

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

7:00 pm Wednesday, December 22, 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 November 24, 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

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 November 24, 2021 minutes 2 min
4. Declaration of conflict of interest 1 min
5. Strategic Business
 - a) 520 Bronson letter re: loan forgiveness 10 min
 - b) Alliance to End Homeless campaign endorsement 5 minutes
6. Time-sensitive Business
 - a) Nominations and Appointments Subcommittee 20 min
 - b) Board Secretary Nomination 5 min
 - c) Forward Ave Motion re: Amended agreement 10 min
- Break** 5 min
7. Business arising from the previous minutes
 - a) Volunteer Vaccination Policy for In-Person Volunteers 10 min
 - b) Executive Director Orientation and Training Subcommittee 10 min
8. Other Business
 - a) In-Camera legal update 5 min
 - b) In-Camera ED hiring update 10 min
 - c) Taiga merger update 5 min
 - d) Board surveys 10 min
9. Information Items

Note: The following committees did not meet in December: Development Committee, Finance Committee, Governance Subcommittee, Personnel Committee

 - a) Executive Committee minutes
 - b) Facilities Management Committee minutes (to follow)
 - c) Forward Ave PM Report
 - d) Rental Committee minutes
 - e) Tenant & Community Engagement Committee minutes
10. Adjournment

Next meeting: January 26, 2022

March, 2021

CCOC Anti-Oppression Statement

As Board and committee members,

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

We are also committed to:

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

**MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING
7:00 pm Wednesday, November 24, 2021
(by videoconference)**

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

Regrets: Shelley Robinson (Secretary)

Staff: Ray Sullivan, Fran Childs, Norm Turner, Hannah Vlaar, Maryse Martin, Graeme Hussey, Aisha Ahmed (Recorder)

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.

3. Declaration of conflict of interest: None

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

The minutes were adopted unanimously as presented.

5. Business arising from the previous minutes: None

6. New business: None

7. Adjournment

The meeting adjourned at 7:06pm.

**MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING
7:00 pm Wednesday, November 24, 2021
(Videoconference)**

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

Regrets: Shelley Robinson (Secretary)

Staff: Ray Sullivan, Fran Childs, Norm Turner, Hannah Vlaar, Maryse Martin, Graeme Hussey, Aisha Ahmed (Recorder)

1. Call to order & Anti-Oppression Statement

The meeting called to order at 7:06pm. The anti-oppressions statement was read.

2. Adoption of agenda

No one has any changes to the agenda. All agree that time allocations look right, and Court Miller volunteers to be a timekeeper for this meeting.

All agree to adopt the agenda unanimously

3. Adoption of October 27, 2021 minutes

Sandy requests that the minutes reflect that she was not present.

The October 27th meeting minutes we adopted unanimously as amended.

4. Declaration of conflict of interest

None

5. Strategic Business

a) Security cameras memo

Ray gives verbal report and goes through the presentation.

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: Trespassing pressure has increased over the pandemic, and 2100 Scott Street already has cameras. This item is coming from a consensus between three different committees: FMC, Rentals, and TCE.

Discussion:

- Erica believes that it's a reasonable place to start from, building a policy understanding. Sarah asks who would we look for as the experts who we can involve in the matter of having security cameras.
- AnaLori asks what alternatives to calling the police will be. Hannah notes that one of the challenges is that we sometimes use the police for a wellness check, and there are no alternatives to that.
- Penny inquires if having an element of tenant consultation for considering the matter of having cameras in the buildings. Ray agrees and this is an idea to build on.
- Court believes that cameras are good tools. From a financial perspective, Court suggests that we would like to see costing information. Chris adds that physical design factors are important, community led design is valuable.
- Jesse thinks it's helpful to link this discussion to alternatives to calling the police. Cameras can be used as deterrents and can fit if necessary as part of the broader alternatives to calling the police toolkit.
- AnaLori also extends into educating neighbours about filming people outside of your own home.
- Sarah suggests looking into mediation models instead a vote, help navigate tenants through that process.
- Court stresses that policies of camera placement and footage usage are important.

MOTION: Direct staff to draft a security camera policy based on the following principles: Other measures should be tried first, and cameras considered if those are unsuccessful. A camera policy will have to include privacy and information access controls and tenant consultation. (M/S/C Penny/Court/All)

6. Time-sensitive Business

a) Development Senior Project Manager

- Penny introduces the recommendation to create a second Senior Project Manager position as Cahdco work continues to expand.
- Court asks if it's already in the budget. Maryse answers that this will not be reflected in the CCOC financial statements, since there is no net cost to CCOC. Cahdco will pay for this.

MOTION: Proceed with hiring a new Development Senior Project Manager (Dev)
(M/S/C Penny/Jesse/All)

b) CAP Project Charter

- Penny proceeds to address this item. In December 2020, the Board approved moving ahead with the project. And now the board needs to consider approving the project charter.
- Fran clarifies that we are hoping to get a couple units rented before the end of the year, but we will soon stop re-renting vacancies.

MOTION: Board approves the CAP sites redevelopment Project Charter
(M/S/C Penny/Jesse/All)

c) Nominations and Appointments Subcommittee

- Erica gives a verbal report: the committee will bring candidates forward in December to fill the

Board vacancy

- Sandy suggests that we reach out to previous candidates, Erica confirms that people who ran but haven't been successful are indeed the ones being considered.

7. Business arising from the previous minutes

a) Transforming Tenant Engagement

Hannah gives presentation. CCOC received a three-year grant from the Community Housing Transformation Centre. CCOC hired the consultants Connect 2 Knowledge (C2K) to offer evaluation support through the first year of the project.

Discussion

- Wayne asks about the percentage of people living in CCOC have identities other than white. Ray answers it's almost 40%.
- Chris notes that it could be a survey bias rather than a gap. Challenges board to reflect on whether we're looking for exact equality or equity and empowerment. Hannah explains that we are planning to run these surveys every second year going forward.
- Sandy asks if we're keeping track of the socioeconomics. Is it in the plan for us to dive deeper into intersections between for example race and socioeconomics? Hannah agrees that going forward, they'll keep improving these surveys.

b) Unpacking Board Agenda

i. Revised Anti-Oppression Statement

- Sarah introduces this item, with a revised anti-oppression statement.
- Board members agreed that the statement should be refreshed periodically
- Court thinks this is a great refresher. Wayne suggests there may be room for personal reflection.
- Penny asks how the section that reads "we take time to educate ourselves on these inequities" fits into committee work. Can the committees see themselves in that? Is this too broad? Sarah thinks that it's worth it, and we'd like to see it done in all committees.
- Sandy notes that perhaps a next step is for each committee to sit with this and identify what this means for that committee's work short term.
- Sarah believes that introducing it to the committees and asking for their input is important. Ray suggests board members take the responsibility of introducing this to committees. Erica agrees that it will be revised periodically.
- Board accepts statement.

ii. Unpacking Board Agenda

- Erica brings this forward, looking for Board feedback on three action ideas:
 - o Have every committee's minutes flag significant discussion/decision items coming up in the next month (allows board members to decide to join in)
 - o Add the Board to the cc list when draft minutes are circulated to committee members (breaks it up into smaller chunks, easier to digest than the complete board package all at once)
 - o Create a delegation of authority chart for governance (who decides, who recommends, who needs to be consulted, between Board, committees and staff)
- Courtney thinks we can move forward on this, and wondering if there's another way besides email to circulate all the committee work. Perhaps a website. Ray thinks this could be a possibility

down the road. Staff are working on improvements to the online Board Briefing Book to make it more accessible.

- Court thinks google docs that tenants/ board/ committee members have access to might be a good idea.
- Sarah asks how creating a delegation authority chart will work. Court answers that first step would be to map out the status quo, and then review it.
- Chris adds that flexibility can be helpful, and delegation of authority chart can be built on past experiences.
- Jesse is concerned that over time it might be increasingly overwhelming for board members to feel pressure to attend many committee meetings.

c) LeBreton Flats RFP

Ray shows video prepared by the architect. Board thinks this looks great.

d) Executive Director Succession Planning

Ray gives an update. There are strong candidates, the hiring panel will narrow down to 4 to interviews on Dec 1st and 2nd.

e) Investment Policy Amendment

Court gives an update on this. The committee considered the Board's feedback from last month and agrees that sentence isn't needed.

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 Court/Chris/All)

8. Other Business

a) In-Person Committee and Board meetings (FMC)

- Facilities Management Committee is looking for guidance on when in-person meetings can start.
- Sarah thinks it's important to figure out what our vaccine policy will be for volunteers.
- Ray states we don't yet have the technology to set up a hybrid meeting. Hopeful it would be available by February or March. Court thinks we should stick to virtual until we can find a way to have hybrid.
- Hannah notes the TCE committee has discussed the vaccination policy. Chris wonders about possibility of having in person social activities. Ray comments that once the board has considered the volunteer vaccination policy, we will build on that.

9. Information Items

- a) Executive Committee minutes**
- b) Development Committee minutes**
- c) Facilities Management Committee minutes**
- d) Finance Committee minutes**

- e) Personnel Committee minutes
- f) Rental Committee minutes
- g) Tenant & Community Engagement Committee minutes
- h) Governance Subcommittee

10. Adjournment

The meeting adjourned at 9:05pm.

Next meeting: December 22, 2021

The Honourable Steve Clark
Ministry of Municipal Affairs and Housing
17th Floor, 777 Bay St.
Toronto, ON
M5G 2E5

November 22, 2021

Minister Clark,

We are requesting your consideration in removing an Ontario Mortgage Corporation (OMC) debt from one of our social housing properties – a debt that will compromise its further viability and could lead to the loss of deeply affordable housing.

Centretown Citizens Ottawa Corporation (CCOC) is a private non-profit housing corporation that provides affordable rental housing to 1690 mixed-income households at over 50 properties in Ottawa.

Our property at 520 Bronson Avenue in Ottawa, was developed in 1989 under the Ministry's Project 3600 program. It includes 89 apartments, 67 of which are rent-geared-to-income, and 10 of which are wheelchair accessible and set aside for tenants who require around-the-clock on-site attendant care. This deeply affordable and urgently needed housing is at risk.

When the property was originally developed, CCOC entered into a 35-year operating agreement from 1989 to 2024. At the end of that 35-year period, all Ministry requirements and funding would have ceased.

The original development package also included a \$2,360,857 loan, repayable to the Ontario Mortgage Corporation in 2024.

At the time CCOC entered into these agreements, the expiry of the original operating agreement and program conditions would have given CCOC the ability to refinance the property to pay the OMC charge. This would have been the only viable option, since the program conditions would not have permitted the property to accumulate a surplus sufficient to pay the charge.



As you are aware, the Social Housing Reform Act (2000) (now the Housing Services Act, 2011) replaced social housing operating agreements with legislation. 520 Bronson now falls under Part VII of the HSA, and is listed in Ontario Regulation 368/11.

Under the current legislation and regulation (O.Reg.369/11, s.12), the HSA funding formula will continue to apply to 520 Bronson in 2024, when the first-charge mortgage is discharged, but the OMC charge remains in place, and comes due.

