

The next regular meeting of the CCOC/CCHC Board of Directors is:  
**7:00 pm Wednesday, January 26<sup>th</sup> 2022**

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 22<sup>nd</sup> Dec, 2021
5. Business arising from the previous minutes
6. New business
7. Adjournment

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

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

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





**Centretown Citizens  
Ottawa Corporation**

# **CCHC/CCOC Board meeting**

**January 26<sup>th</sup>, 2022**



Welcome colleagues, neighbours, and guests.

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

- We are committed to Truth and Reconciliation.

As part of the ongoing anti-oppression and equity work of CCOC, we recognize that the current Board and committees do not fully reflect the rich diversity of backgrounds, identities, and life experiences among CCOC tenants and our community.

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



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## CCHC Agenda

1. Call to order & Anti-Oppression Statement
2. Adoption of agenda
3. Declaration of conflict of interest
4. Adoption of the Board minutes of January 26<sup>th</sup>, 2022
5. Business arising from the previous minutes (none)
6. New business (none)
7. Adjourn



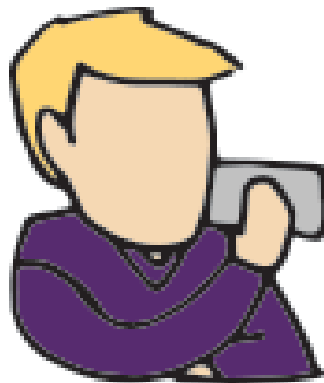
Confidential



Centretown Citizens  
Ottawa Corporation

# CCOC Board meeting

January 26<sup>th</sup>, 2022



# Agenda



Call to order & Anti-Oppression Statement	(2 min)		
1. Adoption of agenda	(5 min)		
2. Adoption of December 22 <sup>nd</sup> minutes	(2 min)		
3. Declaration of conflict of interest	(1 min)		
4. Welcomes:			
a) Welcome Courtney Lockhart as our new Secretary and Dougald to the Executive Committee	(1 min)		
b) New board Members – welcome and intros Soraya Ibrahim Reaz Zaman	(10 min)		
c) Welcome Sarah Button as our New ED	(5 Min)		
d) Presentation by Sarah	(15 Min)		
e) Q & A with Sarah	(10 Min)		
5. Strategic Business			
a) 520 Bronson Letter Re Loan Forgiveness update	(1 min)		
		b) Nominate Sarah Button to succeed as Chair of Cahdco per the MOU	(2 min)
		6. Time-sensitive Business	-
		<b>5 min break</b>	
		7. Business Arising from the previous minutes	
		a) Volunteer Vaccination Policy for in-person volunteers	(1 min)
		b) Nominations Sub Committee	(5 min)
		c) ED Orientation and Training Subcommittee	(5 min)
		d) Board Buddies Update	(2 min)
		e) On boarding new board members	
		8. Other Business	
		a) In-Camera update – No new items	(1 min)
		c) Taiga merger update	(1 min)
		9. Information Items	
		a) Committee Minutes	
		b) Nomination Sub Committee TOR	
		10. Adjournment	



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## **5. Strategic Business**

### **a) 520 Bronson Letter Re loan forgiveness**

Letter sent to Minister Steve Clark at the Ministry of Municipal Affairs and Housing (MMAH).



- **original development package included a \$2,360,857 loan repayable to Ontario Mortgage Corporation in 2024.**
- **at the time CCOC entered into these agreements, the conditions in the original agreement would have allowed CCOC to refinance the property to pay the OMC charge.**
- **the Social Housing Reform Act (2000), now the Housing Services Act, 2011 replaced original agreements and no longer leaves CCOC in a position to refinance the property to pay the OMC charge.**
- **Letter asks Minister Clark to waive the debt to preserve the affordable housing.**
- **At Penny's suggestion a letter has been sent to Joel Hardman asking for our support. Joel has written to Minister Clarke supporting us.**





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## **6. Time-Sensitive Business**

**No Items For This Meeting**





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# 5 Minute Break





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## **7. Business Arising from Previous Minutes**

### **a. Volunteer Vaccination Policy for In-Person Volunteers**

- Adapted from our Staff Vaccination Policy -  
Awaiting legal feedback via TCE





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## **7. Business Arising from Previous Minutes**

### **b. Nominations Sub Committee**

- Following Shelly's resignation from the board one more member is required
- Eligibility – can't be up for re-election at this AGM (those eligible are Court, Courtney, Reaz, Erin, Soroya)
- Commitment – Monthly for 1 hour (Usually Friday PM) Between now and May. There may be a need for additional meetings as the AGM grows near





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## **7. Business Arising from Previous Minutes**

### **c. Executive Director Orientation and Training Subcommittee**

- In addition to the Directors on-boarding program, the board would like to look at an informal series of meetings with the new ED rather than a formal sub committee.





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## **7. Business Arising from Previous Minutes**

### **d. Board Buddies update**

- Jessie has kindly volunteered as a board buddy
- As second board buddy is needed





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## **7. Business Arising from Previous Minutes**

### **e. Onboarding new board members**

- Typically new members would meet with the ED however this will be delayed until the new ED is in place
- In the meantime Norm and Hannah will be available for questions or help for the new board members





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## **8. Other Business**

a) In-Camera – no new items

b) Taiga Merger Update – Merger confirmed late Friday !







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## **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) Nominations Sub Committee





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## **10. Adjournment**

**Next CCHC/CCOC Board Meeting:  
February 23, 2022**



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

**PRESENT:** AnaLori Smith (President/ Chair), Court Miller (Treasurer), Shelley Robinson (Secretary), Dougald Brown, Wayne Fan, Penny McCann, Jesse Steinberg

**Regrets:** Courtney Lockhart, Erin Sirett, Sandy Hung, Chris Yordy (Vice President), Erica Braunovan

**Staff:** Norm Turner (Director of Facilities Dept), Hannah Vlaar (Director of Tenant and Community Engagement Dept), Fran Childs (Acting Executive Director), Aisha Ahmed (Minute Taker)

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

The meeting called to order at 7:05pm and the anti-oppression statement was read by Shelley.

**2. Adoption of agenda:**

The agenda was adopted unanimously as presented.

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

**4. Adoption of the Board minutes of November 24, 2021:**

The minutes from the November 24 meeting were adopted unanimously as presented.

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

**6. New business:** None

**7. Adjournment:**

The meeting adjourned at 7:09pm.

(M/C, Court Miller)

**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:** AnaLori Smith (President, chair), Court Miller (Treasurer), Shelley Robinson (Secretary), Dougald Brown, Wayne Fan, Sarah Gelbard, Penny McCann, Jesse Steinberg  
being all of (or a quorum of) the directors of the Corporation.

**Regrets:** Courtney Lockhart, Erin Sirett, Sandy Hung, Chris Yordy (Vice President), Erica Braunovan

**Staff:** Norm Turner (Director of Facilities Dept), Hannah Vlaar (Director of Tenant and Community Engagement Dept), Fran Childs (Acting Executive Director), Aisha Ahmed (Minute Taker)

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

The meeting called to order at 7:09pm and the anti-oppression statement was read.

**2. Adoption of agenda**

No one has any changes to the agenda. All agree that time allocations look right. All agree to adopt the agenda unanimously and Penny McCann volunteers to be a timekeeper for this meeting.

**3. Adoption of November 24, 2021 minutes**

The November 24<sup>th</sup> meeting minutes were adopted unanimously as presented with the amendment described below.

Wayne Fan requests to add additional information that would provide context to what is in minutes for point 7.a. discussing percentage of individuals of colour at CCOC. Add the line: “The people engaged in volunteering and decision-making process in CCOC.”

**4. Declaration of conflict of interest**

None.

**5. Strategic Business**

**a) 520 Bronson letter re: loan forgiveness**

- Court updates the board. Loan will be due in 2024 payable to Ontario Mortgage Corporation. The conditions in the original agreement would have allowed CCOC to refinance the property to pay the charge. However, currently CCOC is no longer able to pay the charge due to current legislation under the Housing Services Act. We are sending a letter to ask for loan forgiveness. Court updates the board that the letter has been sent by Maryse.
- Penny suggests that we might want to send a copy of the letter to our MPP, Joel Harden. Might be worthwhile to loop the MPP in. Fran agrees this is a good idea and will let Maryse know.
- Dougald asks if we know of any properties where a loan has been forgiven. Fran explains that the project had a unique agreement. By text message, Maryse Martin (Director of Finance) confirms that Ray connected with the Ministry of Municipal Affairs and Housing and they could not find any other instance where there was a 2<sup>nd</sup> mortgage under the program.

- Dougald adds that if loans were historically forgiven as part of housing reform, it would strengthen our case.

**b) Alliance to End Homeless campaign endorsement**

- Fran introduces this item. There is a provincial and municipal election in 2022, and the Alliance to End Homelessness is working on a campaign. Their focus is community led governance and they are looking for organizations to endorse their campaign. CCOC has historically endorsed their initiatives.
- Shelly appreciates that supporting the campaign means that CCOC will be taking a stance to support housing rather than a specific political party or candidate.

**MOTION:** Endorse the Alliance to End Homelessness campaign on behalf of CCOC. (m/s/c, AnaLori Smith / Dougald Brown / carried)

**6. Time-sensitive Business**

**a) Nominations and Appointments Subcommittee**

- Shelley reports on this item. Subcommittee has been working to find at least 1 candidate. 2 excellent candidates have been selected to move forward. These two candidates are Reaz Zaman and Soraya Ibrahim. Both candidates are or were CCOC tenants.
- Shelley is resigning as Secretary and from the Board effective January 1<sup>st</sup> but would like to continue to volunteer at a committee.
- Jesse volunteers to become a Board Buddy to one of the new board members. Anyone else who is interested in becoming a board buddy can reach out to AnaLori.

**MOTION:** Appoint both new members, Reaz Zaman and Soraya Ibrahim to the board. (m/s/c Shelley Robinson /Penny McCann / carried)

**b) Board Secretary Nomination**

- There is a candidate who is interested but that doesn't exclude anyone who wants to nominates themselves or others.
- Shelley nominates Courtney Lockhart to take on the role of Secretary starting January, and reports that Courtney has accepted this nomination even though she isn't present at this meeting.
- Penny notes that this may require a new person to join the executive. The group agrees that we should have a full Executive Committee, and that it can wait until January to appoint a new person in that position. AnaLori will add this to her follow up email to the full Board.

**MOTION:** Appoint Courtney Lockhart as board's Secretary effective January 1, 2022 (m/s/c Shelley Robinson / AnaLori Smith / carried)

**c) Forward Ave Motion re: Amended agreement**

Fran starts this off. As already discussed, CCOC purchased the neighbouring property at 147 Forward, which allowed a larger building to be built, changing the unit count. This meant we need an amended agreement regarding the development on Forward Avenue. This motion is needed to finalise everything. Fran explained that the closing date is December 22, 2021 so the board is in effect authorizing something that has already taken place. The timing is a result of the holidays at the end of December.

On motion duly made, seconded and carried, the President, AnaLori Smith, acted as Chair of the meeting and Shelley Robinson acted as Secretary 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:**

1. 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 9, 2021 entered into between the Corporation and the City of Ottawa (the "Amended Contribution Agreement").
2. 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").
3. 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.

(m/s/c Penny McCann/ Sarah Gelbard / carried)

**Break**

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

**a) Volunteer Vaccination Policy for In-Person Volunteers**

- Hannah introduces the policy. The policy was drafted as response to the board's request earlier in the Fall. At the moment, we have very few in-person volunteers. The policy is being created in preparation for moving back to in-person volunteering in 2022. The policy states that anyone who volunteers in person has to be double vaccinated and that no exemptions would be granted.
- Jesse questions if those who are exempt from taking vaccination will be able to volunteer in person. Hannah clarifies that the policy currently states that they will not be. Court states that the policy will be retired, reviewed or adapted further as needed.
- Court questions if CCOC has researched how we can accommodate volunteers from a human rights perspective. Might be worth consulting a professional. Fran will connect Hannah with CCOC's HR lawyer to review this policy.
- Sarah comments that we should remove 'two doses' under section 3, as there could be a third dose requirement in the future. A more general reference to be in line with Health Canada recommendations would be better and not require edits in future.
- Board will revisit this item in January after we have consulted with our lawyer on the policy and our requirements to accommodate volunteers.

**b) Executive Director Orientation and Training Subcommittee**

- AnaLori introduces this item. Discussions about forming a subcommittee from the Board for those interested in helping to orient the new ED. This will supplement and compliment the training from the Director team at CCOC. If the ED has a standard probation of 6 months, it will continue past the next AGM so we should consider that. AnaLori is looking for interest in joining this subcommittee.
- AnaLori will include this opportunity in her email to all members as well.

**8. Other Business**

*Aisha Ahmed and Hannah Vlaar left the meeting. Fran Childs became minute taker for the remainder of the meeting.*

**Motion:** The Board moved in-camera at 8:11pm (m/s/c Sarah Gelbard / Penny McCann / carried).

**a) In-Camera legal update**

In Camera minutes are recorded separately.

**b) In-Camera ED hiring update**

In Camera minutes are recorded separately.

**Motion:** The Board moved out of camera at 8:23pm (m/s/c AnaLori Smith / Sarah Gelbard /carried).  
*Hannah Vlaar re-joined the meeting.*

**c) Taiga merger update**

- Court introduces this item. Everything is moving forward with the Amalgamation of Taiga Nonprofit Housing Corporation and CCOC. We were waiting on a piece from CMHC, but that came through just after the Exec meeting in December.
- Dougald asks whether we had received the Letters of Amalgamation yet. Maryse clarifies via text message that the articles have been filed and we're just waiting for this last piece of consent, which will hopefully be this week.

