
	<b>473,954</b>	<b>338,273</b>	<b>259,744</b>	<b>76.8%</b>
<b>Excess of revenue over expenses for the year</b>	<b>-28,462</b>	<b>44,119</b>	<b>24,642</b>	<b>55.9%</b>

### Replacement Reserve:

Opening Balance	21,295	662	-
Capital Projects	(68,066)	(23,375)	(15,152)
Annual Allocation	12,367	12,367	9,275
Additional contribution	34,404	30,000	
<b>Closing Balance</b>	<b>-</b>	<b>19,654</b>	<b>(5,877)</b>

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

	<b>September 30 2021</b>	<b>December 31 2020</b>	<b>Variance</b>
<b>Assets</b>	(Internal)	(Audited)	
<b>Current</b>			
Cash	136,461	126,350	10,111
Accounts receivable	4,244	2,161	2,083
CMHC subsidy receivable	-	6,619	(6,619)
	140,705	135,129	5,576
<b>Capital assets</b>	74,228	110,746	(36,518)
	<b>214,933</b>	<b>245,875</b>	<b>(30,942)</b>
<b>Liabilities &amp; Net Assets</b>			
<b>Current</b>			
Accounts payable and accrued liabilities	4,221	5,634	(1,413)
CMHC subsidy payable	5,517	2,280	3,237
Accrued mortgage interest	229	229	-
Unearned rent supplement advance	11,000	11,000	-
Deferred revenue	6,993	12,377	(5,384)
Due to related corporations	456,065	466,768	(10,702)
	484,024	498,287	(14,263)
<b>Mortgages payable</b>	-	26,844	(26,844)
<b>Deferred contributions related to capital assets</b>	74,168	83,842	(9,674)
<b>Capital replacement reserve</b>	(5,877)	-	(5,877)
<b>Security of tenure reserve</b>	9,316	8,242	1,074
	561,631	617,215	(55,584)
<b>Net assets</b>	(346,698)	(371,340)	24,642
	<b>214,933</b>	<b>245,875</b>	<b>(30,942)</b>

## Taiga Statement of Operations

	2021	2022	Changes	2022	YTD Sep-22	Q1-22	Q2-22	% of Fcst	Forecast Notes
	<i>Audited</i>	<i>Budget</i>		<i>Forecast A</i>	<i>Actuals B = C+D</i>	<i>@ Turnover</i>			
						C	D	B/A	
<b>Revenues</b>									Q1 based on turnover T/B from HomeStart
Occupancy charges									
Market rent	317,549	303,859		303,859	150,498	75,249	75,249	50%	
Geared to Income	244,394	255,326		255,326	143,749	71,292	72,457	56%	
RGI subsidy	565,729	570,382		570,382	277,991	135,396	142,595	49%	
Less: Vacancy costs	(5,105)	(4,605)	(15,000)	(19,605)	(13,772)	-	(13,772)	70%	2 units not showable yet, expected to be ready by Dec 1st
	<b>1,122,567</b>	<b>1,124,962</b>	<b>(15,000)</b>	<b>1,109,962</b>	<b>558,466</b>	<b>281,937</b>	<b>276,529</b>	<b>50%</b>	
Operating subsidy	292,375	293,285		293,285	145,278	71,957	73,321	50%	
Parking, laundry, lockers	76,383	75,200		75,200	39,293	17,374	21,918	52%	
Other (common room, interest, etc.)	10,696	2,200	3,900	6,100	4,384	3,648	736	72%	COVID grant
	<b>1,502,021</b>	<b>1,495,647</b>	<b>(11,100)</b>	<b>1,484,547</b>	<b>747,421</b>	<b>374,916</b>	<b>372,505</b>	<b>50%</b>	
<b>Expenses</b>									
Administration	179,405	186,655	(5,000)	181,655	94,797	46,139	48,658	52%	
Amortization	576,736	576,736		576,736	294,370	147,033	147,337	51%	
Bad debts	16,844	1,500	5,000	6,500	4,075	3,105	970	63%	Eviction Unit #406, #201
Contribution to capital reserve fund	93,110	85,828		85,828	41,606	21,461	20,145	48%	YTD capital spend of \$17K
Insurance	29,379	29,150		29,150	14,995	7,497	7,497	51%	
Interest on LTD	101,537	102,728		102,728	45,362	22,833	22,529	44%	
Maintenance and services	167,349	193,920	44,000	237,920	113,448	32,202	81,245	48%	See details below
Property tax	199,332	204,700		204,700	114,897	49,833	65,064	56%	
Utilities	106,587	109,181	(5,000)	104,181	45,632	12,214	33,418	44%	Based on current year trends
	<b>1,470,279</b>	<b>1,490,398</b>	<b>39,000</b>	<b>1,529,398</b>	<b>769,182</b>	<b>342,318</b>	<b>426,864</b>	<b>50%</b>	
<b>Net income</b>	<b>31,743</b>	<b>5,249</b>	<b>(50,100)</b>	<b>(44,851)</b>	<b>(21,761)</b>	<b>32,598</b>	<b>(54,359)</b>	<b>49%</b>	
<b>Details:</b>									
<b>Administration</b>									
Material and services	26,492	29,233	(5,000)	24,233	15,116	6,784	8,332	62%	Office, professional fees, education, etc.
Management fees	152,913	157,422		157,422	79,681	39,355	40,326	51%	CCOC monthly fee of \$18,980 incl. maintenance below
	<b>179,405</b>	<b>186,655</b>	<b>(5,000)</b>	<b>181,655</b>	<b>94,797</b>	<b>46,139</b>	<b>48,658</b>	<b>52%</b>	
<b>Maintenance and Services</b>									
Building repairs	27,507	37,500	26,000	63,500	32,446	7,681	24,765	51%	\$10K Pest control, \$10K remastering keys, \$6K accessible doors
Elevators	8,181	8,900		8,900	5,967	2,271	3,695	67%	
Electrical systems	3,376	5,000		5,000	347	0	347	7%	
Grounds maintenance	10,363	19,700	10,000	29,700	14,329	160	14,169	48%	Increase on Snow removal contract
Heating and plumbing and ventilation	16,155	25,750		25,750	8,855	2,995	5,859	34%	
Painting	7,424	10,000		10,000	4,088	153	3,935	41%	
Maintenance contract	70,000	70,000		70,000	34,114	17,500	16,614	49%	
Fire Safety	22,443	13,470		13,470	2,006	911	1,095	15%	
Waste removal	1,899	3,600	8,000	11,600	11,296	531	10,765	97%	Garbage chute repair
	<b>167,349</b>	<b>193,920</b>	<b>44,000</b>	<b>237,920</b>	<b>113,448</b>	<b>32,202</b>	<b>81,245</b>	<b>48%</b>	
<b>Utilities</b>									
Electricity	37,748	42,800	(5,000)	37,800	16,535	3,095	13,440	44%	
Fuel	13,043	9,935		9,935	2,427	1,094	1,334	24%	
Water	55,796	56,446		56,446	26,670	8,025	18,645	47%	July actual incl 2 months (Jun-July)
	<b>106,588</b>	<b>109,181</b>	<b>(5,000)</b>	<b>104,181</b>	<b>45,632</b>	<b>12,214</b>	<b>33,418</b>	<b>44%</b>	