Following the Ministry's Social Housing Notification (Release 19-01, attached), 520 Bronson will continue to operate under the HSA funding as long as the total subsidy from the Service Manager is not below \$0.

In 2022, 520 Bronson will receive from the Service Manager:

- i. a rent subsidy of \$466,302
- ii. a property tax subsidy of \$185,185
- iii. an operating subsidy of **-\$151,582**
- iv. (total subsidy \$499,905, operating deficit **-\$57,240**)

After 2024, when the first-charge mortgage is fully paid, we estimate 520 Bronson will receive from the Service Manager (without inflation):

- i. a rent subsidy of \$466,302
- ii. a property tax subsidy of \$185,185
- iii. an operating subsidy of **-\$414,430**
- iv. (total subsidy \$237,057, operating deficit **-\$57,240**)

Under the conditions outlined above, 520 Bronson and CCOC will be unable to refinance the property as would have been originally planned, and unable to repay the OMC charge of \$2,360,857.

Under the original operating conditions when this charge was put in place, CCOC would have had the ability to refinance 520 Bronson when the first charge mortgage was fully paid and operating surpluses created new debt servicing capacity. That opportunity would have allowed us to part the OMC charge. Under current HSA Part VII funding regulations, this possibility has been removed from us.

CCOC manages 19 properties built under various MMAH programs between 1986 and 1995. No others have a debt charge repayable after the end of their original operating agreements. Furthermore, we understand that the situation at 520 Bronson may be unique, since neither Service Manager nor Ministry staff have been able to find other social housing properties

subject to these conditions. Unfortunately, our records don't indicate what circumstances created this situation in 1989.

We ask you to waive this \$2,360,857 debt to the Ontario Mortgage Corporation. We believe that this should have been done when the Social Housing Reform Act (2000) was enacted and original program conditions were altered by the Government of Ontario.

If the charge is not removed, CCOC will be unable to pay, putting these 88 social housing units at severe risk, and compromising the viability of CCOC's remaining 1602 affordable units at additional risk.

We appreciate your consideration and attention to this matter.

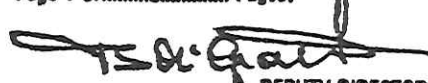
Sincerely,

Maryse Martin

Maryse Martin
Finance Director
Maryse.Martin@CCOCHousing.org

Attachments: N459640 Charge on 520 Bronson
Standard Charge Terms Project 3600
MMAH Social Housing Notification (Release 19-01, June 2019)

cc. CCOC Board of Directors
J. Paul, Assistant Deputy Minister, MMAH
L. Goodfellow, City of Ottawa


DEPUTY DIRECTOR

Land Registration Reform Act, 1984

Set of Standard Charge Terms
(Ontario Non-Profit Housing Program - Project 3600)

Filed by: ONTARIO MORTGAGE CORPORATION

The following set of STANDARD CHARGE TERMS shall be deemed to be included in every Charge in which the set is referred to by its filing number, as provided in Section 9 of the Act.

Definitions and Interpretation

1. In this set of Standard Charge Terms:

- 1) "Balance Due Date" means the Balance Due Date set out in Box (9)(i) of Form 2 of this Charge.
- 2) "Building" means the building or buildings, fixtures and other improvements now or hereafter located on the Land.
- 3) "Charge" means this Charge/Mortgage of Land made pursuant to the Land Registration Reform Act, 1984 and any amendments thereto, which Charge includes Form 2, any Schedule attached to Form 2 and this set of Standard Charge Terms to which the Chargor and the Chargee are parties and which is dated as of the Date of Signature of the Chargor.
- 4) "Chargee" means ONTARIO MORTGAGE CORPORATION.
- 5) "Chargor" means the Chargor described in Box 11 of Form 2 of this Charge.
- 6) "Costs" means the fees, costs, charges and expenses of the Chargee of and incidental to (i) the preparation, execution and registration of the Charge and any other instruments connected herewith and every amendment or assumption hereof; (ii) the collection, enforcement and realization of the security contained in this Charge; (iii) procuring payment of the Indebtedness due and payable hereunder, including foreclosure, power of sale or execution proceedings commenced by the Chargee or any other party; (iv) any inspection or appraisal required to be made of the Land; (v) all necessary repairs required to be made to the Land; (vi) the Chargee's having to go into possession of the Land and secure, manage, complete and equip the Building in any way in connection therewith; (vii) the Chargee's renewal of any leasehold interest; (viii) the issuance of mortgage statements, and (ix) any necessary examination of the title to the Land, by a solicitor, including legal costs incurred by the Chargee as between solicitor and his own client.
- 7) "Disposition" means any sale, gift, charge, pledge, charge/mortgage, assignment, lease, sublease, transfer, parting with possession or disposition of the whole or any part of the Chargor's interest in the Land during the term of this Charge, but does not include leases to bona fide residential tenants of the Units or bona fide commercial tenants of any non-residential portion of the Building.
- 8) "Fixtures" include but are not limited to furnaces, boilers, oil burners, stokers, water heaters, electric light fixtures, screen and storm doors and windows, air conditioning, plumbing, cooling and heating equipment, elevators and all apparatus and equipment appurtenant to the Land.

- 9) "Guarantor" means each guarantor described on a Schedule to Form 2 of this Charge.
 - 10) "Indebtedness" means the Principal, Costs and all other amounts payable by the Chargor under these Standard Charge Terms to the Chargee and secured by this Charge.
 - 11) "Land" means the land identified in this Charge by the Property Identifier(s), if any, and described in the description in Box (5) of Form 2 of this Charge and in any Schedule attached thereto and includes the Building.
 - 12) "Lease" means, if the Chargor's interest in the Land is leasehold, the lease to the Chargor described in Box 10(e) of Form 2 of this Charge.
 - 13) "Minister" means the Minister from time to time responsible for the Program.
 - 14) "Principal" means the Principal Amount in lawful money of Canada set out in Boxes 4 and (9)(a) of Form 2 of this Charge that is outstanding from time to time under this Charge.
 - 15) "Program" means the Ontario Non-Profit Housing Program - Project 3600 under which this Charge is given.
 - 16) "Project Operating Agreement" means the Project Operating Agreement between the Minister and the Chargor and any amendments thereto from time to time.
 - 17) "Taxes" means all taxes, rates and assessments, municipal, local, parliamentary or otherwise.
 - 18) "Unit" means the individual living space, whether self-contained, partially shared or fully shared, being established or rehabilitated in the Building, and meeting the requirements of the Program, the number of which is set out in Box (10)(a) of Form 2 of this Charge.
2. The Chargor and the Chargee agree that each expression in this Charge of an obligation of one of them is to be a covenant of the one obligated made with the other to perform the obligation unless otherwise specifically stated in this Charge.
 3. Whenever two or more persons are under a liability under this Charge such liability shall be joint and several.
 4. The words "hereto", "herein", "hereof", "hereby", "hereunder" and similar expressions refer to the whole of this Charge and not to any particular paragraph or other portion thereof and extend to and include any and every document supplemental or ancillary hereto or in implement hereof. The verbs "shall" and "will" are imperative and the verb "may" is permissive. Words in the singular include the plural and words in the plural include the singular. Words importing the masculine gender include the feminine and neuter genders where the context so requires. The headings do not form part of this document and have been inserted for convenience of reference only.

Charge

5. In consideration of the Chargee lending to the Chargor the Principal, the receipt of which is hereby acknowledged by the Chargor, the Chargor:
 - 1) if the Chargor's title to the Land is freehold, hereby charges the Land to the Chargee; or
 - 2) if the Chargor's title to the Land is leasehold, hereby charges and sub-leases the Land to the Chargee for and during the unexpired residue of the term of the Lease, except the last day thereof, and all other estate, term, right of renewal and other interest of the Chargor in the Lease;

DIRECTOR OF LAND REGISTRATION
STANDARD CHARGE TERMS

FILING NO. 8815

to secure the repayment of the Indebtedness and the performance of all of the obligations of the Chargor contained herein. The Chargor hereby releases to the Chargee all its claims on the Land until the Chargor has repaid the Indebtedness and performed all of the obligations of the Chargor in the manner provided by this Charge.

Repayment

6. 1) The Chargor will on demand at any time or times pay the Indebtedness or any part thereof to the Chargee.
- 2) The Chargor shall on the Balance Due Date repay the Principal to the Chargee at its Head Office in Toronto, Ontario, or such other place as the Chargee may from time to time designate in writing.

Prepayment

7. The Chargor may prepay the whole or any part of the Principal at any time without notice or bonus.

Amendment and Assumption of Charge

8. 1) No payment or payments of any kind whatsoever made by the Chargor to the Chargee after the expiration of the Balance Due Date or of any subsequent term agreed to in writing between the Chargor and the Chargee will be deemed to be an extension of the time for payment of the Indebtedness.
 - 2) No renewal of this Charge or extension of the time for payment of any Indebtedness shall result from, or be implied from, any act, matter or thing, save only an express agreement in writing between the Chargor and the Chargee.
9. 1) If the Chargor:
 - (a) makes a disposition of the Land without the prior written consent of the Chargee, which consent may be arbitrarily withheld;
 - (b) applies to register or registers the Land as a condominium;
 - (c) is a Corporation and a share or shares in the Chargor is transferred without the prior written consent of the Chargee, which consent may be arbitrarily withheld;
 - (d) is a Corporation without share capital, and applies to convert or converts into a Corporation with share capital, without the prior written consent of the Chargee, which consent may be arbitrarily withheld;
 - (e) converts the Units to a use other than one approved by the Minister under the Program;
 - (f) ceases to carry out its operation without profit to itself or its members;
 - (g) becomes bankrupt or insolvent;
 - (h) reduces the number of Units; or
 - (i) changes the type of any of the Units created;all Indebtedness shall fall due and be payable.
 - 2) If a purchaser of the Land or an interest in the Land who wishes to assume this Charge fails to:
 - (a) apply for and receive the written consent of the Chargee, with or without conditions;
 - (b) apply for and receive the written consent of the Minister to the sale pursuant to the Project Operating Agreement;

- (c) personally assume all the obligations of the Chargor; and
- (d) sign the assumption agreement of the Chargee;

all Indebtedness shall fall due and be payable.

- 10. No change of ownership of the Land shall in any way affect or prejudice the rights of the Chargee against the Chargor or any other person liable for payment of the Indebtedness.

Advances

- 11. 1) Neither the preparation, execution nor registration of this Charge shall bind the Chargee to advance the Principal intended to be secured hereby, nor shall the advance of a part of the Principal bind the Chargee to advance any unadvanced portion thereof.
- 2) The parties hereto intend that the Building now erected, being erected, to be erected, renovated or rehabilitated on the Land forms part of the security for the full amount of the moneys secured by this Charge and that all advances on this Charge are to be made from time to time in the future in accordance with the purchase of Land, the progress of such Building and upon its completion and occupation; and the Chargor agrees that neither the preparation, execution nor registration of this Charge nor the advance of part of the said moneys shall bind the Chargee to advance the said moneys or any unadvanced part thereof, and that the advance of the said moneys or any part thereof from time to time shall be in the sole discretion of the Chargee.