**d) Board surveys**

- Shelley introduces this item. She shares that the CCOC board has done this before and that she feels it is time to do it again. Shelley is happy to be part of a working group, even though she is leaving the Board and will be on standby to help.
- Shelley suggests that the timing would be good since the last survey was in 2020. It would be worth reviewing the feedback and comparing with past survey feedback to look for through lines.
- There was some conversation about whether to do exit interviews for board members. Sarah pointed out that for board members who are tenants; they still might not feel fully comfortable giving all feedback if they are still CCOC tenants.
- There was some conversation about ensuring there are also mechanisms for "anytime feedback" so that it is not just seeking feedback at the end of a volunteer's board term.
- Hannah shared that feedback mechanisms are part of the Transforming Tenant Engagement work that the TCE department is working on. It will be important to consider those layers and intersections when developing feedback mechanisms for the board. Early thoughts from Connect 2 Knowledge include the idea that online methods of feedback increase the safety for those giving feedback.
- Shelley offered to find and circulate the feedback collected in the 2016 and 2020 Board Surveys.

## **9. Information Items**

Note: The following committees did not meet in December: Development Committee, Finance Committee, Governance Subcommittee, Personnel Committee. These documents were provided prior to the meeting:

**a) Executive Committee minutes**

**b) Facilities Management Committee minutes**

**c) Forward Ave PM Report**

**d) Rental Committee minutes**

**e) Tenant & Community Engagement Committee minutes**

## **10. Adjournment**

Before adjourning, Board Members thanked Shelley for her contribution at the board and expressed that they will miss working with her.

The meeting adjourned at 8:45pm (M/C, Shelley Robinson)

**Next meeting: January 26, 2022**





# Nomination & Appointment Sub-Committee

## Terms of Reference

### Purpose:

Nomination and Appointment Sub-Committee is responsible for ensuring the proper execution of the nomination and appointment processes for the Board, guided by the Mission and Values statement.

### Composition:

Four board members whose terms are not ending at the next AGM to be appointed by the Board of Directors at the first Board meeting after the AGM for a one-year term. The presence of three regular appointed members shall be quorum.

### Meetings:

The Sub-Committee will meet at least four months prior to an Annual General Meeting and as required until the completion of the Nomination process at the Annual General Meeting. The Sub-Committee will also meet as needed to initiate and complete the appointment process.

### Duties:

#### 1. Nominations

The Sub-Committee will ensure that a list of board members whose term is up is circulated to all board members. The Sub-Committee is responsible for inviting advance nominations, preparing notes on each candidate and preparing ballots for the Annual General Meeting. Nominations may also be made from the floor. Refer to CCOC Bylaws, Articles 10 and 11 and CCHC Bylaws, Articles 5.1 and 5.3 to determine eligibility requirements and how many new members must be elected. Note especially that the President is elected to the Board for two years, but only elected as President for one year.

The Sub-Committee will ensure that the Annual General Meeting and call for board members is announced:

- in the Newsnotes
- at all committee meetings
- in other community newspapers/newsletters (where the announcement can be placed without charge)
- to community-based organizations (including other housing agencies, and multicultural and social service organizations)
- to other appropriate individuals, groups and organizations, as time permits.

## 2. Appointments

If a vacancy occurs following an Annual General Meeting (AGM), the Sub-Committee will meet to determine the best means for an appointment or if an appointment is necessary. The Sub-Committee will review the vote results from the last AGM but is not bound to select any candidate for appointment. If the committee chooses to call for nominations, the procedures outlined above for announcing a call for board members should be followed as closely as possible.

After receiving nominations, Sub-Committee members will interview candidates in order to assess the following criteria:

- candidate's area of expertise and knowledge is beneficial to the Corporation;
- candidate's time, commitment and flexibility is suitable
- candidate supports the Mission and Values Statement
- candidate furthers the objectives of the Mission and Values Statement.

The Sub-Committee will present the Board of Directors with a list of candidates for appointment. The Board will take a vote, ensuring the appointment does not result in a breach of the Corporation's By-laws and Letters Patent (see CCOC Supplementary Letters Patent, Clause D; CCOC By-law No. 1, Articles 3 and 12; and, CCHC By-laws, Articles 2 and 5.2).

## **Development Committee Meeting Minutes**

Tuesday, January 11, 2022, 7:00 PM  
Conducted remotely via MS Teams

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**Present:** Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Gelbard (CCOC Board Member), Alannah Bird, Brent Walden, Elliot Sherman, John Kingsley, Mary Huang, Rod Manchee, Alex Miller (guest), Reaz Zaman (guest), Graeme Hussey (Staff), Aisha Ahmed (Staff/Minute-taker).

**Regrets:** David McCallum, Ginnig Wong, Natalie Duchesne, Rida Oulhaj, Daniela Veisman (guest), Jessica Wenzel (guest).

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- 1. Call to Order & Anti-Oppression Statement (7:02)**
  - Penny introduces and reads new Anti-Oppression Statement
  - Attendees introduce themselves
- 2. Approval of Agenda (Sarah/Rod/m/s/c)**
  - Move item #9 to #11
  - Sarah volunteers to be timekeeper
- 3. Approval of Regular Minutes (Jesse/Sarah/m/s/c) – Attached November 9, 2021**
- 4. Announcements**
  - CCOC membership renewal reminder
    - Groups wonders how to renew membership. Graeme to ask Hannah on the process of membership renewal
    - Rod proposes the idea of having a small fee, for example a dollar, as a type of formality that is worth observing
    - Penny clarifies that the board has been seeking legal advice on this issue
    - Sarah shares membership form
    - Reaz shares that his recent membership online application experience
- 5. Declarations of Conflict of Interest**

No declarations.
- 6. Government Policy & Program**

None

## 7. Report of Board & Committees

- Committee Summaries – **Attached**
  - Committee members expected to read committee summaries
- CCOC Development Policy Working Group
  - No updates as there was no meeting last month.

## 8. CCOC Development Projects

- CCOC Forward Avenue Update – **PM report attached**
  - Graeme introduces monthly report.
  - Rod asks regarding project scope. BMR is measured at 70% AMR, but table is showing conflicting numbers. Graeme clarifies that the percentage relates to rent while the other related to number of units. BMR waitlist is also considered.
  - Rent will depend on future BMR at occupation time. The most recent update of AMR in about 18 months will be the one we will use.
  - Reaz asks if interest is limited to a time frame. Graeme answers it's for a 10 yr. term, 50 yr. amortization period.
  - Penny asks what's currently happening at the site. Graeme answers we're in the framing phase. Penny wonders if Covid will cause further delays this month. Graeme answers there's very strict guidelines and most of the work is outside. However, in other instances the Covid risk could result in coordination issues with the trades rather than cost.
  - Penny requests for Cahdco to share photos of the site. Graeme will share photos in an email.
- CCOC CAP Update – **Verbal report**
  - Graeme gives verbal update. We are working towards site plan application submission, hiring site surveyors.
  - An upcoming milestone is the rentals dep notifying the tenants, planned in February
  - Anticipated construction start will be early 2023. Renters will have a year to progressively move out.
  - Sarah asks for brief overview of the projects for the sake of new member.
  - Reaz asks if tenants will get the same accessibility upon being relocated. Graeme answers that the size of the home and rent will remain the same. Reaz asks if tenants will have the same accessibility to transit in their new homes. Graeme clarifies that it's a conversation and tenants have a right to say no if they think new home location is not suitable for them.

## 9. Report from Cahdco

- Housing Supply Challenge
  - Graeme introduces relationship between Cahdco and CCOC. Cahdco was successful in applying for CMHC's housing supply challenge and has been shortlisted. Cahdco will come back with updates in summer 2022.
  - Alex curious on how Cahdco is developing a shortlist of organizations to collaborate with. Alex suggests group in Manitoba called "Build". Graeme encourages Alex to send him an email.
  - We have 15-20 groups who have been recommended and have expressed interest. We are hoping to continue with these groups. There is no application process, and we will collaborate with anyone who is interested and committed. We are still working out the details.
  - Sarah asks if this is specifically targeted towards non-profit groups. Graeme confirms that is what we're looking for. Some are interested in affordable homeownership.

## 10. New Business

- New Staff Hiring – **Verbal report**
  - Graeme updates group that since our last meeting in November we have hired a new senior project manager, Cynthia Jacques.
  - This left a vacancy for Cynthia's role. Paige, who was a project coordinator, is now a project manager. Paige starts her new role on Jan 17.
  - Cahdco will put out a posting to fill the project coordinator position this week.

## 11. Approval of In-Camera Minutes (Rod/Jesse/m/s/c) – Presented November 9, 2021

- **MOTION:** Move in camera. (m/s/c John/Jesse)
- **MOTION:** Move out of camera. (m/s/c John/Jesse)

## 12. Items for Future Discussion

- Graeme notes there will be less time to spend on Forward in the coming months
- Other topics to possibly discuss:
  - Aging in Community
  - Partnership opportunities, e.g. LeBreton
  - Innovative ideas for amenities
  - Industry case studies e.g. OCH Raymond
  - Case study of CAHCO client project
  - The funding landscape as it evolves e.g. CMHC mortgage
  - Innovative ideas for environmental sustainability
  - Vertical expansion of existing buildings
  - Mass timber vs. concrete construction

- Group suggests
  - Case study of Cahdco project with a client other than CCOC
  - Affordable homeownership- Clarence gate and other
  - Anyone who has other items to add to the list should contact Penny.

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

None

**14. Adjournment (Alannah/m/c)**

- The meeting was adjourned at 8:28 p.m.

**Next Development Committee Meeting: Tuesday, February 15, 2021 (TBC)**



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

Tuesday, January 11, 7:00 PM  
Conducted remotely via MS Teams

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**Present:** Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Gelbard (CCOC Board Member), Alannah Bird, Brent Walden, Elliot Sherman, John Kingsley, Mary Huang, Rod Manchee, Graeme Hussey (Staff), Aisha Ahmed (Staff/Minute-taker).

**Regrets:** David McCallum, Ginnig Wong, Natalie Duchesne, Rida Oulhaj

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### **11. Approval of In-Camera Minutes (Rod/Jesse/m/s/c) – Presented November 9, 2021**

- **MOTION:** Move in camera. (m/s/c John/Jesse)
- Update, the board passed motion to approve Cap sites updated project charter
- Group reviews updated project charter
- **MOTION:** Move out of camera. (m/s/c John/Jesse)



# 159 Forward Ave

## Monthly Project Report



**Date:** 6 January 2022

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

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

**Re:** **January 2022 Project Report**

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

The amended agreement with the City of Ottawa for ~\$3.7M was signed by CCOC in December.

### **Project Scope**

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

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

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



## Project Schedule

January	April 2023
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 December / early January**.
- 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 February 2022**.
- We received our building permit on November 25. This allowed us to request our 2<sup>nd</sup> 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 ~\$3.7M in addition to the original Action Ottawa funding of ~\$5M. The tax relief will need to be approved by Council in **February 2022**. 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.
- **An amended agreement was provided by the City for the additional ~\$3.7M. This was signed by CCOC in December.**
- **The project has a 10% contingency in addition to the fixed price contract with MBC.**
- With a 2% interest rate, CCOC will have a DCR of 1.25, thanks to the tax relief.

PROJECT COSTS	Total
Land Costs (Value + Closing Costs)	\$ 2,684,516
Hard Costs	\$ 17,144,308
Soft Costs (Including Financing)	\$ 1,553,466
Contingencies	\$ 1,879,527
HST (Including NP Rebate)	\$ 544,208
<b>Total Project Cost</b>	<b>\$ 23,806,025</b>
SOURCES AND USES	Total
Action Ottawa Additional Units + Top U	\$ 3,691,904
Action Ottawa Capital Grant	\$ 525,000
OPHI	\$ 3,305,216
IAH	\$ 1,170,475
CMHC Seed Grant	\$ 52,500
CMHC Co-Investment Grant	\$ 1,190,301
Section 37	\$ 226,200
CCOC Equity	\$ 250,000
City Land Contribution	\$ 1,700,000
CMHC Co-Investment Financing	\$ 11,626,338
FCM Planning Grant	\$ 25,000
FCM Financing	\$ 0
Build Permit Waiver	\$ 43,091
<b>Total Sources</b>	<b>\$ 23,806,025</b>
Surplus / (Shortfall)	\$ 0

## Qualitative Risk Assessment

At this stage 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 (\$)
	Escalation of Capital Costs	An increase in the hard or soft costs of the project	With a fixed NOI this will increase the demand for equity or other sources of funding	<ul style="list-style-type: none"> <li>Value Engineer the project</li> <li>Introduce additional sources of funding</li> </ul>	Class D to Class C: 10% escalation of costs Class C to Class B escalation: 1.8% escalation of costs Class B to A escalation: low risk	10% escalation = \$1.4M 1.8% = \$304,000 No cost anticipated with low risk
	AO contribution for additional units	The City of Ottawa might not fulfill their Letter of Commitment	This would decrease the anticipated grant contribution for the project by \$2,340,000	<ul style="list-style-type: none"> <li>Sign a contribution agreement for \$2,340,000</li> <li>Increase rent for the unsponsored 18 units to AMR to increase debt financing capacity</li> </ul>	Low Risk	No cost anticipated
1	Interest Rate Escalation	An increase in CMHC's interest rate above the 2% that we're modelling	This would impact the initial assumptions that formed the basis of the project and similar to item #1 additional funding would be required	<ul style="list-style-type: none"> <li>Push to secure financing quickly while rates are low</li> <li>Introduce additional sources of funding</li> <li>Value Engineer the project</li> </ul>	Medium Risk	0.25% = ~\$500,000~\$700,000
	Decrease in CMHC Grant Contribution	CMHC approves less than the anticipated 5% grant	This would impact the financial sources of the project	<ul style="list-style-type: none"> <li>Sign CMHC term sheet</li> <li>Introduce additional sources of funding</li> <li>Increase the financing for the project to overcome any loss in sources</li> </ul>	Low Risk	No cost anticipated (CMHC is looking into increasing the grant contribution)
2	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 receiving materials in a timely manner for construction.	<ul style="list-style-type: none"> <li>Facilitate open dialogue with funders, construction manager, and regulators to review changes in the industry and react as necessary</li> <li>Prepare optional bridge financing</li> </ul>	Low Risk	No cost anticipated (risk is being mitigated)
	Limited Available Cash Flow	Cost factors outside of this project reduce the cash flow available to CCOC	Project delay due to inability to cash flow costs of construction	<ul style="list-style-type: none"> <li>Sign CMHC term sheet</li> <li>Secured 3<sup>rd</sup> party bridge financing</li> </ul>	Low Risk	Cost of interest rate from increased bridge financing ~\$10,000
3	Escalation of Utility Costs upon completion of the building	The utility costs are not covered by the energy generated (solar panels)	CCOC operational costs would become greater than budgeted	<ul style="list-style-type: none"> <li>Work with consultants to optimize energy production and consumption</li> <li>Pursue on-site energy production (Net-Zero for a portion of the building) to allow CCOC to eliminate most of their own utility bills and possibly allow them to provide benefits to some of their tenants</li> </ul>	Low Risk	No cost anticipated (modelling demonstrates enough generation – option to not have solar panels and save capital costs)
4	Property Tax Relief isn't Approved	City Council doesn't approve the tax relief in time to sign the CMHC term sheet (Feb 1)	The operating budget needs to account for tax relief and therefore CCOC needs additional grant from CMHC and the DCR will be lower	<ul style="list-style-type: none"> <li>Continue to connect with City to have the relief approved in time</li> <li>Check with CMHC for the latest date the approval could come in by</li> </ul>	High Risk	CCOC DCR would drop from 1.25 to 1.10 CMHC would need to contribute ~\$1M more in grant, which has been committed to