**Taiga**  
**Statement of Financial Position**  
**As of September 30, 2021**

	<b>September 30 2021</b>	<b>March 31 2021</b>	<b>Variance</b>
<b>Assets</b>	(Internal)	(Audited)	
<b>Current</b>			
Cash	188,628	234,758	(46,130)
Accounts receivable	31,039	59,525	(28,486)
Prepaid expenses	20,888	11,285	9,603
	<u>240,555</u>	<u>305,568</u>	<u>(65,013)</u>
<b>Investments</b>	435,790	434,378	1,412
<b>Capital assets</b>	3,785,361	3,833,372	(48,011)
	<b>4,461,705</b>	<b>4,573,318</b>	<b>(111,612)</b>
<hr/>			
<b>Liabilities &amp; Net Assets</b>			
<b>Current</b>			
Accounts payable and accrued liabilities	27,098	45,990	(18,892)
Operating subsidies repayable	34,558	100,134	(65,576)
Due to CCOC	17,011		17,011
	<u>78,666</u>	<u>146,124</u>	<u>(67,457)</u>
<b>Mortgages payable</b>	3,785,361	3,833,372	(48,011)
	<u>3,864,027</u>	<u>3,979,496</u>	<u>(115,468)</u>
<b>Capital replacement reserve</b>	576,057	550,440	25,617
<b>Net assets</b>	21,622	43,382	(21,761)
	<b>4,461,705</b>	<b>4,573,318</b>	<b>(111,612)</b>

**Finance Committee  
In Camera Minutes  
November 18 2021**

**Finance committee:** Court Miller (Chair), Josh Bueckert, Rod Manchee, David Boushey, Mary Huang

**Regrets:** Michael Holmes, Wayne Fan, Nicole Rogers, Mary Lynn Brian, Erica Braun, Andrew McNeill

**Staff:** Maryse Martin, Arianne Charlebois, Anna Froehlich (Cahdco)

**6. CAP sites' updated project charter:**

- The CAP sites are three CCOC properties that we're looking at redeveloping: 212-216 Carruthers, Armstrong/Carruthers, and 82-84 Putman.
- We're currently in the design development phase which is expected to last about a year until 2022, with construction expected to last from December 2022-April 2024.
- We're looking at doing the development and construction of all three sites at once. This creates cost savings by creating economies of scale, simplifies internal and external coordination to reduce administrative burden, and allows the project to be seen by construction managers as one large project instead of three small projects.
- The project charter is being updated to take us through the construction phase.
- Cahdco is looking for feedback on the updated charter. They're not looking for a motion at this point.
- Mary raised concern about the overlap with the construction of Forward. With the current plan, this would be about 6 months of overlap, but could be longer in Forward is delayed. Cahdco can use a different construction manager for this project than for Forward so we can meet the need for resources. In terms of cash flow, this will be reviewed more closely as we get closer to the CAP site construction date. We won't proceed if it is found not to be viable.
- Mary asked what interest rate was used in the pro-forma, as interest rates are expected to rise next year. The previous estimate of 1.25% may be too optimistic. These are currently modelled on a 2.5% rate, which will continue to be updated as the pro-formas are reviewed.
- David asked whether there have been any considerations at this point in regards to the energy efficiency of the buildings. Passive House and Net Zero are possibilities being considered at this stage, but if we do pursue these we may not seek certification. This will be looked at more closely as the project progresses. Mary pointed out that the chance of becoming certified is fairly low.
- Maryse will continue to update the Finance committee, and the committee will be asked for feedback before any future milestones.

# Personnel Committee (policy revision)

## 7.4 Appointment of Other Regular, Term or Casual Employees:

### 7.4.1. Regular Employees

All positions to be filled by a regular employee will first be open to competition among qualified existing regular and term employees, who have passed their probation, before being opened to general competition.