Liens and Construction

- 12. Upon the registration of any lien against the Land, or in the event of any Building being erected thereon being allowed to remain unfinished or without any work being done on them for a period of ten (10) days, the Indebtedness shall, at the option of the Chargee, fall due and be payable.

Payments by the Chargee

- 13. The Chargee may pay the amount of any rent or satisfy any taxes, lien, rate, encumbrance or other charge now or hereafter existing or to arise or to be claimed upon the Land or any part thereof and any sum so paid shall unless paid out of the Principal advanced on the security of this Charge be payable forthwith by the Chargor, and in any case the Chargee shall be entitled to all the equities and securities of all persons so paid and is hereby authorized to retain any discharge unregistered until paid.

Repayment of Additional Payments

- 14. The Chargor agrees with the Chargee that the total of all payments made by the Chargee pursuant to Section 13 and sub-sections 19(2) and (3) and any Costs, shall:
 - 1) be added to the Indebtedness;
 - 2) be secured by this Charge; and
 - 3) be payable forthwith by the Chargor without demand.

General Covenants of the Chargor

- 15. The Chargor covenants with the Chargee as follows:
 - 1) The covenant deemed to be included in this Charge by sub-paragraph 7(1)1.i. of the Land Registration Reform Act, 1984 is hereby expressly varied by providing that the Chargor will pay all Indebtedness and observe all provisos, conditions and agreements contained in this Charge at the times and in the manner set forth in this Charge, will promptly pay as they fall due all Taxes which now

are or may hereafter be imposed, charged or levied upon the Land and will forthwith provide the Chargee with evidence satisfactory to it of the payment of the Taxes.

- 2) The Chargor has a good title in fee simple to the Land (unless the Chargor is a lessee of the Land).
- 3) The Chargor has the right to give the Charge.
- 4) The Chargee shall, on default, have quiet enjoyment and quiet possession of the Land, free from all encumbrances.
- 5) The Chargor has not done, omitted or permitted any act to encumber the Land, except as permitted in the Charge.
- 6) The Covenant deemed to be included in this Charge by sub-paragraph 7(1)l.vii. of the Land Registration Reform Act, 1984, is hereby expressly varied by providing that the Chargor will, before or after default, execute such further assurances of the Land and do such other acts, at the Chargor's expense, as may be reasonably required.
- 7) The Chargor will pay the Costs to the Chargee.

Additional Covenants if Chargor's Title to the Land is Leasehold

16. The Chargor covenants with the Chargee as follows:

- 1) the Chargor has a good leasehold title to the Land;
- 2) the Chargor has a right to charge and sublet the leasehold title to the Land to the Chargee in the manner herein provided and, if required, has obtained the lessor's consent to this Charge;
- 3) neither the Chargor nor any other person has heretofore made, done, committed or suffered any act to encumber the Lease or any part thereof;
- 4) the Lease is a good, valid and subsisting lease and not surrendered, forfeited, amended or become void or voidable and the rents and covenants reserved have been duly paid and performed by the Chargor up to the Date of Signature of the Chargor;
- 5) during the continuance of this Charge, the Chargor will not amend, surrender or modify the Lease without the written consent of the Chargee and will pay the rent reserved by the Lease and perform and observe the covenants, provisos and conditions contained in the Lease and on the lessee's part to be performed and observed and hereby agrees to keep the Chargee indemnified against all actions, claims and demands whatsoever in respect of the said rent and covenants or anything relating thereto; and
- 6) the Chargor will stand possessed of the Land for the last day of the term or any renewal term granted by the Lease in trust for the Chargee, and will assign and dispose thereof as the Chargee may direct, but subject to the same right of redemption and other rights as are hereby given to the Chargor with respect to the derivative term hereby granted.

Special Covenants of the Chargor

17. The Chargor covenants with the Chargee as follows:

- 1) The Chargor will construct, renovate or rehabilitate the Building on the Land in accordance with the plans and specifications approved from time to time by the Minister, fully and in a good and workmanlike manner, and carry on diligently to completion the said construction, renovation or rehabilitation.
- 2) The Chargor will maintain the Units in accordance with the Program throughout the term of this Charge and shall not convert the Units to

any other use that would result in the reduction in number, significant reduction in size or elimination of any of the Units.

- 3) The Chargor will provide the Chargee with such evidence of completion of the renovation or conversion of the Building as the Chargee may require.
- 4) The Chargor will comply with all of its duties, obligations, covenants and agreements in the Project Operating Agreement.
- 5) The Chargor will comply with the Human Rights Code and all amendments thereto from time to time.

Assignment of Rents

18. The Chargor hereby agrees with the Chargee as follows:

- 1) the Chargor hereby assigns and sets over to the Chargee all rents payable from time to time under all leases of the Land or any part thereof, whether presently existing or arising in the future, together with the benefit of all covenants, agreements and provisos contained in the said leases, in favour of the Chargee;
- 2) the Chargor shall be permitted to collect and receive the rents as and when they shall become due and payable according to the terms of each existing and future lease, tenancy, use, occupancy or licence, unless and until the Chargor is in default under the provisions of this Charge and the Chargee has given notice to the tenant, user, occupier or licensee thereunder requiring it to pay the rents to the Chargee;
- 3) forthwith after making any lease of the Land or any part thereof the Chargor will execute and deliver to the Chargee, upon request by the Chargee, a specific assignment in registrable form in the Chargee's usual form of all rents payable under such lease, the benefit of all covenants, agreements and provisos therein contained on the part of the tenant to be observed and performed and the reversion of such lease, and will also execute and deliver to the Chargee all such notices and other documents as may be required in order to render such assignment effectual in law;
- 4) nothing contained shall make the Chargee responsible for the collection of rents payable under any lease of the Land or any part thereof or for the performance of any covenants, terms or conditions contained in any such lease;
- 5) the Chargee shall not by virtue of these presents be deemed a mortgagee in possession of the Land;
- 6) the Chargee shall be liable to account for only such rents as actually come into its hands less reasonable collection charges in respect thereof and may apply such rents to the repayment of the Indebtedness as evidenced by this Charge and any amending, renewal or modification agreement; and
- 7) notwithstanding anything herein contained no lease of the Land or any part thereof made by the Chargor without the consent in writing of the Chargee shall have priority over this Charge.

Insurance

19. The Chargor covenants with the Chargee as follows:

- 1) the Chargor will insure and keep insured during the continuance of this Charge the Building on the Land against loss or damage by fire to the amount of not less than its full replaceable value and without in any way limiting the generality of the foregoing will:
 - (a) if a sprinkler or a steam boiler or any other thing or apparatus generating steam or operated by steam shall be installed or operated on the Land, insure the Building against loss or damage

caused by such sprinkler system or by such boiler or other thing or apparatus bursting or explosion thereof or defect therein to the full replacement value of the Building; and

- (b) insure the Building against loss or damage by wind, storm, hail, lightning, explosion, riot, impact by aircraft or vehicle, smoke damage and such other risks and hazards as the Chargee may from time to time require;
- 2) the Chargee may require any insurance upon or in respect of such Building to be cancelled and new insurance to be effected by an insurance company or companies approved by the Chargee, and may without reference to the Chargor effect or maintain any insurance upon or in respect of the Building in the absence of satisfactory proof of coverage;
- 3) the Chargor will provide evidence satisfactory to the Chargee of the renewal of every policy of insurance at least five (5) days before the termination thereof, failing which the Chargee may provide therefor;
- 4) the Chargee may require that all monies payable under any insurance upon or in respect of the Building be applied in payment of all or any of the Indebtedness whether or not then due and payable;
- 5) all policies of insurance upon or in respect of the Building shall have any loss payable to the Chargee as its interest may appear;
- 6) the Chargee will have a lien for the Indebtedness upon or in respect of the Building whether effected pursuant to the foregoing covenants or not;
- 7) the foregoing provisions as to insurance will apply with respect to the Building upon the Land whether presently existing or erected hereafter.

Repair and Management of the Land

20. The Chargor covenants with the Chargee as follows:
 - 1) the Chargor will keep the Land in good condition and repair according to the nature and description of the Land;
 - 2) the Chargor will manage the Building in accordance with the Project Operating Agreement and any directions, requirements or orders of the Minister from time to time;
 - 3) the Chargor will permit the Chargee whenever the Chargee deems necessary to enter upon and inspect the Land whether in person or by its agent;
 - 4) the Chargor will promptly observe, perform, execute and comply with all laws, rules, requirements, orders, directions and regulations of every Governmental authority or agency concerning the Land and will at the Chargor's own cost and expense make any and all improvements thereon or alterations thereto, structural or otherwise, ordinary or extraordinary, which may be required at any time by any such present or future law, rule, requirement, order, direction or regulation.

Remedies on Default of Chargor

21. It is hereby provided that:
 - 1) the Chargee on default of payment for 15 days may on 35 days' notice enter on and sell the Land or, on default of payment for 15 days may on 35 days' notice lease the Land;
 - 2) the Chargee may exercise the foregoing power of sale without notice or with less or different notice than that hereinbefore specified or otherwise whenever and to the extent that it is permitted from time to time by the laws of the Province of Ontario;

- 3) if the Chargor's title to the Land is leasehold, in the event of default and on giving the notice contemplated herein to the Chargor for and on behalf of the Chargor, the Chargee may assign the Lease and convey the Land and the last day of term granted by the Lease as the Chargee shall at any time direct, and in particular, upon any sale made by the Chargee under the statutory power or power of sale herein contained, to assign the Lease and convey the Land and the said reversion to the purchaser;
- 4) if the Chargor's title to the Land is leasehold, the Chargor will, with respect to the Lease at the request of the Chargee, but at the cost, charge and expense of the Chargor, grant and assign unto the Chargee, or whom it may appoint, the last day of the said term hereinbefore excepted or any renewal or substituted term; and further, in the event of the Chargee making any sale under the power of sale herein contained, the Chargor shall stand seized and possessed of the Land for the last day of the said term hereinbefore excepted, and of any renewal or substituted term, and of all rights of renewal in trust for the purchaser or purchasers, his or their heirs, executors, administrators, successors and assigns;
- 5) the Chargee:
 - (a) may sell the Land or any part thereof or if the Chargor's title to the Land is leasehold, sell the unexpired term of years demised by the Lease or any part thereof by public auction or private sale and on such terms as to credit and otherwise as shall appear to be most advantageous, and for such price as can be reasonably obtained therefor;
 - (b) may make any stipulation as to title or otherwise which it shall think proper;
 - (c) may buy in, rescind or vary any contract for sale of the Land, or the unexpired term of years demised by the Lease, as the case may be, and re-sell without being answerable for any loss occasioned thereby;
 - (d) in the case of a sale on credit shall be bound to pay the Chargor only such monies as have been actually received from the purchaser after the satisfaction of the claims of the Chargee; and
 - (e) for any of the said purposes may make and execute all agreements and assurances which it shall think fit;
- 6) the purchaser shall in no case be bound to enquire whether notice of intention to sell has been given or default made, or otherwise as to the regularity or validity of any sale made hereunder;
- 7) any sale by the Chargee shall be valid as regards the purchaser, and the remedy of the Chargor shall be in damages only against the Chargee, and any sale hereunder shall not in any way be affected thereby.