# Authority Matrix \*

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

Legend			
I	F	R	A
Information Only	Feedback	Recommendation	Approval

Phases of Development

Relevant Documents

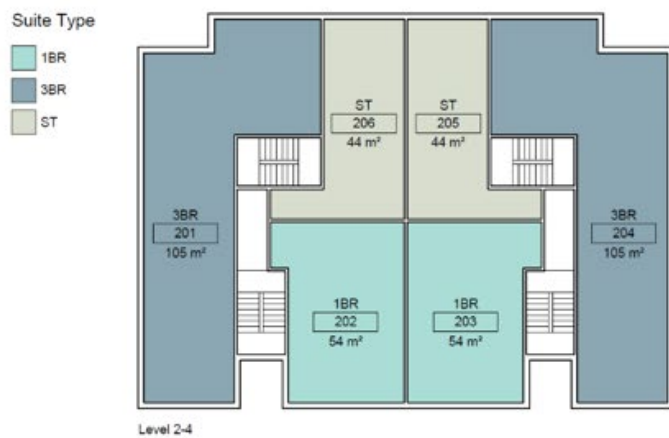


Figure 1.

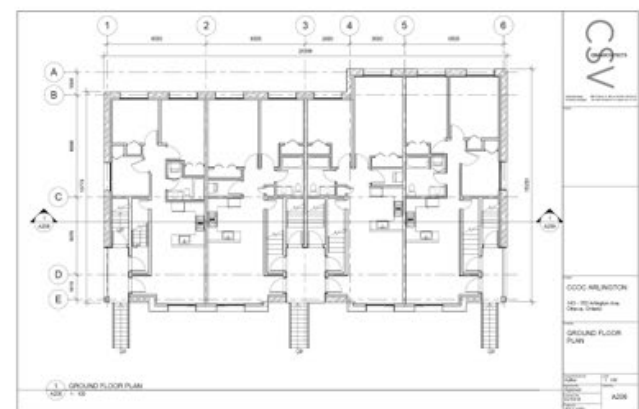


Figure 2.

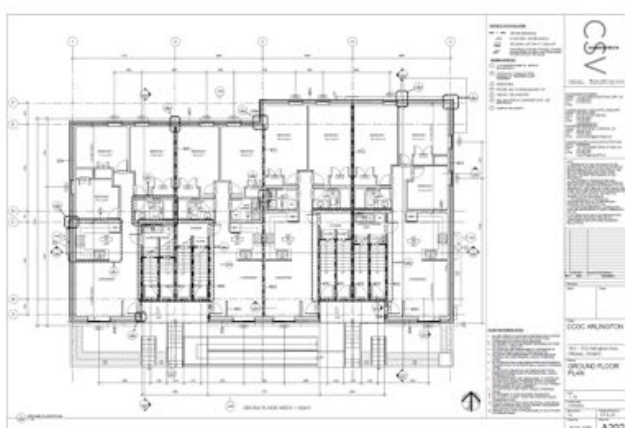


Figure 3.

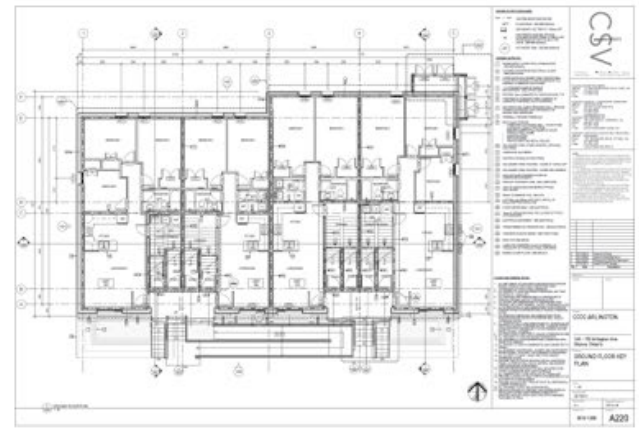


Figure 4.

CONFIDENTIAL

**Facilities Management Committee  
Meeting Agenda  
Wed, Jan 19, 2022**

**Participants:** James Clark (Chair), Penny McCann, Rida Oulhaj, David McCallum, Mayada Bahubeshi

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

- 1. 7.pm Call to Order: 7:05 PM**
- 2. 7.05pm Anti-oppression Statement (new version)**

Welcome colleagues, neighbors, and guests.

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

- We are committed to Truth and Reconciliation.

As part of the ongoing anti-oppression and equity work of CCOC, we recognize that the current Board and committees do not fully reflect the rich diversity of backgrounds, identities, and life experiences among CCOC tenants and our community.

- We are committed to actively working to remove the structural and cultural barriers to meaningful, inclusive, and accessible participation in the operation, visioning, and decision making of CCOC.

- We take time to educate ourselves on the inequities that disproportionately impact Indigenous communities, people of color, 2SLGBTQ folk, persons with disabilities, people living in poverty, those with addiction and mental health challenges.

- We are committed to being mindful and taking care in the interactions we have; in the language we use; in the space and time we take up; and in the decisions we make

- We are committed to considering the impact of our actions and decisions on each other; on CCOC tenants, staff, volunteers, and neighbors; on the many communities who share this land; and on the environment.

**Comments:** No comments were made regarding the new anti-oppression statement at this time.

- 3. 7.15 pm Adoption of the Agenda & Anti Oppression Statement**

**m/s/c David McCallum, Penny McCann**

- 4. 7.20 Membership Renewal Reminder**

5. **7.22 pm Declaration of Conflict of Interest**

6. **7.25 pm Approval of meeting minutes from December 2021**

**Business arising from previous meeting:** The December meeting minutes do not mention the discrepancy found regarding the number of work orders incomplete (item 7.5). Norm stated that the one 'late' work order was left open in order to address any potential similar issues that may occur.

**m/s/c David McCallum, Penny McCann**

7. **7.35 pm What decisions or comments do you need from the Board?** – Nothing new at this time.

8. **7.35 pm**

**Consent Items (Reminder – discussion is intended to be limited to questions on the content of the consent package)**

8.1. **Committee Summary**

8.2. **Capital Projects Report (2)**

**Discussion:** A committee member had a question about the boiler upgrades at 258 Lisgar. They wondered what the estimated finish date would be for this project. Norm stated that it is still ongoing as there has been a change of personnel amongst the lawyers' office causing a slight delay.

Another question was posed from a member concerning the balcony repairs at 210 Gloucester. They asked if the contractors will be using swing stages or accessing the balconies through units and if COVID concerns have delayed anything. Norm informed the committee that swing stages will be used during this project and as for COVID concerns, there have been very few during this wave.

Lastly, there was discussion about the 415 Gilmour lobby refresh. The committee wanted an update on the timeline of this project as well as what has been completed so far. Norm indicated that most of the entrance doors' work is complete and the electronic kits are the only item left to be installed. As for timeline, there is approximately one month left to complete this project. There has been difficulty in finding contractors to complete the drywall repairs and the painting.

8.3. **LTB Status Report**

8.4. **Chargeback Report**

8.5. **Q3 Chargeback Report**

**Discussion:** Comments were made by the committee regarding the large turnover charges. Norm explained that it is likely by one unit in particular that required a lot of work to restore.

8.6. **Service Delivery Standards**

**Discussion:** A committee member asked if COVID has changed anything about the service delivery standards. Norm informed them that it is still business as usual, with very little pushback from tenants concerning access. Another member commented that they are impressed with CCOC and Facilities for all they have done and their actions throughout this pandemic

Concerns were brought up about the emergency calls that are not completed on time. A request was made to have some form of explanation of why these calls are late. Norm noted these comments and informed the committee members that he will discuss the options with the facilities managers. He also clarified that the emergency and urgent calls are mixed together which may slightly change the numbers.

#### **8.7. Maintenance Variance Report**

**Discussion:** A member asked if the CAT 5 inspections done on the elevators as part of the technical standards are truly, an unfavorable variance if this is an expected cost. Norm explained that yes, it is unfavorable for that month in which it occurred as some budgeting is done by dividing costs by 12 so some months have unusual variance items.

Comments were also made about the heat pumps' and heat call variance. Norm informed the member that this is possibly due to the space heaters that were delivered to each unit at 258 Lisgar in reason of the boiler upgrades.

A committee member asked why pest control is not on the budget. Norm stated that it is charged elsewhere due to it being an in-house service. The details of this will be looked into. A proposal was also made to compare bringing Pest Control in-house versus hiring an external company. They would like to see a review of the financial and performance statistics.

#### **8.8. Pest Control Report**

**Discussion:** Many comments were made by members that they really appreciate this report and how they are able to see the number of active units change over time. A question was posed concerning 110 Nelson and if there was currently a bedbug infestation. Norm indicated that pest control recently did a sweep which involves inspecting more units, may be what increased the numbers. Also, another comment was made about the infestation rate. Norm added that CCOC's rate is good in comparison to the average rate per landlord-owned complex which is 5%.

**m/s/c Penny McCann, Mayada Bahubeshi**

### **9. 8.00 pm FMC Terms of Reference and Discussion**

**Discussion:** Regarding terms of reference, a committee member requested to improve the terms of reference for FMC as well as to increase the amount of guidance provided to members. It was noted that the agenda plays a big role in directing the discussion so the layout may need to be changed. Another member agreed with this statement and mentioned that the agenda's focus needs to change from reports to more discussion on arising topics.



In order to develop a new terms of reference, a member offered the idea of creating an online document in which all members can comment and share suggestions. A note was made that these terms of reference should be sent out to every new guest and member of the committee when they join.

Norm added to the discussion that the committee needs a strategic view and a voice that advocates for facilities as this department can sometimes get lost in the collective discussion amongst departments.

#### **10. 8.15 PM Directors Summary (verbal)**

- a) Announcement of New ED.**
- b) Second pest vehicle required**
- c) Turnover statistics**
- d) 415 Gilmour Presentation**

**Discussion:** Concerning the turnover statistics, a committee member asked if all turnover units are painted after each tenant. Norm explained that no, only the units in which require to be painted are, it is not done automatically for each unit as a majority of the units are in good condition.

A note was made on the term 'W/C units' and what its definition is. A member explained that it is likely 'wheelchair units' and Norm stated this will be adjusted for future deep dives. A member had a question about how the FCI is calculated per building. Norm explained that it is the cost to replace the property and not the current/ market value.

**11. Next Meeting:** Wednesday, February 16, 2022 at 7pm virtually.

**Business arising for next meeting:** A committee member requested to have a deep dive on Taiga. The committee agreed and requested an update on pest control, financial and performance statistics since taking over the property. As well, to discuss immediate challenges when discussing deep dives on properties. It was noted by another member that this would be added to the work plan for the year. The term 'Other Business Items' was discussed to be included in the next agenda for members to suggest items they wish to discuss.

**9.00 pm Adjournment: 9:00PM**

**m/s/c Penny McCann, David McCallum**

CCOC PERSONNEL COMMITTEE

MINUTES

**5:30pm (virtually) Tuesday, January 4, 2022**

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**Present:** Andrée-Ann Cousineau, Cynthia Jacques (staff rep), Dougald Brown, Chris Yordy (Chair), Joelle Messier (staff rep), Pascal St Amour (staff rep), Zak Spelay, Norm Turner (staff guest), Fran Childs (staff recorder)

**Regrets:** Bill Rooney, Sara Hobbs

This is Chris' first official meeting as Chair, so Andrée-Ann asked them to share a bit about themselves. We did a quick go around so that all committee members could introduce themselves.

1. **Call to order and reading of the anti-oppression statement** 5:37pm, Joelle read the anti-oppression statement
2. **Approval of the agenda** - adopted on consensus
3. **Approval of the November 2021 minutes** - (M/S/C, Pascal St Amour, Zak Spelay, unanimous)
4. **Staffing Updates:**
  - a) Change in role: Cynthia Jacques – now Senior Project Manager; Clifford Celestin – now General Maintenance; Vincent – now Building Cleaner; Gregory MacPherson – Budget and Cost Analyst.
  - b) Acting ED in December was Fran, January is Norm.
  - c) New ED announcement will hopefully go out this week, with them joining the all staff meeting
5. **Training:** No update.
6. **New Business:**
  - a) **GPS Policy:** For review and approval [Guest: Norm Turner, Director, Facilities Management]
    - Employer responsibilities – to ensure safety for lone workers; we know they've gone home at night, we know where they are during the day
    - Benefit – should be possible to also help us dispatch staff to calls more efficiency
    - Norm has some experience with various software options; All Geo was the best option for functionality and cost
    - CCOC's HR lawyer, Sogol, drafted policy, then Norm, Ray, and Managers in Facilities were able to give feedback on the policy.
    - Chris clarified whether Norm was seeking feedback or a motion – he is seeking a motion/recommendation to the board for this month.