For both internal and external applications, the Department Director will establish a Hiring Committee, consisting of the director, one member appointed by the relevant committee and one other individual appointed at the discretion of the Department Director. The Hiring Committee will assume responsibility for appointments and inform the Executive Director of the results. The Hiring Committee will authorize the Department Director to negotiate the appointment and ensure that employee documentation is completed.

### 7.4.2 Term and Casual Employees

For term employees, the Hiring Committee consists of the Department Director and at least one but no more than two others. A Hiring Committee is not generally required for casual employees. Departmental Directors are responsible for filling these positions.

## 16 Probation and Evaluation

### 16.1 Probation for New Employees in Regular or Term Positions

Unless otherwise specified, the probationary period for all new regular employees shall be 6 months of actual work.

The probation period for term shall be 6 months of actual work or ½ the period of the initial term, whichever is less.

At the discretion of the supervisor, extended time off during the probationary period may lengthen the period of probation.

An interim review will be undertaken by the relevant supervisor at the mid-point of the probationary period.

Prior to the end of probation, a written evaluation is to be conducted.

Successful completion of probation or extension of probation, if necessary, will be confirmed in writing by the relevant supervisor.

## 16.2 Probation for Transfers within CCOC

The probation period for employees who have changed jobs within CCOC will typically be between zero and three months, determined at the discretion of the hiring manager in consultation with the Director of Human Resources. ~~shall be a minimum of three months.~~

~~The position vacated will not be filled on a permanent basis until the employee who has changed position has successfully completed the probation. If the employee who has changed jobs fails the assessment at the end of the probationary period, they will be re-instated to their former position, provided the position continues to exist in the organization.~~

## 16.3 Probation for Reclassification of Positions

If an employee occupies a term or casual position which is reclassified to a regular position, and they are successful in obtaining this position, the time the employee has spent in that position shall be counted towards the filling of the probationary period.

CCOC PERSONNEL COMMITTEE

**Minutes**

**5:30pm, Monday, October 18, 2021**

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**Present:** Zak Spelay (Chair), AnaLori Smith, Dougald Brown, Sara Hobbs, Bill Rooney, Wayne Fan

**Staff:** Tessa Trueman (recorder), Ray Sullivan

**1. Call to order and reading of the anti-oppression statement:**

Call to order at 5:35pm and the anti-oppression statement was read.

**2. Approval of the agenda & volunteer timekeeper:**

Dougald volunteered as time keeper.

The agenda was approved as presented.

(M/S/C, A. Smith/D. Brown)

**3. Approval of the September 13, 2021 minutes:**

The September minutes were approved as presented.

(M/S/C, S. Hobbs/B. Rooney)

**4. Staffing Updates:**

New hires:

- Épiphanie Muyenzi: Tenant Service Representative
- Marcello Adad: Finance (casual worker)
- Ricky Keo: *new* role as General Maintenance Worker (formerly Building Cleaner)
- Alison Elliott: *new* role as Project Coordinator (formerly fall intern)
- Interviews for the two open Senior positions are complete. Offers have been extended.

Current Openings:

- HR Officer
- Director, HR and Corporate Services (6-month term to cover a leave of absence)
- Project Coordinator

**5. Training:** No updates.

**6. New Business:**

**a) Meeting Schedule**

**Background:** Some committee members who also attend Executive Committee (7:30pm, second Monday of the month) find it challenging to have two back-back CCOC committee meetings in on night. Can Personnel committee consider a different schedule?

**Discussion:** The consensus was the first Tuesday of every month. Pascal will be consulted as well since he was unable to attend this meeting.



**b) Director, Human Resources and Corporate Services Job Description**

**Background:** Creating the new Corporate Services Supervisor position leads to changes in how responsibilities are described for the Department Director (more overseeing, less doing directly).

**Discussion:** The changes are all because of the creation of the Corporate Services Supervisor role. Updates are mainly to show the oversight aspect. These changes do not impact the job equity scoring or compensation.

**Motion:** The committee approves the changes to the job description as presented.

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

**c) Backfilling with Term Positions**

**Background:** In an unwritten policy, when CCOC staff move to new positions within the organization, their old positions are back-filled by hiring someone on Term. The length of the term is matched to the length of probation for the internal move, so that the internal candidate can go back to their original position if it doesn't work out. This may not be necessary, and may be limiting our ability to attract new staff.

**Discussion:**

- The labour market is very tough right now. It definitely makes sense to abolish it in order to attract more quality candidates.
- How would this impact internal career movement? We would have to be clear with staff that their old role is still protected if they need to go back.
- If someone is unhappy in the role, they may not want to express that because now someone else's job is on the line instead of having a natural end date to their employment. However, only one person has ever elected to return to their original position so we don't foresee this being a large problem.
- It could be on a case-by-case basis. We could hire for a Regular position or hire on a Term if we aren't sure the person will enjoy their new role/pass probation.
- Why do we have probation on internal hires at all? We could give discretion to HR or the hiring manager rather than making a 6-month probation automatic. If the roles are similar enough, we could have no probation or a much shorter probation.

Unwritten policy about back-filling positions on a Term: consensus is that we do not need to post all positions on Term. It can be at HR or the hiring manager's discretion, or we can simply backfill positions with Regular hires.

Policy on internal hire's probation: committee would like to review this policy. We do not necessarily need a 6-month probation for internal transfers. Staff will come back with proposed changes.

**7. Business Arising:**

**a) Project Coordinator Job Description (10 min)**

**Background:** The job description has been revised after a March 2021 job equity re-evaluation. (Deferred from previous committee meetings).

**Discussion:** The changes are all in the supervision and working environment sections. There were no questions about the changes.

**Motion:** The job description was approved as presented. (M/S/C, B. Rooney/A. Smith)

**b) Pandemic Update:**

66% of staff have submitted proof of vaccination. We could be moving to level “Green” for the first time!