Additional Remedies

22. The Chargor hereby agrees with the Chargee as follows:
- 1) The Chargee may distrain for arrears of Principal in the same manner as for arrears of interest and in the manner and on the terms provided by law.
 - 2) Upon default of payment of any Indebtedness payable hereunder at the time and in the manner in this Charge provided, in the event of non-observance by the Chargor of any special covenant in Section 17 of this Charge or of any other covenant, proviso or agreement contained in this Charge or in any charge to which this Charge is subject, or if the Chargor commits or permits any act of waste on the Land or does any other thing by which the value of the Land is or might be diminished (as to which the Chargee shall be the sole judge)

the whole of the Principal and all Indebtedness payable hereunder shall at the option of the Chargee forthwith become due and payable; and in default of immediate payment thereof, the security hereof shall forthwith become enforceable and all of the power of entering upon the said Land and leasing or selling the same hereby granted to the Chargee may be exercised forthwith.

- 3) If the Chargor's title to the Land is leasehold, and if the Chargor shall refuse or neglect to renew the Lease or any renewals thereof granted hereafter, then, and as often as it shall happen, the Chargee may effect such renewals in its own name or otherwise, and every renewal of the Lease and the Land thereby demised shall remain and be security to the Chargee for the Indebtedness.
- 4) In the event of non-observance by the Chargor of any covenant, proviso or agreement herein contained, the Chargee shall have the right, but shall not be bound, to perform or observe such covenant, proviso or agreement and all monies expended by the Chargee in so doing shall be payable forthwith by the Chargor. For the purpose of performing or observing such covenant, proviso or agreement the Chargee may enter upon the Land whenever and as often as may be requisite and shall not by reason thereof be deemed to be a mortgagee in possession.

Notice to Chargor

23. When any notice is given by the Chargee pursuant to or in connection with this Charge such notice may be given in any manner permitted or provided by the laws applicable thereto, or subject to the laws applicable thereto, it may at the option of the Chargee be given by leaving it with a grown-up person on the Land if occupied, by placing it on some portion of the Land if unoccupied, by mailing it by prepaid registered post addressed to the Chargor at the last known address of the Chargor, or by publishing it once in some newspaper published or circulated in the City, Town or County in which the Land is situate; and such notice shall be sufficient although not addressed to any person by name or designation and notwithstanding that any person to be affected thereby may be unborn, unknown, unascertained or under any disability; and subject to the laws from time to time applicable thereto the giving of such notice in the manner aforesaid shall be as effectual as if it had been personally served upon all persons required to be served therewith.

Priority of the Charge

24. The Chargee:
 - 1) acknowledges this Charge is or will be a second Charge subject to the First Charge on the Land set out in Box 10(d) of Form 2 of this Charge;
 - 2) agrees the Chargor may obtain all advances on the said First Charge on the Land set out in Box 10(d) in priority to this Charge up to the Principal Amount of the said First Charge;
 - 3) postpones the Principal of this Charge in favour of the said First Charge on the Land set out in Box 10(d) up to the Principal Amount of said First Charge;
 - 4) agrees the Chargor will have the privilege of replacing the said First Charge on the Land with a new Charge, the principal amount, the rate of interest and the terms and conditions of which have prior to registration, been approved in writing by the Chargee.

Non-Waiver and Judgments

25. 1) No failure to enforce, at any time or from time to time, any of the rights of the Chargee shall prejudice such rights or any other rights of the Chargee, nor shall any waiver by the Chargee of any default by the Chargor operate as a waiver by the Chargee of a subsequent default or prejudice any rights of the Chargee on such subsequent default.

- 2) The obtaining of a judgment or judgments on any covenant, proviso or agreement herein contained shall not operate as a merger of such covenant, proviso or agreement.

Discharge

26. The Chargee shall have a reasonable time after payment of the Indebtedness in full within which to prepare and execute a Discharge or Cessation of Charge; and all legal and other expenses for the preparation and execution of such Discharge or Cessation of Charge shall be borne by the Chargor.

Successors and Assigns

27. Every reference in this Charge to a party hereto shall extend to and include the heirs, executors, administrators, successors and assigns of such party. This Charge shall enure to the benefit of and be binding upon the heirs, executors, administrators, successors and assigns of the parties hereto.

Guarantee

28. The Guarantor in consideration of the Chargee making the loan secured by this Charge to the Chargor and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, agrees as follows:
 - 1) the Guarantor, as principal debtor and not as surety, shall well and truly pay or cause to be paid to the Chargee the Indebtedness payable hereunder on the days and times and in the manner herein limited and appointed for the payment thereof;
 - 2) the Guarantor unconditionally guarantees full performance and discharge by the Chargor of all of the obligations of the Chargor under the provisions of this Charge at the times and in the manner herein provided;
 - 3) the Guarantor indemnifies and saves harmless the Chargee against and from all losses, damages, costs and expenses which the Chargee may sustain, incur or be or become liable for by reason of:
 - (a) the failure for any reason whatsoever of the Chargor to pay the Indebtedness or to do and perform any other act, matter or thing pursuant to the provisions of this Charge; or
 - (b) any act, action or proceeding of or by the Chargee for or in connection with the recovery of the Indebtedness or the obtaining of performance by the Chargor or any other person liable hereunder of any other act, matter or thing pursuant to the provisions of this Charge;
 - 4) the Chargee shall not be obliged to proceed against the Chargor or any other person liable hereunder or to enforce or exhaust any security before proceeding to enforce the obligations of the Guarantor herein set out and that enforcement of such obligations may take place before, after or contemporaneously with enforcement of any security for any such debt or obligation;
 - 5) the Chargee may grant any extensions of time for payment, release the whole or any part of the Land or other security from this Charge; or otherwise deal with the Chargor and any such extension, release or dealing does not constitute a waiver of the Chargee's rights under this Guarantee;
 - 6) the Guarantor has read this Charge and is fully aware of its terms and in particular with the terms of this Section.

Appointment of Receiver

29. If the Chargor shall be in default in the observance or performance of any of the terms, conditions, covenants or payments described herein then

the Chargee may in writing, appoint any person, whether an officer or employee of the Chargee or not, to be a receiver of the Land and the rents and profits derived therefrom, and may remove the receiver so appointed and appoint another in his stead. The term "receiver" as used in this Charge includes a receiver and manager. The following provisions shall apply to this section:

- 1) The receiver appointed under this section is conclusively the agent of the Chargor and the Chargor shall be solely responsible for the acts or defaults and for the remuneration and expenses of the receiver. The Chargee shall not be responsible in any way for any misconduct or negligence on the part of any receiver and may, from time to time, fix the remuneration of the receiver and be at liberty to direct the payment thereof from proceeds collected.
- 2) Nothing contained herein and nothing done by the Chargee or by the receiver shall render the Chargee a mortgagee in possession or responsible as such.
- 3) All monies received by the receiver, after providing for payment and charges ranking prior to this Charge and for all applicable Costs shall be applied in or towards satisfaction of the remaining Indebtedness.
- 4) The receiver appointed under this section shall have power to:
 - (a) take possession of the Land, collect rents and profits and realize upon any additional or collateral security granted by the Chargor to the Chargee and for that purpose may take any proceedings, be they legal or otherwise, in the name of the Chargor or otherwise;
 - (b) carry on or concur in carrying on the business which the Chargor is conducting on and from the Land and for that purpose may borrow money on the security of the Land in priority to this Charge; and
 - (c) lease all or any portion of the Land and for this purpose execute contracts in the name of the Chargor which said contracts shall be binding upon the Chargor.
- 5) The rights and powers conferred herein are supplemental to and not in substitution for any other rights which the Chargee may have from time to time.

DATED the 4th day of November, 1988.

C. Peterson

Christina Peterson -
Authorized Signing Officer

Bernard A. Roberts

Bernard A. Roberts -
Authorized Signing Officer

DIRECTOR OF LAND REGISTRATION
STANDARD CHARGE TERMS
FILING NO. 8815

SH *notification*

social housing

Subject: Negative Total Service Manager Subsidy Calculation for Housing Projects Governed Under Part VII of *the Housing Services Act, 2011*

Legislation/Regulation

Release 19-01

Operational

MINISTRY NOTICE

The purpose of this notification is to clarify Service Managers' subsidy obligations when, in a post-mortgage expiry environment, the total Service Manager subsidy calculation (refer to O.Reg. 369/11, s.12) creates a negative number.

The subsidy formula for Part VII housing projects remains in place regardless of the status of the mortgage, provided that the project continues to be listed in the O.Reg. 368/11 under *the Housing Services Act, 2011*.

Where the mortgage has been paid off, the mortgage component of the operating subsidy will be zero. In some cases, as per O.Reg. 369/11 s.12 which is the total Service Manager subsidy, this result in the total Service Manager subsidy being calculated may be a positive number, or a negative number, or zero.

Service Managers should interpret a negative total Service Manager subsidy calculation for a Part VII housing project to mean \$0 subsidy payable to the housing provider.

A negative total Service Manager subsidy calculation does not result in an amount owing by the housing provider to the Service Manager.

Subsidy overpayments can only be recovered by the Service Manager where a subsidy estimate calculated at the beginning of the year is greater than the actual subsidy entitlement calculated at the end of the year using housing provider's financial statements and the Annual Information Return.

BACKGROUND

O.Reg. 369/11 under *the Housing Services Act, 2011* prescribes rules for calculating the subsidy that Service Managers pay to housing providers for Part VII housing projects (a.k.a. Provincial Reform projects).

This subsidy is estimated at the beginning of each year and then reconciled at the end of the year. For most projects, the subsidy formula is made up of three components:

- **Operating Subsidy** = Project Indexed Benchmark Operating Costs + Actual Mortgage Payments – Project Indexed Benchmark Revenues.
- **RGI Subsidy** = Lesser of *Indexed Benchmark* or *Actual* Market Rent for RGI units – Actual Rent Revenue from RGI units.
- **Property Tax Subsidy** = Actual Property Taxes for the project.

The total Service Manager subsidy is calculated by adding up these three components. Service Managers generally flow the subsidy to housing providers via equal monthly payments.

It is important to note the funding formula noted above is the minimum Service Manager subsidy required for a housing provider. Service Manager's have the discretion and flexibility to provide a subsidy over and above these minimum requirements to meet housing needs in their respective communities and to promote the long-term sustainability of housing providers.

ACTION REQUIRED

No action is required.

If you have any questions, please contact Erich Freiler, Manager, Housing Funding and Risk Management, at 416-585-6193 or by email at erich.freiler@ontario.ca.

Keith Extance
Director
Housing Funding and Risk Management Branch
Ministry of Municipal Affairs and Housing

Housing Advocacy Key Asks for Municipal Election:

What is the long-term change we want to see?