- Dougald asked – is this system in common application among organizations with similar types of work? Norm responded that it is something used by many companies who do property management. Norm clarified that there are about 4 good options in terms of software, and this is one of those.
- Dougald asked about whether staff had input, and what their feedback was. Norm explained that it is being piloted, but some staff have stopped using it regularly, so the policy would help with that. There were some concerns about monitoring folks' locations, but Norm clarified that this is the least intrusive way to know that folks have made it to work and left at end of day (short of a punch in/punch out system).
- Joelle shared that the safety piece is worth it. She recognizes that she isn't the staff who has to use it, but feels it's a good idea.
- Andrée-Ann shared that with larger remote teams, she has experience where folks relied on a buddy system to track people. She understands that staff might not be comfortable with this, but also sees it as a safety issue. The buddy system failed sometimes.
- Chris raised the privacy piece at the end of the policy – the data storage and recording piece. Chris asked whether privacy legislation (PIPEDA) applies in this instance.
- Pascal shared that the policy is covered by PIPEDA but that he and his colleagues in Facilities have issues.
- Chris asked whether there needs to be more discussion with Facilities staff in order to move forward (possibly meaning that it doesn't get through Board this month).
- Norm clarified that the policy was drafted by a lawyer, so legal pieces should be covered off.
- AnaLori shared that although well-intended, the policy states that people could lose their job if they don't comply with the policy. She is concerned about that tone and the impact on staff morale.
- Andrée-Ann clarified that lines like that are standard in HR policies, but that in practice, CCOC never starts with termination. We always work with employees first.
- Chris suggested we defer this item to next month's Personnel.
- Andrée-Ann offered to host a meeting with Facilities staff who are wanting to further discuss before next month's Personnel meeting.
- Zak clarified what will be shared at next meeting – is it a list of concerns? Or do we think a meeting will resolve concerns?
- Chris asked that the list of concerns be shared with committee
- Andrée-Ann clarified that it might be a question of editing the wording on some pieces of the policy
- Cynthia asked whether if concerns are legal concerns, those concerned could be shared with the lawyer in advance of the meeting so that the lawyer's feedback would help the committee make an informed decision on the policy

- Norm asked for clarity on what to do about the staff who are not using All Geo now
- Chris voiced that the pilot can continue, and that we endeavor to have staff be comfortable with the policy that ends up being approved. We'd need board approval for that policy to be in place

**b) HR Officer Job Description:**

- all job descriptions need to be approved by committee
- only change is removing bilingual requirement
- because of Ottawa's labour market, we can't compete with public sector opportunities
- We haven't been able to staff the position for several months
- More than 50% of the work the person does is unilingual English
- The HR director will always be bilingual, so that retains coverage for the department
- Proposing to update the job description to remove the French requirement
- Cynthia asked whether we would support language training if someone was interested in learning French (or improving French)
- Andrée-Ann clarified that yes, this is one of the mitigating actions she would promote. It will also make sure the person isn't stuck in their role with no opportunity to apply for promotions.
- Chris asked about whether this would impact interview panels and their ability to assess French when hiring bilingual opportunities.
- Andrée-Ann clarified that this role would not be part of hiring panels
- Cynthia asked whether this update would mean reposting and wondered if candidates would notice this very small change.
- Andrée-Ann clarified that there are applicants who were flagged, so if this change is approved, then she will go back and start contacting some of those applicants
- Dougald asked whether we should remove the French requirement or just update it to say it isn't required, it's an asset. Andrée-Ann said we could do that.
- AnaLori pointed out that in the government, candidates who are people of colour or people with disabilities are supported to take language training to ensure success and career development
- Zak asked for clarification on how we determine which positions need bilingualism and which don't
- Pascal shared that a good proportion of staff are bilingual and that there are people like himself who are willing to help others
- M/S/C Cynthia Jacques, Pascal St Amour, unanimous

**c) Vacation carry-over:** For discussion and approval [20 mins]

- Andrée-Ann has been reviewing policies and after further discussion brought to CCOC's attention that the vacation carry-over policy was not compliant per provincial employment standards.
- Briefly put: CCOC cannot withdraw unused vacation after year end. We can't apply a use it or lose it excess vacation policy.
- During AAC's leave, an alternative wording was drafted (brought to Committee for review).
- Chris was concerned that folks might accrue too much vacation without some type of limit.
- Cynthia asked about the wording on the policy – it makes it sound like someone with 7 days left over would trigger a conversation, but someone with 5 days left over would not – this seems unfair. Does a staff person with 7 days have to commit to using all 7 days? Or just the 2 over and above the 5 days that everyone is allowed to carry over.
- Dougald suggested that we say something like “the employee use all vacation in excess of 1 week” to clarify the wording.
- Pascal pointed out that it's difficult to take vacation because for some people don't have capacity to take time off – they're then in a position to take off the last several weeks of the years.
- Andrée-Ann, back to full time work wants to revise the policy to make it encompass more than just excess vacation. She will communicate with staff that their 2022 balances include carry-over from 2021.
- AAC also committed to adjusting any vacation days to staff who lost vacation in the last 2 years (2019 and 2020 inclusive).

**d) 2022 Cell Phone Allowance:**

- Reviewed on an annual basis. Cell phone base plan is lowered, data is up.
- Monthly rates \$33.90 for staff who receive voice; \$90.40 for staff who receive voice plus data.
- Question about whether this needs to be reviewed by Personnel? It's in the policies, could we just apply it annually.
- Chris asked where we get the rates and Andrée-Ann clarified that it's taking an average of Bell, Rogers and Telus rates.
- Pascal clarified whether the process to determine the rate would stay the same if it doesn't come through Personnel? Andrée-Ann said yes, it's written into the policy.

- To approve the 2022 cellphone reimbursement rates as per policies of employment. Going forward the HRCorp dept will set the rates without the approval of Personnel as per the policies of employment, except in the case of extreme circumstances (i.e.: market fluctuation).  
(M/S/C Pascal, AnaLori, unanimous)

Andrée-Ann updated the committee on the background of all staff receiving the maximum cellphone allowance during the pandemic since March 2020. This is a financial burden to CCOC, and the adoption of technology has mitigated the burden on staff (MS Teams and VoIP) so the recommendation is to end that effective March 1, 2022.

With caveat that: any staff who are affected by special circumstances could still request an extension to this cellphone allowance extension.

This is being shared in the interest of transparency, there was no changes to the policy at the time we started offering the full allowance.

Chris asked the committee if there were any concerns with this and there were none.

## 7. Business Arising:

- a) **Pandemic update:** For information only.
- b) **Work plan:** Andrée-Ann would like to make space for this at the February Personnel meeting. She asks members to come prepared to discuss this. Things like mental health and the ongoing impact of the pandemic.

## 8. Staff meetings:

**All Staff:** No updates, next week.

**Health & Safety:** No updates

## 9. Committee summaries: enclosed in package [for information only]

## 10. Other business:

- a) *In camera* item #1 Staff representatives, and guests except for Norm as Acting Executive Director left the meeting.  
The Committee moved *in camera* at 6:51pm (M/S/C, Zak Spelay, Norm Turner)  
Minutes recorded separately. Review of confidential matter by Personnel per CCOC Policies.  
Committee moved *ex camera* at 7:28pm (M/S/C, Dougald Brown, Zak Spelay)

**11. Adjournment:** 7:29pm (M/AnaLori Smith)

**Next meeting:** 5:30pm, February 1<sup>st</sup> 2022  
By videoconference

CCOC/CCHC EXECUTIVE COMMITTEE

## Minutes

7pm, Monday, January 10 2022

(By Video Conference)

Present: AnaLori Smith (Chair), Courtney Lockhart (Secretary), Court Miller (Treasurer), Dougald Brown, Chris Yordy (Vice President), Erin Sirrett, Norm Turner (Staff), Fran Childs (staff)

**1. Call to order & anti-oppression statement:**

- a) 7:33pm; Courtney read the Anti-Oppression statement

**2. Approval of the agenda & time allocations**

- a) Accepted as presented  
b) Court volunteered as timekeeper

**3. Welcome Dougald to the Exec Committee and ratify appointment**

**Motion to confirm the appointment of Dougald Brown as a member at large of the executive committee.**

(Court/Erin, carried)

**4. Approval of regular and *in camera* minutes from December 13, 2021**

Both the regular and in camera minutes were accepted as presented

**5. Reviewing Department Directors' meeting:**

No New Meeting, Update:

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

- a) **Non-payment:** None this meeting  
b) **Other reasons:**

(1 Existing N5 seeking authority to proceed if needed, 1 legal advice sought, 1 notice of claim received) – Norm reported for information

Permission to proceed on N5 granted

(Courtney / Erin, unanimous)



## **7. Rental Payments Advisory**

- a) Norm reported that tenants are starting to say that payment is an issue again. We're waiting to see what benefits might come up, but we should be prepared that tenants might start to struggle again.
- b) AnaLori asked about what the plan was if things do start to become difficult again. Norm explained that we would keep doing what we can do in terms of setting up payment agreements and working with tenants as we did in the past.
- c) Norm reported that a huge balance that started off at over \$15,000 owing was paid off officially toward the end of the year after a number of years. Kudos to the payments team for sticking with the case.

## **8. Executive Director – Extension of Norm for extra week or so.**

- a) AnaLori shared that Norm will extend his Acting role for another week or so until Sarah starts officially since Maryse will have time demands around year end.

## **9. Business Arising:**

### **a) 520 Bronson Letter re loan**

Norm shared that on Penny's suggestion, we shared the letter we sent to the Minister about forgiving the loan with our MPP. Joel Harden's office responded by also sending a letter of support to the Minister's office.

### **b) Mental Health Resources – Staff & Tenants**

Norm shared that we are working on getting some additional supports in place for staff and for tenants. Hannah in TCE and Andrée-Ann and all Directors have been speaking about what additional measures we can take. We know that the additional pandemic restrictions have been extremely difficult for everyone.

### **c) In Camera Items – No updates this month**

- d) Norm also reported that there is no update yet about Taiga, it's just a matter of time for the paperwork to be processed at the province. No cause for concern.

## **10. Other business:**

### **a) Board Agenda Planning:**

Date for January meeting: January 26

- Chair supports/forums for tenants (to be discussed at Governance Subcommittee)
- Committee to help on-board ED –

AnaLori suggested that with demands on the board a more informal process with the ED would be a better approach and would also be less likely to overwhelm Sarah

- Volunteer Vaccine Policy

Norm advised Hannah will be discussing with our lawyer

Future Board Work:

- Evictions process from AROC lens
- Data and privacy

Board talked about spring strategic planning (if pandemic allows) – it would be great to be able to have people who want to and are able to be there in person there in person.

Courtney - Strategic planning could get tenant committees involved also – having the weather be nicer would help make this possible.

Chris – would like in person, still having intermittent bandwidth issues, so that makes participation/interaction difficult. Really coming together over activities is difficult to do in an online forum. Will need to figure out how to do an effective virtual meeting if we do have to go that route. Might mean purchasing software etc.

Court – next AGM would also be great in person – to be able to introduce Sarah, etc. We also need to remember the Ontario Non-profit Corporations Act

Dougald – support the idea of an in-person meeting or modified in person meeting; spring sounds good.

Erin – also agreed

**11. Adjournment 8:00pm – (Erin, Courtney)**

Next meeting is Feb 14<sup>th</sup> 7.30pm

**Next meeting: February 14th, 2022**



## **Rental Committee Meeting** **January 13, 2022**

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

**Regrets:** Dahlya Smolash, Ana Lori Smith, Sandy Hung, Alisher Perez

**Staff:** Fran Childs, Linda Camilleri (staff recorder)

Call to Order: 7.05 p.m.

- 1. Call to Order and Anti-oppression Statement**
- 2. How we run meetings:** following the new Board meeting format, Chris discussed with the committee items such as embedding more consensus decision making and mood minders. We will try this out at next month's meeting.
- 3. Acceptance of the Agenda.** The agenda was accepted as presented. Kerry volunteered to be timekeeper.
- 4. Adoption of the November minutes:** M/S/C Sulaina Bonabana /Dougald Brown  
**Adoption of the December minutes:** M/S/C Kerry Beckett /Dougald Brown
- 5. Review of 2022 Department and Committee Work Plan:** We reviewed the work plan.
- 6. 2021 Department Year in Review Infographic:** Fran explained that the people-oriented work of the department is sometimes hard to measure, so we have made an effort to capture data through monthly surveys to the team. We reviewed data highlights summarizing the numbers of meetings with tenants, community partners, and support agencies. The amount of training and types of training completed in 2021 and the number of internal review panels and work on other committees and working groups.

In relation to the security cameras working group, Teresa asked why there appeared to be historic push back from CCOC and bias against cameras. Fran and Chris explained that what came out of the working group was that we were not against cameras, but cameras would be used a last resort. The next step before we would add cameras at a property is to create a policy around cameras that also outlines access to camera footage.

- 7. Review Tenant Relocation Work Plan:** There are going to be some tenant relocations this year, the work plan was reviewed to explain the steps that Rental Staff follow. The committee did not have any suggestions for changes or additions.
- 8. 2021 Statistics Part 1: Turnover & Vacancies:** Fran reviewed the reports data, covering high-level highlights/summaries with the members.
- a. Move-ins (198) were higher than move outs (187) for 2021 overall. We added an additional building (2100 Scott).
  - b. The overall vacancy rate remained low at 1.5 % average, given the ongoing realities of the Pandemic.
  - c. The amount of time apartments were empty between move outs and move ins was higher than last year, even though the number of move outs was still 11% of the total units. This year, we averaged 2 months vacant between tenancies (up from 1.5). Fran shared extenuating circumstances for a number of long vacancies that made our overall numbers higher.
    - i. Dougald asked what the plan was to address this increase in vacancy time. Fran shared that she and Norm were already speaking about it and hope that some tightening up of processes between Rentals and Facilities, as well as engaging Pest Control earlier in the turnover process, will help improve things. Ultimately pandemic safety measures are part of the reason.
  - d. In 2021, we averaged 16 move outs per month (1 more than last year).
  - e. For move outs, the split between market households and those with subsidies was 66% vs 34 %, similar to last year's split.
  - f. We looked at the reasons people moved out, and it is similar to 2020. People buying homes (6% in 2021 vs 8% in 2020), people leaving Ottawa (8% vs 12%). We were happy to report that the number of tenancies that ended because the tenant passed away is about half what it was in 2020 (6% vs 11%).