**c) Work plan 2021:**

Deferred from previous committee meetings (staff recommend waiting for an HR Director on this).

**8. Staff meetings:**

We are still trying to recruit new staff representatives for the Personnel Committee.

**9. Committee summaries:** No discussion

**10. Next meeting:**

The next meeting is Tuesday, November 2 at 5:30pm.

**11. Adjournment:**

The meeting adjourned at 6:28pm.

**Rental Committee Meeting  
November 09, 2021**

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**Rental Committee:** Christopher Yordy (Chair), Dougald Brown, Ana Lori Smith, Sulaina Bonabana, Teresa Schoembs

**Regrets:** Alisher Perez, Mayada Bahubeshi, Kerry Beckett, Sandy Hung, Dahyla Smolash, Cynara Desbarats

**Staff:** Fran Childs (Rentals), Linda Camilleri (Rentals), Hannah Vlaar (TCE)

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**1. Anti-Oppression Statement**

**2. Acceptance of the Agenda**

**3. Adoption of the September minutes:**

**M/S/C Schoembs /Brown**

**4. Transforming Tenant Engagement Year One Report:**

- a. Hannah presented the report to committee. CCOC was looking to expand their volunteer program and expand the recruitment of volunteers. CCOC received a 3-year grant from the Community Housing Transformation Centre. We hired Connect 2 Knowledge, who undertook 4 major project activities: hosting focus groups, completing a readiness assessment, identifying objectives and key results, and completing demographic survey of current volunteers. The survey identified that specific groups are underrepresented in our governance volunteers such as people who identify as First Nation, Métis or Inuk; young adults; people from the African, Caribbean, and Black community; and seniors. Year 2 and 3 of the project will involve taking action and working on the objective outcomes.
- b. Chris asked what training might be available going forward. Hannah suggested topics such as bystander intervention for staff to be able to ensure a safe environment for everyone, and cheat sheets that would help volunteers chair a meeting or understand the basics of Robert's Rules of Order.

**5. Board Appointment:** Currently the Board has a mid-term vacancy and the Nominations Committee are looking to fill the role. The term would end May 2023 AGM. If you are interested or know someone who may be interested, the contact is Hannah Vlaar in TCE. AnaLori shared her experience being a tenant volunteer and her involvement in joining the Board. The Board would be happy for more tenant involvement particularly from groups that are under-represented.

**6. 2022 Meeting Day/Time for Rental Committee:** A tenant pointed out that it is a barrier to have two committee meetings on the same night. Earlier this year, the committee moved our meeting time up to allow for more time between our meeting and the Board meeting, but our

meeting is one that conflicts with another committee (Development). The committee looked at the calendar and Chris put forward holding the meeting on the second Thursday of each month at 7pm, all members present agreed, although Terry did voice that Tuesday was better for her than Thursday. Fran and Linda will reach out to the members not at the meeting, advising them of the decision and figuring out whether committee members would like to make the change in December or January.

**7. Announcements & Updates:**

- a. **Staff Updates:** We reviewed who has joined or left the CCOC team.
- b. **Taiga Update:** Lots going on in the last two months. Most annual renewals for tenants with subsidies are completed, all tenant files are sorted and digitized, and 4 apartments have been rented.
- c. **Forward update:** Demolition is complete and building foundation has started (we saw a photo!)
- d. **Sharing back from last month's Board meeting by our Chair, Chris:** The Camera discussion and memo is carried forward to the next Board meeting. The Board recognizes that it is an important item and an update will be provided shortly after. Teresa talked about the security challenges faced at her building and the impact of the pandemic.

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

- a. **Vacancy & Turnover Reports:** Reviewed. Dougald asked about why some apartments are listed as "on the web" but others are not. Fran explained that only market rent units are listed on the website (we make offers for apartments with subsidies by contacting people waiting on the Social Housing Registry waiting list). Dougald also asked if our turnover rents are on track. Fran shared that a few turnover rents were lowered last year and that some may be pushing the limits of what the market is willing to pay. We reviewed what Rent Incentives are and have a plan to revisit the Rent Incentive Policy to see if there is a better term than "incentive" that we could use.
- b. **Legal Updates:** Reviewed.
- c. **Accounts Receivable Stats:** Reviewed. Arrears are starting to reduce for both current and past tenants. Some amounts outstanding have now been written off after tenants moved out. Mediated agreements from LTB are helping other tenants stick to a plan to pay down arrears.

**9. Board and Committee Reports:** We will circulate the report along with the minutes**10. Any Other Business/Board Focus on Rental Business:** We had a few minutes for general discussion under Any Other Business. Terry shared some of the realities at her building and Chris also echoed similar things at their building. Given that the issues of trespassers and substance use on properties by non-tenants is beyond CCOC's direct control, Fran offered to talk to Hannah in TCE and discuss the possibility of organizing a joint meeting in 2022. There is interest in more information on how to respond when encountering trespassers and people struggling with addictions and mental health. Maybe experts from the community such as Somerset West CHC or Centretown CHC or the Community Police would be able to offer training or guidance on this.