Prevent, reduce, and end homelessness by addressing the housing affordability crisis in Ottawa:

- **Stop the loss** of affordable housing.
- **Create more** affordable housing.
- **Preserve the quality** of existing affordable housing.

The purpose of this campaign/ these key asks is to:

- Set a standard for what Councillors need to do to seriously address the housing and homelessness crisis, in advance of the October municipal election.
- Elect a City Council that will work towards these outcomes.
- Build widespread support for affordable housing in Ottawa.

Campaign Platform	
1. Stop the loss of affordable housing.	
Private Sector: Renovictions & Demovictions	Public Sector: Non-profit Housing Acquisition
<p><i>Create municipal policies strengthening tenant protections against renovictions and demovictions.</i></p> <p>As part of a larger landlord licensing requirement, these policies would strengthen enforcement of existing renoviction and demoviction bylaws. These policies would include the following conditions:</p> <ul style="list-style-type: none"> ● The landlord must have received approval of all permits with the City in advance of issuing a notice to tenants of renoviction or demoviction. ● The City would be responsible for providing information to tenants on their legal right to compensation. ● Ensure tenants who are temporarily displaced during renovations or demolitions are re-housed at the same rate of rent, similar to the Toronto Demolition Control Bylaw. <p>Example: New Westminster, BC. Prior to the bylaw there were 333 known renovictions with zero once the bylaw was introduced in 2019.</p>	<p><i>Create a non-profit housing acquisition strategy, supported by City purchases of private market residential properties, for the purpose of turning them over to non-profit housing providers.</i></p> <p>This would help to stop the loss of aging housing stock being sold and converted to higher priced housing. By reserving this housing for non-profits, it gives non-profit housing providers the time and ability to quickly acquire rental housing.</p> <p>Example: Montréal’s pre-emptive right (and in line with Gatineau’s intentions) to purchase residential buildings first, before being on the private market.</p>

2. Create more affordable housing.	
Private Sector: Inclusionary Zoning	Public Sector: 1000 Affordable Options
<p><i>Develop a strong Inclusionary Zoning policy ensuring new builds have permanent affordable units, based on a household's income.</i></p> <p>With affordable housing defined as 30% of a household's income, new developments will need to ensure 20% - 30% of units for affordable housing (phased in over time). A portion of the affordable units would be reserved for households that make below \$24,000/ year.</p> <p>Example: Montreal's 20-20-20 bylaw, predictions that it could result in up to 600 new affordable units a year.</p>	<p><i>Increase the municipal budget to house 1,000 households each year, committing 30% as part of a For Indigenous, By Indigenous Housing Strategy.</i></p> <p>This increase would double the City's current commitment to house 500 households through rent subsidies and creation of non-profit units. This would reduce homelessness and the social housing registry waitlist by 50% by 2030.</p>
3. Preserve the quality of existing affordable housing.	
Private Sector: Landlord Licensing	Public Sector: Housing Ombudsperson
<p><i>Require landlords in Ottawa to be licensed for more effective oversight of property maintenance and provide funding, where needed, for small landlords to do maintenance repairs rather than sell their rental units.</i></p> <p>This policy would require landlords to register with the City, holding rental properties to higher maintenance standards and better equipping the City to enforce those standards.</p>	<p><i>Assign an independent Housing Ombudsperson to implement the right to housing in line with the federal commitment to housing as a human right.</i></p> <p>The Ombudsperson's work would include:</p> <ul style="list-style-type: none"> ● Monitor progress in meeting timelines and targets of the 10 Year Plan. ● Review submissions of violations of the right to housing. ● Give City Council recommendations to fulfill its human rights obligations. <p>Example: City of Toronto, Housing Commissioner Office</p>

EXPRESSION OF INTEREST FOR CCOC'S BOARD OF DIRECTORS

My name is Reaz Zaman. I'm new Canadian with visual minority status. I have opportunity to stay as a tenant in CCOC apartment at 210 Gloucester St. more than two years until the years 2020 under the unprecedented COVID-19 pandemic situation. This is a get opportunity to gain very positive residency experience which will help to provide assistance for the board to directors' decision making on affordable housing.

Currently I'm working in the ministry of Solicitor General, Ottawa West Probation and Parole since 2018 as Community Support Representative (CSR). I born and raised in Dhaka, Bangladesh and has accomplished a Master of Commerce, major in Finance. My work experience spans on accounting and administration, fund management, and serving 10 years as a delegate in the European Union. Since relocating to Ottawa in 2013, I'm deeply involved with various section of community. I worked more than four years with the Elizabeth Fry society of Ottawa for supporting marginalized and homeless women.

I was working as a treasurer of Glashan public school council from 2015 to 2017 and also helped Ottawa Public library as volunteer coordinator of English conversation group leader since 2014. Presently I'm involving Canada Revenue CVIT volunteer program to help to submit e-tax return to Senior citizens, Students, low-income marginalized group since 2014.

Volunteering my time with a not for profit at a board level is an awesome legacy, in other way I want to give back to the community. Diverse community concept is a very essential spirit to grow with strong multicultural environment.

I believe, I have a passion for the cause, enthusiasm and excitement for helping in a variety of ways which are the most valuable qualities of a good not for profit board of directors.

Last but not the least, in my opinion the most important characteristics of a not-for-profit board directors extend far beyond work experience and education. While these factors are certainly important, less tangible aspects of a prospective board member might be more valuable to the organization. A board member with the right "intangibles" can take the organization much further.

Dear Nomination Committee,

I am writing to express my interest in joining the CCOC Board of Directors. I have been a COOC tenant since 1995. As a long-time informal ambassador of COOC, I am ready to give back and volunteer my time to contribute to support CCOC's mission and values.

When I became a tenant 25 years ago, I was a single mother, newly arrived in Canada, with a very low income. I cannot begin to express the impact renting from COOC had on my life trajectory at that critical time. I was provided with affordable, quality housing which gave me the stable foundation needed to be able to direct energies to improve my life and thrive. I was able to focus on raising my daughter, to integrate into my new community and start a new career with the Federal Public Service.

I have a strong appreciation for the efforts by CCOC to build community among tenants. The spring garden program has been a real highlight for me. When I was low income, I was not able to afford extras, so the accessibility of this type of initiative helped me brighten my space and made me feel included in the community. I also value the mix and diversity of my CCOC neighbours. It is important to have neighbours of varying incomes, cultures, abilities, and backgrounds living together.

As a Board member I can bring diverse perspective and experience to the role including:

- 10 years of Human Resources professional experience in the Federal Public Service. I also hold a Computer Science diploma from Algonquin College.
- I am fluent in English, Arabic, Italian, Somali and beginner French and Spanish.
- I am a Somali Canadian woman who has gone through a life changing experience of immigrating to a new country due to civil conflict.
- I understand what it is like to start over economically, going from a middle-class life and professional job to arriving in Canada, going to college, working retail for ten years, before finally starting a career in the Federal Public Service.
- I raised my daughter as a single parent with no close relatives nearby.
- I benefited from the rent subsidy program while working a retail job with irregular hours. I know the struggle to make ends meet when your hours are cut unexpectedly. I am so thankful the subsidy was available to me when I needed it.
- Now as a market rent tenant, I value being able to continue to rent an affordable place and not worry my landlord will sell the property forcing me to move.
- In 2018, I was part of a refugee sponsorship group that supported a single mother from Syria settle into Ottawa with her two young boys. I was exposed to the new realities of settlement into Canada for refugees, especially when it comes to finding affordable housing.
- I have a strong understanding of seniors, accessibility, and disability issues through supporting a 95-year-old neighbour for over 15 years and as the substitute decision maker for my brother who unfortunately entered a long-term care home at age 55.

I am a champion of the notion that it is ok to be a lifelong renter. Home ownership is not the only way to create a home and community. Long term, reliable, community oriented rental options are essential, not only for people with low and modest incomes, but also critical for cultivating a diverse and thriving community.

I trust that my diverse tenant, life, and professional experience will allow me to contribute meaningfully to the CCOC Board and support decisions making on behalf of the CCOC tenant community.

Sincerely,
Soraya Ibrahim



CCOC Boardroom Buddies

5 tips for veteran buddies

Starting out on the Board or a committee can be a bit intimidating for some volunteers. CCOC does so much stuff, and meetings can feel like a confusing blast of information, acronyms and social housing jargon. Having a buddy who is a veteran at the table will help newbies navigate their first year. These tips will help you get the relationship started.

1. **The veteran should make the first move.** Roll out the welcome wagon by introducing yourself right away. Explain your role, offer your contact information, and offer to meet for coffee before the next meeting.
2. **Good communication** leads to good relationships. Good relationships lead to volunteer satisfaction. Keep in touch over the first year. Check in after a meeting to ask how it's going so far.
3. **Watch for body language during meetings.** Eyes glazing over? Nervous wiggling in the seat? Anxious looks from side to side? They may be lost. Or they may be too nervous to speak up.
4. **Be an anti-jargon leader.** Ask the speaker, staff or the chair to explain something if your buddy doesn't have the background story yet. Ask for an acronym to be spelled out. We don't want to fall back on jargon, but sometimes we all need a reminder. You can play that role.
5. **We need everyone's voice at the table.** We want people to bring their experience and perspectives into our decision-making. That doesn't work if they don't speak up (or if other speakers don't leave room for everyone to talk!). Encourage your buddy to voice their perspective, even if it seems to go against consensus. Usually we discover a couple other people also have the same doubt or concern. That's what you're *all* there for.

Thanks for volunteering to be a boardroom buddy!

MINUTES of a meeting of the Board of Directors of **CENTRETOWN CITIZENS OTTAWA CORPORATION (the “Corporation”)**, held at Ottawa, Ontario, on the 22nd day of December 2021.

PRESENT: **(insert names)**

being all of (or a quorum of) the directors of the Corporation.

On motion duly made, seconded and carried, the President, AnaLori Smith, acted as Chair of the meeting and **Shelley Robinson acted as Secretary (insert name if different)** of the meeting.

All of (or a quorum of) the directors being present, and notice of the calling of the meeting having been duly sent, the meeting was declared to be properly constituted for the transaction of business. A copy of the notice calling the meeting was directed to be annexed to these minutes.

On motion duly made, seconded and unanimously carried, it was **RESOLVED THAT:**

2. The Corporation is hereby authorized to execute and deliver all security documentation in favour of the City of Ottawa as required, defined and set out in the Amended Contribution Agreement dated December, 2021 entered into between the Corporation and the City of Ottawa (the “**Amended Contribution Agreement**”).
3. The Corporation is hereby authorized to execute and deliver all required deeds, transfers, warranties, conveyances, agreements, assignments, mortgages, charges, and all other documentation as may be necessary or desirable to complete all of the transactions contemplated under the Contribution Agreement (the “**Closing Documentation**”).
4. Fran Childs, Acting Executive Director and Maryse Martin, Director Finance, were authorized to execute and deliver on behalf of the Corporation the Contribution Agreement and Fran Childs, Acting Executive Director and AnaLori Smith, President are authorized to execute the Amended Contribution Agreement and the Closing Documentation.