Teresa enquired if Rentals had data on people renting and the sources. Fran confirmed we have the data, but have not done an analysis of how it fluctuates over the years. She noted the question and will carry this forward and bring data to a future meeting this year.

**9. Announcements & Updates:**

- a) **Staff Updates:** We reviewed who has joined or left the CCOC team.
- b) **Taiga update:** All paperwork was filed before December 31st to make the amalgamation official. All of the 2022 lease renewals for April 2022 have been mailed out. All of the apartments that had long vacancies have been rented, kudos to Allison and Rick our new Building Rep for making this happen.
- c) **Forward update:** We signed updated Agreements with the City.

- d) Sharing back from last month's Board meeting (Dougald):** The Board endorsed the Alliance to End Homelessness campaign; CCOC will participate. There are 2 new Board members, both are or have been CCOC tenants. The Volunteer Vaccination Policy for in-person volunteers is being finalized so that it is ready if we are able to move back to some in-person volunteering in 2022. The new Executive Director was confirmed - Sarah Button was the successful applicant.

**10. Monthly Reports on Vacancy & Arrears**

- a) Vacancy & Turnover Reports:** Reviewed.
- b) Accounts Receivable Stats:** Reviewed. The equivalent of about half of the bad debt write off total for 2021 was collected in bad debt recovery (a good reminder that just because something gets written off, it doesn't mean we stop trying to collect). Fran shared that one household with a large arrears balance finally paid off their balance after 12 years. Kudos to Lisa and Louis.

**11. Board and Committee Reports highlights:** will be circulated along with the minutes

**12. Any Other Business/Any Decision or Highlights for the Board Focus:** Nothing noted.

**13. Looking ahead.....Next Rental Committee Meetings:**

February 10<sup>th</sup>

March 10<sup>th</sup>

April 14<sup>th</sup>

Adjournment 8.53pm

## CCOC TURNOVERS & VACANCIES FOR 2021

- In 2021, the turnover rate held steady at a rate of **11%**. A total of **187 households** moved out in 2021, which is higher than in 2020, but we also added an additional building to our portfolio July 1, 2021 – 2100 Scott Street. This number includes block leased apartments.
- This year, we averaged **16 move outs per month (1 more than last year)**. Three months tied for highest number of move outs this year – July, August and November – with 22 move outs each. Our smallest number of move outs occurred in the month of December with 8.
- The 5 buildings with the **greatest number of turnovers** were our larger buildings and each had double digit move outs:

	Total Units	Number of Move Outs	Percentage of Building	Change from 2020
<b>464 Metcalfe</b>	107	15	14%	-5 move outs
<b>145 Clarence</b>	84	11	13%	+ 1 move outs
<b>210 Gloucester</b>	80	9	11%	-6 move outs
<b>111 Catherine</b>	76	9	12%	-4 move outs
<b>415 Gilmour</b>	84	9	11%	Same as 2020

- There were 363 **vacant unit months**. The amount of time for Facilities to get units ready for occupancy accounted for 178 vacant months (last year was 160) and 184 rental vacant months (last year was 122). **Apartments remained empty an average of 2 months (last year was 1.5).**

### Why did vacancy months increase again in 2021? Extenuating circumstances include:

- An apartment at 50 James and Victory Gardens Private had situations where approved tenants didn't move in and caused extra vacancy
- We held apartments empty at 140 Bronson for several months
- Apartments at Albert/Rochester, Taiga, Armstrong/Carruthers, Mayview/Merivale, and 163 James had major repairs or pest control that delayed showability
- We had higher than usual turnover at 20 Robinson and then more difficulty renting apartments due to the extreme level of construction happening on Robinson Ave (4-5 new buildings are built/being built on this tiny street!)
- We were short staffed for the first 4 months of 2021 and this added to Rental vacancy
- We still had periods in 2021 when we were waiting for apartments to be empty before starting the turnover process in order to keep tenants and staff as safe as possible during the pandemic
- **198 units were rented in 2021.** CCOC's overall average vacancy rate increased again to 1.5% in 2021. For comparison, the overall average vacancy rate was 1.1% in 2020, 1.0% in 2019,

1.1% in 2018, and 2.25% in 2016.

- This year, the **west portfolio had 95 move outs** (there were 92 in 2020) and the **east had 87** (there were 102 in 2020). (This only includes CCOC properties, not others such as Unity)

## 2021 Move Outs by Bedroom Size & Subsidized Units

These numbers do not include block leased apartments

Total Rentable Units at December 31, 2021: 1688  
 # of Total Move Outs: 182  
 # of Move outs for households with a subsidy: 62

Move outs by bedroom size		Market	percent of all move outs	Subsidy	percent of all move outs
room	1	0	n/a	1	100%
bachelor	39	27	69%	12	31%
1 bed	59	40	68%	19	32%
2 bed	58	41	71%	17	29%
3 bed	18	10	56%	8	44%
4 bed	1	1	100%	0	n/a
5 bed	0	0	n/a	0	n/a
1 bed accessible	2	0	n/a	2	100%
2 bed accessible	4	1	25%	3	75%
total	182				

Move outs by market vs subsidy		Percent of all move outs
Market	120	66%
Subsidy	62	34%
total	182	

## 2021 Turnovers by Portfolio

*Taiga is added into the Provincial Portfolio*

Portfolio	# of Units	# of Move Outs
1-23 Expired Agreements	481	55 (11%)
24 – 42 Provincial	796	69 (9%)
52,60-64 Other	97	22 (23%)
65-68 Beaver Barracks	254	32 (13%)
71 Co-op	32	4 (13%)
<b>Totals:</b>	1688	182 (11%)

Source: CCOC files, fc 01/22



## Yearly CCOC Turnovers by Vacancy Rates and Vacancy Months

Year	Total Units	# of TO	Turnover Rate %	Rental Vacancy Months	Total Vacancy Months	Average VC Mo. Per TO
2021	1688	187	11%	184	363	1.99
2020	1585	179	11%	122	271	1.51
2019	1585	198	12%	96	259	1.31
2018	1573	194	12%	74	214	1.10
2017	1590	215	13%	65	251	1.16
2016	1596	239	15%	118	313	1.24
2015	1595	246	15%	67	302	1.23
2014	1595	252	16%	33	223	0.89
2013	1595	224	14%	37	238	1.06
2012	1501	254	17%	47	235	1.11
2011	1503	225	15%	51	251	1.12
2010	1343	218	16%	45	246	1.13
2009	1314	208	15%	34	212	1.02
2008	1314	232	18%	30	300	1.29
2007	1314	249	19%	8	228	0.92
2006	1314	264	20%	64	265	1.00
2005	1314	253	20%	37	227	0.90
2004	1291	252	19%	36	212	0.84
2003	1291	232	18%			
2002	1291	232	18%	19		
2001	1278	165	13%	10	79	0.48
2000	1268	242	19%	45	163	0.67

**SOURCE:** CCOC Files, 2000-2021/fc

**Notes:** Stats for 2100 Scott St are included in 2021 numbers; CCOC took over property management on July 1, 2021. In 2017, the 12 units at Arlington were included in the unit count.

Last update: January 7, 2022/fc

# RENTAL DEPARTMENT REPORT

## Reporting on: December 2021 (full year 2021)

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

Source	Jan	Feb	Mar	Apr	May	June	July (+Taiga)	Aug (+Taiga)	Sept (+Taiga)	Oct (+Taiga)	Nov (+Taiga)	Dec (+Taiga)	Total
<b>Totals</b>	<b>11</b>	<b>12</b>	<b>24</b>	<b>15</b>	<b>9</b>	<b>14</b>	<b>24</b>	<b>18</b>	<b>26</b>	<b>15</b>	<b>10</b>	<b>20</b>	<b>198</b>
Transfers (incl. overhoused)	1	2	3	2	0	3	4	4	5	6	1	4	35
Registry W/L	4	3	5	3	4	3	6	3	9	5	4	5	54
Referrals	4	2	5	1	1	4	5	6	8	3	2	3	44
Insitu MR to RGI	0	0	2	0	0	0	0	0	0	0	0	0	2
Websites/Twitter	0	3	9	9	2	3	7	5	4	1	3	5	51
Former Tenant	2	2	0	0	2	1	2	0	0	0	0	3	12
<b>Move outs by month</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>16</b>	<b>12</b>	<b>20</b>	<b>22</b>	<b>22</b>	<b>12</b>	<b>17</b>	<b>22</b>	<b>8</b>	<b>187</b>
<b>Vacancy Rate by month</b>	1.7%	1.6%	1.1%	0.9%	0.9%	1.6%	1.8%	1.8%	1.4%	1.7%	1.7%	1.6%	<b>Avg: 1.5%</b>
<b>Benchmark 1:</b> units rented should equal number of move outs	<b>0</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>4</b>	<b>14</b>	<b>2</b>	<b>12</b>	<b>12</b>	<b>6/12 months</b>
<b>Benchmark 2:</b> CCOC vacancy rate should be lower than Ottawa's vacancy rate (3.9%)	<b>2.2% lower</b>	<b>2.3% lower</b>	<b>2.8% lower</b>	<b>3.0% lower</b>	<b>3.0% lower</b>	<b>2.3% lower</b>	<b>2.1% lower</b>	<b>2.1% lower</b>	<b>2.5% lower</b>	<b>2.2% lower</b>	<b>2.2% lower</b>	<b>2.3% lower</b>	<b>11/11 months</b>

### 2. Vacancies & Turnovers:

December Move Outs: 8

January Move Outs (so far): 12

February Move Outs (so far): 7

As of January 7, 2022, the CCOC vacancy rate is 1.6% with 27 empty units in our 1688 "rentable units".

### 3. N5's & Evictions December/January:

- There are 2 active N5s.
  - There have been no further issues from one household who received an N5.
  - We may have to serve a second N5 to the other household, disturbances seem to be continuing.
- The household with the pending LTB Order to move out at the end of December did move out.
- No N5 notices were served and no hearings took place for Taiga.

**RENTAL REPORT: VACANCIES AND TURNS**  
**January 2022 MEETING (data as of Jan 7, 2022)**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0042	707	Taiga 2100 Scott	2	\$ 1,250.00	\$ 1,250.00	2021-05-19	2021-08-31	current	moved in Jan 7th
0042	406	Taiga 2100 Scott	2	\$ 1,250.00	\$ 1,250.00	2021-06-30	2021-08-31	future	move in Jan 14th
0042	201	Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-08-31	2021-09-30	current	moved in Jan 7th
0060	14	60 140 Bronson	1	\$ 1,175.00	\$ 1,175.00	2021-09-30	2021-10-30	future	move in Jan 15th
0066	206	66 160 Argyle	0	\$ 844.00	\$ 900.00	2021-10-31	2021-11-30	current	moved in Jan 4th
0017	403	17 170 Booth	2	\$ 1,265.00	\$ 1,400.00	2021-11-30	2021-12-30	future	move in Jan 15th
0025	3	369 Stewart	0	\$ 570.00	\$ 570.00	2021-11-30	2021-12-08	current	moved in Dec 8th
0006	145F	6 143-153 Arlington	3	\$ 1,732.00	\$ 1,800.00	2021-12-31	2022-01-14	future	move in Jan 14th
0037a	410	37 145 Clarence	1	\$ 923.00	\$ 1,175.00	2021-12-01	2021-12-31	future	move in Jan 15th

**Units re-rented: 9**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0006	151E	6 143-153 Arlington	2	\$ 1,615.00	\$ 1,640.00	2022-01-14	2022-01-31	0	Notice
0017	208	17 170 Booth	1	\$ 985.00	\$ 1,225.00	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
0022	606	22 210 Gloucester	1	\$ 1,175.00	\$ 1,175.00	2022-01-31	2022-02-28	0	Notice
0039	611	39 415 Gilmour	1	\$ 976.00	\$ 1,225.00	2022-01-31	2022-02-28	0	Notice
0071	105	240 Presland Rd	2	\$ 926.00	\$ 1,080.00	2022-01-31	2022-02-28	0	Notice
0016b	1	16 33 Rochester	0	\$ 767.00	\$ 875.00	2022-01-31	2022-02-28	0	Notice
0028a	108	28 341 Lyon	0	\$ 751.00	\$ 825.00	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
0037a	419	37 145 Clarence	0	\$ 875.00	\$ 875.00	2022-01-31	2022-02-28	0	Notice
0062a	1134	62 Merivale	2	\$ 1,119.00	\$ 1,250.00	2022-01-31	2022-03-02	0	Notice
0067a	405	67 111 Catherine	2	\$ 1,520.00	\$ 1,650.00	2022-01-31	2022-03-02	0	Notice
0022	401	22 210 Gloucester	2	\$ 1,136.00	\$ 1,450.00	2022-02-14	2022-03-15	0	Notice
0065	416	65 464 Metcalfe	1	\$ 1,107.00	\$ 1,270.00	2022-02-15	2022-02-28	0	Notice
0067a	203	67 111 Catherine	0	\$ 843.00	\$ 900.00	2022-02-15	2022-03-17	0	Notice
0022	602	22 210 Gloucester	2	\$ 1,146.00	\$ 1,450.00	2022-02-28	2022-03-31	0	Notice
0027	215	27 520 Bronson	1	\$ 879.00	\$ 1,175.00	2022-02-28	2022-03-31	0	Notice
0036	204	36 258 Argyle	1	\$ 988.00	\$ 1,225.00	2022-02-28	2022-03-31	0	Notice
0013a	19-610	13 Percy -MacLaren St	3	\$ 1,250.00	\$ 1,600.00	2022-02-28	2022-03-31	0	Notice