**RENTAL COMMITTEE**

**November 9, 2021**

Adjournment 8:40pm

**Next meeting: December 9<sup>th</sup> or 14<sup>th</sup> at 7pm (to be confirmed after phone calls to committee members)**

# RENTAL DEPARTMENT REPORT

## Reporting on: October 2021

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

Source	Jan	Feb	Mar	Apr	May	June	July (+Taiga)	Aug (+Taiga)	Sept (+Taiga)	Oct (+Taiga)	Nov (+Taiga)	Dec (+Taiga)	Total
<b>Totals</b>	<b>11</b>	<b>12</b>	<b>24</b>	<b>15</b>	<b>9</b>	<b>14</b>	<b>24</b>	<b>18</b>	<b>26</b>	<b>15</b>			<b>168</b>
Transfers (incl. overhoused)	1	2	3	2	0	3	4	4	5	6			30
Registry W/L	4	3	5	3	4	3	6	3	9	5			45
Referrals	4	2	5	1	1	4	5	6	8	3			39
Insitu MR to RGI	0	0	2	0	0	0	0	0	0	0			2
Websites/Twitter	0	3	9	9	2	3	7	5	4	1			43
Former Tenant	2	2	0	0	2	1	2	0	0	0			9
<b>Move outs by month</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>16</b>	<b>12</b>	<b>20</b>	<b>22</b>	<b>22</b>	<b>12</b>	<b>17</b>			<b>157</b>
<b>Vacancy Rate by month</b>	1.7%	1.6%	1.1%	0.9%	0.9%	1.6%	1.8%	1.8%	1.4%	1.7%			<b>Avg: 1.5%</b>
<b>Benchmark 1:</b> units rented should equal number of move outs	<b>0</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>4</b>	<b>14</b>	<b>2</b>			5/10 months
<b>Benchmark 2:</b> CCOC vacancy rate should be lower than Ottawa's vacancy rate (3.9%)	<b>2.2% lower</b>	<b>2.3% lower</b>	<b>2.8% lower</b>	<b>3.0% lower</b>	<b>3.0% lower</b>	<b>2.3% lower</b>	<b>2.1% lower</b>	<b>2.1% lower</b>	<b>2.5% lower</b>	<b>2.2% lower</b>			10/10 months

### 2. Vacancies & Turnovers:

October Move Outs: 17

November Move Outs (so far): 14

December Move Outs (so far): 2

As of November 3, 2021, the CCOC vacancy rate is 1.7% with 29 empty units in our 1689 "rentable units".

**\*Note that as of July 1, 2021, 2100 Scott Street (Taiga) is included in the monthly statistics.** 3 of the empty units for October are at 2100 Scott St., representing a 10% share of empty units. Taiga has 104 apartments, representing a 6% share of the total 1689 units. 4 apartments have been rented since October's report.

### 3. N5's & Evictions October/November:

- There are 2 active N5s. One new first N5 was served since last meeting (the tenant has the opportunity to correct the behaviour). The other active N5 is the same household who had a hearing adjourned – the rescheduled date is November 10<sup>th</sup>. We expect the tenancy to end, but need a legal agreement and Order from Landlord and Tenant Board.
- No N5 notices were served and no hearings took place for Taiga.

**RENTAL REPORT: VACANCIES AND TURNOVERS**  
**November 2021 MEETING (data as of November 3, 2021)**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0042	206	Taiga 2100 Scott	2	\$1,250.00	\$ 1,250.00	2021-04-30	2021-08-13	current	moved in Oct 15, 2021
0061	10	61 123 Stirling	1	\$1,100.00	\$ 1,225.00	2021-09-30	2021-10-30	current	Moved in November 1, 2021
0014a	12-25	Rochester	2	\$1,200.00	\$ 1,500.00	2021-08-03	2021-09-02	current	Moved in November 1, 2021
0042	108	Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-07-31	2021-08-30	current	Moved in November 1, 2021
0065	604	464 Metcalfe	0	\$ 900.00	\$ 900.00	2021-07-31	2021-09-29	current	Moved in November 1, 2021
0042	307	Taiga 2100 Scott	2	\$1,018.00	\$ 1,250.00	2021-08-31	2021-09-30	future	move in Nov 15, 2021
0042	308	Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-08-31	2021-09-30	current	Moved in November 1, 2021
0037a	309	145 Clarence	1	\$ 935.00	\$ 1,175.00	2021-08-20	2021-09-19	current	Moved in November 1, 2021
0020	2	20 298 Arlington	2	\$1,247.00	\$ 1,600.00	2021-09-30	2021-10-30	current	Moved in November 1, 2021
0039	616	39 415 Gilmour	1	\$ 976.00	\$ 1,225.00	2021-10-10	2021-11-09	future	move in Nov 15, 2021

**Units re-rented: 10**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0041a	405	41 455 Lisgar	1	\$1,015.00	\$ 1,225.00	2021-11-15	2021-12-15	0	Notice
0037a	410	37 145 Clarence	1	\$ 923.00	\$ 1,175.00	2021-11-30	2021-12-30	0	Notice
0061	8	61 123 Stirling	0	\$ 900.00	\$ 900.00	2021-11-30	2021-12-30	0	Notice
0026	602	26 110 Nelson	1	\$1,080.00	\$ 1,175.00	2021-11-30	2021-12-30	0	Notice
0037a	410	37 145 Clarence	1	\$ 923.00	\$ 1,175.00	2021-11-30	2021-12-30	0	Notice
0037a	201	37 145 Clarence	0	\$ 818.00	\$ 875.00	2021-11-30	2021-12-30	0	Notice
0042	700	42 Taiga 2100 Scott	2	\$1,048.00	\$ 1,250.00	2021-11-30	2021-12-30	0	Notice
0065	310	65 464 Metcalfe	1	\$1,120.00	\$ 1,270.00	2021-11-30	2022-01-29	0	Notice
0022	808	22 210 Gloucester	1	\$1,175.00	\$ 1,175.00	2021-11-30	2021-12-01	0	Notice
0035	111	35 10 Stevens	2	\$1,029.00	\$ 1,120.00	2021-11-15	2021-12-15	0	Notice
0066	205	66 160 Argyle	0	\$ 845.00	\$ 900.00	2021-11-30	2021-12-30	0	Notice
0017	403	17 170 Booth	2	\$1,265.00	\$ 1,400.00	2021-11-30	2021-12-30	0	Notice
0021	306	21 345 Waverley	1	\$ 976.00	\$ 1,225.00	2021-11-30	2021-12-30	0	Notice
0006	149	6 143-153 Arlington	2	\$1,580.00	\$ 1,640.00	2021-11-30	2021-12-30	0	Notice
0067a	711	67 111 Catherine	2	\$1,508.00	\$ 1,650.00	2021-12-31	2022-01-30	0	Notice
0064	303	64 54 Primrose	0	\$ 825.00	\$ 825.00	2021-12-31	2022-01-30	0	Notice