There being no further business, the meeting then terminated.

AnaLori Smith, President

Shelley Robinson, Secretary



Interim Policy on Covid-19 Vaccination for In-Person Volunteers

1. Purpose

At the end of September 2021, the CCOC Board of Directors approved a policy that requires all CCOC staff to be fully vaccinated against COVID-19. They requested that the Tenant and Community Engagement Committee create a similar policy for in-person volunteers.

2. General Information

COVID-19 is highly contagious and is potentially lethal.

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

The COVID -19 vaccines:

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

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

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

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

3. Procedures

All current CCOC volunteers who are attending any CCOC activities in-person are required to obtain full COVID-19 vaccination, meeting Health Canada recommendations.

All in-person CCOC volunteers are required to show documentary proof of their full vaccination (2 doses) before volunteering in person. In-person volunteers are also required to sign the Volunteer Vaccination Attestation before volunteering in person. Volunteers are permitted to show proof of vaccination and sign the Attestation upon arrival at the activity.

4. Privacy

CCOC will collect and use all such information in strict compliance with applicable privacy laws. CCOC will record vaccination status, however, will not retain actual copies of vaccination records.

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

5. Exemptions

As volunteering is optional by nature, any volunteer who is exempt from getting the vaccine, or who chooses not to, will not be permitted to volunteer in-person. CCOC staff will support their participation virtually as much as possible.

7. Continued Safety Precautions

All in-person volunteers are required to adhere to CCOC's mandated safety precautions regarding masking and other PPE, physical distancing and hand washing while participating in in-person activities. While the vaccine will reduce the likelihood of COVID-19 infection, it is not yet known if the vaccine prevents people from transmitting the virus. You may still be contagious after getting the vaccine.

8. Effective Dates

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

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

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

Approved: December 2021

CCOC/CCHC EXECUTIVE COMMITTEE

Minutes

7pm, Monday, December 13, 2021

(By Video Conference)

Present: AnaLori Smith (Chair), Courtney Lockhart, Court Miller, Shelley Robinson, Erin Sirett, Chris Yorby

- 1. Call to order & anti-oppression statement:** 7:05pm
- 2. Approval of the agenda & time allocations.** Approved unanimously with addition of items 6d., 6f., and a second in camera item.
Timekeeper: Chris
- 3. Approval of regular and *in camera* minutes from November 8, 2021.** The regular minutes were approved unanimously with the correction that Chris Yorby should be added to the list of those present. There were no in camera minutes in November.
- 4. Reviewing Department Directors' meeting.** Fran briefed the committee on the November 18 meeting (succession planning) and the December 2 (CAP interdepartmental 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 1 tenant."
(Moved/Seconded/Carried, AnaLori/Chris)
 - b) Other reasons:** None
- 6. Business Arising:**
 - a) 520 Bronson Letter re loan**

Fran shared a letter drafted by Maryse that is to be sent to Minister of Municipal Affairs and Housing (MMAH) regarding a loan coming due at 520 Bronson in 2024. CCOC manages 19 properties built under various MMAH programs between 1986 and 1995. No others have a debt charge repayable after the end of their original operating agreements. Fran explained that CCOC would like to send this to Minister Clark before the holidays. Shelley asked about the word "part" on page two, wondering if it is a typo. Chris noted that the number N459640 listed on page three doesn't match the number on the document in the appendix. Exec members are in favour of the letter being sent and then coming to the full board as an information item. Fran will pass this feedback to Maryse.
 - b) Transitioning the Secretary role**

Shelley shared that she needs to take a step back from the Board and committees. The Secretary position is to sit on TCE committee, and Courtney already sits on TCE

committee and would be open to taking on the role of Secretary. This is to be brought to the December meeting of the Board for a nomination and vote.

c) Nominations Subcommittee Update

Shelley and AnaLori reported back that the work of the Nominations Committee is moving well. Two candidates will be brought forward at the December Board meeting.

d) New Executive Director Orientation and Evaluation

Fran shared that Directors had questions about what pieces of orientation and training the Board plans to take on as well as how things like evaluation and probation might be structured given that there could be changes to the Board composition following the 2022 AGM. AnaLori and Court shared that they aren't quite through with the hiring process, so that has been the focus so far. Shelley suggested striking a subcommittee to tackle the Board pieces of ED orientation.

e) The Committee moved in camera at 7:35pm to discuss two items. (M/S/C, AnaLori/Court) Minutes are recorded separately. The Committee moved out of camera at 8:15pm (M/S/C, Shelley/Courtney)

f) Board Surveys

Shelley would like to propose a subgroup to work on a Board Survey. This is a good way to capture input. Shelley is willing to help develop something.

7. Other business:

a) Board Agenda Planning:

Date for January meeting: January 26

December 22: In-person volunteer vaccination policy

Nominations sub-committee – recommendation for Board appointment

Letter regarding 520 Bronson

Secretary Nomination

Board Surveys

Future: Strategic Planning

Evictions process from AROC lens

Data and privacy

The Committee moved back in camera to continue discussing the same topic from 6.c at 8:30pm. (M/S/C, Shelley/AnaLori) Minutes are recorded separately.

The Committee moved out of camera at 8:40pm. (M/S/C, ?/?)

8. Adjournment

Next Exec meeting: January 10, 2022



159 Forward Ave

Monthly Project Report



Date: 26 November 2021

To (Attention): CCOC Development Committee

From: Kyla Tanner, Project Manager, Cahdco

Re: **December 2021 Project Report**

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

We received our building permit on November 25. This allowed us to request our 2nd milestone payment from Action Ottawa.

Project Scope

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

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

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

Project Schedule

October	November	December	April 2023
Draft Delegated Authority Report End of Site Plan Review Process Construction Start (Oct 12)	City of Ottawa release of Building Permit (Nov 25) 2 nd milestone payment from Action Ottawa	Final Class A (stipulated price contract with MBC)	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 **late November / early December**.
- The site was mobilized on October 12.
- Construction is to take 18 months. Rent up will likely begin in April of 2023.
- CMHC has begun the term sheet process. We anticipate taking our first draw in January 2022.
- We received our building permit on November 25. This allowed us to request our 2nd milestone payment from Action Ottawa.**

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	\$ 16,815,518
Soft Costs (Including Financing)	\$ 1,566,522
Contingencies	\$ 1,847,954
HST (Including NP Rebate)	\$ 534,566
Total Project Cost	\$ 23,449,075
SOURCES AND USES	Total
Action Ottawa Additional Units + Top Up	\$ 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	\$ 1,172,454
Section 37	\$ 226,200
CCOC Equity	\$ 250,000
City Land Contribution	\$ 1,700,000
CMHC Co-Investment Financing	\$ 12,279,140
FCM Planning Grant	\$ 25,000
FCM Financing	\$ 0
Build Permit Waiver	\$ 43,091
Total Sources	\$ 23,449,075
Surplus / (Shortfall)	\$ 0

Qualitative Risk Assessment

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

#	Risk Item	Description	Potential Impact	Mitigation Options	Likelihood	Value of Risk (\$)
1	Escalation of Capital Costs	An increase in the hard or soft costs of the project	With a fixed NOI this will increase the demand for equity or other sources of funding	<ul style="list-style-type: none"> Value Engineer the project Introduce additional sources of funding 	Class D to Class C: 10% escalation of costs Class C to Class B escalation: 1.8% escalation of costs Class B to A escalation: low risk	10% escalation = \$1.4M 1.8% = \$304,000 No cost anticipated with low risk
2	AO contribution for additional units	The City of Ottawa might not fulfill their Letter of Commitment	This would decrease the anticipated grant contribution for the project by \$2,340,000	<ul style="list-style-type: none"> Sign a contribution agreement for \$2,340,000 Increase rent for the unsponsored 18 units to AMR to increase debt financing capacity 	Low Risk	No cost anticipated
3	Interest Rate Escalation	An increase in CMHC's interest rate above the 2% that we're modelling	This would impact the initial assumptions that formed the basis of the project and similar to item #1 additional funding would be required	<ul style="list-style-type: none"> Push to secure financing quickly while rates are low Introduce additional sources of funding Value Engineer the project 	Medium Risk	0.25% = ~\$500,000- ~\$700,000
4	Decrease in CMHC Grant Contribution	CMHC approves less than the anticipated 5% grant	This would impact the financial sources of the project	<ul style="list-style-type: none"> Sign CMHC term sheet Introduce additional sources of funding Increase the financing for the project to overcome any loss in sources 	Low Risk	No cost anticipated (CMHC is looking into increasing the grant contribution)
5	COVID-19 Pandemic	Delays in approvals, funding, and/or construction	Delays in the start of construction, the manufacturing of materials, or a delay in funding could positively or negatively influence the project.	<ul style="list-style-type: none"> Facilitate open dialogue with funders, construction manager, and regulators to review changes in the industry and react as necessary Prepare optional bridge financing 	Low Risk	No cost anticipated (risk is being mitigated)
6	Limited Available Cash Flow	Cost factors outside of this project reduce the cash flow available to CCOC	Project delay due to inability to cash flow costs of construction	<ul style="list-style-type: none"> Sign CMHC term sheet Secured 3rd party bridge financing 	Low Risk	Cost of interest rate from increased bridge financing ~\$10,000
7	Escalation of Utility Costs upon completion of the building	The utility costs are not covered by the energy generated (solar panels)	CCOC operational costs would become greater than budgeted	<ul style="list-style-type: none"> Work with consultants to optimize energy production and consumption Pursue on-site energy production (Net-Zero for a portion of the building) to allow CCOC to eliminate most of their own utility bills and possibly allow them to provide benefits to some of their tenants 	Low Risk	No cost anticipated (modelling demonstrates enough generation – option to not have solar panels and save capital costs)

Authority Matrix *

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

Legend			
I	F	R	A
Information Only	Feedback	Recommendation	Approval

Phases of Development

Relevant Documents

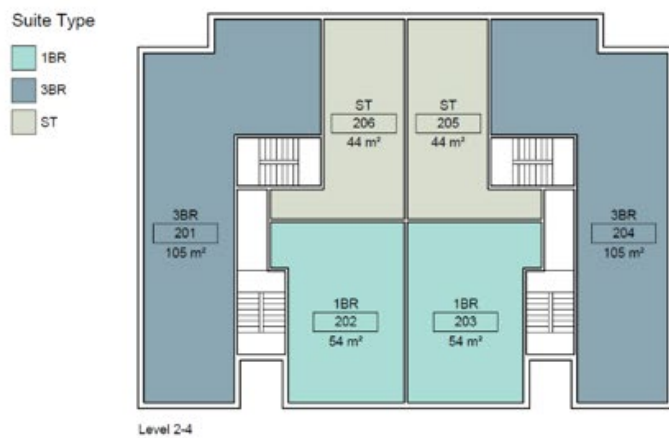


Figure 1.