**UNITS ON NOTICE BUT NOT YET RENTED: 19**

January Move Outs (So far): 12

February Move Outs (So far): 7

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Days Vacant	Notes
0011	502	258 Lisgar	2	\$ 1,217.00	\$ 1,600.00	2021-08-31	2021-09-30	129	on web
0039	606	415 Gilmour	2	\$ 1,214.00	\$ 1,600.00	2021-08-31	2021-09-30	129	probably rented - application in progress
0060	1	140 Bronson	0	\$ 825.00	\$ 825.00	2021-08-31	2021-09-30	129	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	129	not showable
0034	701	34 264 Lisgar	2	\$ 1,236.00	\$ 1,500.00	2021-09-30	2021-10-30	99	on web
0022	1102	22 210 Gloucester	2	\$ 1,133.00	\$ 1,450.00	2021-10-31	2021-11-30	68	on web
0060	5	60 140 Bronson	0	\$ 760.00	\$ 825.00	2021-11-10	2021-12-10	58	not showable
0035	111	35 10 Stevens	2	\$ 1,029.00	\$ 1,120.00	2021-11-15	2021-12-15	53	short notice
0040	305	151 Parkdale	2	\$ 1,600.00	\$ 1,600.00	2021-11-15	2021-12-15	53	not showable
0012a	476	Gilmour	3	\$ 1,406.00	\$ 1,620.00	2021-11-26	2022-02-01	42	not showable
0006	149	6 143-153 Arlington	2	\$ 1,580.00	\$ 1,640.00	2021-11-30	2021-12-30	38	showings happening; Covid delays
0021	306	21 345 Waverley	1	\$ 976.00	\$ 1,225.00	2021-11-30	2021-12-30	38	
0022	507	22 210 Gloucester	1	\$ 915.00	\$ 1,175.00	2021-11-30	2021-12-30	38	not showable
0026	602	26 110 Nelson	1	\$ 1,080.00	\$ 1,175.00	2021-11-30	2021-12-30	38	
0034	205	34 264 Lisgar	1	\$ 928.00	\$ 1,175.00	2021-11-30	2021-12-30	38	
0039	301	415 Gilmour	1	\$ 980.00	\$ 1,225.00	2021-11-30	2021-12-30	38	wasn't showable for extended period
0042	700	42 Taiga 2100 Scott	3	\$ 1,048.00	\$ 1,480.00	2021-11-30	2021-12-30	38	on offer
0042	303	42 Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-11-30	2021-12-30	38	abandonment; on offer
0065	310	65 464 Metcalfe	1	\$ 1,120.00	\$ 1,270.00	2021-11-30	2022-01-29	38	multiple offers
0066	205	66 160 Argyle	0	\$ 845.00	\$ 900.00	2021-11-30	2021-12-30	38	multiple offers
0012a	1-472	Gilmour	1	\$ 950.00	\$ 1,125.00	2021-11-30	2021-12-30	38	multiple offers
0037a	201	37 145 Clarence	0	\$ 818.00	\$ 875.00	2021-11-30	2021-12-30	38	
0034	1001	34 264 Lisgar	3	\$ 1,298.00	\$ 1,600.00	2021-12-18	2022-01-17	20	
0064	303	64 54 Primrose	0	\$ 825.00	\$ 825.00	2021-12-31	2022-01-30	7	
0040	210	40 151 Parkdale	2	\$ 1,181.00	\$ 1,600.00	2021-12-31	2022-01-30	7	
0032	1-84	32 82-84 Putman	4	\$ 1,321.00	\$ 1,650.00	2021-12-31	2022-01-30	7	
0065	605	65 464 Metcalfe	0	\$ 900.00	\$ 900.00	2021-12-31	2022-03-01	3	

**Empty Units: 27**



**2022-01-20**

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**Finance Committee  
Minutes  
January 20, 2022**

**Finance committee:** Court Miller (Chair), Josh Bueckert, Rod Manchee, David Boushey, Nicole Rogers, Mary Lynn Brian, Erica Braun, Andrew McNeill, Reaz Zaman

**Regrets:** Mary Huang, Wayne Fan

**Guests:** Jesus Bondo (1<sup>st</sup> meeting)

**Staff:** Maryse Martin, Arianne Charlebois

- 
- 1. Call to order: at 7:01 p.m. and Anti-Oppression Statement – read and acknowledged**
  - 2. Declaration of conflict of interest:** None
  - 3. Adoption of the agenda:** Adopted as presented.  
(M/S/C, David Boushey/Rod Manchee)
  - 4. Approval of meeting minutes**
    - Finance meeting, November 18, 2021: approved as amended.  
(M/S/C, Josh Bueckert/Mary Lynn Brian)
  - 5. Notices/announcements**
    - Membership renewal: please remember to renew your 2022 CCOC membership if you haven't already. Only members can vote on motions.
    - News or updates from the last Board meeting:
      - There are two new Board members, Reaz Zaman (here tonight) and Soraya Ibrahim.
      - We've hired a new Executive Director, Sarah Button, who previously worked at CCOC and has served on CCOC committees and the Board.
    - Merger update
      - Everything has been filed, we're just waiting on the final paperwork (confirmation from the Ministry of Government and Consumer Services) to come through. The merger will still be effective December 31, 2021.
  - 6. Business arising**
    - Forward development
      - In December 2021 we signed the amended contribution agreement with the City for an additional contribution of \$3.7M for the second neighbouring site acquired in 2020.

2022-01-20

- We hope to have a decision on the tax waiver application by February 1. If it's not approved, CMHC will amend their funding amount accordingly.
- We hope to draw on the loan by early March at the latest.
- Since the term sheet and loan agreements are time sensitive, we will need a special motion by email from the Finance committee to approve them when they come in.
- Capital Grants – December amendments
  - We received \$286K in extra funds from our HHIP and COCHI capital grants in December 2021. It's typical at year end to receive extra funding.
- Grey Sisters refinancing
  - The mortgage refinancing has been approved by the Grey Sisters Board. This was expected and was accounted for in the budget.
- 520 Bronson loan
  - This non-interest bearing second mortgage has been sitting on our balance sheet for a long time. The entire principal of \$2.36M matures in 2024.
  - The property initially operated under a 35-year operating agreement and now falls under Part VII of the HSA.
  - We sent a request to the Ministry of Municipal Affairs and Housing to forgive the loan since our operating surpluses are clawed back under the HSA current funding mechanism, and therefore no viable option to refinance the debt.
  - We seem to be unique in that other organizations don't have a debt charge repayable after the end of their original operating agreements.
  - Our MP, Joel Harden, has also sent a letter of support to the Minister's office.
- Other updates:
  - 258 Lisgar CMHC financing: We're defining the scope of the electrical work needed; it may be prohibitively expensive. We're exploring additional funding through the City's Capital Repair Program.
  - 54 Primrose mortgage renewal: This mortgage was up for renewal last year. It's possible that heating oil was used at one point to heat the building. Our lender, Infrastructure Ontario, is asking for a Phase II Environmental Site Assessment before proceeding with the renewal.
  - 151 Parkdale blasting damage: The building has been stabilized, with the developer working on the neighbouring site taking full responsibility. There is no other work expected until blasting is completed, at which point the developer will undertake a permanent fix.
  - Line of credit: Our initial line of credit for \$500K had been temporarily increased to \$1.5M from April to December. This has now been made permanent, with \$1M being secured by the Albert/Rochester property.

## 7. Bad debt write off and accounts receivable statistics

- 2021 Vacancy & Turnover report
  - Our turnover rate has been stable at 11%, including Taiga turnovers.
  - Length of vacancy has remained high, with an average of 2 months empty (up from 1.5 months in 2020). This is partially due to the pandemic (softer market, safety protocols...) and various extenuating circumstances (major repairs, pest control, difficult tenancies, construction near CCOC sites, last-minute changes of mind of potential tenants, staff turnover, etc.). The Rental and Facilities departments are working on streamlining move-in/move-out process to reduce vacancy times.
  - Nicole asked how CCOC advertises their vacancies other than the website. Maryse will

follow up with the Rental department.

Note from Rental: We use our website, as well as third party sites like zumper or kijiji (for things that are harder to rent). Working through those platforms is generally much more labour intensive for staff. It is very rare that we pay for advertising, but we have sometimes paid to list on uOttawa or Algonquin's off-campus housing boards. We usually rely on word of mouth and referrals.

- David asked if there's been an analysis done of a per unit cost per turnover. Reducing turnover costs could help offset the vacancy costs (ie the lost rent when a unit is vacant).
- Erica asked if there's an industry standard to keep vacancies to 1.5 months. Our pre-pandemic vacancy standard was less than a month, and we are currently above that and experiencing an unfavorable trend. Maryse will find out whether an industry standard exists for number of months vacant.
- Mary Lynn asked how much of turnover time is spent on deferred maintenance vs turnover work if tenants have been in their home for many years.
- Josh commented that it's hard to benchmark turnover related costs because we don't have enough units for a good analysis. For example, a few years after we built Beaver Barracks, we had several very quick turnovers that reduced out overall turnover costs. In other years we've had bad luck with many long-term tenants moving out in the same year. It's better to rely on the expertise of the Rental and Facilities departments to forecast what's coming rather than looking back at previous years.
- Nicole asked about incentivizing tenants to allow us to do work in their units before they move out.
- Rod pointed out that we have done retrofits (mass replacement of bathrooms, etc.) in the past that reduce future turnover costs. Our budget also includes an allowance for turnovers.
- No bad debt write-off for November or December 2021
- Review of AR stats report:
  - Josh asked if these arrears are more in line with our typical arrears now, rather than the rent protests we saw earlier in the pandemic. Maryse confirmed that most of the rent protest cases have been dealt with.

## 8. Revised anti-oppression statement

- The Board is seeking feedback from the Committee on the updated statement.
- The anti-oppression statement has been used at committee and Board meetings for a few years now. This is meant to be an evergreen statement to keep up with our current reality.
- The Board aims to update this regularly and to consult with committees to make sure that it's reflective of CCOC's constituents.
- Josh pointed out that the wording "the current Board and committees do not fully reflect the rich diversity of backgrounds, identities, and life experiences among CCOC tenants and our community" implies that there is a perfect makeup of Board and committee that could be achieved. He suggested changing the wording to acknowledge that any composition of members can never be perfectly achieved. Rod was also uneasy with this paragraph. Erica mentioned that this was a contentious sentence at the Board meeting and was hotly debated before deciding on this version which is aspirational in essence.
- Andrew noted that the language in other land acknowledgement statements that he has seen doesn't mention gratitude for doing work on this land, and that this message could be read

differently than how it's intended. He suggested finding out if this is in other land acknowledgement statements or consulting with local Algonquin groups.

- Court invited committee members to email him with any other feedback they have.

#### 9. New business

- Decisions or comments needed from the Board: Rod suggested that Sarah Button drop in on the Committees in her first few months as Executive Director.

#### 10. Next meeting/deferrals

- Upcoming meeting schedule:

February 17, 2022

- Review of CCOC Investment portfolio and performance over the past year – presentation by Encasa Financial Inc.
- Forward - CMHC term sheet and financing agreement

March 17, 2022

- CMHC Rental Market report
- CAP redevelopment update: tenant notification

April 21, 2022

- 2021 draft audited statements – presentation by Baker Tilly

May – **meeting moved to May 12 due to conflict with AGM date**

- Q1 financial update

- David asked about the schedule for joint meetings with Rental and Facilities in the current year. The Committee expresses interest for more regular joint meetings as these departments own a big chunk of our budget. Maryse will follow up.

#### 11. Motion to Adjourn

The meeting ended at 8:36 p.m. (M/C, Josh Bueckert)



**Centretown Citizens  
Ottawa Corporation**

# **Finance Committee**

**January 20, 2022**



**Business Arising**

# Forward Development

- Project cost \$23.8M, including \$17.1M of hard costs (final Class A) and 10% contingency.
  - Amended contribution agreement with City for additional 18 units (December 2021): \$3.7M top up versus \$2.7M committed. Total contribution from City/Province of \$10.7M.
    - Commitment to provide 35 years of affordability and weighted average rent for the project at 80% or less of AMR
    - 3 sources of funding: Action Ottawa, OPHI (Ontario Priorities Housing Initiative) and IAH (Investment in Affordable Housing)
    - 2<sup>nd</sup> milestone payment from City of \$1.5M received in Dec 2021/Jan 2022. Total contributed to date \$2.3M
  - Project financing of \$11.6M, and CMHC grant \$1.2M (5% project cost)
  - 2% interest rate and DCR of 1.25
  - Equity contribution of \$250K
  - Occupancy expected in April 2023
- Pending: 100% property tax relief for 20 years to be approved by Council by February 1, 2022.
  - Savings of \$90K per year.
  - CMHC to cover funding deficit of approx. \$1M (non-repayable loan) should the tax exemption not be granted. DCR would drop from 1.25 to 1.10
- In progress:
  - Fixed price contract with MBC - CCOC to execute agreement
  - CMHC term sheet and financing agreement
    - Term sheet by February 1, will identify a maximum amount of contribution (grant) and maximum amount of loan (financing). To be finalized in the loan agreement.
    - Loan agreement to follow 2 weeks later after review and term sheet approval by CCOC. Agreement will have the exact amount of contribution and loan we are to receive from CMHC, dependent on the tax relief.
    - We anticipate to draw the funds in early March
- Authority matrix as per project charter:
  - Finance committee to recommend for approval by Executive committee/Board
  - Due to the often tight timelines for financial and funding agreements, motions to approve may have occur [via email](#) if meeting dates do not align with the requirements of the agreement

# New Capital Funding Awarded in Dec 2021 (+\$286K)

- **Housing and Homelessness Investment Plan (HHIP) funding +\$70K**

Additional funding received for essential fire upgrades at various sites, including 258 Argyle and 258 Lisgar. Work completed by December 31, 2021.