**UNITS ON NOTICE BUT NOT YET RENTED: 16**

November Move Outs (So far): 14

December Move Outs (So far): 2

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Days Vacant	Notes
0025	5	369 Stewart	R	\$ 570.00	\$ 570.00	2020-11-30	2020-12-31	338	Options Bytown referral; very difficult to find someone
0027	503	520 Bronson	2	\$1,073.00	\$ 1,500.00	2021-02-28	2021-03-30	248	PCIL referral
0052	1	163 James	0	\$ 560.00	\$ 560.00	2021-04-02	2021-05-02	215	move in fell through, now not showable
0042	707	Taiga 2100 Scott	2	\$1,250.00	\$ 1,250.00	2021-05-19	2021-08-31	168	not showable
0042	406	Taiga 2100 Scott	2	\$1,250.00	\$ 1,250.00	2021-06-30	2021-08-31	126	not showable, lots of work
0060	6	140 Bronson	0	\$ 752.00	\$ 825.00	2021-06-30	2021-07-30	126	not showable
0026	106	110 Nelson	2	\$1,310.00	\$ 1,350.00	2021-08-31	2021-09-30	64	on web
0039	606	415 Gilmour	2	\$1,214.00	\$ 1,600.00	2021-08-31	2021-09-30	64	application
0042	201	Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-08-31	2021-09-30	64	not showable
0060	1	140 Bronson	0	\$ 825.00	\$ 825.00	2021-08-31	2021-09-30	64	not showable
0024a	3	24 Armstrong	0	\$ 741.00	\$ 741.00	2021-08-31	2021-11-03	64	Partner referral fell through, working on another referral
0024b	1	24 Carruthers	0	\$ 801.00	\$ 825.00	2021-08-31	2021-09-30	64	not showable
0011	402	258 Lisgar	2	\$1,214.00	\$ 1,600.00	2021-08-31	2021-09-30	34	on web
0011	502	258 Lisgar	2	\$1,217.00	\$ 1,600.00	2021-08-31	2021-09-30	34	on web
0034	701	34 264 Lisgar	2	\$1,236.00	\$ 1,500.00	2021-09-30	2021-10-30	34	on web
0035	414	35 10 Stevens	2	\$1,060.00	\$ 1,120.00	2021-09-30	2021-10-30	34	on offer
0060	7	60 140 Bronson	0	\$ 754.00	\$ 825.00	2021-09-30	2021-10-30	34	not showable
0060	14	60 140 Bronson	1	\$1,175.00	\$ 1,175.00	2021-09-30	2021-10-30	34	not showable
0027	404	27 520 Bronson	2	\$1,370.00	\$ 1,370.00	2021-10-15	2021-11-15	19	
0022	606	22 210 Gloucester	1	\$ 913.00	\$ 1,175.00	2021-10-22	2021-11-30	12	
0060	3	60 140 Bronson	0	\$ 751.00	\$ 825.00	2021-10-22	2021-11-21	12	not showable
0011	205	11 258 Lisgar	0	\$ 838.00	\$ 900.00	2021-10-31	2021-11-30	3	
0022	1102	22 210 Gloucester	2	\$1,133.00	\$ 1,450.00	2021-10-31	2021-11-30	3	
0027	214	27 520 Bronson	1	\$ 877.00	\$ 1,175.00	2021-10-31	2021-11-30	3	
0027	707	27 520 Bronson	1	\$ 975.00	\$ 1,000.00	2021-10-31	2021-11-30	3	
0034	301	34 264 Lisgar	3	\$1,290.00	\$ 1,600.00	2021-10-31	2021-11-30	3	
0034	606	34 264 Lisgar	2	\$1,154.00	\$ 1,500.00	2021-10-31	2021-11-30	3	
0065	311	65 464 Metcalfe	1	\$1,120.00	\$ 1,270.00	2021-10-31	2021-12-30	3	
0066	206	66 160 Argyle	0	\$ 844.00	\$ 900.00	2021-10-31	2021-11-30	3	
0068	8-100	68 100-200 Victory Gdns Pk	2	\$1,493.00	\$ 1,650.00	2021-10-31	2021-11-30	3	
0024b	5	24 Carruthers	0	\$ 816.00	\$ 825.00	2021-10-31	2021-11-30	3	not rentable (will be removed from report)
0037a	409	37 145 Clarence	1	\$ 951.00	\$ 1,175.00	2021-10-31	2021-11-30	3	

**Empty Units: 29 (not counting 3 community partner referral/block lease)**

**MEETING FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE  
MEETING OF MONDAY NOVEMBER 1, 2021  
7:00 p.m. – 8:30 p.m., Microsoft Teams**

**Chair:** Peter Thorn

**In attendance:** Mayada Bahubeshi, Jordan Edwards, Lisa Hollingshead, Courtney Lockhart, Shelley Robinson, Terri Schoembs

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

**Regrets:** Gisèle Doyle, Cheryl Hynes, Ashlin Kelly

**1. Call to order:** 7:23 p.m.

**2. Select time keeper**

Courtney was selected as timekeeper.