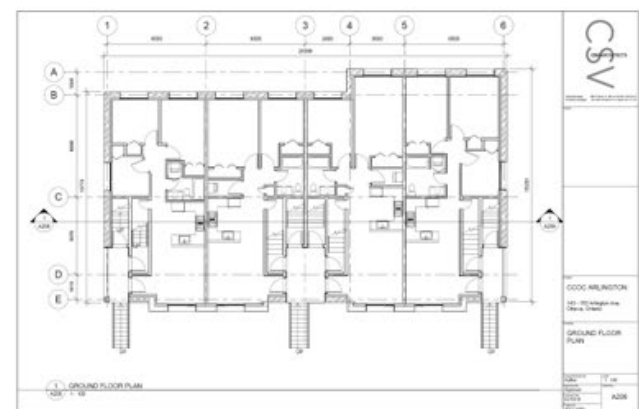


Figure 2.

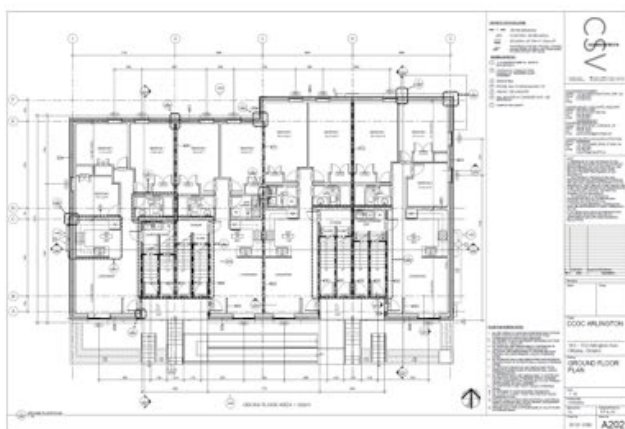


Figure 3.

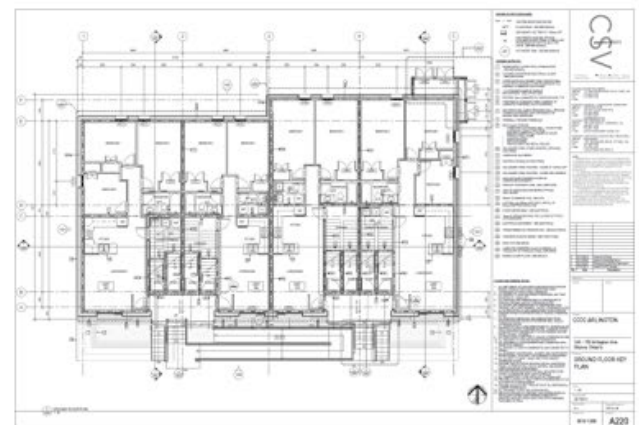


Figure 4.

CONFIDENTIAL

**Rental Committee Meeting
December 09, 2021**

Rental Committee: Dougald Brown (Chair), Ana Lori Smith, Sulaina Bonabana, Kerry Beckett, Sandy Hung, Cynara Desbarats

Regrets: Christopher Yordy, Alisher Perez, Dahyla Smolash, Teresa Schoembs

Staff: Fran Childs (Rentals), Joelle Messier (Rentals),

1. Anti-Oppression Statement

Fran read the refreshed statement and sought feedback from the committee. Kerry shared positive feedback about the new statement. It has a more powerful message. Overall, committee members appreciated the revision.

2. Acceptance of the Agenda

The agenda was accepted as presented.

3. Adoption of the November minutes

This item is deferred to January because there were not enough members present who were at last meeting.

4. Mapping out 2022 Meetings, Topics & Work plan:

- a. Fran explained that this mapping exercise will help respond to some conversations at Governance and the Board because it will make it easier to know what topics are coming up at what times in the year at committee.
- b. Fran presented topics that the Rental Committee typically covers throughout the year and asked members whether they felt all items were still relevant and useful to the committee. We also reviewed arising topics including policies up for review, work related to CAP sites, and the joint-meeting with TCE to talk about safety and security at buildings. There was a discussion about the dangers of intervening; there has been an increase in issues with trespassers on CCOC property over the course of the pandemic. We hope the joint meeting with some community organization expertise will help.
- c. We reviewed a timeline of meetings for 2022. Some topics were adjusted earlier in the year, like reviewing the draft Camera and Access to footage policy. It's understood that this is a working document and will change as we progress through the year and priorities arise.

5. Reviewing 2021 Work plan and Accomplishments:

Reviewed the items the committee talked about in 2021. Members of the committee talked about some accomplishments they feel from the past year on the committee and personal highlights. The discussions had were helpful in continuing to make CCOC a proud place to be a tenant.

6. Announcements & Updates:

- a. **Staff Updates:** We reviewed who has joined or left the CCOC team.
- b. **Taiga Update:** 2022 renewals are getting ready to go out. All vacant units are now showable. Monthly operations-focussed meetings are happening to make sure we stay on top of things.
- c. **Forward update:** We got our building permit!
- d. **Sharing back from last month's Board meeting by our Chair, Dougald:** The last meeting was poignant by the announcement of Ray leaving. A review of the anti-oppression and racism statement was done. There was a big discussion about cameras on the security, the privacy, the cost, etc. The Directors will take turns as Executive Director until the new person is hired.

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

- a. **Vacancy & Turnover Reports:** Reviewed. 1 month to go. There are fewer move-outs reported for December and January than in other months.
- b. **Legal Updates:** Reviewed.
- c. **Accounts Receivable Stats:** Reviewed. Arrears are reducing for both current and past tenants. Some amounts outstanding have now been written off after tenants moved out. Past tenants who want to get on the Registry waiting list have come to pay their arrears, some from as long as 10 years ago. There are a lot of factors at play with vacancy losses.

8. Board and Committee Reports: We will circulate the report along with the minutes**9. Any Other Business/Board Focus on Rental Business:** None.**10. Adjournment 8:40pm**

Next meeting: January 13th at 7pm

RENTAL DEPARTMENT REPORT

Reporting on: November 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
Totals	11	12	24	15	9	14	24	18	26	15	10		178
Transfers (incl. overhoused)	1	2	3	2	0	3	4	4	5	6	1		31
Registry W/L	4	3	5	3	4	3	6	3	9	5	4		49
Referrals	4	2	5	1	1	4	5	6	8	3	2		41
Insitu MR to RGI	0	0	2	0	0	0	0	0	0	0	0		2
Websites/Twitter	0	3	9	9	2	3	7	5	4	1	3		46
Former Tenant	2	2	0	0	2	1	2	0	0	0	0		9
Move outs by month	11	12	13	16	12	20	22	22	12	17	22		179
Vacancy Rate by month	1.7%	1.6%	1.1%	0.9%	0.9%	1.6%	1.8%	1.8%	1.4%	1.7%	1.7%		Avg: 1.5%
Benchmark 1: units rented should equal number of move outs	0	1	11	1	3	6	2	4	14	2	12		5/11 months
Benchmark 2: CCOC vacancy rate should be lower than Ottawa's vacancy rate (3.9%)	2.2% lower	2.3% lower	2.8% lower	3.0% lower	3.0% lower	2.3% lower	2.1% lower	2.1% lower	2.5% lower	2.2% lower	2.2% lower		11/11 months

2. Vacancies & Turnovers:

November Move Outs: 22

December Move Outs (so far): 8

January Move Outs (so far): 6

As of December 2, 2021, the CCOC vacancy rate is 1.7% with 29 empty units in our 1688 "rentable units".

***Note that as of July 1, 2021, 2100 Scott Street (Taiga) is included in the monthly statistics.** 5 of the empty units for November are at 2100 Scott St., representing a 17% share of empty units. Taiga has 104 apartments, representing a 6% share of the total 1689 units. One of the empty apartments was an abandonment. We can now start renting all of the empty apartments that weren't showable for several months.

3. N5's & Evictions November:

- There are 1 active N5. There have been no further issues from the household who received the N5.
- There is one pending LTB Order for someone to move out at the end of December.
- The result of the hearing on November 10th was that we were given immediate possession of the apartment (this is unheard of – but good for the building)
- No N5 notices were served and no hearings took place for Taiga.

RENTAL REPORT: VACANCIES AND TURNOVERS
December 2021 MEETING (data as of December 2, 2021)

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0025	5	369 Stewart	R	\$ 570.00	\$ 570.00	2020-11-30	2020-12-31	current	moved in Dec 1
0027	503	520 Bronson	2	\$1,073.00	\$ 1,500.00	2021-02-28	2021-03-30	future	moving in Dec 15
0052	1	163 James	0	\$ 560.00	\$ 560.00	2021-04-02	2021-05-02	current	moved in Dec 1
0024a	3	24 Armstrong	0	\$ 741.00	\$ 741.00	2021-08-31	2021-11-03	future	moving in Dec 30
0026	106	110 Nelson	2	\$1,310.00	\$ 1,350.00	2021-08-31	2021-09-30	current	moved in Dec 1
0011	402	258 Lisgar	2	\$1,214.00	\$ 1,600.00	2021-08-31	2021-09-30	current	moved in Nov 1
0035	414	35 10 Stevens	2	\$1,060.00	\$ 1,120.00	2021-09-30	2021-10-30	current	moved in Dec 1
0027	404	27 520 Bronson	2	\$1,370.00	\$ 1,370.00	2021-10-15	2021-11-15	current	moved in Nov 15
0060	3	60 140 Bronson	0	\$ 751.00	\$ 825.00	2021-10-22	2021-11-21	current	moved in Dec 1
0011	205	11 258 Lisgar	0	\$ 838.00	\$ 900.00	2021-10-31	2021-11-30	future	move in Dec 15
0027	214	27 520 Bronson	1	\$ 877.00	\$ 1,175.00	2021-10-31	2021-11-30	current	moved in Dec 1
0027	707	27 520 Bronson	1	\$ 975.00	\$ 1,000.00	2021-10-31	2021-11-30	current	moved in Nov 15
0065	311	65 464 Metcalfe	1	\$1,120.00	\$ 1,270.00	2021-10-31	2021-12-30	current	moved in Nov 22
0068	8-100	68 100-200 Victory Gdns Pk	2	\$1,493.00	\$ 1,650.00	2021-10-31	2021-11-30	future	moving in Dec 15
0037a	409	37 145 Clarence	1	\$ 951.00	\$ 1,175.00	2021-10-31	2021-11-30	current	moved in Dec 1
0041a	405	41 455 Lisgar	1	\$1,015.00	\$ 1,225.00	2021-11-15	2021-12-15	future	moving in Dec 15
0034	606	34 264 Lisgar	2	\$1,154.00	\$ 1,500.00	2021-10-31	2021-11-30	future	moving in Dec 15
0034	301	34 264 Lisgar	3	\$1,290.00	\$ 1,600.00	2021-10-31	2021-11-30	future	moving in Dec 30
0060	6	140 Bronson	0	\$ 752.00	\$ 825.00	2021-06-30	2021-07-30	future	working on finalizing
0022	606	22 210 Gloucester	1	\$ 913.00	\$ 1,175.00	2021-10-22	2021-11-30	future	working on finalizing
0060	7	60 140 Bronson	0	\$ 754.00	\$ 825.00	2021-09-30	2021-10-30	future	working on finalizing
0022	808	22 210 Gloucester	1	\$1,175.00	\$ 1,175.00	2021-11-30	2021-12-01	current	moved in Dec 1
0061	8	61 123 Stirling	0	\$ 900.00	\$ 900.00	2021-11-30	2021-12-30	future	moving in Dec 15
0021	301	21 345 Waverley	1	\$1,225.00	\$ 1,225.00	2021-12-15	2021-12-30	future	moving in Dec 30