- **Canada-Ontario Community Housing Initiative (COCHI) Year 2 +\$216K**

Work started after April 1, 2020 and completed by December 31, 2021.

- \$(25K) re. 170 Booth, retaining wall
- \$242K re. 258 Lisgar, fire and life safety system upgrade

# Grey Sisters Loans

- Grey Sisters' Board approved loan restructuring in recognition of the importance of affordable housing that CCOC provides and to assist the Sisters in their legacy planning:
  - Merivale and Richmond loans forgiven (\$445K) as of January 1, 2022
  - BB loans reduced to \$1M (\$95K waived) as of January 1, 2022, and amortized over 12 years (moving up term from 2041 to 2033). This results in net savings of \$14k/year over the next 12 years.
  - Interest remains at 2%
  - Savings reflected in the 2022 approved budget.
- CCOC will cover legal fees of \$5.5K to close and adjust loan agreements.

# 520 Bronson Loan

- Non-interest bearing second mortgage with Ontario Mortgage Corporation (OMC); project under Provincial Reform Program with entire principal of \$2.36M maturing in 2024.
- Letter sent to Ministry of Municipal Affairs and Housing (MMAH) in December 2021 requesting forgiveness of the loan. Our MP, Joel Harden, has also sent a letter of support to the Minister's office.
- Context:
  - The property at 520 Bronson Avenue in Ottawa was developed in 1989 under the Ministry's Project 3600 program and initially operated under a 35-year operating agreement.
  - 520 Bronson now falls under Part VII of the HSA. No viable option under this program to refinance debt.
    - Under the current legislation and regulation, 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.
  - No precedent for an interest-free open mortgage payable at the end of a 35-year term
    - 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.
    - We understand that the situation at 520 Bronson may be unique
    - We believe that the debt should have been waived when the Social Housing Reform Act (2000) was enacted and original program conditions were altered by the Government of Ontario.
- The Ontario Mortgage Corporation, the original mortgagee, was wound up and the mortgage was transferred by legislation to the Ontario Mortgage and Housing Corporation.
- The Ontario Mortgage and Housing Corp was also repealed in 2021 and mortgages held by them were transferred to the provincial Crown. The Ontario Financial Administration Act provides for "remission" (ie, waiver) of debts owed to the Crown.
  - Remission of any debt greater than \$10,000 can only be done by Cabinet on the recommendation of the Minister of Finance. Cabinet can waive a debt in whole or in part "if it considers it to be in the public interest".

# Other updates

## 258 Lisgar CMHC financing (\$4M):

- Loan to fund major capital repair work (windows, balcony rehab, electrical overhaul, roofing, etc.).
- \$35K of CMHC Seed fund available to spend by end of February 2022.
- Next steps:
  - Define the scope for electrical work – wiring and code issues, potentially prohibitive cost to fix; explore additional funding through City's Capital Repair Program
  - Class A budget
  - Term sheet
  - Financing agreement

## 54 Primrose – Mortgage renewal (\$785K):

- Environment assessment pending
- Building built in the 1950s and acquired by CCOC in 2010. As far as we know, the property has always had gas heat. And we have no evidence of pipes or oil tanks on site.
- According to IO, a 2008 Phase I (Environmental Site Assessment) ESA indicates it is possible that heating oil was used for heating purposes prior to conversion to natural gas. A Phase II ESA was recommended in the Phase I ESA to assess potential contamination from the suspected heating oil tank.

## 54 Primrose – Property tax settlement

- Settlement with MPAC relating to the 2016 Current Value Assessment (CVA) in effect for the 2019-2021 taxation years, on the issue that the potential gross revenue was overstated and the capitalization rate was understated.
- Assessment reduced from \$2.3M to \$2.0M, and savings of \$14K for 2019-2021 period.

## 151 Parkdale - Blasting damage:

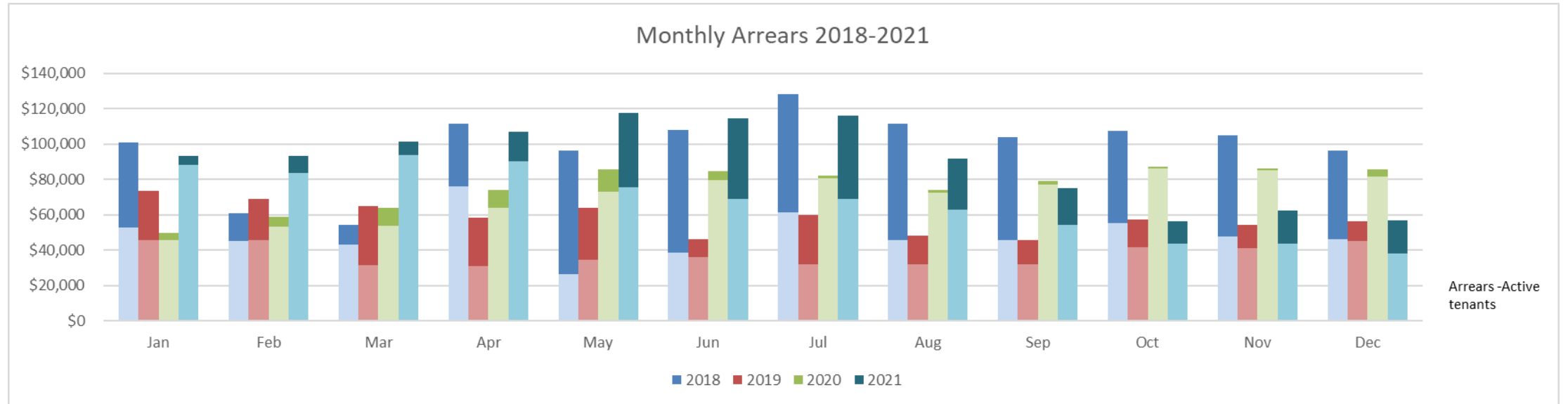
- The building has been stabilized with no more work expected until blasting is complete at which time the developer will be undertaking a permanent fix. They have been completely cooperative this far.

## Line of credit

- Initially at \$500K permanent and temporary increase of \$1M in April-December period, secured by the Rochester/Albert property.
- Moved to \$1.5M permanent, of which \$1M secured by the Rochester/Albert property.

**Arrears**

# Historical Arrears





# Turnover & Vacancies

# Turnover and Vacancies

- In 2021, the turnover rate held steady at a rate of **11%**. A total of **187 households** moved out in 2021, out of 1,688 households, including Taiga and block leased apartments.
- In 2021, we averaged **16 move outs per month (1 more than last year)**. Three months tied for highest number of move outs this year – July, August and November – with 22 move outs each.
- Move outs were **66% market vs 34% subsidized**, similar to last year.
- **Apartments remained empty an average of 2 months (last year was 1.5)**
  - Increase due to the pandemic (softer market, safety protocols, supply chain issues) and various extenuating circumstances (major repairs, pest control, difficult tenancies, construction near CCOC sites, last-minute changes of mind of potential tenants, staff turnover/ capacity, etc.)
  - Rental and Facilities coordinating on move-in/move-out process. Will continue to explore further options to shorten the time for units to be available for rent.
- 2022 turnover rents set at 2021 levels (or lower in some cases) given the changes in the rental market due to the ongoing effects of the pandemic. The turnover rents are close (approx. 80%-90%) to zone average market rents.

## CCOC TURNOVERS & VACANCIES FOR 2021

- In 2021, the turnover rate held steady at a rate of **11%**. A total of **187 households** moved out in 2021, which is higher than in 2020, but we also added an additional building to our portfolio July 1, 2021 – 2100 Scott Street. This number includes block leased apartments.
- This year, we averaged **16 move outs per month (1 more than last year)**. Three months tied for highest number of move outs this year – July, August and November – with 22 move outs each. Our smallest number of move outs occurred in the month of December with 8.
- The 5 buildings with the **greatest number of turnovers** were our larger buildings and each had double digit move outs:

	Total Units	Number of Move Outs	Percentage of Building	Change from 2020
<b>464 Metcalfe</b>	107	15	14%	-5 move outs
<b>145 Clarence</b>	84	11	13%	+ 1 move outs
<b>210 Gloucester</b>	80	9	11%	-6 move outs
<b>111 Catherine</b>	76	9	12%	-4 move outs
<b>415 Gilmour</b>	84	9	11%	Same as 2020

- There were 363 **vacant unit months**. The amount of time for Facilities to get units ready for occupancy accounted for 178 vacant months (last year was 160) and 184 rental vacant months (last year was 122). **Apartments remained empty an average of 2 months (last year was 1.5).**

### Why did vacancy months increase again in 2021? Extenuating circumstances include:

- An apartment at 50 James and Victory Gardens Private had situations where approved tenants didn't move in and caused extra vacancy
- We held apartments empty at 140 Bronson for several months
- Apartments at Albert/Rochester, Taiga, Armstrong/Carruthers, Mayview/Merivale, and 163 James had major repairs or pest control that delayed showability
- We had higher than usual turnover at 20 Robinson and then more difficulty renting apartments due to the extreme level of construction happening on Robinson Ave (4-5 new buildings are built/being built on this tiny street!)
- We were short staffed for the first 4 months of 2021 and this added to Rental vacancy
- We still had periods in 2021 when we were waiting for apartments to be empty before starting the turnover process in order to keep tenants and staff as safe as possible during the pandemic
- **198 units were rented in 2021.** CCOC's overall average vacancy rate increased again to 1.5% in 2021. For comparison, the overall average vacancy rate was 1.1% in 2020, 1.0% in 2019,

1.1% in 2018, and 2.25% in 2016.

- This year, the **west portfolio had 95 move outs** (there were 92 in 2020) and the **east had 87** (there were 102 in 2020). (This only includes CCOC properties, not others such as Unity)

## 2021 Move Outs by Bedroom Size & Subsidized Units

These numbers do not include block leased apartments

Total Rentable Units at December 31, 2021: 1688  
 # of Total Move Outs: 182  
 # of Move outs for households with a subsidy: 62

Move outs by bedroom size		Market	percent of all move outs	Subsidy	percent of all move outs
room	1	0	n/a	1	100%
bachelor	39	27	69%	12	31%
1 bed	59	40	68%	19	32%
2 bed	58	41	71%	17	29%
3 bed	18	10	56%	8	44%
4 bed	1	1	100%	0	n/a
5 bed	0	0	n/a	0	n/a
1 bed accessible	2	0	n/a	2	100%
2 bed accessible	4	1	25%	3	75%
total	182				

Move outs by market vs subsidy		Percent of all move outs
Market	120	66%
Subsidy	62	34%
total	182	

## 2021 Turnovers by Portfolio

*Taiga is added into the Provincial Portfolio*

Portfolio	# of Units	# of Move Outs
1-23 Expired Agreements	481	55 (11%)
24 – 42 Provincial	796	69 (9%)
52,60-64 Other	97	22 (23%)
65-68 Beaver Barracks	254	32 (13%)
71 Co-op	32	4 (13%)
<b>Totals:</b>	1688	182 (11%)

Source: CCOC files, fc 01/22

# RENTAL DEPARTMENT REPORT

## Reporting on: December 2021 (full year 2021)

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

Source	Jan	Feb	Mar	Apr	May	June	July (+Taiga)	Aug (+Taiga)	Sept (+Taiga)	Oct (+Taiga)	Nov (+Taiga)	Dec (+Taiga)	Total
<b>Totals</b>	<b>11</b>	<b>12</b>	<b>24</b>	<b>15</b>	<b>9</b>	<b>14</b>	<b>24</b>	<b>18</b>	<b>26</b>	<b>15</b>	<b>10</b>	<b>20</b>	<b>198</b>
Transfers (incl. overhoused)	1	2	3	2	0	3	4	4	5	6	1	4	35
Registry W/L	4	3	5	3	4	3	6	3	9	5	4	5	54
Referrals	4	2	5	1	1	4	5	6	8	3	2	3	44
Insitu MR to RGI	0	0	2	0	0	0	0	0	0	0	0	0	2
Websites/Twitter	0	3	9	9	2	3	7	5	4	1	3	5	51
Former Tenant	2	2	0	0	2	1	2	0	0	0	0	3	12
<b>Move outs by month</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>16</b>	<b>12</b>	<b>20</b>	<b>22</b>	<b>22</b>	<b>12</b>	<b>17</b>	<b>22</b>	<b>8</b>	<b>187</b>
<b>Vacancy Rate by month</b>	1.7%	1.6%	1.1%	0.9%	0.9%	1.6%	1.8%	1.8%	1.4%	1.7%	1.7%	1.6%	<b>Avg: 1.5%</b>
<b>Benchmark 1:</b> units rented should equal number of move outs	<b>0</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>4</b>	<b>14</b>	<b>2</b>	<b>12</b>	<b>12</b>	<b>6/12 months</b>
<b>Benchmark 2:</b> CCOC vacancy rate should be lower than Ottawa's vacancy rate (3.9%)	<b>2.2% lower</b>	<b>2.3% lower</b>	<b>2.8% lower</b>	<b>3.0% lower</b>	<b>3.0% lower</b>	<b>2.3% lower</b>	<b>2.1% lower</b>	<b>2.1% lower</b>	<b>2.5% lower</b>	<b>2.2% lower</b>	<b>2.2% lower</b>	<b>2.3% lower</b>	<b>11/11 months</b>

### 2. Vacancies & Turnovers:

December Move Outs: 8

January Move Outs (so far): 12

February Move Outs (so far): 7

As of January 7, 2022, the CCOC vacancy rate is 1.6% with 27 empty units in our 1688 "rentable units".

### 3. N5's & Evictions December/January:

- There are 2 active N5s.
  - There have been no further issues from one household who received an N5.
  - We may have to serve a second N5 to the other household, disturbances seem to be continuing.
- The household with the pending LTB Order to move out at the end of December did move out.
- No N5 notices were served and no hearings took place for Taiga.