**3. Welcome and introductions**

No guests were in attendance so introductions were skipped.

**4. Read CCOC's Anti-Oppression statement**

Peter read the Anti-Oppression statement.

**5. Adoption of the agenda**

The agenda was adopted as presented.

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

**6. Adoption of the minutes of the meeting of Monday October 4, 2021**

The minutes were adopted as presented.

(M/S/C Terri Schoembs/Mayada Bahubeshi)

**7. Business arising from previous minutes**

a) **Public Art Guidelines**

TCE staff followed up on a suggestion from tenant and TCE Committee member Lisa Hollingshead to pursue a mural opportunity with a community partner in the fall of 2021. The TCE committee asked that staff create guidelines to assess future mural and public art projects. Hannah presented the draft guidelines on murals and public art projects for review.

Discussion:

- The guidelines do not clearly state the TCE Committee's role in approving projects, or how they will be part of the decision making.



- Hannah noted that staff can revise the document to clarify that staff will only move forward on projects *without* the committee approval when the project meets all of the requirements listed in the guideline and time does not permit committee approval. Whenever time permits, staff will bring projects to committee for approval.
- If future grants or projects have time restraints, than communicating and involving tenants may be an issue.
- The current guidelines seem to give the TCE Committee responsibility to approve projects but not the necessary process and agency to do so.
- The draft guidelines seem to set up a rubber stamping process for the committee instead of meaningful approval.
- Some members wondered whether murals and public art need to be approved by the committee, or if it would make more sense for the committee to approve the staff process on pursuing murals and public art.

Staff will revise the draft guidelines based on the conversation and bring them back to the committee for a second review and discussion at the January 2022 meeting.

**b) TCE Committee Terms of Reference review**

Background: At the October TCE Committee, members asked to review the Terms of Reference.

Discussion:

- One member wanted to express the importance of including the subject of affordable housing.
- Too much standardization of Terms of Reference across CCOC committees may not be helpful. The current wording may make the TCE committee feel inaccessible to some people.
- The Terms of Reference may not be the right place to add this , but there should be a document or resource where tenants can find out the process for who to contact about different concerns. The website may be a good location for this.
  - [Note post-meeting: This information is currently on the CCOC website under the *Who to Contact* tab.]
- More plain language would be a welcome change in the Terms of Reference. Specific examples of what the Terms of Reference look like in action would help demystify committee work.

The committee decided not to make any changes to the Terms of Reference at this meeting but to review them again at a future meeting.

## 8. New business

### a) **Volunteer vaccination policy**

Background: The CCOC Board approved a COVID vaccination policy for staff and on-site contractors. The Board has requested that the TCE Committee consider creating a vaccination policy for on-site volunteers. Hannah shared the existing contractor vaccination policy as a starting reference.

Discussion:

- A volunteer vaccination policy should only apply to in-person volunteers.
- CCOC should use the same vaccination policy principles for in-person volunteers as have already been applied to staff and on-site contractors.
- The existing contractor vaccination attestation is an appropriate starting point and can be the base for a volunteer vaccination policy for in-person volunteers.
- CCOC should maintain a virtual option for attending committee meetings after the pandemic. This has been an important improvement in access and should not be lost.

Staff will draft a volunteer vaccination policy for in-person volunteers based on the existing contractor attestation for Board approval.

Motion to recommend a volunteer vaccination policy for in-person volunteers, based on the existing contractor attestation.

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

### b) **Board Appointment**

The CCOC Board of Directors has a mid-term vacancy until May 2023 and the Nomination Committee is looking for someone to fill the position. Full description [here](#).

Discussion:

- Since the appointment is for a midterm position, will the remainder of this term be counted as six months towards their term limit, or one year? This question is based on the recent addition of Board term limits to CCOC's By-Laws.

Hannah will look in to this and report back to the committee.

## 9. Standing items

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

### b) **Department report**

One member asked for the link to the new City of Ottawa by-law mentioned.

*[Note post-meeting: [Rental housing property management by-law](#)]*

- c) **What decisions or comments do you need from the Board?**
  - i. Approval of the volunteer vaccination policy
  
- d) **Are there any topics from today's meeting that should be on a future TCE Committee agenda?**
  - i. Mural and public art guidelines and the TCE Committee Terms of Reference.

#### **10. Announcements**

- a) **TCE related community activities/events**
  - i. A virtual volunteer recognition event is tentatively scheduled for Friday December 3, 2021. Stay tuned for a save the date and more details!
  
- b) **2021/ 2022 Meeting Schedule:** December 6, January 3 (Needs to be rescheduled at the December TCE meeting), February 7

**11. Adjournment** 8:35 pm

(M/C Shelly Robinson)

Tenant and Community Engagement Department Report: November 1, 2021

**1. CCOC's engagement program supports all tenants in making decisions about their housing.**

*Building Community Capacity grant:* CCOC received a grant in partnership with LiveWorkPlay and MultiFaith Housing Initiative in 2020. The final payment to CCOC for this grant (\$1500) will cover the 455 Lisgar mural costs, a Charity Village governance course, and the remainder will be put towards Plant Days 2022.

*Nomination and Appointment Sub-Committee:* Hannah has been supporting the Nominations Committee as they search for a new Board member to fill Sarah Button's Board term (Sarah Button recently resigned). A tailored outreach message has been shared in the November NewsNotes, on the CCOC website, and will be shared with all committee members at the November meetings. The Committee aims to have the new Board member appointed at the December 2021 Board meeting, to begin in January 2022.