Units re-rented: 24

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0034	1001	34 264 Lisgar	3	\$1,298.00	\$ 1,600.00	2021-12-18	2022-01-17	0	Notice
0064	303	64 54 Primrose	0	\$ 825.00	\$ 825.00	2021-12-31	2022-01-30	0	Notice
0006	145F	6 143-153 Arlington	3	\$1,732.00	\$ 1,800.00	2021-12-31	2022-01-14	0	Notice
0040	210	40 151 Parkdale	2	\$1,181.00	\$ 1,600.00	2021-12-31	2022-01-30	0	Notice
0032	1-84	32 82-84 Putman	4	\$1,321.00	\$ 1,650.00	2021-12-31	2022-01-30	0	Notice
0065	605	65 464 Metcalfe	0	\$ 900.00	\$ 900.00	2021-12-31	2022-03-01	0	Notice
0067a	405	67 111 Catherine	2	\$1,520.00	\$ 1,650.00	2022-01-31	2022-03-02	0	Notice
0028a	108	28 341 Lyon	0	\$ 751.00	\$ 825.00	2022-01-31	2022-03-02	0	Notice
0020	7	20 298 Arlington	1	\$ 894.00	\$ 1,175.00	2022-01-31	2022-03-02	0	Notice
0017	208	17 170 Booth	1	\$ 985.00	\$ 1,225.00	2022-01-31	2022-03-02	0	Notice
0062a	1134	62 Merivale	2	\$1,119.00	\$ 1,250.00	2022-01-31	2022-03-02	0	Notice
0037a	311	37 145 Clarence	1	\$ 950.00	\$ 1,175.00	2022-01-31	2022-03-02	0	Notice
0067a	203	67 111 Catherine	0	\$ 843.00	\$ 900.00	2022-02-15	2022-03-17	0	Notice

UNITS ON NOTICE BUT NOT YET RENTED: 13

December Move Outs (So far): 8

January Move Outs (So far): 6

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Days Vacant	Notes
0042	707	Taiga 2100 Scott	2	\$1,250.00	\$ 1,250.00	2021-05-19	2021-08-31	197	wasn't showable for extended period, now showable
0042	406	Taiga 2100 Scott	2	\$1,250.00	\$ 1,250.00	2021-06-30	2021-08-31	155	wasn't showable for extended period, now showable
0011	502	258 Lisgar	2	\$1,217.00	\$ 1,600.00	2021-08-31	2021-09-30	93	on web
0039	606	415 Gilmour	2	\$1,214.00	\$ 1,600.00	2021-08-31	2021-09-30	93	on offer
0042	201	Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-08-31	2021-09-30	93	wasn't showable for extended period, now showable
0060	1	140 Bronson	0	\$ 825.00	\$ 825.00	2021-08-31	2021-09-30	93	wasn't showable for extended period; will be partner referral
0024b	1	24 Carruthers	0	\$ 801.00	\$ 825.00	2021-08-31	2021-09-30	93	not showable
0034	701	34 264 Lisgar	2	\$1,236.00	\$ 1,500.00	2021-09-30	2021-10-30	63	on web
0060	14	60 140 Bronson	1	\$1,175.00	\$ 1,175.00	2021-09-30	2021-10-30	63	wasn't showable for extended period, now showable
0022	1102	22 210 Gloucester	2	\$1,133.00	\$ 1,450.00	2021-10-31	2021-11-30	32	on web
0066	206	66 160 Argyle	0	\$ 844.00	\$ 900.00	2021-10-31	2021-11-30	32	multiple offers
0060	5	60 140 Bronson	0	\$ 760.00	\$ 825.00	2021-11-10	2021-12-10	22	eviction; not showable
0035	111	35 10 Stevens	2	\$1,029.00	\$ 1,120.00	2021-11-15	2021-12-15	17	short notice
0040	305	151 Parkdale	2	\$1,600.00	\$ 1,600.00	2021-11-15	2021-12-15	17	eviction; not showable
0012a	476	Gilmour	3	\$1,406.00	\$ 1,620.00	2021-11-26	2022-02-01	6	eviction; not showable
0006	149	6 143-153 Arlington	2	\$1,580.00	\$ 1,640.00	2021-11-30	2021-12-30	2	
0017	403	17 170 Booth	2	\$1,265.00	\$ 1,400.00	2021-11-30	2021-12-30	2	
0021	306	21 345 Waverley	1	\$ 976.00	\$ 1,225.00	2021-11-30	2021-12-30	2	
0022	507	22 210 Gloucester	1	\$ 915.00	\$ 1,175.00	2021-11-30	2021-12-30	2	
0025	3	369 Stewart	0	\$ 570.00	\$ 570.00	2021-11-30	2021-12-30	2	community partner referral
0026	602	26 110 Nelson	1	\$1,080.00	\$ 1,175.00	2021-11-30	2021-12-30	2	
0034	205	34 264 Lisgar	1	\$ 928.00	\$ 1,175.00	2021-11-30	2021-12-30	2	
0039	301	415 Gilmour	1	\$ 980.00	\$ 1,225.00	2021-11-30	2021-12-30	2	
0042	700	42 Taiga 2100 Scott	3	\$1,048.00	\$ 1,480.00	2021-11-30	2021-12-30	2	
0042	303	42 Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-11-30	2021-12-30	2	abandonment
0065	310	65 464 Metcalfe	1	\$1,120.00	\$ 1,270.00	2021-11-30	2022-01-29	2	
0066	205	66 160 Argyle	0	\$ 845.00	\$ 900.00	2021-11-30	2021-12-30	2	on offer
0012a	1-472	Gilmour	1	\$ 950.00	\$ 1,125.00	2021-11-30	2021-12-30	2	on offer
0037a	201	37 145 Clarence	0	\$ 818.00	\$ 875.00	2021-11-30	2021-12-30	2	
0037a	410	37 145 Clarence	1	\$ 923.00	\$ 1,175.00	2021-12-01	2021-12-31	1	

Empty Units: 29 (not counting 1 community partner referral/block lease)

**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE
MEETING OF MONDAY DECEMBER 6, 2021
7:00 p.m. – 8:30 p.m., Microsoft Teams**

Chair: Peter Thorn

In attendance: Mayada Bahubeshi, Jordan Edwards, Lisa Hollingshead, Courtney Lockhart, Peter Thorn, Terri Schoembs

Staff: Delena Jean Baptiste (recorder), Hannah Vlaar

Regrets: Gisèle Doyle, Cheryl Hynes, Ashlin Kelly, Shelley Robinson

1. Call to order: 7:14 p.m.

2. Select time keeper

Mayada 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 Mayada Bahubeshi/Courtney Lockhart)

6. Standing items

a) **Board & committees report**

Discussion:

- The use of the acronym CAP within the Finance Committee report is confusing for committee members who do not know what the acronym means. Even though it is an in-camera item it would be good to know what the acronym means or for the subject to be excluded from the committee report.

b) **Department report:** No discussion

7. Adoption of the minutes of the meeting of Monday November 1, 2021

The adoption of the minutes has been deferred to the next TCE committee meeting in January.

(M/S/C Jordan Edwards/Lisa Hollingshead)

8. Business arising from previous minutes

a) Volunteer vaccination policy

Background: In mid-2021, the Board approved COVID-19 vaccination policies for CCOC staff as well as on-site contractors, and requested that the TCE Committee consider a similar policy for in-person volunteers. In November, the TCE Committee approved, in principle, a vaccination policy for in-person volunteers. Staff presented a fully drafted policy for the committee to review.

Discussion:

- Question: Would volunteers know the vaccination status of staff members when volunteering at an event, like the AGM?
 - Answer: No, CCOC cannot disclose personal health information about staff.
- Committees should retain a hybrid model of virtual and in person meetings and events post-Covid. It would reduce barriers to participation and allow more people to attend CCOC committees and events.
- Question: Is this vaccination policy based off of other policies at CCOC and at other organizations?
 - Answer: Yes, the draft volunteer vaccination policy is based off the CCOC staff vaccination policy. CCOC drafted the staff vaccination policy after looking at multiple policies from other organizations and businesses and researching best HR practices.
- Question: Would this policy apply to every CCOC event, both indoors and outdoors and both on and off CCOC property?
 - Answer: Yes, it would apply to every event being held by CCOC. This is stated on the attestation form.
- The following phrase in section 3 should be removed as there will be no exemptions for volunteers: “Subject to the Exemptions listed below in section 5)”.

Motion to recommend that the CCOC Board approve the Interim Policy on Covid-19 Vaccination for In-Person Volunteers as amended.

(M/S/C Mayada Bahubeshi/Courtney Lockhart)

9. New business

a) 2022 TCE Workplan review

Background: The TCE Director has prepared a 2022 department workplan and is looking for the committee’s feedback and approval. Please note that in 2022, the 2012-2022 CCOC strategic plan will be updated. As all CCOC departments are guided by the strategic plan, there are no significant changes to the 2022 TCE

workplan to allow for the new strategic plan to be the guiding force for the department in future years.

Motion to defer the 2022 TCE workplan review to the January TCE Committee meeting.

(M/S/C Lisa Hollingshead/ Mayada Bahubeshi)

b) Tenant-led initiatives process

Background: One of the outputs on the 2021 TCE workplan was to improve the communications to tenants about how they can lead initiatives, and to create consistent approval processes for tenant-led initiatives.

Motion to defer the Tenant-led initiatives discussion to the January TCE Committee meeting.

(Motion carried)

c) 2022 TCE Committee meeting topics

Background: Committee members would like more opportunities to authentically direct the TCE department work within the committee scope. Staff drafted a schedule of 2022 committee agenda items to ensure no major opportunities to direct the department are missed.

Committee members were happy to see the 2022 agenda items laid out in this format. A couple of small changes were made. Staff will continue updating this calendar throughout the year based on the need for committee input on unanticipated topics.

10. Meeting Follow Up

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

- The Volunteer Vaccination Policy

b) Are there any topics from today's meeting that should be on a future TCE Committee agenda?

- The November TCE Minutes
- The 2022 TCE Workplan
- Tenant-led Initiatives process

11. Announcements

a) TCE related community activities/events

- i. Volunteer recognition gifts will be mailed out soon.

- b) 2022 Meeting Schedule: January 5, February 7, March 7
 - i. Reschedule January meeting as it falls on a statutory holiday:
Rescheduled for Wednesday January 5.
 - ii. Update on CCOC Governance scheduling: CCOC staff will be using a shared calendar going forward to avoid scheduling or rescheduling committee meetings on the same night as another meeting.

12. Adjournment: 8:29 p.m.

(M/C Mayada Bahubeshi)