# RENTAL DEPARTMENT REPORT

## December 2020

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

Source	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
<b>Totals</b>	<b>21</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>4</b>	<b>12</b>	<b>7</b>	<b>15</b>	<b>19</b>	<b>21</b>	<b>21</b>	<b>17</b>	<b>157</b>
Transfers (incl. overhoused)	4	1	3	0	1	1	1	1	6	6	1	2	27
Registry W/L	9	4	1	3	0	5	1	6	8	2	8	6	53
Referrals	7	2	1	1	2	5	5	5	4	9	5	3	49
Insitu MR to RGI	0	0	0	0	0	0	0	0	0	0	0	0	0
Websites/Twitter	1	0	1	3	1	1	0	3	0	3	4	4	21
Former Tenant	0	0	0	0	0	0	0	0	1	1	3	2	7
<b>Move outs by month</b>	<b>13</b>	<b>11</b>	<b>6</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>20</b>	<b>16</b>	<b>18</b>	<b>26</b>	<b>19</b>	<b>19</b>	<b>179</b>
<b>Vacancy Rate by month</b>	0.3 %	0.4%	0.4%	0.7%	1.0%	0.9%	1.6%	1.3%	1.6%	1.5%	1.4%	1.9%	<b>Avg: 1.1%</b>
<b>Benchmark 1:</b> units rented should equal number of move outs	<b>8</b>	<b>-4</b>	<b>0</b>	<b>-3</b>	<b>-6</b>	<b>1</b>	<b>-13</b>	<b>-1</b>	<b>1</b>	<b>-5</b>	<b>2</b>	<b>-2</b>	<b>5/12 months</b> hit benchmark
<b>Benchmark 2:</b> CCOC vacancy rate should be lower than Ottawa's vacancy rate (1.8%)	<b>-1.5</b>	<b>-1.4</b>	<b>-1.4</b>	<b>-1.1</b>	<b>-0.8</b>	<b>-0.9</b>	<b>-0.2</b>	<b>-0.5</b>	<b>-0.2</b>	<b>-0.3</b>	<b>-0.4</b>	<b>+0.1</b>	<b>11/12 months</b> hit benchmark

**Why did move out totals change?** Move Outs by month were corrected to reflect actuals at end of year. All block lease move outs were excluded (6 move outs total). Any parking-only move outs were excluded. There were two situations where we signed a new lease with someone who was an occupant in the apartment and those were excluded. There were two times when someone's move out date changed so the number shifted months.

### 2. Vacancies & Turnovers:

December Move Outs: 19

January Move Outs (so far): 9

February Move Outs (so far): 8

As of January 14, 2021, the CCOC vacancy rate is 1.9% with 30 empty units in our 1585 "rentable units". Our vacancy rate is **above** the **City of Ottawa average vacancy rate of 1.8%** (CMHC, Rental Market Report, Jan 2020). There are extenuating circumstances in December (3/4 Rental Officers had 2 weeks' vacation at the end of December which lowered the number of apartments rented significantly).

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

- There are 6 active N5s. No new N5s were served since last meeting.
- We are still waiting for a hearing for one file that was filed with the LTB in September – issues are ongoing at the building.

## Yearly CCOC Turnovers by Vacancy Rates and Vacancy Months

Year	Total Units	# of TO	Turnover Rate %	Rental Vacancy Months	Total Vacancy Months	Average VC Mo. Per TO
2021	1688	187	11%	184	363	1.99
2020	1585	179	11%	122	271	1.51
2019	1585	198	12%	96	259	1.31
2018	1573	194	12%	74	214	1.10
2017	1590	215	13%	65	251	1.16
2016	1596	239	15%	118	313	1.24
2015	1595	246	15%	67	302	1.23
2014	1595	252	16%	33	223	0.89
2013	1595	224	14%	37	238	1.06
2012	1501	254	17%	47	235	1.11
2011	1503	225	15%	51	251	1.12
2010	1343	218	16%	45	246	1.13
2009	1314	208	15%	34	212	1.02
2008	1314	232	18%	30	300	1.29
2007	1314	249	19%	8	228	0.92
2006	1314	264	20%	64	265	1.00
2005	1314	253	20%	37	227	0.90
2004	1291	252	19%	36	212	0.84
2003	1291	232	18%			
2002	1291	232	18%	19		
2001	1278	165	13%	10	79	0.48
2000	1268	242	19%	45	163	0.67

**SOURCE:** CCOC Files, 2000-2021/fc

**Notes:** Stats for 2100 Scott St are included in 2021 numbers; CCOC took over property management on July 1, 2021. In 2017, the 12 units at Arlington were included in the unit count.

Last update: January 7, 2022/fc

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

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

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

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

YEAR 2021		ARREARS			EVICTIONS				BAD DEBTS WRITTEN OFF*					VACANCY COSTS			
	Active Tenants	Moved Tenants	Total Arrears	Form 4's	L1 /L2 Apps	Evictions	NSF's	Sent to Collections	RENT ARREARS	R&M CHARGES	TOTAL BAD DEBTS	Bad Debt Recovery	Rents Payable	Vacancy Cost	Vacancy % Market Units*	Current %*	YTD %*
Jan-21	\$88,128.38	\$5,031.54	\$93,159.92	2	0	0	5	0	\$70.00	\$175.00	\$245.00	\$2,132.00	\$1,060,318.00	\$39,583.00	57%	2.32%	2.32%
Feb-21	\$83,588.96	\$9,583.34	\$93,172.30	3	3	0	8	0	\$0.00	\$0.00	\$0.00	\$1,400.00	\$1,055,346.00	\$39,178.00	63%	2.29%	2.30%
Mar-21	\$93,816.37	\$7,732.81	\$101,549.18	0	0	0	5	0	\$1,424.00	\$109.00	\$1,533.00	\$2,737.00	\$1,054,200.00	\$35,771.00	65%	2.09%	2.23%
Apr-21	\$90,084.62	\$16,698.23	\$106,782.85	3	0	0	3	2	\$0.00	\$0.00	\$0.00	\$630.00	\$1,055,193.00	\$35,465.00	66%	2.07%	2.19%
May-21	\$75,495.97	\$42,184.46	\$117,680.43	8	0	1	8	3	\$13.00	\$4,569.27	\$4,582.27	\$2,846.40	\$1,059,001.00	\$34,643.00	59%	2.02%	2.16%
Jun-21	\$69,158.43	\$45,214.60	\$114,373.03	13	0	2	5	2	\$3,655.00		\$3,655.00	\$8,766.29	\$1,059,479.20	\$33,082.00	74%	1.92%	2.12%
Jul-21	\$69,044.24	\$46,860.50	\$115,904.74	9	4	1	9	4	\$88.00	\$2,240.13	\$2,328.13	\$980.00	\$1,058,559.00	\$38,427.00	68%	2.23%	2.13%
Aug-21	\$63,131.03	\$28,507.14	\$91,638.17	16	0	1	13	2	\$17,537.00	\$4,592.33	\$22,129.33	\$1,087.91	\$1,060,907.00	\$38,280.00	52%	2.22%	2.14%
Sep-21	\$54,046.60	\$20,742.27	\$74,788.87	7	4	0	5	5	\$7,170.73		\$7,170.73	\$470.02	\$1,062,409.00	\$34,881.00	54%	2.02%	2.13%
Oct-21	\$43,753.55	\$12,465.06	\$56,218.61	12	0	0	14	5	\$18,456.00	\$0.00	\$18,456.00	\$991.00	\$1,059,921.00	\$34,031.00	60%	1.96%	2.11%
Nov-21	\$43,779.30	\$18,587.72	\$62,367.02	14		1	12	5	\$0.00	\$0.00	\$0.00	\$7,633.47	\$1,067,807.50	\$28,454.00	52%	1.64%	2.07%
Dec-21	\$37,989.87	\$18,968.58	\$56,958.45	7	1	0	15	0	\$0.00	\$0.00	\$0.00	\$250.00					
	\$67,668.11	\$22,714.69	\$90,382.80	94	12	6	102	28	\$48,413.73	\$11,685.73	\$60,099.46	\$29,924.09	\$11,653,140.70	\$391,795.00	61%	2.07%	2.07%

Rent arrears % of rents payable	5.84%	Annual bad debt budget	\$103,026.00	<-based on Nov 2021
YTD Rent bad debt % of rents payable	0.42%	Bad debt % of budget	29.29%	<-based on Nov 2021

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



## **CCOC Revised Anti-Oppression Statement**

November 2021

### **CCOC welcome and care statement**

Welcome colleagues, neighbours, and guests.

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

- We are committed to Truth and Reconciliation.

As part of the ongoing anti-oppression and equity work of CCOC, we recognize that the current Board and committees do not fully reflect the rich diversity of backgrounds, identities, and life experiences among CCOC tenants and our community.

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

## **CCOC Anti-Oppression Statement**

March 2021

As Committee members,

We acknowledge that the land on which we gather is the traditional and unceded territory of the Algonquin peoples, recognize Canada's first peoples before contact, and are committed to reconciliation.

We are committed to:

- Listening actively;
- Being accountable for our actions and words at meetings, and encouraging continuous self-improvement as committee members;
- Being mindful when taking up time and space at meetings;
- Being respectful of the diverse and lived experiences of committee members, tenants, volunteers and staff;
- Empowering the leadership abilities of everyone on the committee;
- Respecting correct pronouns (e.g. he/she/they/ze) according to each person's preference;
- Using compassionate language, specifically when speaking of inequalities 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 TENANT AND COMMUNITY ENGAGEMENT COMMITTEE  
MEETING OF MONDAY JANUARY 5, 2022  
7:00 p.m. – 8:30 p.m., Microsoft Teams**

**Chair:** Peter Thorn

**Attendance:** Mayada Bahubeshi, Jordan Edwards, Lisa Hollingshead, Courtney Lockhart, Reaz Zaman

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

**Regrets:** Ashlin Kelly, Shelley Robinson, Teresa Schoembs

1. **Call to order** 7:06 p.m.
2. **Select time keeper**  
Courtney was selected as timekeeper.
3. **Welcome and introductions**  
The committee did a round of introductions, as there were new members in attendance.
4. **Read CCOC's Anti-Oppression statement**
5. **Adoption of the agenda**  
The agenda was adopted as presented.
6. **Standing items**
  - a) **Board & committees report**
    - Discussion: One member asked about the Board's decision on the vaccination policy for in-person volunteers. The Board requested that staff to confirm what CCOC's duty to accommodate volunteers is as it relates to exceptions. Staff will look in to this and bring the policy back to the Board in January 2022.
  - b) **Department report** – No discussion
7. **Adoption of the Monday November 1, 2021 meeting minutes**  
(M/S/C Lisa Hollingshead/Jordan Edwards)  
The November TCE minutes were adopted.
8. **Adoption of the Monday December 6, 2021 meeting minutes**  
(M/S/C Jordan Edwards/Lisa Hollingshead)  
The December TCE minutes were adopted.
9. **Business arising from previous minutes**

a) **2022 TCE Workplan review**

Background: The TCE Director is looking for the committee's feedback and approval of the 2022 department workplan. Please note that in 2022, CCOC will undergo a strategic planning process as the 2012-2022 strategic plan will be at the end of its lifespan. The new strategic plan will outline the direction for all CCOC departments, so there are no significant changes to the 2022 TCE workplan as we anticipate broader strategic direction later in the year.

Discussion:

- The way the workplan is presented does not feel accessible. The material would be easier to understand if it included infographics for visual learners, as well as more plain language.
- Question: What is the goal in reinvigorating the relationship with Centretown Buzz and what opportunities come with this relationship?
  - Answer: CCOC has a long-standing relationship with Centretown Buzz. In exchange for Centretown Buzz having its office at 210 Gloucester, CCOC gets advertising space in the paper every month. In 2022, we want to reinvigorate our relationship and, if useful, take advantage of the Board seat CCOC is also apparently entitled to in this agreement.
- Question: Does our relationship with the Centretown Buzz get re-evaluated over time?
  - Answer: Yes. CCOC's agreement with Centretown Buzz is time-limited. The Rental Department is responsible for all of our commercial leases, including the agreement with Centretown Buzz.
- Question: What are the goals for the 2100 Scott St merger?
  - Answers: The goal is to ensure 2100 Scott St tenants have a smooth transition to CCOC becoming their landlord. Work will include tenant communications in early 2022 that 2100 Scott St has officially merged with CCOC. TCE will continue supporting other departments with communications so tenants know how to access different CCOC services.

Motion to approve the 2022 TCE workplan.

Motion approved on consensus.

b) **Tenant-led initiatives process**

Background: TCE has been improving the tenant communications about what supports CCOC offers for tenant-led initiatives, and has been improving the approval processes for these initiatives to increase consistency.

Discussion:

- It would be useful to include how much money tenants have access to for their initiative.
- Question: How will this information be presented to tenants?
  - Answer: This information will be put on the CCOC website. There are also instructions for staff to follow so they know how to support the tenant in their next steps, and do so consistently.
- To encourage more tenants to lead their own initiatives, it would be helpful to include photos or videos of previous events that got funding to inspire people and offer a path to follow.
- If the documents had visuals and fewer words, it would be more inviting to a wider audience.
- The document should include a statement that any tenant-led initiatives should be open to all the tenants and support CCOC's mission and values.
- Tenants should be informed that they can decorate their lobby for all holidays and there should be examples listed including non-western holidays.

#### **10. New business**

a) **Reschedule August and September Committee meetings**

Background: The August and September TCE Committee meetings are currently scheduled on statutory holidays.

- i. The TCE Committee decided to take break in August.
- ii. The September meeting is rescheduled to September 14.

#### **11. Meeting follow up**

- a) What decisions or comments do you need from the Board? None.
- b) Are there any topics from today's meeting that should be on a future agenda?  
No.

#### **12. Announcements**

- a) TCE related community activities/events
  - i. The City of Ottawa is hosting two town hall events to shape the City's first Anti-Racism Strategy. The town halls are scheduled for January 15 and 20. For more information and to register, click [here](#).
- b) Upcoming meetings: February 7, March 7, April 4, May 2, June 6, July 4, September 14, October 3, November 7, December 5

#### **13. Adjournment 8:33 p.m.**

(M/C Courtney Lockhart)