*Transforming Tenant Engagement:* Hannah submitted the Year One report to the Community Housing Transformation Centre (CHTC). CHTC approved the report and the second disbursement for this grant will be paid to CCOC in the coming weeks.

**2. CCOC tenants can build relationships, community, and a sense of belonging around them.**

*Neighbours Network:* Laura is supporting the Neighbours Network with a holiday photo contest for all CCOC tenants. The contest aims to build community spirit and be a fun event around the holidays. Massine's offered three gift cards as prizes for the contest.

**3. CCOC tenants can engage with nature and sustainability initiatives where they live.**

*Garden workshops:* TCE offered four garden workshops this year, the fourth of which will be hosted on the evening of November 1.

*Welcome kit:* The welcome kit has been updated to include a pest information card to help new tenants avoid any behaviours that increase the likelihood of pest infestations.

**4. CCOC works with community partners to advocate for and further CCOC's mission and values.**

*Anti-Racist Organizational Change (AROC):* Connect2Knowledge (C2K) are the consultants CCOC hired to support CCOC's AROC initiative. We are beginning Phase Two, which includes ongoing education and culture change across the organization. C2K has put together a change group, a group of staff interested in this work. This group, with support from the consultants, will inform how this organizational change takes shape.

**5. CCOC communication is aligned with one consistent voice across all departments and with all stakeholders.**

*2022 Calendar:* TCE hired Andi Vicente to design the art for the 2022 tenant handbook. Malika has been working on the calendar layout and colour scheme. The calendar will be distributed with the new Building Sheets by November 30, 2021, to meet the requirements of the new City of Ottawa By-Law.

## Considerations for murals and public art on CCOC properties

### **Costs**

- Artist fees - including transportation, accommodation (if out of town)
- Materials and equipment rentals (scaffolding/lift, paint, tools, safety equipment)
  - Confirm all material and equipment requirements with artist/partner in advance
- Permits

### **Tenant Communication and Engagement**

- If working with a partner, clarify expectations and options for tenant engagement in the process in advance.
- When communicating with tenants, create one initial communication that goes to everyone (e.g. one email/letter and a poster) to ensure all tenants are informed and have an opportunity to provide feedback. Provide a way for them to opt in to additional updates to avoid overloading or annoying folks with information they do not want to receive and is not essential to their tenancy.
- Consider making a sandwich board sign or something to post while artist is working. Include information about the project and any other relevant information (E.g. hashtags, QR code, social media handles) for people to find out more about the project.

### **City Permit/Bylaws**

- [Bylaw 2021-88 – Review the Bylaw to ensure the project meets the requirements.](#)
- Anticipate permit applications taking the full 30 days for approval.
- Getting the councilor involved can speed up the approval process.
- Permit application requires an image of the proposed design.
- Proof of Zoning – a screen shot from [Geo Ottawa](#) is sufficient.

### **Location**

- Wall surface – For murals, untreated concrete is great, other surfaces may require priming
- Access to the wall – how busy is the parking lot or space along the wall? Are there plants? Dumpsters? CCOC or other rented parking spaces? Loading zones?
- Will we need to negotiate with another property owner to access the space?
- Confirm the total area of wall to be painted. Height and size of the wall play large role in cost of materials and equipment required. (For the 455 Lisgar mural in 2021, we rented a 60 ft. lift for 5 days = \$1600 (with insurance etc).
- Impact to tenants, will the location mean blocked entrances or pathways during installation?
- How do we expect tenants at this location might feel about the project? Consult with other CCOC departments to confirm there are no significant issues at the property.

### **Insurance**

- Ensure the artist or partner has their own third party liability insurance.
- CCOC's insurance does not cover rental equipment, so purchasing additional coverage through the rental will be necessary.

- Confirm this with the FM and/or Finance departments for each project in case this changes over time.

### **Staff Support**

- Establish a team to work on the project collaboratively. The team should include at least one person from each department involved for the project lead to know exactly who to go to.
- Involve FM in the project early on to make bits like equipment rental, access to building, etc. more efficient.
- Determine a timeline and responsibilities agreement at the beginning of the project.

### **Mural or Public Art Installation**

- Plan for someone to be either on site or on call as the artist may run into issues in the moment. Ensure the artist knows who to contact if they run in to issues.
- Before installation, check with artist/staff on the following:
  - Does the artist require access to the building for any reason (washroom access, etc.)? If so, arrange for keys and determine with the artist how and when they will return the keys.
  - Does the artist need a secure location to store materials overnight? If so, what options can we provide?
  - Does the artist require access to electricity or water?
  - Do we need pylons or other barriers set up in the work area?
  - If the project is being installed outside and unprotected from the elements, what is the inclement weather plan?

### **Working with community partners**

- Sign an agreement outlining who is responsible for which costs, and who is responsible for maintaining the project, including repairing damages (and for how long after installation).
- Clearly understand long-term maintenance requirements (based on Bylaw 2021-88 and partner expectations) and associated costs. Determine who will cover long-term costs and if necessary, how quickly maintenance must be completed.
- Ensure CCOC has a clear “out” clause. E.g. If a structural building repair is required and it is necessary to paint over the mural, dismantle the art piece, etc..

### **Contractors**

- For the 455 Lisgar mural in 2021, we rented the boom lift from Battlefield Rentals. It was the cheapest option, but not the best customer service. They did not call before showing up or picking up the lift so we did not have field staff on site to meet them, causing unnecessary chaos.
- Confirm with FM who their preferred contractor is, depending on what is needed for the project installation.

## 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](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